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FIRE SERVICE
EMERGENCY MANAGEMENT HANDBOOK

Final Report

for

Federal Emergency Management Agency, Washington, D.C. 20472

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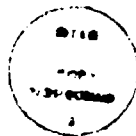
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This planning Guide was prepared for the Federal Emergency Management Agency by the International Association of Fire Chiefs as part of an effort to update and improve emergency management information available to the fire service. Intended as a primary source for fire chiefs, fire executives, and planners, it incorporates the following main topic areas: instruction for the use of the handbook; description of the "emergency management process;" and checklists for specific hazards. The volume includes a self evaluation form for determining
— continued on next page

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community risk, concepts of emergency management, and specific steps in community risk reduction in the four phases of the emergency management process.

Sample forms, tables, and letters of agreement are also included.

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PART FOUR: CHECKLISTS FOR SPECIFIC HAZARDS

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(Key Figures, Tables, and Charts)

From the Director of the Federal Emergency Management Agency (FEMA)

As the central point within the Federal Government for civilian emergency management activities in both peace and war, FEMA coordinates population protection, continuity of government and resource allocation aspects of national security emergencies, administers a range of national hazard-specific mitigation and preparedness programs, provides State and local emergency management guidance and support, and coordinates the Federal response to natural and manmade disasters.

In December 1982 FEMA adopted an Integrated Emergency Management System (IEMS) as a means of administering its programs and intergovernmental coordination responsibilities more effectively. The system structures all FEMA activities into a unified national process that applies common management functions to the degree of capability needed to manage any emergency condition that threaten public health and safety, irrespective of the nature or cause.

While Federal and State resources guide and support the building of emergency management capacity, it is at the local level where the action responsibility ultimately rests. In achieving functional emergency management capability, the role of the fire service is key because it possesses two essential elements:

o   a long tradition of commitment, responsibility, and community service—which, in recent years, has been enhanced by the increasing utilization of modern planning and management techniques; and

o   trained and dedicated professional personnel, ready and able to respond quickly and effectively, in times of disaster.

With this HANDBOOK, the International Association of Fire Chiefs has taken a major step in linking fire service emergency management planning to the overall national IEMS strategy.

The fire service makes a magnificent contribution to life safety in this country. We will continue to rely on the fire service for outstanding achievement and cooperation in community emergency management in the years to come.

Louis O. Giuffrida
Director

Dear Colleague:

The fire service and the International Association of Fire Chiefs are keenly aware of both risks and responsibilities that accompany our leadership role in local comprehensive emergency management. We are proud of our record of service and are committed to providing the highest calibre of emergency management services to the citizens of our communities. But commitment is not enough; we need to take positive steps to safeguard and enhance our capability, and be prepared to face new challenges.

While our obligation to the public remains unchanged, other aspects of the world are changing. For instance, new and complex technology poses new threats; international politics remain unstable; fiscal realities at home are forcing us to examine closely our service delivery policies and procedures. The question is not whether we will continue to provide cost effective service, but rather how we will continue to do so.

We must constantly seek opportunities to build on the past, while preparing for the future. To maintain our ability to meet our community's fire protection and emergency management needs will require even greater attention to planning and close coordination with other community departments and agencies. The publication of this HANDBOOK reflects this perspective.

This HANDBOOK is an updated version of a previous emergency management publication, DISASTER PLANNING GUIDELINES FOR FIRE CHIEFS. Like the GUIDE-LINES, the HANDBOOK is a planning and resource document, not a how-to text. Your community and its emergency management situation is unique. The HANDBOOK presents planning principles and procedures which you can use in your own planning efforts, to reflect the needs and resources of your own locality.

As you may know, the IAFC has been heavily involved in the development of the Integrated Emergency Management System. With this HANDBOOK our members will be among the first local emergency management leaders to have at their disposal an important emergency planning and management tool which utilizes the IEMS concept and approach. This puts the fire service in the forefront of disaster management professionals in this country. As President of your professional association, I am pleased to have the opportunity to offer this product to you.

Chief Gerard A. Carle
President, International Association of Fire Chiefs

PREFACE

THE FIRE SERVICE EMERGENCY MANAGEMENT HANDBOOK is a planning guide for fire chiefs. Its purpose is to strengthen the EM planning capability of fire chiefs, particularly in relation to EM planning for the community as a whole. Among the subjects covered are the following:

o Comprehensive Emergency Management (CEM) and the Integrated Emergency Management System (IEMS);

o Attributes of an effective emergency management organization;

o The emergency management planning process;

o Highlights of special issues; and

o Checklists for managing key emergency operations and dealing with specific hazards.

The HANDBOOK is both a successor and a companion volume to an earlier document published by the International Association of Fire Chiefs, DISASTER PLANNING GUIDELINES FOR FIRE CHIEFS. The two publications deal with the subject of emergency planning from slightly different perspectives. (For example, the historical involvement of the fire service in disaster preparedness; planning styles and elements of a community's disaster plan; detailed guidelines for preparing the fire department's disaster plan; and, detailed planning checklists for specific types of disasters.) This HANDBOOK approaches emergency management planning slightly differently. It discusses some basic planning and management principles, and presents an overview of a planning process in the context of CEM and IEMS -- the latter, a major program initiative of the Federal Emergency Management Agency.

Together, the GUIDELINES and the HANDBOOK, provide fire chiefs with complementary information and guidance in emergency management planning. For example, the HANDBOOK emphasizes principles of developing, evaluating, and revising plans, while the GUIDELINES discusses the mechanics of writing, maintaining, and reviewing a planning document. Many important aspects of emergency planning are covered in the GUIDELINES, and not in the HANDBOOK (and vice-versa). The reader is urged to use both documents when carrying out his or her own EM planning efforts.

ACKNOWLEDGEMENTS

The Fire Service Emergency Management Handbook is based upon an earlier publication of the International Association of Fire Chiefs: Disaster Planning Guidelines for Fire Chiefs.   That document, prepared in 1980 by Michael S. Hildebrand, was, like this one, produced under contract to the Federal Emergency Management Agency.

The handbook is the product of the cooperative efforts of many individuals and organizations. The guidance and recommendations of project task force members have played a central role in determining what revisions were required and what material ought to be added.   They have, of course, reviewed the final report.

The Integrated Emergency Management System philosophy played a fundamental role in the preparation of this document.   The Federal Emergency Management Agency has been instrumental in the development of IEMS, the strategy for encouraging comprehensive emergency management in localities accross the country.

Chief Douglas R. Pollington, during his term as president of the IAFC, provided the counsel and support necessary to get the project under way.   The leadership of Chief Gerard A. Carle, current president of the IAFC, has seen the project through to its completion.

Disaster Planning Guidelines for Fire Chiefs has been widely used since its publication.   We are confident that the numerous comments and suggestions given us by concerned and interested members of the fire service will make this an equally useful document.

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EXECUTIVE COMMITTEE

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PART ONE: INTRODUCTION

HOW TO USE THIS HANDBOOK

Who Can Use This HANDBOOK

The purpose of this HANDBOOK is to assist Fire Chiefs in emergency management and disaster planning. As the successor to the IAFC's 1980 publication, DISASTER PLANNING GUIDELINES FOR FIRE CHIEFS, the HANDBOOK's major emphasis is on preparedness and the planning process; that is, with respect to emergency management, the HANDBOOK will help you to:

o Evaluate where you are now;

o Determine where you want to go; and

o Provide some guidelines to help you get from where you are to where you want to be.

Virtually every fire chief has a major role in his or her community's emergency management structure -- in many cases, a leadership role. According to a 1979 IAFC survey,* about 28% of Fire Chiefs are also their community's emergency preparedness directors, i.e., "the person who is primarily responsible to coordinate and lead in developing civil preparedness". The same survey found that when a jurisdiction's emergency preparedness director is a part-time position, that person's full-time position is in the fire department about one-third of the time.

Current state and federal strategies with respect to emergency management increasingly emphasize two points:

o an all-hazard approach which emphasizes intra- and inter-governmental and community coordination; and

o a growing awareness that responsibility for disaster management capability rests with the community as a whole, not merely with the fire service and other public safety departments.

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*Results of this survey are summarized in the Appendix.

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This means that whatever the precise nature of a Fire Chief's EM responsibilities -- and they differ from jurisdiction to jurisdiction -- it is increasingly important that Fire Department EM planning be supportive of, and coordinated with, overall community EM planning.

This HANDBOOK reflects that perspective; that is, the material is focused more on overall community EM management than on relatively specific fire service planning. However, most of the principles apply within the fire service as well. Thus, you can use the HANDBOOK in several ways; for example:

- o If you are the community EM director;

- o If your EM role and responsibilities vary according to type of disaster; and

- o To examine the EM program within the fire service.

The Emergency Management Context

Since GUIDELINES was first published, EM has become an increasingly sophisticated field. In particular, two important concepts have been refined and articulated:

- o Comprehensive Emergency Management (CEM); and

- o Integrated Emergency Management System (IEMS).

CEM and IEMS represent major steps in:

- o Understanding the dynamics of emergency management;

- o Identifying some requirements for effective EM; and

- o Improving the overall capability of federal, state, and local government to conduct an effective and coordinated EM program.

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Both concepts define ideas which are unique to disasters and emergency situations* and also employ generally-accepted principles of planning and management. This HANDBOOK is written mainly in the context of the CEM and IEMS concepts; these concepts are discussed in more detail in Part One, Section 2.

How to Use the HANDBOOK

The fact that each community has a unique pattern of emergency management needs and resources means that there is no single EM plan or organiz- tional structure which will be universally applicable to all localities. Thus, this HANDBOOK does not present an emergency management plan. Instead, it describes a planning process -- an approach to EM problem solving which includes suggestions and analytical techniques that many communities have found useful in their planning effo ..

As you work through the material, you should consider the information in relation to your own community, thinking in terms of how those ideas will contribute to improving the effectiveness of your own EM program. In many cases, questions and exercises are provided. These are not intended to be all inclusive, but rather to get you started and to stimulate your own ideas on the subjects discussed. Do not feel limited by the contents, either in terms of the topics covered, the format, or the amount of space provided. Develop your own questions, exercises, and lists; photocopy the pages and blank forms; and use as much additional paper as necessary. The HANDBOOK is a skeleton around which you can build your own emergency management program.

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* The terms "disaster", "hazard", "emergency situation", "crisis" are used more or less interchangeably. Also, EM often is used to abbreviate "emergency management".

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While in many ways the HANDBOOK is a stand-alone document, you will derive maximum benefit if, before you begin Part Two, Section 3.2, "The Planning Process", you obtain the following FEMA IEMS documents:

o PROCESS OVERVIEW, (CPG 1-100, September, 1983)

o HAZARDS ANALYSIS FOR EMERGENCY MANAGEMENT, (CPG 1-101, September 1983)

o CAPABILITY ASSESSMENT AND STANDARDS, (CPG 1-102, November, 1983)

o MULTI-YEAR DEVELOPMENT PLANNING, (CPG 1-103, January, 1984)

These documents contain the details of EM analytical procedures which are recommended and summarized in this HANDBOOK. Another useful resource is the URBAN GUIDE FOR FIRE PREVENTION AND CONTROL MASTER PLANNING, which presents a step-by-step planning method, along with sample forms you can use to help in your own detailed planning.

Finally, space limitations dictate that the HANDBOOK only touch on most of the subjects covered. A great deal of excellent material exists on a wide variety of aspects of emergency management. Readers are urged to use the sources of additional information and reference lists, provided in the appendix to pursue subjects of particular interest and to follow up on topics in more depth.

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Summary

WHAT THIS HANDBOOK IS NOT/DOES NOT	WHAT THIS HANDBOOK IS/DOES
A "cookbook" to direct an EM operation.	A set of planning and management guidelines for effective EM.
Present an EM plan which can be lifted, as is, for your locality.	Describe a planning approach which you can utilize in your own community.
Provide in-depth discussion of EM topics.	Highlight some planning and EM concepts.
Provide all the answers.	Provide some suggestions and ideas intended to stimulate your own ideas.
The last word in EM planning and organization.	A starting point for EM planning and organization.

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1. YOU ARE AT RISK

1.1 What's a Disaster?

In many ways, local governments are always prepared to expect the unexpected. By establishing and maintaining fire and police departments, governing bodies acknowledge that the provision of emergency public safety services to the inhabitants of the community is a normal and routine responsibility of the jurisdiction. Sometimes, a community is confronted by an emergency situation which cannot be managed through normal means using the routine procedures and resources of the responsible local department(s) -- that kind of situation, for purposes of this HANDBOOK, is considered to be a disaster. Thus, a disaster is an unforeseen, unplanned event that exceeds the normal day-to-day capabilities of local government.

Disasters can be natural, such as earthquakes or hurricanes, or man-made in cause. The latter category covers a very wide range of hazards. Included in this category are such threats as hazardous materials spills, civil disorders, energy or power shortages, major fires, contaminated water supplies, radiological incidents, and enemy attack. Moreover, disasters of the same type will differ widely in severity, depending on such factors as degree of warning and duration and scope of impact. Thus, there is no such thing as a typical disaster. Virtually every community in the country is potentially vulnerable to some sort of serious emergency situation.

1.2 You Are At Risk

Emergency management, as an area of local government emphasis, carries with it a real irony. Although the potential for a disaster exists everywhere and the cost in suffering, life, i property can be devastatingly high, citizen apathy with respect to emergency preparedness is common. Under normal conditions, citizens -- and the governments which serve them -- do not place a high priority on developing or participating in emergency management programs. However, at the same time, citizens also expect their local government leaders to effectively manage a disaster should one occur in their community.

1-1

Emergency management can be said to be effective if, "when applied during a disaster, it provides the levels of protection for life and property, and recovery assistance which are acceptable to the citizens of the community."* To accomplish this, the governing body needs to know what these acceptable levels of service are. Unfortunately, in most cases, the citizens cannot tell you -- that is, until after the disaster has occurred. At that point, they can, and will, tell you what is NOT acceptable.

Citizens hold their government leaders accountable for providing emergency services when needed; that is, while the public may rarely specifically articulate expectations about disaster service-levels -- in advance of the emergency situation -- they have those expectations, nevertheless. Generally speaking, citizens expect the following from their local government:

   o To provide information on alerting signals, action to take,
     etc., in advance of the disaster;

   o To quickly and accurately assess the magnitude of the emer-
     gency and to keep the public informed throughout the incident;

   o To provide for the rapid restoration of services even when
     those services are not the direct responsibility of the local
     government, e.g., private utilities;

   o To provide for (or access to) recovery services, such as family
     unification, insurance claim preparation, tax counseling, etc.;
     and

   o To provide information on, and specific action steps toward,
     mitigating the impact of future emergencies.

Unfortunately, in too many cases, local governments are unprepared to meet these needs. Emergency planning is often inadequate or non-existent; what plans that do exist are frequently out-of-date or irrelevant to the real threats the community faces. Training and simulation exercises, particularly at the multi-jurisdictional and inter-governmental levels,

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* ICMA, "Local Government Disaster Protection, Final
Technical Report", February, 1981.

rarely take place. What it comes down to is that all too often, emergency management and governmental leaders are unprepared to meet their responsibilities to their communities.

The consequences of failure can be serious. In addition to the obvious health and safety effects, communities that experience disasters frequently pay a high price in other ways: social disruption, negative economic impact, and psychological after-effects are not unusual post-disaster phenomena. Moreover, ineffective disaster management can jeopardize the political and personal lives of public officials. Local municipal and emergency officials who give inadequate attention to the ability of their community to respond effectively in an emergency are politically and legally vulnerable. Increasingly, they are being held personally and professionally liable for the quality of the public protection they provide. It is not an exaggeration to say that with respect to potential disasters and the establishment of programs to effectively deal with these disasters, communities, and their emergency management leaders, are all at considerable risk.

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2. DISASTER MANAGEMENT: TWO CONCEPTS

2.1 Overview

During the 1970's, it became apparent that the nation badly needed a comprehensive and coordinated approach to emergency management. Hazards had become increasingly technologically complex, and resources to deal with these hazards were uncoordinated and fragmented among a large number of agencies. Moreover, federal aid requirements for state and local governments were generally tied to a civil defense attack focus, an approach which tended to ignore, and was often in conflict with, other kinds of emergency management planning. The creation of the U.S. Fire Administration in 1974 was an attempt to coordinate resources and expertise and to develop improved planning and management strategies with respect to fire protection; the establishment of FEMA in 1979 expanded this approach to disaster management across the board.

Also, in the late 1970's, the Defense Civil Preparedness Agency (now a part of FEMA) supported a major study of emergency management at state and local levels which was conducted by the National Governors' Association. Among its accomplishments, the study:

o called for a comprehensive EM policy and organizational struc-
  ture at the Federal level; the NGA project worked closely with
  the Federal reorganization project which created FEMA; and

o articulated the concept of Comprehensive Emergency Management
  (CEM), including describing, and more fully developing, prin-
  ciples concerning the nature and relationships of four phases
  of disaster management.

The above events have greatly influenced the nation's emergency management environment. CEM has been widely accepted as a useful emergency management framework. FEMA is well established and has developed a planning and management strategy called the Integrated Emergency Management System (IEMS). As a fire chief concerned with your community's emergency management capability, CEM and IEMS are concepts with which you need to be

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familiar. They dominate the context in which your own EM planning will be carried out and constitute the organizational structure for "The Emergency Management Process", Part Two of the HANDBOOK. Each is described below.

2.2 Comprehensive Emergency Management (CEM)

Comprehensive Emergency Management is a concept which recognizes that emergency-related activities occur in four separate, but related, phases. The phases are related to the disaster by time and function, and utilize different personnel skills and management orientation. A fundamental principle of CEM is that emergency management is a partnership among the different levels of government and private agencies to deal with the full range of natural and man-made hazards throughout all four phases. The chart on the following page defines and describes these CEM phases:

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1. FOUR PHASES OF CEM ACTIVITIES

PHASE	PERSONNEL ORIENTATION AND SKILLS	EXAMPLES OF ACTIVITIES
Preparedness: Actions which enhance capability to effectively respond to an emergency situation.	Authoritative, operational decision-making orientation. Systems, planning, training and technical skills.	o developing emergency preparedness plans, and testing these plans o inventorying local resources o initiating emergency management contacts (individuals, State/Federal programs, private or public organizations). o training in emergency preparedness procedures
Mitigation: Actions which can prevent, alleviate, or diminish the potential effects of a disaster situation.	Political acumen. Analytic, evaluative, policy-making skills.	o building code enforcement o zoning and land use management o earthquake resistant construction o public information/education
Response: Actions which provide assistance to the injured, reduce the probability of secondary damage, and speed recovery operations.	Same as preparedness.	o alerting the public o mobilization of emergency personnel and equipment o evacuation of residents o search and rescue operations
Recovery: Actions to restore the community to pre-emergency conditions. Short-term: returns vital life support systems to minimum operating standards; Long-term: returns community to pre-disaster or new, improved conditions.	Program knowledge, awareness of resources, planning and coordination skills.	o loans/grants/insurance programs o long-term medical assistance, e.g., psychiatric counseling o reconstruction/rehabilitation o public information/education o adoption of hazard reduction programs

2-3

An important aspect of CEM is the pivotal role played by state government in all disaster management phases. The diagram below depicts the functional and management relationships among local, state, and federal levels of government.

2. SUGGESTED LINKAGES FOR COMPREHENSIVE EMERGENCY MANAGEMENT
(coordinating all risks, four phases, with state development plan)
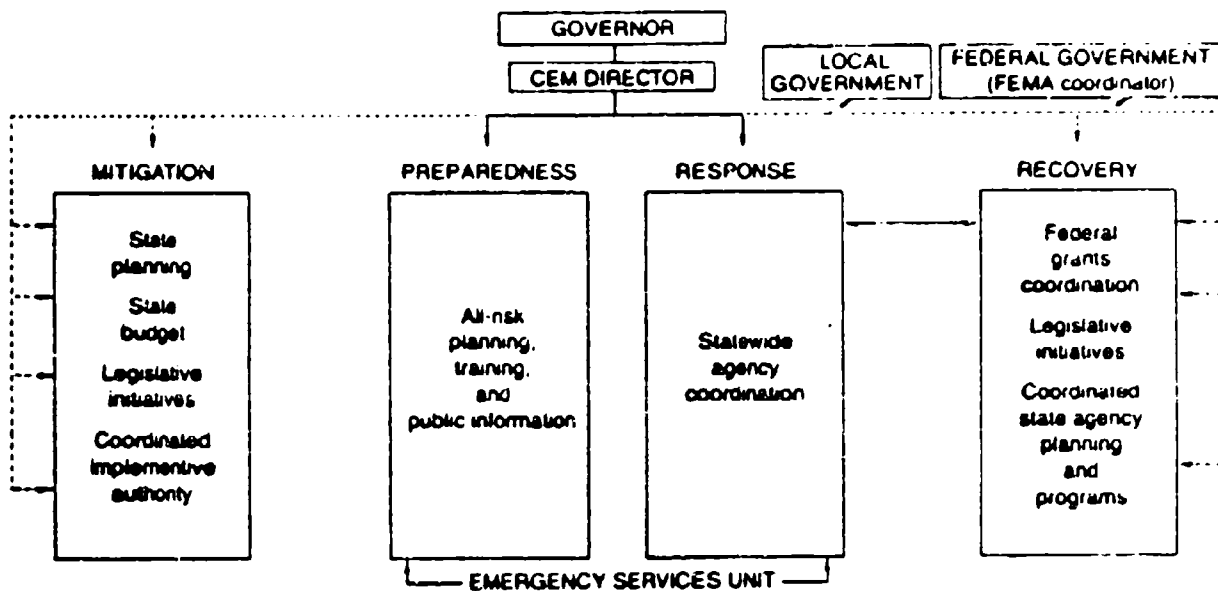
Note: This is a functional linkage diagram. It is not an organizational chart or model.

2.3 The Integrated Emergency Management System

Like CEM, the Integrated Emergency Management System emphasizes intergovernmental coordination and a systematic approach to improving the effectiveness of disaster management. IEMS is a 13-step process that will help state and local governments accomplish three tasks:

o Determine their hazards and magnitude of risk in a logical and consistent manner;

o Assess their existing and required capability with respect to those hazards; and

o Establish realistic plans and proposed actions to close the gap between existing and required levels of capability.

IEMS approaches emergency management more from the perspective of performing EM functions than in terms of responding to specific hazards; that is, IEMS encourages integrating EM activities along functional lines, across all hazards, at all levels of government.

The IEMS process not only acknowledges, but uses as a fundamental assumption, the fact that communities greatly differ with respect to both the hazards they face and the capability they possess to handle these hazards. Thus, it is recognized that the level of effort to perform each IEMS step will differ from place to place. IEMS also recognizes that the steps in the process must be compatible with the community's existing plans and resources. Thus, the process assumes two paths:

o Steps 1-7, which focus on current capability and activities, and

o Steps 8-13, which emphasize capability improvement.

The steps are listed below. A more complete description of IEMS is found in the FEMA IEMS series publication, PROCESS OVERVIEW.

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3. THE INTEGRATED EMERGENCY MANAGEMENT SYSTEM

= INTEGRATED EMERGENCY MANAGEMENT

MAXIMUM CAPABILITY REQUIRED + OPTIMALLY INTEGRATED PLAN(S) + CONTINUAL MAINTENANCE

1 HAZARDS ANALYSIS

2 CAPABILITY ASSESSMENT

3 EMERGENCY OPERATIONS PLANS

4 CAPABILITY MAINTENANCE

5 MITIGATION EFFORTS

6 EMERGENCY OPERATIONS

7 EVALUATION

8 CAPABILITY SHORTFALL

9 MULTI YEAR DEVELOPMENT PLAN

10 ANNUAL DEVELOPMENT INCREMENT

11 STATE/ LOCAL RESOURCES

12 FEDERAL RESOURCES

13 ANNUAL WORK INCREMENT

Step 1. <u>Hazards Analysis</u>: Identifying potential hazards and determining the probable impact those hazards could have on people and property.

Step 2. <u>Capability Assessment</u>: Assessing current capability for dealing with hazards identified above.

Step 3. <u>Emergency Operations Plans</u>: Developing plans with functional annexes common to the hazards identified above.

Step 4. <u>Capability Maintenance</u>: Maintaining the ability to take appropriate and effective action against any hazard.

Step 5. <u>Mitigation Efforts</u>: Taking steps to minimize the potential effects of hazards.

Step 6. <u>Emergency Operations</u>: Being able to conduct emergency operations at any time, regardless of plans for improving capability in the future.

Step 7. <u>Evaluation</u>: Assessing the outcome of emergency operations and assessing the results in terms of actual vs. required capability.

Step 8. <u>Capability Shortfall</u>: Determining the difference between current and optimum capability.

Step 9. <u>Multi-Year Development Plan</u>: Preparing a long term (ideally 5-year) plan to reach the desired level of capability.

Step 10. <u>Annual Development Increment</u>: Based on the multi-year plan, determining in detail what is to be done next year.

Step 11. <u>State/Local Resources</u>: Identifying the resources (financial and in-kind) that state and local governments can contribute to capability development and maintenance.

Step 12. <u>Federal Resources</u>: Continuing provision, by the federal government, of financial, technical, and other kinds of support.

Step 13. <u>Annual Work Increment</u>: Reducing the capability shortfall and modifying corresponding plans based on the capability improvement.

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PART TWO: THE EMERGENCY MANAGEMENT PROCESS

3. PREPAREDNESS

3.1. GETTING ORGANIZED

3.1.1 Overview

Just as there is no such thing as a typical emergency, there is no single emergency management organizational structure which is ideal for every community. However, the CEM and IEMS concepts do recognize that disasters have common phases, and that a systematic EM approach is best for dealing with these phases. Similarly, there are some organizational principles which promote more effective EM and do apply, more or less, across the board. These principles relate to the functional ability of the EM organization, rather than to the way that structure is formally depicted on an organizational chart.

Emergency organizational arrangements differ among communities for a variety of reasons. One important factor is the variety of ways in which local governments are legally and functionally established. For example:

o The balance of authority among city, county, regional, and state governments differs from state to state;

o Local forms of government differ (e.g., council-manager, mayor-council, commissioner);

o State government legal instruments may specify certain communication channels in disasters (e.g., through the highest elected official);

o EM responsibility may be specified by charter or special ordinance;

o Localities differ in the ways in which they provide fire protection, law enforcement, EMS, and disaster management services, (e.g., through separate departments, through a single public safety department, through contracts).

3-1

These in-place arrangements provide built-in limitations, with respect to a community's EM organizational flexibility.

Communities differ in other ways: geographical size and character-istics; size, density, and make-up of population; economic and fiscal resources; etc. Additional factors include the personalities of, and interpersonal relationships among, municipal and private sector leaders; community customs and traditions; and the degree of concern and prevailing attitudes about emergency management readiness.

Although communities and their EM organizations differ, there are three functions (or positions), that are key to effective local emergency management:

o The Director of Emergency Management - the person legally
   responsible to the governmental entity for emergency
   management, provides overall policy and direction;

o The EM Coordinator, or Planner - the person generally
   responsible for overall community disaster planning and
   coordination; and

o The Incident Commander - the person who actually directs the
   disaster operation, i.e., who has the authority and responsi-
   bility to direct local government resources during a disaster
   situation. In some cases, the "incident commander" can really
   be two persons; one at the field command post, and one at
   central EOC.

In some places, these positions are filled by different individuals;
in others, the same person may perform more than one function.

3-2

As Fire Chief, you are guaranteed to have a major role in your locality's emergency management structure. Whether you fill one or more of the above positions, formally or informally, your influence and informed leadership are essential to the effectiveness of emergency management in your community. While there is no one organizational pattern that is best for all areas, there are some principles -- organizational attributes -- that tend to enhance EM organizational effectiveness; that is, communities with EM organizations that have certain characteristics tend to perform the above three functions more effectively.

As an emergency management leader, you will find it useful to understand these principles:

o as a framework to examine and assess your community's EM organizational structure;

o in suggesting ways to modify or strengthen that structure; and

o for planning and operations within the Fire Department

There are 14 EM organizational attributes in four general categories. These attributes are summarized on the following page. The remainder of this section discusses these attributes.

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Figure 4.

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┌─────────────────────────────────────────────────────────────────────┐
│                                                                       │
│              ATTRIBUTES OF AN EFFECTIVE EM ORGANIZATION               │
│                                                                       │
│                                                                       │
│   Roles and Responsibilities                                          │
│                                                                       │
│      A.  Roles of Elected Officials Defined                           │
│      B.  Strong and Definitive Lines of Command                       │
│      C.  Good Interpersonal Relations                                 │
│      D.  EM Structure and Procedures as Close to Routine as Possible  │
│      E.  Procedures to Alert Key Municipal Officials and Community Leaders │
│      F.  Multiple Use of Resources                                    │
│                                                                       │
│   Hazard and Planning Approach                                        │
│                                                                       │
│      G.  All Hazard Approach                                          │
│      H.  EM Planning an Ongoing Activity                              │
│                                                                       │
│   Public Involvement/Relations With the Community                     │
│                                                                       │
│      I.  Maximum Ability to Alert the Public                          │
│      J.  Public Information Function Clearly Defined                   │
│      K.  Public-Private Cooperation and Coordination                  │
│                                                                       │
│   Intergovernmental                                                   │
│                                                                       │
│      L.  Active Intergovernmental Coordination                        │
│      M.  Eligibility for State and Federal Subsidies Considered        │
│      N.  Ability to Maintain Comprehensive Records                    │
│                                                                       │
└─────────────────────────────────────────────────────────────────────┘
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3-4

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3.1.2. EM ROLES AND RESPONSIBILITIES

A. ROLES OF ELECTED OFFICIALS DEFINED

It is best if the roles of elected government officials are specifically defined in the emergency management organizational structure. These officials will, of course, have key roles in representing their respective constituencies during the emergency situation; they should also be expected to participate in emergency planning, such as in the Goal Setting process described in Section 3.2.3. In addition, elected officials may be assigned specific functions during a disaster operation. Such emergency assignments should be clearly represented within the organizational structure.

Roles and responsibilities may be official and unofficial:

o Examples of official responsibilities include overall authority for emergency management; authority to officially declare a disaster on behalf of the jurisdiction; responsibility for formally requesting federal, state, and/or county assistance.

o Examples of unofficial responsibilities include policy development; liaison with news media; liaison with constituencies.

As fire chief, your influence over role assignments may be limited. But, you will still find it helpful, in advance of a disaster, to know what these roles are likely to be -- i.e., what you should expect from your elected officials during a large-scale emergency situation. The following exercises will help to clarify that information.

(NOTE: If roles and responsibilities vary according to the type of emergency, you may need to photocopy these blank forms and complete the exercises separately for each hazard).

3-5

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1. Identify the person responsible for alerting each official concerning
   a potential disaster; also identify the person responsible for
   keeping him/her informed throughout the emergency.

Elected Position	Person Responsible for Alerting	Person Responsible for Subsequent Information

2. Identify the official and unofficial roles and responsibilites of the
   elected officials in your community.

Elected Position	Emergency Management Official Responsibilities	Unofficial Responsibilities

Analyzing the Results

Review the results of the above steps and determine:

o Which officials have unspecified or ambiguous roles? Are there
  any responsibilites, currently not assigned, which one or more
  of these individuals might handle?

o What changes are necessary to ensure that officials will be
  alerted and kept informed on a timely basis throughout an
  emergency situation?

Keep in Mind That:

o Roles and responsibilities of elected officials should be
  consistent with their political objectives and needs, e.g.,
  dealing with public information, dealing with officials in
  other jurisdictions, etc.

o Elected officials are likely to be highly concerned with
  emergency management, especially because of the potential
  political impact of a disaster. If their interest is not high,
  consider taking steps to educate and motivate them, particu-
  larly about the ways in which they are "at risk".

o Officials should be encouraged to review community emergency
  management plans and structure on a biennial basis, at least.

B. STRONG AND DEFINITIVE LINES OF COMMAND

The emergency management organizational structure should clearly
delineate lines of authority and responsibility for all phases of an
emergency situation. In such a situation, a number of governmental

agencies may be involved. To avoid confusion, or even tragic consequences, the command structure should be very clear throughout all aspects of a disaster operation:

- o Planning and preparation;
- o Monitoring and alerting;
- o Operations; and
- o Recovery.

Furthermore, all personnel should know and understand the established lines of command, and how they fit in.

Lines of authority may be official and/or unofficial; responsibility may be delegated formally and/or defacto. As Fire Chief, your role in the various phases may be lead or support. Or, your role may vary, according to the type of emergency which exists. In any case, it is important for you, and all members of your department, to know and to understand how the chain of command operates, and the relationship between the Fire Service and other public and private agencies. The following exercises will help you to accomplish this.

1. List the official emergency management responsibilities of the Fire Chief, i.e., as specified in the municipal charter, ordinance, etc. (You may have to check with the city attorney to answer this question).

_____

_____

_____

_____

_____

2. List the unofficial emergency management responsibilities of the Fire Chief.

_____

_____

_____

_____

_____

3. When a disaster occurs, who is the official "Incident Commander", i.e., commander-in-chief, or tactical on-scene commander, -- the person with the authority to direct municipal resources?

A. It does <u>not vary</u> by type of disaster; it is always the:

___ Chief Administrative Officer (CAO)   ___ Fire Chief
___ Assistant CAO   ___ Police Chief
___ Emergency Director   ___ Other (specify)

_____

B. ___ It varies by type of emergency.

(SKIP TO QUESTION 6)

C. ___ The incident commander is not designated.

4. When a disaster occurs, does the person checked in A., above, delegate his/her responsibility to someone else, either officially or defacto?

___ YES   ___ NO

<u>IF YES</u>: To whom is that responsibility delegated?

Person(s)	Position(s)

3-9

5. Summarize your community's emergency management organization.

   A) Indicate who is responsible for key EM functions:

FUNCTION	RESPONSIBLE POSITION/PERSON
Legal EM responsibility	_____
EM planning	_____
Incident commander	_____
Monitoring/alerting	_____
Damage assessment	_____
Evacuation	_____
Public information	_____
Rescue and medical	_____
Human services	_____
Temporary housing	_____
Inter-govt. coordination	_____
Crowd control	_____
Other: _____	_____
_____	_____

   B) Draw an organizational chart of your community's emergency
      management organization, showing only key positions and main
      lines of authority.

   YOUR COMMUNITY'S CURRENT EM ORGANIZATION

6. For each applicable hazard listed below, identify the official
   incident Commander in COLUMN A. If that responsibility is
   delegated (either officially or defacto), identify to whom, in
   COLUMN B.

	(COLUMN A) INCIDENT COMMANDER	(COLUMN B) RESPONSIBILITY DELEGATED TO?
Flood/Water Emerg.	_____	_____
Tornado	_____	_____
Hurricane	_____	_____
Earthquake	_____	_____
Drought	_____	_____
Blizzard/Winter Storm	_____	_____
Trans. Accident	_____	_____
Hazardous Materials Accident	_____	_____
Civil Disturbance	_____	_____
Conflagration	_____	_____

Mass evacuation
  (Enemy Attack/
    Nuclear Incident)
	_____	_____

Other:		
_____	_____	_____
_____	_____	_____
_____	_____	_____

7. Does the EM Director and/or Incident Commander have written
   authority to direct resources of other units of government?
   YES ___ NO ___

   IF YES: Identify the units of government, and the circumstances
   and conditions under which this authority may be exercised.

   _____

   _____

   _____

   _____

   _____

   _____

   _____

Analyzing the Results

Examine your answers to the questions and the lists you prepared.

o Do you know and thoroughly understand the chain of command and
  EM organization?

o Indicate your level of confidence in that chain:

  Very High   High   Adequate   Low   Very Low

  _____   _____   _____   _____   _____

o Are there any EM functions for which the responsible position
  is not clear or is less than adequate? Are there other
  weaknesses in the EM organization?

o What are some potential solutions or changes you would like to
  see? How might you go about trying to make these changes? Are
  any of them solely within your control to effect?

3-12

o List below those personnel who may be appropriate for new or
modified EM assignments:

NAME	CURRENT POSITION	POTENTIAL EM ASSIGNMENT
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Keep in Mind That:

o Emergency management command personnel should be very strong,
knowledgeable leaders who have the respect of other key
municipal officials.

o Interpersonal relationships are important in any organizational
structure (See Section C).

o Resistance to change can be minimized if certain principles
are understood and utilized. (See HANDBOOK Chapter 7,
"Managing Change")

C. GOOD INTERPERSONAL RELATIONS

As in any other organization, the effectiveness of your emergency
management structure is strongly influenced by personalities and
interpersonal, and interdepartmental, relationships. Moreover, these
relationships are neither permanent nor stable; they change as individuals
are assigned into, and out of, the organization. This is one reason that
there is no such thing as a model organizational structure which is
applicable to all communities.

3-13

It is important to take interpersonal relationships and individuality into account when establishing and/or evaluating an EM organization. Some personnel may have good leadership potential, but are currently under-utilized. Others may have the respect of, or special connections with, officials in other agencies or departments, which could be leveraged for EM purposes. In still other cases, traditional interdepartmental rivalries may interfere with utilizing personnel in certain ways; often, this is more a result of not knowing one another than actual hostility between individuals. The following exercises will help you to examine your EM organization from an interpersonal and interdepartmental perspective.

1. Refer to the previous section, Question 5A. For each person listed, answer the following questions: (you may want to photocopy the list or use a separate sheet of paper).

   A) Using the following scale, rank the quality of the working relationship between yourself and each person on the list:

      1 - Poor   2 - Fair   3 - Adequate   4 - Good   5 - Excellent

   B) With which agencies and departments does the Fire Department have the best working relationship? With which does it have the worst?

   Best Relationships   Worst Relationships

   _____   _____

   _____   _____

   _____   _____

   _____   _____

Keep in Mind That:

o Stress virtually always strains relationships. If personnel do not get along well on a routine basis, they may not work together well in a crisis.

o Interpersonal relationships can often be improved by more frequent
   personal contact. Think about ways to accomplish this -- for
   example, transmit information personally rather than via
   interoffice mail.

o Training exercises can be used to improve interpersonal
   relationships within a department and between departments.

D. EMERGENCY MANAGEMENT STRUCTURE AND PROCEDURES SHOULD BE AS CLOSE TO ROUTINE AS POSSIBLE

Under stress, people tend to revert to first learned behavior.
Therefore, the organizational structure, which applies to emergency
situations, should be as similar as possible to that which is used for
day-to-day operations.

As much as possible, the emergency structure should be an extension of
the routine. Of course, special functions may be added, (e.g., damage
assessment), and it may be necessary to coordinate with more agencies than
usual. But, to the extent possible, personnel should continue to work with
the supervisor and associates according to normal authority patterns.

In some places, the responsibility for managing an emergency shifts
according to the type of disaster. For example, the Fire Chief would be in
charge for conflagrations and hazardous materials spills; the Police Chief
for civil disturbances; and the Public Works Director might direct opera-
tions during a power failure or blizzard. In these cases, personnel from
non-command departments may be required to play a support role and follow
directions from persons with whom they do not ordinarily work, or whom they
might not even know.

Disaster simulations are effective ways to practice and help to
"routinize" emergency procedures. But you need not rely on simulations
alone. Think about other ways to help people get to know each other and
work together in advance of a crisis; for example, for intra-city charity
drives, on large-scale disaster public information campaigns, through
municipally-sponsored sports and recreation activities.

3-15

To help determine how close your routine and disaster procedures are, complete the following exercise.

1. List major functions which are common to both routine and disaster situations. (For example, fire suppression, crowd control, debris removal.) Then, for each function, identify the agency/department (public or private) with day-to-day responsibility and with responsibility during a major emergency.

Function	Agency/Dept with Day-To-Day Responsibility	Agency/Dept with Responsibility During a Disaster
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

2. Fire Department Procedures: On the following chart, compare the routine organization with the disaster organization.

Function	Routine Person in Charge	Person in Charge During a Disaster

Analyzing the Results:

1. Circle those functions for which the agency with routine responsibility differs from the one with responsibility during a disaster. How well do you and your staff know your counterparts in those other agencies? Consider ways to expand contacts with these other agencies.

2. Compare the routine versus disaster organization within the Fire Department.

   o Circle the functions for which they differ. Do these structures have to be different?

   o Do personnel generally have the same working relationships in a disaster as they do on a day-to-day basis, i.e.; scope of authority, lines of supervision, etc.?

3. List below the changes you might make either in routine or disaster personnel assignments and/or procedures to make them more consistent.

   _____

   _____

   _____

   _____

   _____

Keep in Mind That:

o Using similar structure and procedures could:

   - Reduce errors

   - Reduce training requirements

   - Reduce the amount of resources
     needed to perform a function

3-17

o It is often useful to involve personnel who will be performing
   disaster functions in the development of plans and procedures
   for those functions.

E. PROCEDURES TO ALERT MUNICIPAL OFFICIALS AND COMMUNITY LEADERS

The emergency management organization should clearly provide for the
alerting of municipal officials, key staff, and leaders of community
agencies in time of disaster. These persons include at least the
following: elected officials, the CAO, municipal public safety and
emergency management personnel, and key members of the community such as
the media, hospitals, suppliers of special emergency equipment. These
individuals should be able to be reached 24 hours a day, whether or not the
public telephone system is operational.

Roles and responsibilities regarding who notifies whom should be
clearly spelled out. There should be back-up procedures to deal with
contingencies, such as when persons are away or incapacitated. You should
seek to avoid the situation in which important members of the EM organi-
zation learn of the disaster situation from a commercial radio news
broadcast.

Use the following exercises to describe how the key emergency
personnel in your community would find out about a disaster situation.

1. A) Does anybody in the Fire Department have the specific
      responsibility of informing you that a disaster situation
      may be developing?
      Yes ___ No ___

   IF YES: Who? _____

   IF NO: How would you be likely to find out that an emergency
          situation might be developing?

      _____

      _____

2. A) List below persons in other departments and agencies whom
   you expect to let you know about a developing emergency.

   Department/Agency   Responsible Party

   _____   _____
   _____   _____
   _____   _____
   _____   _____
   _____   _____

   B) If you were away or incapacitated, would the above
      individuals know whom to notify?
      Yes ___   No ___

3. Who in the Fire Department is responsible for notifying
   persons in other agencies/departments?

   Fire Department   Agency & Person to Notify
   Personnel

   _____   _____
   _____   _____
   _____   _____
   _____   _____
   _____   _____

Analyzing the Results

1. Review the lists above. Determine whether there are any
   gaps in the internal notification network.

2. Are there back-ups to the system, both in terms of
   personnel and procedures?

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Keep in Mind That:

o It may be advantageous to expand the number of persons who have pagers or other radio devices for alerting purposes.

o Testing your system regularly may heighten the awareness of senior officials about local emergency management.

F. MULTIPLE USE OF EM PERSONNEL AND RESOURCES

The EM organizational structure should promote the use of personnel and other resources in circumstances other than emergencies and disasters. Among the benefits of this policy are the following:

o Duplicate facilities and personnel "down time" are expensive: multi-use of both is a cost-effective management strategy;

o Opportunities are provided for EM personnel to get to know persons in other departments and agencies, thus potentially improving interpersonal relations;

o Using EM resources on a day-to-day basis could increase the EM awareness of all personnel;

o Personnel will become familiar with EM equipment, thus reducing confusion when needed in an emergency;

o Facilities and equipment may be maintained better if used on a routine basis.

To see how well you are making multiple use of Fire Department personnel and resources, complete the following lists. If you can, and where applicable, also answer the questions for the community EM structure as a whole.

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1. List Fire Department (and EM personnel) and identify any additional functions they perform.

Name (or Position)	Non-Emergency Management Activity	None
_____	_____	___
_____	_____	___
_____	_____	___
_____	_____	___
_____	_____	___

2. Identify major types of emergency management equipment and facilities, and indicate their non-emergency uses.

Facilities/Equipment	Non-Disaster Use	Not Used
_____	_____	___
_____	_____	___
_____	_____	___
_____	_____	___
_____	_____	___
_____	_____	___

Analyzing-the-Results

If EM resources are under-utilized for non-EM purposes, try to identify potential uses. Your staff and persons in other departments and agencies might have some new ideas.

Keep In Mind That:

o EM training resources could be used for general governmental employee CPR training.

o The EOC could be used for day-to-day or supplementary operations of departments which have communications and/or dispatch functions.

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3.1.3. HAZARD AND PLANNING APPROACH

    G. ALL HAZARD APPROACH TO PREPAREDNESS AND MITIGATION

       Your emergency management organizational structure and correspond-
ing plans should be designed to handle the disasters which are most
likely to occur in your community. This all hazard EM capability is so
important to effective emergency management that FEMA has published, as
part of the IEMS series, a guidance document entitled, Hazards Analysis
for Emergency Management. You should obtain this Guidance as soon as
possible. Hazards analysis is also summarized in Section 3.2.2.A of
this HANDBOOK.

       An all hazard approach should deal with all four phases of a disas-
ter situation; i.e., preparedness, mitigation, response, and recovery.
Many EM functions are similar for different kinds of emergencies; e.g.,
providing food and shelter. An all hazard approach identifies these
functions, but also takes into account the differences that must result
depending on the kind of emergency that is at hand. For example,
churches and schools located along a river might be appropriate as
designated shelters for victims of a fire or a winter fuel emergency,
but not for a flood.

       Two areas in which an all hazard awareness is particularly
important are in disaster mitigation and ongoing monitoring. The best
organizational structures foster community capability in both respects.

       Mitigation activities can occur both in advance of, and following,
a disaster situation. For example, the municipality can seek to mini-
mize hazardous materials spills, and/or the corresponding consequences,
by instituting strictly-enforced controls on such transport within city
limits. Similarly, planning and zoning regulations can forbid new
development in a flood plain. The period following a disaster is often
an opportune time for mitigation actions, while the consequences of the
emergency experience are fresh in the public mind. For instance, after
a conflagration, it might be easier to institute building code require-
ments for fire-resistant materials in the rebuilding of the damaged
properties, as well as for new construction.

3-22

Another important organizational capability is the provision of EM monitoring on a 24-hour basis. It should be possible to monitor the development of any potential disaster situation around the clock, in order to be able to alert EM personnel and the general public as needed and appropriate. This capability is crucial to establishing an accurate and complete understanding of both the nature and magnitude of an emergency. Furthermore, public awareness that this capability exists may help to reduce apathy and attract stronger citizen participation in, and support for, community emergency management as a whole.

As mentioned above, hazards analysis is a major EM planning activity for which FEMA has prepared some specialized materials; thus, hazards analysis procedures are not included in this section. The following questions are intended to give you a sense of your community's mitigation focus and organizational structure with respect to ongoing monitoring.

1C7:9

1. Examine the following list of potential disasters (or use the
   results of a previously-performed hazards analysis). For each
   hazard listed, rate the adequacy of the mitigation activities
   being implemented in your community. Use the following scale:

5 - Excellent	2 - Fair
4 - Good	1 - Poor or non-existent
3 - Adequate	NA - Not applicable in this locality

   ___ Flood/Water Emergency
   ___ Tornado
   ___ Hurricane
   ___ Earthquake
   ___ Drought
   ___ Blizzard/Winter Storm
   ___ Transportation Accident
   ___ Hazardous Materials Accident
   ___ Civil Disturbance
   ___ Conflagration
   ___ Mass Evacuation (Enemy Attack/Nuclear Incident)
   ___ Other: _____

   ___ _____

2. Describe how hazards are monitored in your community in terms
   of:

   WHAT - Check each hazard currently monitored.
   WHO - Indicate the person/agency/department responsible for
          monitoring that hazard.
   HOW - The general procedure for gathering, recording and
          reporting information concerning extent/magnitude and
          location of a developing or actual disaster. For
          example, National Weather Service monitor, direct line
          to utility, etc.

		WHO	HOW
___	Flood/Water Emergency	___	_____
___	Tornado	___	_____
___	Hurricane	___	_____
___	Earthquake	___	_____
___	Drought	___	_____
___	Blizzard/Winter Storm	___	_____
___	Transportation Accident	___	_____
___	Hazardous Materials Accident	___	_____
___	Contaminated Water Supply	___	_____
___	Civil Disturbance	___	_____
___	Conflagration	___	_____
___	Mass Evacuation (Enemy Attack/Nuclear Incid.)	___	_____
___ _____		___	_____
___ _____		___	_____

Analyzing the Results

o Review the hazards mitigation list. In order of descending priority, list the five hazards most in need of improved mitigation.

1. _____   4. _____
2. _____   5. _____
3. _____

o Review the monitoring list. Consider ways to monitor those hazards which are currently not being monitored. For those with blanks in the WHO and/or HOW columns, obtain the information and write it on the list.

Keep in Mind That:

o In the event of a disaster, the municipality and its officials may be liable if the EM plan does not cover known hazards.

o Disaster mitigation actions are sometimes unpopular (e.g., codes preventing wood shingled roofs, density limitations on building and development).

o State and federal regulations sometimes require certain mitigation actions.

o Bus drivers, public works employees, and other personnel with radio-equipped vehicles could be trained and used as observers.

o Some monitoring could be done, either cooperatively or under contract, by a neighboring community.

o Your municipality might not be aware that neighboring localities depend on you for certain kinds of monitoring.

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H. EM PLANNING AN ONGOING ACTIVITY

In the best case, the local government organization should establish an emergency management planning function in such a way that it:

o has the status and authority to obtain the attention, cooperation, and respect of other government personnel; and,

o is integrated into the routine operations of the government and community agencies.

Too often, emergency management planning is conducted in relative isolation, and is the responsibility of a staff person with little visibility or actual authority. Much EM planning is accomplished on a part-time basis, with too few resources of any type dedicated to the activity. In these circumstances, EM planning is considered to be the responsibility of only the department in which the function is carried out; few other persons or departments either know or think much about it.

Effective _community_ emergency management requires municipal and community participation in the planning process on an ongoing basis. Section 3.2 of this HANDBOOK discusses some ways in which this kind of planning can be accomplished -- the setting of community goals, objectives and EM priorities; evaluating progress; and why, in fact, planning is a continual process, and not a onetime event. To be successful, those in charge of these efforts should have frequent contact with other departments and agencies, and should have the leadership skills, resources and competence to command their respect.

3-27

To begin to determine the level and effectiveness of EM planning in your community, answer the following questions.

1. Is there a person with designated responsibility for emergency planning in your community?

   YES ___ NO ___

   (IF NO, SKIP TO QUESTION 3)

2. For the person in Question 1, what is his/her name:

   Name & Title _____

   Department _____

   Authorities and responsibilities:

Authorities	Responsibilities

3. Identify and list Fire Department personnel assigned to EM planning.

Name	Approximate Number of Person-Hours (If not Full Time)

Analyzing the Results

o Does the EM planner in Question 1 have the authority to implement decisions?

YES ___ NO ___

Does he/she report to someone with that authority?

YES ___ NO ___

IF YES, WHO? _____

o How frequently does he/she work with other departments and community groups for EM planning?

___ Daily   ___ Infrequently

___ Weekly   ___ Never

___ Monthly

o Are these contacts encouraged, welcomed, and returned?

YES ___ NO ___

o What additional Fire Department resources (e.g., personnel, equipment, facilities, contract money) would you like to devote to EM planning? How would they be used?

Activity	Resources Required

Keep in Mind That:

o All participating organizations should be involved in the planning process.

3-29

o Disaster exercises should be held on a regular basis with participation from all involved organizations.

o You can personally introduce your EM planner to others, which will enhance both his/her visibility and implied authority.

3.1.4. PUBLIC INVOLVEMENT/RELATIONS WITH THE COMMUNITY
I. MAXIMUM ABILITY TO ALERT THE PUBLIC

The local government EM organizational structure should include a 24-hour, public alerting function which reflects the all hazard approach previously discussed. Moreover, it should be possible to alert all segments of the community, including the handicapped and non-English speaking residents.

An effective way to obtain citizen participation in the community emergency management program is by using residents as part of the public alerting system. Volunteers could be trained to recognize alerting signals and to take the appropriate action when an alert occurs. For example, individuals who are bilingual could alert non-English speaking persons; similarly, senior citizen and other community networks could be utilized to notify members of their groups. However, it is important that these people be involved very early in the planning process. Their cooperation should be obtained in advance of an emergency situation. Like other emergency workers, they must understand the system, know what they are supposed to do (and, equally important, what they are not empowered to do), and accept the responsibility.

Use the following questions to assess the public alerting organization in your community.

1. Identify the person/position responsible for alerting the general public, on behalf of the municipality, to an actual or potential disaster situation.

   _____

   _____

2. Check the techniques which your community utilizes to alert
   the public to the emergency.

   ___ News Media
   ___ Sirens
   ___ Cable Television Network
   ___ Public Address Equipped Vehicles
   ___ House-to-House Contact
   ___ Special Radio Monitoring Devices
   ___ Emergency Broadcast System
   ___ Community Organizations

   _____

   _____

3. How would the following special groups be alerted?

Group	Technique
Visually impaired	_____
Hearing impaired	_____
Physically handicapped	_____
Mentally handicapped	_____
Non-English speaking	_____
Confined to bed	_____
Care facility patients	_____
Institutionalized	_____
Dependent upon life support equipment	_____
Others _____	_____
_____	_____

4. If sirens are used for public alerting, obtain a map of your community, and draw an "X" at the location of each siren.
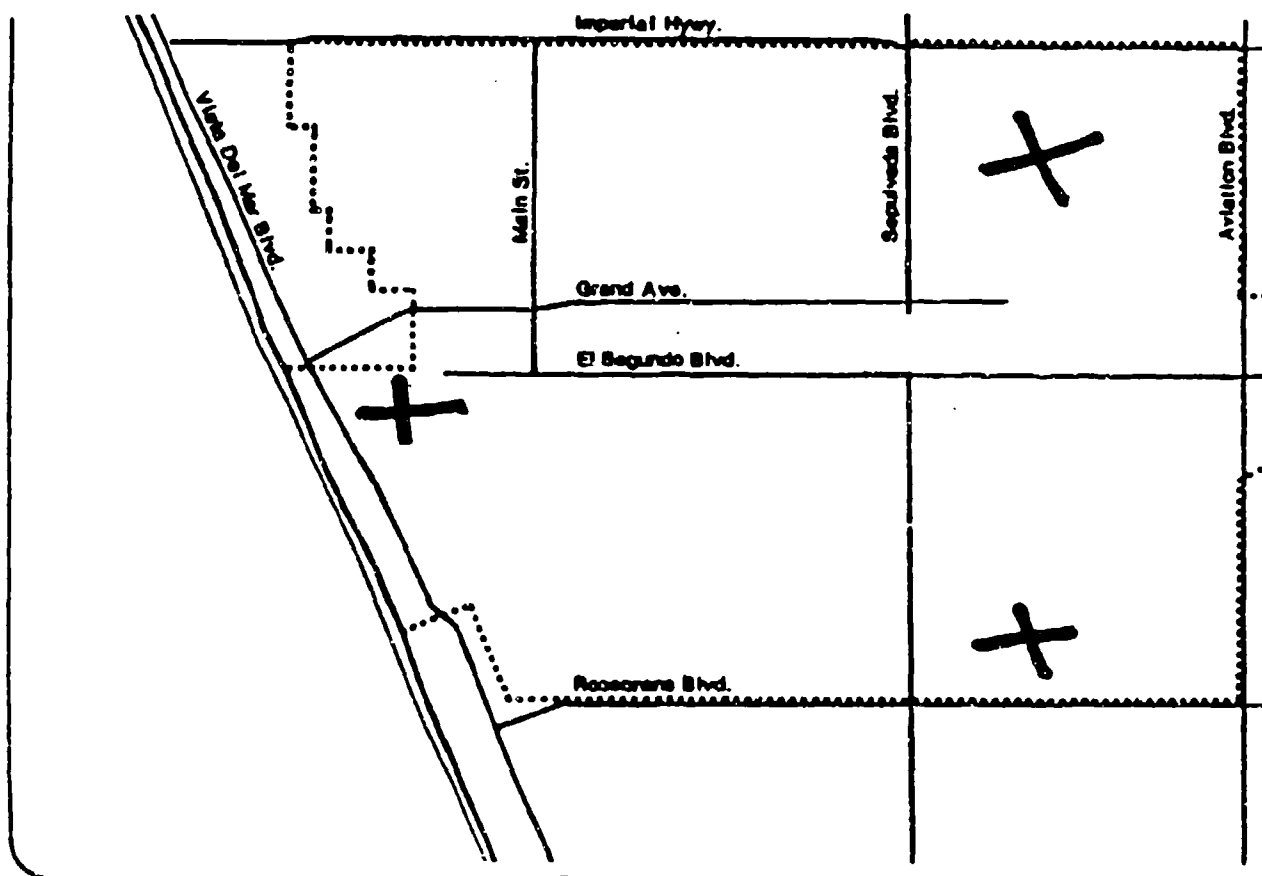
<u>Analyzing the Results</u>

o List below any special groups for which no special alerting
provisions exist.

_____   _____

_____   _____

_____   _____

Begin to plan ways to reach these people in the event of an
emergency.

o How frequently is the alerting system tested?

___ Weekly   ___ Semi-annually

___ Monthly   ___ Annually

___ Quarterly   ___ Never

o Has the general public been educated as to the meaning of
alerting signals, and what to do when they occur?

YES ___ NO ___

o Are there any places in the community out of reach of the
sirens?

YES ___ NO ___

<u>Keep in Mind That:</u>

o An alerting system is not adequate without a corresponding
public education program.

o Use of a single alerting technique, such as sirens, may not be
sufficient to reach all members of the community, and may not
be appropriate for all types of disasters.

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J. PUBLIC INFORMATION FUNCTION CLEARLY DEFINED

The EM organizational structure should include a designated position to serve a public information function during emergency situations. This person should be the focal point for the release of all disaster-related information and should coordinate the activities of all other public information functions. He or she should provide disaster-related information to the general public and be responsible for coordination with the news media.

It is essential that the person who carries out this function have total credibility. (This credibility is established over a period of time, and can easily be destroyed.) He or she should be knowledgeable about the community in general, be kept well informed of all important aspects of the emergency, and be articulate and comfortable working in the public spotlight under pressure. As fire chief, you obviously have these qualities, and you might be tempted to fill the public information function yourself. But, you should not do so. A better choice for this is the municipality's public information officer, or the PIO for the Fire Department.

Public information and working with the media are so important during disaster situations that they are discussed in a separate section of this HANDBOOK. Please see Part Three, Section 9.6, for further information on these subjects.

K. PUBLIC-PRIVATE COOPERATION AND COORDINATION

Emergency management is not merely the responsibility of the local government or the Fire Department; it is a community responsibility. Thus, EM planning and organizational structure should include a wide variety of public and private organizations. Adjacent municipalities, the county, charitable and relief agencies, associations of the handicapped, and business groups are all examples of organizations whose involvement is appropriate throughout all phases of EM.

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Individuals and organizations which control, influence, or coordinate resources outside of the direct control of local government should be identified. Thus, organizations which routinely provide a given service (e.g., assisting the blind) should be used to provide that service during a disaster (e.g., alerting the blind). Use of these inplace networks has several benefits:

o the government does not have to provide that service;

o the familiarity of the network fosters cooperation from the public; and

o support for the EM program in general is likely to be enhanced, the greater the number and type of organizations which are included in the EM structure.

Be innovative in your use of volunteers. For example, one community has a very effective means of crowd control. It utilizes amateur performers, such as jugglers, clowns, and magicians to entertain large groups of people while they wait in line or are assembled for long periods, with little to do.

As Fire Chief, you probably already have many cooperative relationships with community groups to help deal with fire-related emergencies. If your responsibilities also include other hazards, you may need to build on and expand these arrangements. In doing so, you should consider ways to motivate and provide incentives to both individuals and organizations to actively participate in the emergency management program. These incentives could be both tangible and intangible; for example, recognition and financial compensation.

Finally, it is important to note that meaningful citizen involvement can also be informal. A community with residents who know how to personally cope with minor injuries and damage, and are generally well-prepared for possible disasters, is one whose EM program has already achieved some notable success.

Use the following exercises to summarize your community's EM program in terms of public-private cooperation.

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1. The following chart lists organizations which are frequently involved in emergency management. Use the blank lines to write in the names of others.

For each organization, write the general functions that it performs. Examples of functions are:

o communications   o transportation

o feeding   o providing/managing shelters

o public information   o family unification

o alerting special   o providing general resource
  groups (e.g., blind)   (equipment, supplies, personnel)

o providing medicine,
  clothing, etc.

Identify the person, designated in the EM organizational structure, who has the re·,   ·bility for coordinating with that organization.

ORGANIZATION	FUNCTIONS	COORDINATOR
School Districts Transit Districts County Agencies		
Hospitals		
Medical Associations Surburban Governments		
Utilities		
American Red Cross Salvation Army Churches		
RACES REACT Military Installations		
Home Services		
Organizations for Handicapped		

ORGANIZATION	FUNCTIONS	COORDINATOR
Community Organizations		
Association of General Contractors Labor Organizations		
Insurance Organizations		
Legal Organizations		
Private Taxi and Bus Companies		
Humane Society, Weather Service, News Media		
Supplies		

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2. Identify emergency management functions, now assigned to
   municipal personnel, which could be accomplished by community
   organizations.

Function	Candidate Organization
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

3. Following are some general categories of individuals and
   organizations that often participate in EM programs. For each
   category, identify the motivations or incentives your
   community uses to keep them involved in EM, by writing in the
   letter(s) (A-L) for all that apply.

A - Tax deductions/credits   G - Status

B - Additional compensation   H - Recognition

C - Acknowledged capability   I - Job requirement

D - Paid overtime   J - Private use of municipal

E - Training opportunities   equipment in off hours

F - Feelings of usefulness/   K - _____
    satisfaction   L - _____

CATEGORY	INCENTIVES
Municipal Employees	_____
Service Clubs	_____
Social Clubs	_____
For-profit companies	_____
Special interest groups	_____
Individual volunteers	_____
Health/welfare organizations	_____
Employees of other municipalities	_____
_____	_____
_____	_____

4. Summarize the public education components of the community emergency management program:

o Describe the component. Examples include:

- weather spotting   - first aid courses
- CPR courses   - recognizing alerting signals
- public school drills

o Identify the person/position responsible for producing/ delivering the component

o Describe the frequency that the component is provided (weekly, monthly, annually, etc.)

Component	Individual Responsible	Frequency of Delivery
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Analyzing the Results

o For the persons and organizations listed on Question 1:

- Were they involved in developing the EM plan?

  YES ___ NO ___

- Have prerequisites for participation for each person/ organization been established and met? (e.g., health permit for public feeding, mutual aid agreements, CPR certificate)

  YES ___ NO ___

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- How frequently do representatives of these groups meet to
  review and coordinate procedures, update phone numbers, etc.?

Monthly	___	Annually	___
Quarterly	___	Never	___
Semi-annually	___	Other	_____

o What additional departments, agencies, and other organizations
  would you like to participate, or participate more actively, in
  the EM program? What techniques or incentives could you
  provide to encourage this?

Organization	Incentive
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Keep in Mind That:

o Community organizations should be included in all phases of EM
  (even if not officially included, they may still operate during
  a disaster, without coordination, to the detriment of all
  parties).

o EM functions should be reviewed to determine those which can be
  accomplished by non-municipal organizations, and those which
  could benefit from assistance from those organizations.

o Volunteer organizations may be particularly sensitive to
  receiving (or not receiving) public acknowledgement and
  recognition.

o Community organizations often have strong political
  connections.

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o To ensure that municipal employees remain on duty and work
  effectively, it may be necessary to provide special care for
  their families (e.g., shelter, evacuation, child care).

o An EM assignment, as a job requirement, may not be sufficient
  to ensure active and enthusiastic cooperation.

o Businesses and industries with a training capability may be
  willing to provide services in the public interest.

o Without proper education, citizens might have unrealistic
  expectations about what services the municipality can deliver
  in a disaster.

o A strong public education program might reduce the resources
  needed for other aspects of the EM program.

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3.1.5. INTERGOVERNMENTAL

Intergovernmental relationships and legal issues, with respect to emergency management, are complicated. Many different agencies and levels of government are involved in providing services and financial support throughout all phases of disaster management. Coordination at the local level is essential to maximize the community's ability to identify and utilize the resources that are available. (Issues related to obtaining funding and other resources are also discussed in Part Three, Section 11). An effective EM program will be organized in such a way as to foster interagency and intergovernmental cooperation, meet existing requirements, and, in general, deal efficiently with the complexities of the system.

The IEMS concept includes two steps directly related to these matters. The descriptions below are quoted from FEMA's IEMS Process Overview.

STEP 11 - State/Local Resources:

State and local governments are expected to contribute financially and in kind to capability development and maintenance efforts, as they have done in the past. Some activities identified in the annual increment may be accomplished solely with local resources, while others may require State and/or Federal support. Whatever the source of the funding and other support, each project and activity should represent a necessary building block in the jurisdiction's overall capability development program.

STEP 12 - Federal Resources:

The Federal government will continue to provide policy and procedural guidance, financial aid, technical support, and staff resources to assist state and local governments in developing and maintaining capability. FEMA's Comprehensive Cooperative Agreements with states will remain the vehicle for an annual basis.

From the standpoint of organizing a local EM program, three intergovernmental and legal-related considerations are important. These are listed below, consistent with Figure 4. Because these considerations are so closely related, they are discussed together in this section.

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L. ACTIVE INTERGOVERNMENTAL COORDINATION

The EM organization should be designed to interface effectively with neighboring communities and state and federal EM agencies. In many cases, it will be beneficial for all parties to establish formal cooperative agreements with other jurisdictions. (See also Part Three, Section 9.2, on Working Relationships, including Mutual Aid agreements). On the other hand, attempting to formalize such arrangements may sometimes result in their termination.

Cooperation could be accomplished in a number of ways. For example:

o One jurisdiction could help another with EM planning;

o A city might perform disaster monitoring and alerting for an adjacent, smaller community;

o A regional EM plan could be developed;

o Neighboring communities might train together and jointly participate in disaster exercises.

M. ELIGIBILITY FOR STATE AND FEDERAL SUBSIDIES CONSIDERED

A community planning to seek state or federal subsidies for any phase of emergency management should take into account applicable state and federal requirements when establishing its organizational structure. Local authorities and responsibilities must be very clear with respect to obtaining and administering various kinds of aid. Among the factors which should be taken into account are:

o Who may represent the community in requesting help;

o What are the proper channels of communication for such requests;

o What documentation is needed to support the request;

o How must funds be handled?

Answers to these questions may be found in the municipal charter, ordinances, orders, or plans. If these issues have not been addressed, they must be resolved as a part of the planning effort.

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N. ABILITY TO MAINTAIN COMPREHENSIVE RECORDS

The EM organizational structure should provide for the collection, re-
cording, and maintenance of disaster-related information in a systematic
and standardized way. The nature and extent of the information needed
depends on the use to which it will be put. Thus, it is important to
determine these informational requirements early in the organizational and
planning process, so that the data will be available when and if it is
needed. Examples of ways in which EM information might be expected to be
used are:

o General EM operational decisions
o General EM planning
o Data base for Hazards Analysis (See Section 3.2.2.A)
o Public education and information
o Justification for requesting declaration of disaster
o Justification for requesting state/federal reimbursement
o Accountability of personal action
o Defense in a disaster-related law suit

Summarize the intergovernmental and legal attributes in your commu-
nity's EM organizational structure by completing the following exercises.

1. List below the major formal and informal cooperative agreements
   that exist between your community and other units of government.

Unit of Government	Purpose of Agreement	Type of Agreement

2. Who has the authority to request assistance from other levels or units of government? How is such assistance requested?

_____
_____
_____
_____
_____
_____

3. Who has the legal authority to formally declare a "disaster", and request a corresponding declaration from the state and federal governments? How is this done?

_____
_____
_____

4. Describe the major types of information which is maintained, who is responsible for obtaining this information, and who is responsible for recording it.

Information	Responsible for Obtaining	Responsible for Recording
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

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Analyzing the Results

o Identify potential cooperative agreements which are needed, but
do not currently exist.

Unit of Government	Purpose of Agreement	Type of Agreement
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

o As far as you know, has the community ever missed out on receiving
state or federal funds because it was unaware of their availability
or did not follow proper procedures in requesting them? IF YES,
describe below:

_____

_____

_____

_____

_____

o Review the information which the EM organization collects and
maintains. Identify any information requirements not being met.

Keep in Mind That:

o In general, assistance cannot be obtained from higher levels of
government until all local resources have been committed.

o Questions of liability should be resolved before cooperative
agreements are established.

o Requests for reimbursement may be denied if the damage and/or costs
of repair are not fully documented.

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3.2 THE PLANNING PROCESS

3.2.1 Overview

Effective emergency preparedness requires an effective emergency planning process. To a great extent, the ability of you and your community to respond quickly and effectively to a large-scale emergency depends upon the quality and scope of this process. The previous section discussed the characteristics of an effective emergency management organization. This section deals with determining how that organization should function. Going back to the chapter, "How to Use This HANDBOOK", this is the section that describes the process of:

o examining where you are now;
o determining where you want to go; and,
o deciding how you want to get there.

In some ways, the phrase "planning process" is misleading because it may imply that planning is a one-time effort performed only in advance of a disaster operation. People sometimes think that once a document titled "Disaster Plan" has been produced, the process is over. On the contrary, the Plan, itself, may be less important than the process that produced it.

Documents grow old, and can quickly become outdated -- every fire chief is familiar with the disaster plan that hasn't been taken off the shelf in years. The planning process, on the other hand, is ongoing. Planning is as much an attitude and management orientation as it is a group of procedures to produce a document. In a very real sense, planning is never finished. Emergency managers with a planning perspective are constantly re-examining their needs, re-assessing their goals and planned actions, and evaluating results. As the following diagram indicates, this is a circular process, with each step leading to the next.

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Figure 5. The Planning Process

```
┌──────────────────┐     ┌──────────────────┐     ┌──────────────────┐
│ IDENTIFY PROBLEMS│     │ SET GOALS        │     │ DETERMINE        │
│ AND NEEDS        │────▶│                  │────▶│ OBJECTIVES       │
└──────────────────┘     └──────────────────┘     └──────────────────┘
        ▲                                                  │
        │                                                  ▼
┌──────────────────┐     ┌──────────────────┐     ┌──────────────────┐
│ EVALUATE RESULTS │◀────│ DESIGN ACTION    │◀────│ SET PRIORITIES   │
│                  │     │ PROGRAMS         │     │                  │
└──────────────────┘     └──────────────────┘     └──────────────────┘
```
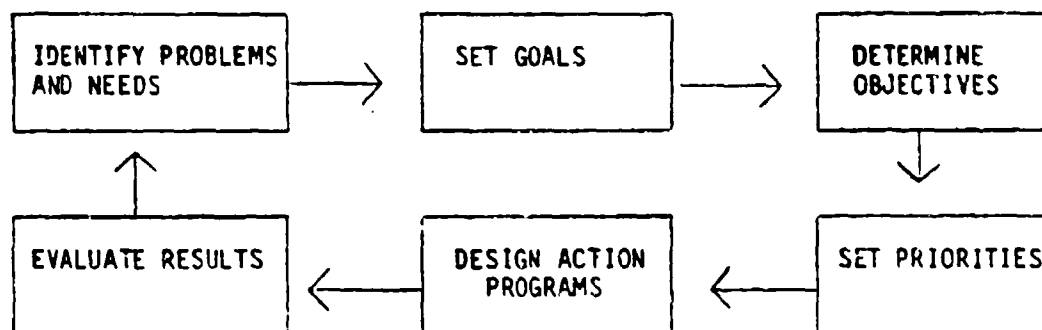
The IEMS concept is a specific application of the planning process. Each step is related to a component of the above diagram.

In reality, of course, both the planning process and IEMS are complex. Planning components and IEMS steps overlap and are repeated many times throughout the process. Although oversimplified, the following chart is a helpful way to understand how IEMS fits into an overall planning orientation.

Figure 6. Relationship of IEMC to Planning Process

PLANNING COMPONENT	IEMS STEPS
Identify Problems and Needs	Hazards Analysis
	Capability Assessment
Set Goals	(FEMA standards are part of the capability assess-
Determine Objectives	ment step)
Set Priorities	Capability Shortfall
Design Action Programs	Emergency Operations Plans Capability Maintenance Mitigation Multi-Year Development Plan
(Emergency Operations)	
Evaluate Results	Evaluation Annual Development Increment Annual Work Increment

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The remainder of this section is organized according to the above chart. Each planning component, and its related IEMS step(s), will be discussed separately. For some steps, FEMA has prepared detailed guidance on how to apply the IEMS concept. In those cases, the reader is encouraged to use the FEMA guidance as a resource; the HANDBOOK will summarize and reference the material, but will not repeat it extensively.

3.2.2 IDENTIFY PROBLEMS AND NEEDS

The first step in the planning process must be to identify the problems and needs faced by your community. Just as no single emergency management organization is appropriate for all localities, neither is there a single emergency response plan or set of mitigation efforts that applies across the board. Every community is different, both in terms of the dangers it faces and the resources it has available.

Your first task, as an emergency management leader, is to determine the potential for emergency situations to occur in your community and to evaluate your ability to respond. This can be accomplished by utilizing two IEMS steps: Hazards Analysis and Capability Assessment.

A. HAZARDS ANALYSIS

Hazards analysis is a systematic approach ., which a community can determine its potential vulnerability to an emergency situation. This approach is a way of anticipating what might happen, and what the likely impacts various kinds of emergencies might have on the community.

FEMA has issued a publication in the IEMS series entitled, HAZARDS ANALYSIS FOR EMERGENCY MANAGEMENT, INTERIM GUIDANCE; September, 1983; CPG 1-101. This document describes the process in detail and provides formulas and charts to help you perform a hazards analysis in your own community.

You should obtain and use this document as part of your emergency management efforts. Some major points from this Guidance are highlighted below.

Hazards Analysis requires two kinds of knowledge:

> o Knowledge of the hazards the community faces, and
> o Knowledge of the nature of the community itself.

Information which is collected and analyzed on these subjects helps emergency managers ascertain how vulnerable their community is to different kinds of disasters. Such information provides part of the basis on which resource allocation decisions can be made.

The hazards analysis system is essentially a process for using a common set of criteria to determine and compare the risks that your community faces from a variety of threats or hazards. Hazards are rated and scored in a way that allows for easy comparison with one another.

The rating and scoring system uses four criteria:

1. HISTORY - the record of occurrence of previous disasters in the community;

2. VULNERABILITY - the number of persons who might be killed and injured, and the value of property which might be destroyed and damaged;

3. MAXIMUM THREAT - the "worst case" scenario of a hazard, i.e., that set of circumstances in which the emergency will have the greatest impact; and

4. PROBABILITY - the likelihood that the disaster will occur.

For each hazard identified, each of the above criteria is rated either low, medium, or high. A scoring and weighting system is then used to evaluate and compare hazards' risks. These calculations are simple and straightforward, and are clearly described in the FEMA GUIDANCE.

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The preceding section of this HANDBOOK, "Getting Organized", pointed
out that multiple use of resources is beneficial in an emergency management
organization. Similarly, doing a hazards analysis is useful in other
respects than producing a ranked hazard list. For instance, the process of
performing a hazard analysis can help the emergency management team gain a
more sophisticated understanding of the relationships among hazards and the
secondary effects which may be triggered by various kinds of disasters.
(The FEMA figure 7 and chart 8 illustrate these points.)

Hazards Analysis also lends itself to preparing material which can be
used for related purposes. For example:

Standardized Reporting: A standardized report form can be
developed to collect data on all incidents, above and beyond that
needed for routine operations. Such data can be used

1) to provide justification for requesting Federal assistance
   following a disaster; and

2) to maintain an accurate and current data base for future
   hazards analyses.

See figure 9 for a sample form.

Public Information and Motivation: Data which is acquired during
a hazard analysis can be repackaged and used to inform the
public and their executive and elected officials of the nature of
the risks the community faces and the importance of being
prepared. Risk overlay maps and other materials can be prepared
which are very effective in getting the message across.

B. CAPABILITY ASSESSMENT

Hazards Analysis tells you about dangers that your community faces;
Capability Assessment tells you how well your community is likely to deal
with those dangers.

Figure 7.

A cascade of disasters from one triggering event

Landslide	Dam Failure	Building Collapse	Major Transportation Accident	Utility Malfunction
Building Collapse	Flash Flood	Fire Explosion	Chemical Spill	Fire
Utility Failure	Building Collapse		Fire Explosion	Pollution
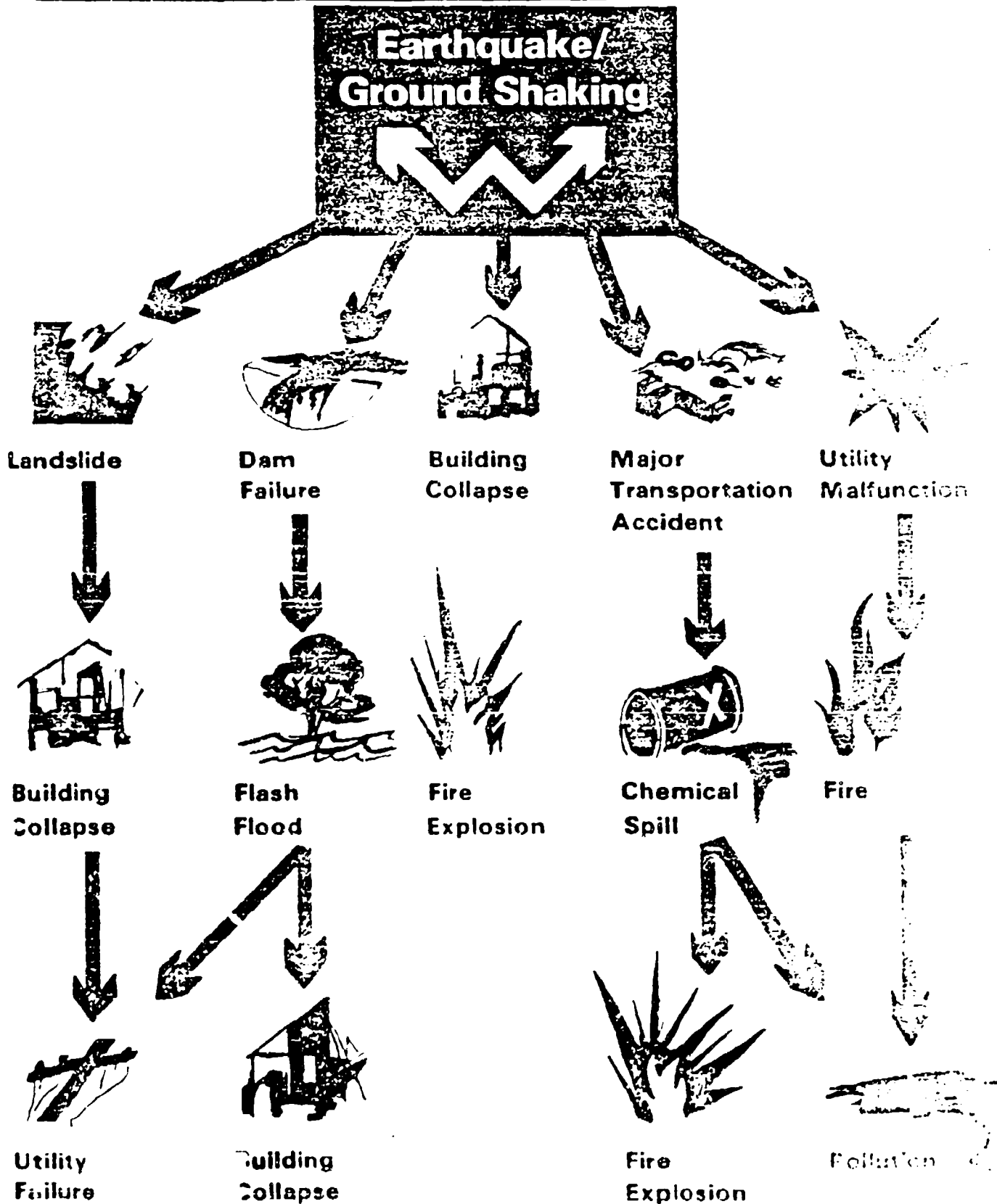
Figure 8.

Secondary Events

ble D

ndary events
can be triggered
disaster.

Secondary Events

mary Disaster
iggering)

Primary Disaster (Triggering)	Landslide	Tsunami	Blast	Flash Flood	Slow Rise Flood	Fallout	Fire	Levee/Dam Failure	Transportation Accident	Train or Rapid Transit	Ship	Aircraft	Power Failure	Fuel Shortage	Water Supply Failure	Hazardous Materials	Radiological Incident
hquake	●	●				●		●	●	●			●	●	●	●	●
dslide			●					●	●	●			●	●	●	●	●
ami (Tidal Wave)								●	●		●		●		●	●	●
nado					●			●	●	●			●				
d	●							●	●	●			●		●		
re Winter Storm	●			●	●			●	●	●	●	●	●	●			
icane				●	●								●	●	●	●	
ght					●										●		
or Fire													●			●	
cano	●				●		●						●				
e/Dam Failure				●	●				●	●			●		●	●	●
sportation Accidents					●								●			●	●
Train or Rapid Transit					●								●			●	●
Ship																●	
Aircraft					●							●				●	●
er Failure																	
Shortage																	
er Supply Failure																	
Disturbance					●			●	●	●	●		●	●	●	●	●
ardous Materials					●												
iological Incident		●		●	●								●				
Nuclear Facility		●		●	●								●			●	●
clear Attack			●	●	●	●		●	●	●		●	●	●	●	●	●

LEGEND Secondary events that can occur ...

FEMA has established standards and criteria for 15 emergency management functions. These are spelled out in their IEMS series Guidance, CAPABILITY ASSESSMENT AND STANDARDS; November, 1983; CPG 1-102. By using this document, you will be able to assess your current capability with respect to emergency preparedness and response and identify specific areas in which improvements need to be made.

The functional areas, and the elements within each for which assessment criteria have been developed, are summarized at the end of this section. A review of this list will provide you with a snapshot of the activities and resources that an effective emergency management organization should be able to provide. Notice that, although not identical, they are compatible with the organizational priciples identified in Part I of the HANDBOOK, "Getting Organized". The HANDBOOK has also utilized the contents of the CAPABILITY ASSESSMENT directly. The next section, "Setting Goals", suggests using the functional standards as starting points for the goal development process.

Functional Areas and Major Elements

A. Emergency Management Organization

   1. Legal authority
   2. Budget development
   3. Selection and training of the coordinator and staff
   4. Hazards Analysis and multi-year development planning
   5. Written agreements for aid and resources
   6. Private sector support

B. Emergency Operations Planning

   1. Responsibilities
   2. Plan components
   3. Plan content
   4. Approval and promulgation
   5. Plan distribution
   6. Plan maintenance

C. Resource Management

   1. Evaluation of needs
   2. Planning and preparedness
   3. Timely and effective utilization

Figure 9.

Jurisdiction(s) involved: _____ Reporter: _____ Date: _____

_____ Congressional Districts: _____

_____ State Sen. Districts: _____

Total area population: _____ State Rep. Districts: _____

Type of Incident: _____

Start date: _____ Duration: _____ Date/time 1st public warning: _____

Local agencies on scene: _____

State help requested: ☐ No ☐ Yes Type given: _____

Lead agency tasked: _____ Date/time alerted: _____ Date/time on-site: _____

Private Sector: Deaths _____ Injuries _____ Hospitalized _____ Treated/released _____

Evacuated _____ Sheltered _____ Temp. hsg. _____ Other _____

Total Area Damage Estimates ($000)	Homes	Apts., Multi-Family Res.	Mobile Homes	Bus. & Ind. Bldgs.	Equip.	Agriculture Bldg./Eq.	Crops	Stock
Destroyed (=85%+) # / $								
Damaged (=10-84%) # / $								
Est. Cost Repairs $	$	$	$	$	$	$	$	$
Insurance %								

Bus. closed: 1-7 days _____ 8-30 _____ 30+ _____ Unemployed: 1-7 days _____ 8-30 _____ 30+ _____

Public Facilities: Roads: _____ Bridges _____ Culverts _____

Water Control: Dams _____ Levees _____ Channels _____

Buildings: _____ Supplies/inventory _____ Vehicles/equip. _____

Utilities: Water $_____ Sewer $_____ Light/power $_____ Other _____

Effects: _____

_____

Recovery: Est. duration: _____ Special needs: _____

COSTS ($000)	Private	Local	State	Federal	Total
Debris clearance	$	$	$	$	$
Life/health safety actions	$	$	$	$	$
Property safety actions	$	$	$	$	$
Road repair	$	$	$	$	$
Public prop. repair/replacement	$	$	$	$	$
Private prop. repair/replacement	$	$	$	$	$
Staff: overtime, new hires, expenses	$	$	$	$	$
Special services	$	$	$	$	$
	$	$	$	$	$

Special problems _____

_____

Recommendations _____

_____

Declaration Status	☐ Local Issued	☐ State Issued	☐ Special Issued	☐ Presidential Request	☐ Presidential Issued
				E ___ MD ___	E ___ MD ___

NGA 1/82

D. Direction and Control

   1. State and local facilities
   2. Assignment of responsibilities
   3. Protection
   4. Emergency operations
   5. Life support
   6. Damage assessment
   7. Maintenance

E. Emergency Communications

   1. Primary emergency communications
   2. Backup emergency communications
   3. Staffing and training
   4. Protection
   5. Emergency power
   6. Standard operating procedures
   7. The Emergency Broadcast System (EBS)
   8. Maintenance

F. Alerting and Warning

   1. The warning system
   2. Warning points
   3. Staffing and training
   4. Emergency power
   5. Standard operating procedures
   6. Special locations/arrangements
   7. Maintenance

G. Emergency Public Information

   1. Point of contact for official information
   2. Coordination/authoritative spokesperson
   3. Development/distribution of EPI materials
   4. Rumor control
   5. Media
   6. Re-entry
   7. The Emergency Broadcast System (EBS)

H. Continuity of Government

   1. Lines of succession
   2. Safeguarding of essential records
   3. Predelegation of authority
   4. Alternate headquarters
   5. Protection of government resources

I. Shelter Protection

    1. Congregate Lodging Facility (CLF)
    2. Standard public fallout shelter
    3. Shelter upgrading
    4. Expedient fallout shelters
    5. Blast protection
    6. Stocking
    7. Marking
    8. Reception and care
    9. Shelter managers

J. Evacuation

    1. Preparation
    2. Movement

K. Protective Measures

    1. Prevention of individual exposure to hazards
    2. Mitigation of impending or actual exposure
    3. Classification system/action level system
    4. Supply and maintenance of protective devices
    5. Procedures for recovery and re-entry

L. Emergency Support Services

    1. Preparedness
    2. Law enforcement
    3. Fire and rescue
    4. Public health
    5. Medical services
    6. Public works
    7. Transportation
    8. Utilities

M. Emergency Reporting

    1. Monitoring
    2. Collection
    3. Processing
    4. Analysis
    5. Dissemination

3.2.3 SETTING GOALS

The preceding section discussed ways of identifying needs and problems; that is, it suggested ways to determine "where you are now." This section discusses goal setting, the first task in determining "where you want to be and how you want to get there."

Emergency management goals are statements which describe the kind and extent of emergency management capability you want for your community. Goals are broad, basic, and future-oriented, but not time-specific. A goal represents general results you want to achieve. Goal setting provides the link between needs and problems which have previously been identified and a series of progressively-focused steps required to address those needs and problems.

Looked at as a whole, the process is a kind of hierarchical framework for planning and action in which goal setting is an early step. This hierarchy is illustrated in the following diagram; the boxes correspond to the planning elements found in Figure 6.

Figure 10. Hierarchy of Planning

```
                      ┌─────────────┐
                      │  IDENTIFIED │
                      │ NEED/PROBLEM│
                      └──────┬──────┘
                             ┊
                      ┌─────────────┐
                      │    GOAL     │         GENERAL
                      └──────┬──────┘
                    ╱        │        ╲          ↑
OBJECTIVES       [ A ]     [ B ]     [ C ]       │
                  ╱          │          │         │
PRIORITIES     [ 1 ]      [ 3 ]      [ 2 ]       │
              ╱ │ ╲                              ↓
PROGRAMS   [a] [b] [c]                      SPECIFIC
```

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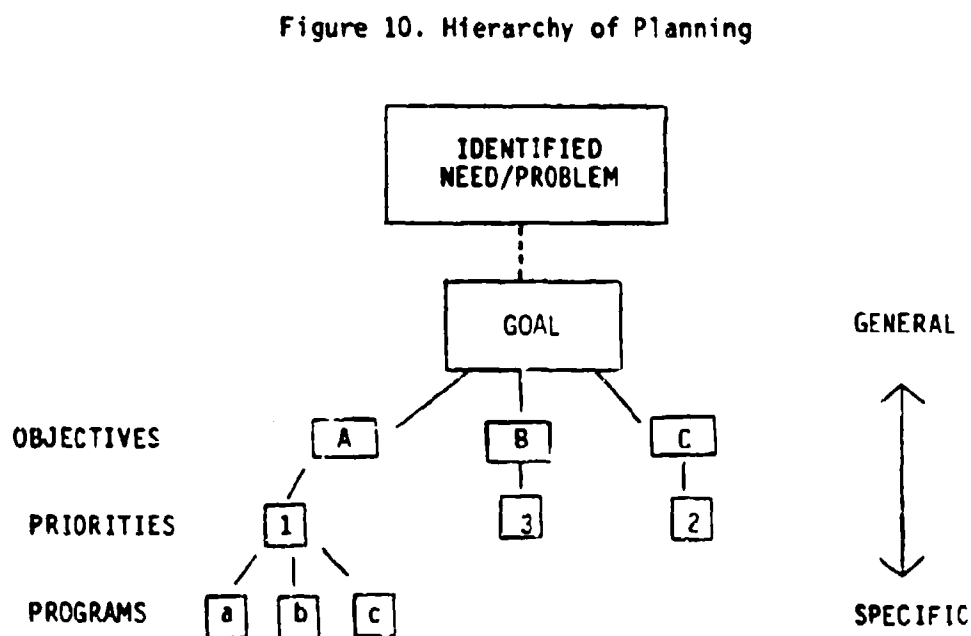
A. How to Set Goals: Things to Keep in Mind

Goal setting can be accomplished in several different ways. However, there are some things that tend to make the process more effective and the results more useful.

o **Getting Started**

Somebody has to initiate the process; that is, somebody has to "sell" the idea to public and private sector leaders who should be involved. Obtaining a commitment from other local officials and being able to count on broad participation from community leaders are essential if you are to develop emergency management goals that are truly community-wide. As the person with the greatest knowledge of and responsibility for emergency management in your locality, you are probably the best person to get the ball rolling.

o **Leadership**

Leading the goal setting process is not the same as initiating it. Goal setting is a working partnership among persons with a wide variety of personal and institutional loyalties and interests. The leader must be able to steer this group without dominating it. The leader must also be someone who can keep the group on course and ensure that the goals which are formulated represent a consensus among the participants. In addition to organizational and interpersonal skills, he/she must also have the time and interest to devote to the task.

o **Working with the Public**

Regardless of how the goal setting process is handled, at some point the public needs to be involved. Goal setting efforts that want to emphasize community participation can utilize citizens on special committees and task forces. Or the goal setting group can be smaller, with the goals presented in public hearings. One thing to pay attention to is the nature of the "sunshine laws" in your locality. It is very important to know what

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is allowed and forbidden in the way of meetings involving public officials.
You should also carefully plan how you want to work with the media
throughout the process.

o <u>Beware of Easy Answers</u>

Before you begin to develop goals, you will have completed a fairly
thorough needs assessment. Sometimes, goals will seem to emerge almost
automatically from these identified needs. In those cases, the goal seems
to be the positive mirror image or flip side of a need or problem. For
example, if "Inadequate Training" is identified as a problem, "Better
Training" might be stated as a goal to deal with that problem. Be cautious
about this tendency. A goal should be more than a mere reaction to a need;
it should represent a positive vision of the future, based on the operating
policies that will be developed and resource allocations that will be made.

Goals can also be so vague or farfetched that they are essentially
meaningless. While goals are supposed to be general, they are also
supposed to be reality-based. On the other hand, goals can sometimes be
too narrow. Goal setting participants may have special or hidden agendas
which they may try to push through the group. When they are successful, a
goal may be adopted that does not represent a consensus.

```
                              EXAMPLE
                    EMERGENCY PREPAREDNESS GOALS
```

PREPARATION FOR DISASTERS

1. Educate citizens and city employees to properly react in a
    disaster.

2. Ensure that city operations and procedures interface with -- and
    meet the requirements of -- higher levels of government (e.g.,
    County, State, Federal Emergency Management Agency).

3. Provide standard and simple organizational structure, plans,
    charts, checklists and agreements for the executive staff to use
    as tools to effectively manage a disaster situation.

4. Equip, organize, activate, and operate the city EOC in a timely
    and effective manner.

5. Provide communication links between city departments, outside
    agencies, and the public, in order to facilitate an expedient
    exchange of information.

6. Have knowledge of resources readily available to the city and to
    adequately manage these resources.

DISASTER OPERATIONS

7. Provide the earliest and most valid possible warning of severe
    weather and other emergency situations.

8. Accurately size-up the incident to understand its scope and
    potential effect.

9. Provide smooth transition from the routine operations of city
    departments to city-wide emergency operations.

10. Create a responsive public information system for all citizens of
    the city.

11. Effectively command and coordinate the city's response to
    disasters.

12. Conduct coordinated, efficient, and responsive field operations.

RECOVERY

13. Maintain continuity of routine government operations and service
    levels during a disaster.

14. Provide an expedient return to normalcy for the community.

15. Provide a post-incident summary of activities and costs.

B. Using IEMS

If you have completed the Hazards Analysis and Capability Assessment described in the previous section, you will have a fairly good idea of your community's strengths and weaknesses with respect to dealing with emergencies. Also, you will have organized much of this information according to the IEMS functional format. You are now in an excellent position to use the IEMS functional standards as a starting point for the goal setting process in your community. The remainder of this section provides suggestions and materials to accomplish this.

One important note, however: do not assume that the IEMS structure is the only correct, or necessarily the best, way to go about setting goals. Your community may want to approach the task quite differently. Or, you may find some of the IEMS goals helpful, but not others. The IEMS "method" is presented here only as a suggestion for a way to tackle the goal setting process.

1. Photocopy at least 15 copies of the blank GOALS AND OBJECTIVES WORKSHEET, found at the end of this section.

2. Using the list on the following pages, on each worksheet, in the space provided, write in an IEMS Function and its corresponding Goal Statement.

3. Examine the results of your capability assessment. For each function, develop a Community Emergency Management Goal which is both consistent with the IEMS Goal and responsive to your community's needs and problems with respect to that function.

4. Do not write more than one EM goal on a page. If you want to have more than one goal for a given function, copy the IEMS information on another worksheet and write your goal there. (This will make it much easier to keep organized, and to keep track of objectives when you begin that task.)

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5. Feel free to use the Worksheets to write in goals not related to an IEMS function.

6. Save the worksheets for use in the next task, "Determining Objectives".

C. IEMS FUNCTIONAL STANDARDS RESTATED AS GOALS

FUNCTION	GOAL STATEMENT
A. Emergency Management	To have an emergency management organization prepared to carry out a program that coordinates mitigation, preparedness, response and recovery for all emergencies.
B. Emergency Operations Planning	To have an Emergency Operations Plan (EOP) that addresses all hazards that pose a significant threat to the jurisdiction. (The EOP should provide for a coordinated response by emergency forces and for the effective utilization of all available resources, so that loss of life and damage to property are minimized. The planning process should involve the active participation of all departments of local government and private sector organizations and individuals involved in an emergency. The EOP should be promulgated by the jurisdiction's chief executive.)
C. Resource Management	That the emergency coordinator be able to identify, obligate, and make effective use of the human and material resources needed to deal with any or all emergencies.
D. Direction and Control	To have the capability to direct and control those activities of government that are essential to saving lives and protecting property, during and following a major emergency.
E. Emergency Communications	To develop an emergency communications capability allowing key officials to direct and control response forces.

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F. Alerting and Warning   To have the administrative and physical means of receiving alerts at all times; providing prompt alerts in the event of a major emergency.

G. Emergency Public Information   To have an emergency public information system that provides for the dissemination of official information and instruction in order to facilitate timely and appropriate response in an emergency.

H. Continuity of Government   That continuity of government be designed to assure survival of government and enhance survival of the population and recovery in the event of any emergency.

I. Shelter Protection   To provide suitable protection and emergency lodging in shelters with essential life support systems for persons displaced as a result of any type of emergency.

J. Evacuation   That in the development, maintenance, and exercise of an EOP, a capability exists to evacuate people from threatened areas.

K. Protective Measures   To develop and maintain protective measures that address all hazards threatening the jurisdiction.

L. Emergency Support Services   That support services have the operational planning and preparedness capabilities to respond in the event of an emergency.

M. Emergency Reporting   That the jurisdiction have the capability to organize and disseminate essential information for all emergencies.

N. Training and Education   To provide training and education for public officials, emergency response personnel, and the private sector that will provide a variety of skills necessary to help reduce or eliminate the hazards of emergencies and increase effectiveness to respond to and recover from emergencies of all types.

O. Exercises and Drills   To conduct periodic exercises to evaluate capabilities.

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D. GOALS AND OBJECTIVES WORKSHEET

IEMS FUNCTION _____

IEMS GOAL _____

_____

_____

_____

YOUR COMMUNITY EM GOAL _____

_____

_____

_____

OBJECTIVES

1. _____

_____

2. _____

_____

3. _____

_____

4. _____

_____

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3.2.4 DETERMINING OBJECTIVES

Determining objectives is the first step in developing a work plan. This is the place in the planning process where you begin to decide what you want to accomplish in terms of the kind and extent of emergency management capability, and in what period of time you want to do so. Objectives are the refinement of goals. Where goals are broad, basic, and unscheduled, objectives are specific, targetable, measurable, and intended to be accomplished in a specific period of time.

Each goal should have at least one objective, and may have several. Determining objectives is where you begin to branch out, to deal with the variety of issues and kinds of actions that need to be taken with respect to accomplishing the goal. Thus, for example, a given goal may have separate objectives relating to personnel management, equipment acquisition, and agency coordination.

There are many ways to go about establishing objectives. One method which often works well is to divide the work between the EM policy-setting group (i.e., the group that developed the goals) and department and/or other agency staff. Using this approach, for each goal, the goal-setting group decides the objectives in terms of content or specifies some activities that it would like accomplished. Then, the staff calculates how much time, money, and level of effort are required to achieve each objective or perform each activity. This method has several advantages:

o It divides the workload;

o It ensures wide participation in the planning process;

o It helps to ensure that resource needs and schedules are realistically estimated by utilizing departmental and agency expertise.

In the preceding section, IEMS standards wer   ssented as one possibility appropriate for use as EM goals. When you did your capability assessment, you used the elements and criteria found in the IEMS Guidance under each functional standard. Just as the standards might have been

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helpful to you in setting goals, the elements might be a helpful starting place in determining your objectives. Again, it must be emphasized that this is only one way of proceeding. Your objectives must meet your own goals and community needs, or they will be meaningless. You may use your goal-setting worksheets to record your objectives.

3.2.5 SETTING PRIORITIES

Setting priorities is the first point in the planning process in which hard choices need to be made. The diagram on Page 3-70 shows priority setting as primarily a function of ranking objectives. In reality, priority setting occurs throughout the planning process, from deciding in which order to pursue goals to choosing among alternatives to carry out programs.

It's not unusual to find that you have more goals than you can realistically hope to accomplish. Priority setting at the goal-setting level is where you may have to decide which goals are most important, and which can be postponed to a later time. Since money is often a key factor, setting priorities at the objectives level may mean making choices on the basis of what is affordable.

A. Establishing Criteria

In order to set priorities, you need some criteria to use to compare alternatives. Generally, there are at least three factors to consider in making choices:

o Importance - What is critically important and needs action soonest;

o Feasibility - How realistic is it that the goal (objective, etc.) be accomplished;

o Influence - How much ability/power do you (or the planning group) have in getting the work accomplished.

Depending on the nature of the problem, you can add additional factors or categorize some of the ones above more specifically. For

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instance, the URBAN GUIDE lists as selection criteria: cost, benefit, legislative, and political categories. These criteria might be considered to be refinements of feasibility and/or influence.

A simple way to use this system is by ranking each goal (objective, etc.) under consideration on a scale of one to five and comparing the results. The following example shows how to do this using the three factors mentioned above. (The lower the score the better. Anything with an average score of 3 or more is probabaly not easily accomplished; therefore, it would be best to concentrate on those with average scores of 2 or less.)

PRIORITIZATION EXAMPLE

There are five problems: A, B, C, D, E. Problems are ranked according to each factor. In this example, E is the most important, but the least feasible, and the one you have the least influence to solve.

	Importance	Feasibility	Influence
		MOST	
RANK			
1	E	A	C
2	C	C	B
3	B	B	A
4	D	D	D
5	A	E	E

LEAST

Calculate the average rank for each problem by adding up the RANKS for each and dividing by the number of factors (in this example, 3). Average ranks are:

A - 3.0   B - 2.7   C - 1.7   D - 4.0   E - 3.7

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Problem C is likely to be the easiest to solve. Problem B is next, followed by A. Problems D and E will be very difficult to solve. Using the above analysis, you should concentrate your efforts first on C, then B.

Note that one potential benefit of using this approach is that by demonstrating success in dealing with one problem, you may improve the feasibility and/or influence to deal with others, thus increasing the likelihood of solving them (such as Problems D and E).

B. Capability Shortfall

One way to begin setting priorities is with the "Capability Shortfall." When you did your capability assessment, you compared various elements of your EM capability with FEMA's standards for those functions. The capability shortfall is the difference between your current capability and the FEMA criteria for optimum functioning. If you used the functional standards as part of your goal structure and the elements and criteria in determining objectives, you are now able to easily use the capability shortfall results in the planning process as input to priority setting.

The capability shortfall determination activity assesses EM elements independently; it does not score or rank them or compare one against another. While it is important to improve all areas of capability shortfall, in fact it may not be possible to tackle all at once. Thus, you may need to set priorities as to which areas you will deal with first. One way this can be accomplished is to list the items of capability shortfall for each functional standard, and to prioritize these items using the prioritization method described above. The results of this exercise can then be used as the basis for EM operations planning.

3.2.6 DESIGNING ACTION PROGRAMS

A. Overview

The point at which goals, objectives, and priorities become operational is the point at which they are translated into action programs. Those previous steps have provided you with an EM planning framework; now you are

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ready to develop the specific emergency management plans and that programs your department and community need.

In order to draw up workable plans, you will need to make some estimates and decisions related to, at least, the following management areas:

o Authority and responsibility - determining the departments/ individuals to be in charge of the various aspects of the program;

o Cost - estimating how much it will cost to carry out the program for personnel, equipment, supplies, etc.;

o Funding - identifying the department/agency/level of government which will provide the funds;

o Schedule - determining the period of time necessary to design and implement the program.

Some of this information may have been assembled when you formulated objectives or established priorities. However, it is probable that you will require additional and/or more detailed data than you needed earlier in the planning process.

In many communities, resources of all types -- time, money, and personnel -- are seriously limited, and it is not possible to carry out every program which has been designed. If this is the situation in your municipality, what you may be doing in this step is preparing alternative programs which meet previously-established goals, objectives, and priorities. At this point, you will need to again determine priorities, this time to choose among the potential program alternatives. The priority setting method described in the preceding section can be used here, as well.

In designing detailed plans and action programs, the planning team often works closely with various agency and departmental staff. The team continues to provide the overall direction for the EM program, while the staff gathers and prepares the detailed information and estimates necessary for the planning group to make informed choices.

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B. Mitigation

Mitigation efforts -- i.e., utilizing resources to eliminate a hazard or to reduce the effects of the hazard -- should be given a high priority in planning. In addition to the obvious benefits to life and property, successful mitigation efforts will reduce the level of EM capability needed to be maintained by the community. Effective mitigation activities will thus be reflected in future hazards analyses and capability assessments. For a more complete discussion of mitigation, including some lists of mitigation measures, see Section 4.

C. Capability Maintenance

It is extremely important that communities maintain their emergency management ability over time. Some communities experience disasters only infrequently; thus, they have few opportunities for operational reality-testing of their EM plans and procedures. Among the ways to help maintain a high level of readiness is by updating plans, testing and servicing equipment, training personnel, and testing procedures and systems. These activities must be carried out on a regular basis, as part of the community's commitment to emergency management effectiveness.

The IEMS concept recognizes the importance of capability maintenance in a number of ways:

o By identifying it as a separate step;

o By specifying evaluation, both as a separate step and as an orientation which runs throughout the process; and

o By including standards, elements, and criteria, which directly support capability maintenance, in the set of capability assessment functions.

If you follow the planning approach described in the section below, "Developing Plans", you will be able to develop programs focused on capability maintenance.

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D. Emergency Operations Plans

The IEMS concept promotes community EM planning geared to maintaining and improving EM functional capability, rather than developing plans on a specific hazard basis. The plan should be developed with functional annexes that apply to the hazards identified as threats to the community. If some activities are unique to certain hazards, they should be described separately, possibly appended to the appropriate functional annexes. The important point of an emergency operations plan is not the precise format, but the approach -- i.e., that each function is considered from a multi-hazard perspective.

As discussed above, emergency management programs must always be currently operational and able to meet existing community needs, regardless of how elaborate or sophisticated the EM plans are for the future. Part Four of the HANDBOOK provides "Checklists for Specific Hazards". This information may be helpful in maintaining your readiness to respond to present emergencies while you are making the transition from a hazard-specific planning approach to a functional, all-hazard EM orientation.

E. Developing Plans

If you have been following the IEMS structure, you can be fairly certain that your planning is consistently addressing two fundamental EM areas: the hazards that your community faces and the capability of your community to effectively deal with those hazards. The following section describes another component of the IEMS planning system which allows a department to prepare a work-plan to translate its need-based goals, objectives, and priorities into operational programs.

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Multi-Year Development Planning

Multi-Year Development Planning (MYDP) is an IEMS step which has two important uses:

o It is part of an overall planning, budgeting, and allocating
  process designed to strengthen EM capability at all levels of
  government -- local, regional, state and federal;

o It provides a useful structure for local EM program planning
  which is geared to the unique hazard and capability profile of
  an individual community.

Thus, in addition to fostering the concept of integrated emergency plan-
ning, MYDP is a useful planning tool in its own right.

The remainder of this section summarizes the MYDP planning process.
Note that in preparing the plan, you will probably be able to utilize much
of the information you produced when you developed goals, objectives, and
priorities. There are three main aspects of MYDP, with a special planning
form associated with each. (Copies are reproduced on the following pages.)

1) LOCAL PLANNING WORKSHEET - provides for the development of a plan to
   resolve capability shortfalls in terms of IEMS functions, standards, and
   criteria.

Summary of Major Steps:

o Identify functional areas, standards, and criteria of
  shortfall.

o Determine action step(s) needed to correct the shortfall.

o Assign a priority to each item of shortfall.

o Determine personnel support needed to accomplish each action
  step in terms of level of effort and salaries.

o Determine technical assistance needed to accomplish each
  action step, e.g., training, architectural/engineering, etc.

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SAMPLE

11. LOCAL PLANNING WORKSHEET (by function)

FUNCTION _D Direction and Control_

1. Hazard/ Priority Index	2. Capability Shortfalls (list by elements and criteria)	3. Actions to Meet Criteria (in sequential order)	4. Staff Needed by Action				5. Facilities/Equipment/Materials Needed by Action				6. Total Funds Needed	7. Timeframe by Action
			Local		$	Tech. Assis.*	Total Required	Number Existing	Still Needed	$		
			P.S.	V.S.								
Low	Ex. 5 - LIFE SUPPORT Command & - EOC has developed but has 14 days of planning to obtain below Plan to obtain increased readiness	1. Develop plan for obtained to EOC supplies below inc. sustained period	10		725						995	1 mo.
		2. Have SOPs	1		85						85	1 wk.
		3. Clear addl. storage space in EOC	2		120		20 members 2 id. extra	0 members 1 cm. extra	12 members 2 id. extra	350	120	2 wks.
		4. Add shelves (addl. refrigerator to EOC	15		1050					9.1 K	9.1 K	6,500	2 mos.
												4 mos.

*Technical Assistance (describe using the following abbreviations):

AE = Architectural/Engineering FP = Fire Prevention and Control PL = Planning Other (specify)
FP = EMP Protection HP = Health Physics SD = Systems Design
EX = Exercises PG = Program Guidance TR = Training

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o Determine the facilities, equipment, and materials needed to accomplish each action step.

o Estimate the total amount of funds needed to accomplish the action step.

o Estimate the length of time required to accomplish the action step.

2) LOCAL MULTI-YEAR FORECAST - allows you to use the data previously compiled as a basis for projecting time and costs for building capability in areas of shortfall; also, provides estimates with respect to capability maintenance.

Summary of Major Steps:

o Transfer applicable information from previously-completed planning sheets, grouping items in order of priority starting with those shortfalls with high priority.

o Estimate when to initiate action items, and when those actions will be completed. Aim to accomplish high-priority items first.

o Estimate how much it will cost in each year to accomplish the actions.

o Review completed forecast to identify areas of duplication.

3) LOCAL MULTI-YEAR DEVELOPMENT PLAN - summarizes requirements for technical and financial assistance for each IEMS function.

Summary of Major Steps:

o List funds received for each function, from all local, state, federal, and other sources for shortfalls; also, estimate most distant out-year completion date for resolving shortfall.

o Follow same procedures for determining cost of maintaining capability for each function.

SAMPL

12. LOCAL MULTI-YEAR FORECAST (by function)

Function: D. Response and Control
Name of Organisation: Luzerne County E & M Agency
Inquiries to: Mary Smith   (phone) 614-1616

1. Hazard/ Priority Index	2. Capability Shortfalls (list by elements and criteria)	3. Tech. Assis.°	4. Total Time-frame	5. Initiate Actions			6. Complete Actions			7. Out Year Completion Costs	8. Total Funds Needed	9. Funds Needed by Federal Fiscal Year		
				83	84	85	86	84	85	86			83	84	85
Low	Eu. E, contrast 6 – m. my Mantienx/enacts	–	9 mos			x			x			$7k	–	–	7k

10. Total Funds Needed .... (subtotal for worksheet) 7k
                                                        (grand total for function)

11. Total Funds Needed by Federal Fiscal Year .... (subtotal for worksheet) | – | – | 7k |
                                                        (grand total for function) | 1800 | 1800 | 1100 | 1 |

12. Maintenance of Existing Capability .... (grand total for function)

Required Assistance (describe using the following abbreviations)

AS : Architectural/Engineering	FP : Fire Prevention and Control	PL : Planning	Other (specify)
PP : Law Production	HP : Health Program	SY : Systems Design	

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13. LOCAL MULTI-YEAR DEVELOPMENT PLAN (all functions)—Part A: Shortfalls

Name of Organization Luzerne Co. Emergency Management Agency
Location 200 S. 3rd St. Clarke City, Columbia
Inquiries to: Mary Smith (201) 555-1836

SAMPLE

1. Functions	2. Tech. Assis.	3. Funds Received in Federal FY 83						4. Funds Received in Federal FY 84						5. Funds Needed in Federal FY 85						6. Funds Needed in Federal FY 86						7. Out Year Complet Goals
		Total	Local	State	Other	PEMA		Total	Local	State	Other	PEMA		Total	Local	State	Other	PEMA		Total	Local	State	Other	PEMA		
A. Emergency Management Organization																										
B. Emergency Operations Planning																										
C. Resource Management																										
D. Direction and Control																										
E. Emergency Communications																										
F. Warning and Alert																										
G. Emergency Public Information																										
H. Continuity of Government																										
I. Radiological Protection																										
J. Evacuation																										
K. Protective Shelters																										
L. Emergency Support Services																										
M. Emergency Reporting																										
N. Training and Education																										
O. Exercises and Drills																										
8. Grand Total																										

SAMPLE

14. LOCAL MULTI-YEAR DEVELOPMENT PLAN (all functions)—Part B: Maintenance

Name of Organization ___ Larry Co. Emergency Management Agency ___
Location ___ 201 9th Street ___ Smith City, Cascade ___
Inquiries to ___ John Smith ___ (303) 555-3636 ___

1. Functions	2. Funds Received in Federal FY 83						3. Funds Received in Federal FY 84						4. Funds Needed in Federal FY 85						5. Funds Needed in Federal FY 86					
	Total	Local	State	Other	FEMA		Total	Local	State	Other	FEMA		Total	Local	State	Other	FEMA		Total	Local	State	Other	FEMA	
a. Emergency Management Organization																								
b. Emergency Operations Planning																								
c. Resource Management																								
d. Direction and Control	18K	9K	-	9K			1.8K	900	-	900			2.1K	900	400	900	-		900	400	-	900		
e. Emergency Communications																								
f. Alerting and Warning																								
g. Emergency Public Information																								
h. Continuity of Government																								
i. Radea Protection																								
j. Evacuation																								
k. Protective Shelter																								
l. Emergency Support Services																								
m. Emergency Reporting																								
n. Training and Education																								
o. Exercises and Drills																								
6. Grand Total																								

3.2.7 EVALUATING RESULTS

A. Overview

Evaluating results is the step which closes the loop in the planning process -- the step when you compare what you intended to achieve against actual results. (REMINDER: Space limitations of the HANDBOOK necessitate a simplified discussion of this subject. In reality, evaluation takes place over and over, throughout the process, and applies to every planning element and program.)

When evaluating results, you look back and assess your progress and accomplishments, chiefly in two respects:

o Reaching your goals - For example, are you reaching your objectives? Are your plans, procedures, and operations effective? Are they taking you where you want to go? Is the relationship between available resources and costs of carrying out the EM program acceptable, particularly in terms of the results you have achieved?

o Relevance of goals - For example, do your goals reflect needs which still exist? Have you made so much progress that some problems are close to solution? Have new needs arisen? Was the original goals-objectives-priorities-programs chain the best way to address the particular need, or should you have tried a different approach?

Depending on the answers to these and similar questions, evaluation may mean abandoning or modifying your goals, objectives, priorities, plans, programs, and/or operations because they are no longer appropriate; because they are not worth the effort required; or perhaps becuase you have made so much progress that the need which prompted them is no longer pressing. This is as it should be. Goals, plans, and programs which remain unreviewed and unchanged, over long periods of time, are generally useless.

The IEMS strategy strongly emphasizes evaluation. Two important areas to assess are EM capability and mitigation. The outcome of emergency operations should be analyzed in terms of actual vis-a-vis required capability, and the results of this analysis should be used in subsequent capability assessments and in determining capability shortfalls. Also every, EM

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operational evaluation should ascertain the need for new and/or modified
mitigation efforts. Finally, evaluation should not be merely a post-
disaster activity; simulations, tests, and other exercises should be
conducted regularly.

IEMS also includes two other steps which require plans revision based
on the results of regular evaluation activities: Annual Development
Increment and Annual.Work Increment. These are described, briefly, below.

B. Annual Development Increment

The multi-year development plan, produced in the preceding section, is
a framework for improving capability in the long term. However, it is
rarely possible to predict how situations will change over time. Thus, the
multi-year plan needs to be re-examined every year and modified to meet
changing conditions.

Based on a careful evaluation of where they have come so far, EM mana-
gers should determine in detail what they want to accomplish next year --
i.e., the following year's annual increment. This information is used for
local planning, and is provided to state and local officials, to help
determine requirements for financial and technical assistance. The process
provides emergency managers with the ability to keep their current planning
on target, but also consistent with their overall EM strategy for the
future.

C. Annual Work Increment

Operational plans should be revised annually to reflect new, improved
levels of capability and a reduction in capability shortfall. Many factors
will contribute to this: for example, the successful completion of capabi-
lity development projects; experience gained in actual emergency operations;
the results of training and EM exercises. Subsequent capability assessments
and shortfalll analyses will reflect this improved state of affairs. The
results should be factored into the planning process, and the specific
operations plans and emergency procedures should be modified to utilize the
higher levels of capability.

4. MITIGATION

4.1 Overview

Mitigation activities are all those actions that eliminate or reduce the probability of a disaster occurring and/or minimize the effects of those disasters that do occur. One of the findings of the National Governors' Association Emergency Preparedness Study was that mitigation is a relatively minor part of state and local emergency management efforts. The following table is taken from the NGA Report.

15. What, if anything, did your organization do before the disaster which reduced the impact on people and property?

Mitigation Activity	Percent of Cases*
Develop/install warning systems	33%
Building codes/engineering	23
General public information and education	23
Construction and maintenance	20
Land use management/zoning	13
Stockpiling	10
Flood plain management	10
Develop/install communications systems	10
Develop financial assistance programs	10
Insurance programs	7
Equipment acquisition	3

*Multiple responses permitted.

4-1

Several factors probably account for this situation:

o The state-of-the-art: mitigation measures for many hazards still need to be developed;

o Public apathy: the need for mitigation is often obvious only after a disaster has occurred;

o Cost and profits: for example, mitigation programs that re-strict development in flood plains are likely to depress land values and property tax revenues.

Another finding from the NGA study is that mitigation activities are focused more on natural than man-made disasters.

16. Mitigation x Natural/Man-Made Disasters

Mitigation Activity	Natural*	Man-Made*
Warning Systems	45%	10%
Building Codes/Engineering	30	10
Public Information/Education	25	20
Construction/Maintenance	25	10
Land Use Management	15	10
Stockpiling	15	--
Flood Plain Management	15	--
Communications Systems	5	20
Financial Assistance	15	--
Insurance Programs	10	--
Equipment Acquisition	5	--

*Multiple responses permitted.

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4.2 Mitigation Activities

The NGA study data also suggests that effective mitigation efforts increase the effectiveness of preparedness activities, which, in turn, improves response and recovery. Mitigation activities clearly should be a much more important part of emergency management planning and implementation. A few examples of municipal management and technical areas appropriate for, and related to, mitigation efforts are:

o Building standards	o Technical information
o Communication systems	o Insurance
o Construction	o Land use management
o E.O.C.	o Laws and ordinances
o Equipment and apparatus	o Warning systems
o Financing	o Welfare
o Hazard analysis	o Preservation of resources
o Public education	o Inspection
o Transportation controls	o Crowd control procedures

Examples of mitigation measures related to specific hazards are found on   following pages. Some suggestions are also included in Part Four, "Checklists for Specific Hazards".

4.3 Mitigation Measures for Selected Natural Disasters

[To a large extent, information in this section is adapted from four publications on natural hazards:

o Gilbert F. White and J. Eugene Haas, Assessment of Research on Natural Hazards (Cambridge, Mass.: The MIT Press, 1975).

o Office of Coastal Zone Management, U.S. Department of Commerce, Natural Hazard Management in Coastal Areas (Washington, D.C.: 1976).

o J.H. Wiggins Co., Natural Hazards: A Building Loss Mitigation Assessment: Final Report (Washington, D.C.: National Science Foundation, 1978).

o Ian Burton, Robert W. Kates, and Gilbert F. White, The Environment as Hazard (New York, N.Y.: Oxford University Press, 1978).

SOURCE: Council of State Governments, The States and Natural Hazards, Lexington, Kentucky, July, 1979.]

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FLOODS AND FLASH FLOODS

o Land use management, with special attention to floodplains.
o Federal flood insurance.
o Building construction and codes.
o Warning systems.
o Control and protective works (e.g., flood proofing, dams, reservoirs, levees, dikes, drainage systems, etc.).

HURRICANES

o Cloud seeding and other hurricane modification techniques.
o Building code regulation for hurricane-force winds and for reasonable wave force.
o Mobile home anchorage requirements.
o Evacuation routes and facilities.
o Use of national flood insurance, also insurance available for wind hazards.
o Land use controls adapted to local conditions.
o Use of flood and wind-proofing technology, especially in public facilities.
o Possible use of well-constructed, high-rise evacuation centers.
o Preparedness, response, relief, and rehabilitation measures, including effective warning capability.

TORNADOS

o Building codes, with provisions for high wind resistance (some of which may also apply to other hazards).
o Warning systems.
o In-house shelters.
o Insurance.

EARTHQUAKES

o Improved delineation of seismic risk areas.
o Earthquake resistant new construction.
o Steps to minimize damage to existing structures.
o Land use management.
o Earthquake insurance.
o Seismic risk disclosure in property transactions.
o Advanced earthquake prediction technology, accompanied by state evaluation of earthquake prediction.
o Reduction of associated hazards, with special attention to lifelines engineering and critical facilities.
o Differentiation between measures related to advance prediction, and those applicable to disaster occurrences.

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DRO'IGHTS

- o Land use regulation especially applicable to drought-prone areas.
- o Soil erosion controls.
- o Improved agricultural cultivation practices.
- o Regulated irrigation practices.
- o Water supply protection and conservation.
- o Improved drought prediction and forecasting.
- o Stimulation of rainfall by weather modification (e.g., cloud seeding.)
- o Desalination of sea water.

BLIZZARDS/WINTER STORMS

- o Prediction and warning systems.
- o Response plans especially adapted to such events.
- o Flexible scheduling of public events and activities.
- o Alternate energy supply systems.

AVALANCHES

- o Mapping of avalanche zones as an aid to public and private land management.
- o Land use constraints on public lands; and on site undergoing construction activities.
- o Prevention through terrain modification.
- o Triggering small avalanches to forestall larger ones.
- o Disclosure of hazard potential in real estate transactions.
- o Warning systems.
- o Relief and recovery readiness effective for ice and snow conditions.

SHORELINE EROSION

- o Coastal zoning to include land use controls.
- o Shoreline zoning programs to protect critical areas.
- o Building code restrictions.
- o Public purchase of eroding shore lands.
- o Structural installations, including stabilization by means of sea walls, etc.
- o Land fill.

LANDSLIDES

- o Land use management.
- o Application of geologic engineering knowledge and practice to prevent or correct landsliding.
- o Str ⸗mining regulation.

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TSUNAMIS

- o Warning systems.
- o Evacuation of threatened areas.
- o Tsunami prediction.
- o Education programs.
- o Limited structural and land use controls.

EXPANSIVE SOILS

- o Land use management.
- o Building codes.
- o Grading codes.
- o Policy requiring pre-construction control of soil moisture,
  soil density, and site drainage control.
- o Provision of soil analysis in real estate transactions.
- o Injection of substitute fluids.

VOLCANOS

- o Land use management.
- o Possible lava flow controls.
- o Prediction and warning systems.
- o Evacuation routes.

HIGH WINDS

- o Building codes.
- o Mobile home tiedowns.
- o Planting tree-shelter belts.

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5. RESPONSE

5.1 Overview

Response activities are those which occur immediately following the onset of a disaster. These actions provide immediate emergency assistance to protect the lives and property of the victims of the crisis. Among the areas of concern are:

o Alerting and warning

o Search and rescue

o Requesting assistance from other levels of government

o Debris removal and damage assessment

o Evacuation

o Communications systems

o Activating the EOC

o Law enforcement

o Intergovernmental and inter-agency liaison

o Communicating with non-English speaking persons

o Helping citizens with special needs, such as the elderly, handicapped, and those on special life support systems.

o Mobilizing personnel and equipment

o Treating the injured

o Providing food, clothing, and shelter to evacuees

o Restoring essential utilities

o Public information

o Disaster declaration

o Crowd control

o Animal control

o Recordkeeping

o Transitioning to emergency operations procedures

When a disaster occurs, tasks such as the above must be handled virtually immediately, and usually simultaneously. Decisions must be made quickly and acted upon just as quickly. Additional personnel and other resources must be obtained, coordinated, and utilized to meet critical emergency needs. Agencies and departments must make an instant transition from routine to emergency status. The public is worried and confused, and often frightened. All of this puts a tremendous strain on the community.

5-1

Essentially, the purpose of planning is to make as many decisions as possible in advance of the disaster. To the extent that such issues as policies, procedures, lines of authority, and responsibilities are tested and established before the emergency situation, less burden is placed on the EM organization during the actual crisis.

5.2 Worksheet to Record Emergency Response Activities Covered in EM Plan

The WORKSHEET on the following pages will assist you in determining whether your emergency management plan covers important functions related to emergency operations and response. The 21 emergency response tasks from the preceding page are listed, with space to describe the following:

o What needs to be done;

o Who is responsible for accomplishing the task;

o What constraints, strengths and weaknesses must be dealt with in accomplishing the task;

o How the task will be performed/managed.

You should add, delete, and/or modify the tasks which are specified to match your own community's situation. After completing this exercise, you should have a good "snapshot" of the state of emergency operational readiness in your community.

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EMERGENCY RESPONSE TASKS COVERED IN EM PLAN

WORKSHEET

TASKS	COVERED IN PLAN? (YES OR NO)	WHAT NEEDS TO BE DONE	PERSON/POSITION WITH LEAD RESPONSIBILITY	ORGANIZATIONAL/INDIVIDUAL CONSTRAINTS STRENGTHS/WEAKNESSES TO BE DEALT WITH	HOW WILL THE TASK BE MANAGED/ PERFORMED
DISASTER DECLARATION					
ALERTING & WARNING					
SEARCH & RESCUE					

EMERGENCY RESPONSE TASKS COVERED IN EM PLAN
WORKSHEET (Cont'd.)

TASKS	COVERED IN PLAN? (YES OR NO)	WHAT NEEDS TO BE DONE	PERSON/POSITION WITH LEAD RESPONSIBILITY	ORGANIZATIONAL/INDIVIDUAL CONSTRAINTS STRENGTHS/WEAKNESSES TO BE DEALT WITH	HOW WILL THE TASK BE MANAGED/PERFORMED
TRANSITIONING TO EMERGENCY OPERATIONS					
TREATING THE INJURED					
REQUESTING ASSISTANCE FROM OTHER LEVELS OF GOVERNMENT					

EMERGENCY RESPONSE TASKS COVERED IN EM PLAN
WORKSHEET (Cont'd.)

TASKS	COVERED IN PLAN? (YES OR NO)	WHAT NEEDS TO BE DONE	PERSON/POSITION WITH LEAD RESPONSIBILITY	ORGANIZATIONAL/INDI-VIDUAL CONSTRAINTS STRENGTHS/WEAKNESSES TO BE DEALT WITH	HOW WILL THE TASK BE MANAGED/ PERFORMED
MOBILIZING PERSONNEL & EQUIPMENT					
DEBRIS REMOVAL & DAMAGE ASSESSMENT					
ACTIVATING THE EOC					

EMERGENCY RESPONSE TASKS COVERED IN EM PLAN
WORKSHEET (Cont'd.)

TASKS	COVERED IN PLAN? (YES OR NO)	WHAT NEEDS TO BE DONE	PERSON/POSITION WITH LEAD RESPONSIBILITY	ORGANIZATIONAL/INDI- VIDUAL CONSTRAINTS STRENGTHS/WEAKNESSES TO BE DEALT WITH	HOW WILL THE TASK BE MANAGED/ PERFORMED
INTERGOVERN- MENTAL & INTER-AGENCY LIAISON					
LAW ENFORCE- MENT					
EVACUATION					

EMERGENCY RESPONSE TASKS COVERED IN EM PLAN
WORKSHEET (Cont'd.)

TASKS	COVERED IN PLAN? (YES OR NO)	WHAT NEEDS TO BE DONE	PERSON/POSITION WITH LEAD RESPONSIBILITY	ORGANIZATIONAL/INDIVIDUAL CONSTRAINTS STRENGTHS/WEAKNESSES TO BE DEALT WITH	HOW WILL THE TASK BE MANAGED/ PERFORMED
PROVIDING FOOD, CLOTHING, & SHELTER TO EVACUEES					
CROWD CONTROL					
COMMUNICAT- ING WITH NON-ENGLISH SPEAKING PERSONS					

EMERGENCY RESPONSE TASKS COVERED IN EM PLAN
WORKSHEET (Cont'd.)

TASKS	COVERED IN PLAN? (YES OR NO)	WHAT NEEDS TO BE DONE	PERSON/POSITION WITH LEAD RESPONSIBILITY	ORGANIZATIONAL/INDI-VIDUAL CONSTRAINTS STRENGTHS/WEAKNESSES TO BE DEALT WITH	HOW WILL THE TASK BE MANAGED/PERFORMED
HELPING CITIZENS WITH SPECIAL NEEDS, SUCH AS ELDERLY, HANDICAPPED, AND THOSE ON SPECIAL LIFE SUPPORT SYSTEMS.					
COMMUNICA-TIONS SYSTEMS					
PUBLIC IN-FORMATION					

EMERGENCY RESPONSE TASKS COVERED IN EM PLAN
WORKSHEET (Cont'd.)

TASKS	COVERED IN PLAN? (YES OR NO)	WHAT NEEDS TO BE DONE	PERSON/POSITION WITH LEAD RESPONSIBILITY	ORGANIZATIONAL/INDI-VIDUAL CONSTRAINTS STRENGTHS/WEAKNESSES TO BE DEALT WITH	HOW WILL THE TASK BE MANAGED/PERFORMED
RESTORING ESSENTIAL UTILITIES					
ANIMAL CONTROL					
RECORD-KEEPING					

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6. RECOVERY

Recovery activities are designed to bring the community back to normal functioning as soon as possible. Generally, recovery activities fall into two groups:

- o Short-term: Actions designed to return vital human support systems to minimum operating standards. The short-term period lasts for about two weeks.

- o Long-term: Activities intended to return the community to normal or improved levels of functioning. Long-term activities may last for years.

The following table from the National Governor's Association study[*] describes the time periods during which recovery takes place:

Recovery Times

How soon after the initial emergency actions did you begin these activities?

How long did these recovery activities continue?

Time	(Proportion of Recovery Activities)	
	Started	Ended
Immediately	79%	2%
½ - 1 day	7	3
1+ days - 2 weeks	7	38
2+ weeks - 1 month	1	4
1+ months - 3 months	3	8
3+ months - 6 months	2	12
6+ months - 9 months	2	3
9+ months - 1 year	--	6
1+ years	--	22
	101%	98%

* All tables in this section are from the NGA study.

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Examples of activities and issues related to recovery are:

o Temporary shelter   o Insurance benefits

o Clean-up   o State and federal
                                         assistance

o Legal assistance   o Reconstruction and
                                         rehabilitation

o Public information   o Medical and psychiatric
  and education   treatment

o Community planning   o Mitigation

The NGA study found that organizational recovery services were
provided as follows:

Recovery Activities

What responsibilities, if any, did your organization have
in helping get the victims back on their feet and the community
back to normal?

Recovery Activity	Percent of Cases*
Coordination	50%
Technical Advice	47
Clean-up	43
Provide Resources	43
Public Information	37
Information Gathering	37
Financial Assistance	36
Welfare	30
Record Keeping	7
Legal Assistance	3

*Multiple responses permitted.

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There is often a fine line between emergency response and short-term recovery activities, and between short- and long-term efforts. Many activities are continuous, spanning two or more disaster phases. The table below summarizes the usual duration for a few selected recovery activities.

Short-, and Long-Term Recovery Activities

Short-Term (2 weeks)	Long-Term (2+ weeks)	Short-, and Long-Term (Continuous)
Clean-up	Legal Assistance	Financial Assistance
Provide Resources	Public Aid Information	Information Gathering
Welfare		Record-Keeping
	Technical Advice	Coordination

One interesting finding of the NGA study was that fewer recovery efforts were performed for man-made disasters than for natural disasters (see following table). The reasons for this are not clear. It could be that man-made disasters are more localized or that there are better private mechanisms for handling them. Another possibility is that they differ from natural disasters in some essential ways, so that recovery requirements differ also.

20. Recovery x Natural/Man-Made Disasters

Recovery Activity	Natural*	Man-Made*
Coordination	65%	20%
Technical Advice	65	10
Clean-up	55	20
Provide Resources	55	20
Public Information	45	20
Information Gathering	50	10
Financial Assistance	45	10
Welfare	35	20
Record Keeping	10	--
Legal Assistance	--	10

*Multiple responses permitted

Recovery is the phase in which local government is least self-sufficient. Much of the work in this phase involves redevelopment of a damaged economy; accomplishing this usually requires fiscal assistance from outside the community, particularly from the state and federal government. The local emergency program will be most effective if it includes personnel with skills and experience in public policy, and economic planning and budgeting. Expertise and familiarity are needed with respect to applicable state and federal laws, programs, and regulations; insurance and other sources of private support; and intergovernmental liaison.

Finally, with the experience of the disaster still fresh, recovery is also a period to assess the effectiveness and efficiency of the community's emergency management program. Recovery is a time to evaluate the EM plan: to examine needs and problems; possibly to modify and/or establish new goals, objectives, priorities, and action programs; and, to begin new and/or accelerated mitigation efforts.

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PART THREE: SPECIAL ISSUES

7. MANAGING CHANGE*

7.1 Overview

The preceding chapters have examined emergency management mainly from a planning and organizational perspective. Some general management principles have been identified and discussed, and for each CEM phase, some areas for potential program development have been suggested. Among the subjects covered thus far are:

o Phases of CEM
o The IEMS concept
o Attributes of an effective EM organization
o Main components of the planning process

This chapter looks at EM from a different perspective, that of carrying out the planning process in a real world context and establishing and/or modifying EM programs developed as a result of that process. Two aspects of this issue are briefly discussed:

o Examining the organizational context in which the change is to take place, and

o Facilitating change by taking into account factors which may cause resistance.

These principles apply both to the community EM organization as a whole and within the fire department, itself. Thus, the information is relevant regardless of the scope of your EM responsibilities.

7.2 Examining the Organizational Context

Organizations have personalities, characteristic ways of approaching their missions and carrying out their activities. Fire departments and EM organizations are no different; any given department will have a unique set

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*This section is based on material presented in Organizational Development for Operating Managers, Michael E. McGill, New York, N.Y., AMACOM, 1977.

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of patterns which describes the way it functions. In determining the most effective way to conduct EM planning, establish new programs, and, in general, implement change, the Chief needs to understand how his/her department and community work in terms of several key factors:

- o planning styles;
- o power and leadership;
- o interpersonal relationships;
- o pace of work;
- o resources and costs;
- o relationships with contractors and consultants; and
- o performance criteria.

Each factor is described below briefly.

Planning Styles. Some departments rely on detailed plans with highly structured schedules and carefully defined staff assignments. Others prefer a less structured approach; for example, utilizing informal meetings to produce general guidelines. The latter tend to test out new ideas a little at a time before committing themselves to a major planning effort.

Both approaches are compatible with the planning model described earlier and with the IEMS concept. The development of new EM programs can be a complex process. The plans to accomplish this should be in accordance with the overall planning styles of the municipality and the department.

Power and Leadership. The distribution of power and the way leadership is exercised differ with departments. At one extreme, all decisions are made at the top with little or no input from subordinates; at the other extreme are departments in which some authority is delegated and decision-making responsibility more widely distributed.

Community EM planning, by its nature, is in some conflict with strong central control. At the same time, clear, strong lines of command are essential attributes for an effective EM organziation. To achieve a true

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community EM system, agencies which tend to rely on unilateral decision-making may have to delegate some authority. However, new programs should be consistent with, and supportive of, established lines of authority.

Interpersonal Relationships. Relationships within community agencies and municipal departments vary. In some, relationships are formal and impersonal; in others, relationships are more informal and deal with personal, as well as work-related concerns. Like any other change, the development and/or modification of the community's EM system may threaten some individuals and benefit others.

Management decisions regarding implementation need to be made with an understanding of existing interpersonal patterns. This is important for two reasons. First, the degree to which a department takes a personal interest in its staff should help determine the manner in which change is handled. Some departments will need to provide many opportunities for personal discussions with personnel about the effects new programs are likely to have on their jobs, careers, and the working atmosphere in general. Other departments will be able to handle the transition on a more formal and structured basis. Second, what looks good on an organization chart may not work in reality. It is important to know which personnel work well together and which do not. This is one reason that staff participation is important in implementing change; municipal and departmental managers, community leaders, or outside consultants may not always be aware of which combinations of people are more or less effective.

Pace of Work. Community agencies and departments also differ in their temperament and energy level. Some generate work at a fast pace; turn-around time is rapid and results are immediate. For instance, Fire Departments and other public safety service departments are characterized by bursts of high levels of activity and fast feedback concerning the re-sults of their actions and decisions. Organizations like these are often able to handle rapid change.

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Other agencies work in a more deliberate fashion; both physically and psychologically, they operate more slowly. Their organizational mission may be more analytical, and the feedback they get as a result of their efforts may be delayed or ambiguous. In these departments, change may be more evolutionary in character.

As the EM planning effort gains momentum, some departments may want to move quickly to set up new programs. Others may feel pressured to introduce changes before they feel really ready to do so. Still others may want to "study the problem" longer than is really necessary. It is important that the planning effort carefully consider the best pace to implement EM changes and new programs to ensure consistency with the general tempo of the work and to maximize the community's ability to effectively carry out these programs.

Resources and Costs. As in any other program, the costs involved in emergency management fall into two main categories: direct expenses, such as the costs of personnel, facilities, supplies, and equipment; and opportunity costs, the time spent creating and implementing new EM programs, time that might be spent for other purposes. Municipal and department resources are finite, and there are many competing demands on the time and money which are available.

The extent to which a community decides to implement or modify its EM programs, the scope of its effort, and the nature of its choices, will be affected by these constraints. Careful analysis of current and future available resources is essential and should be made as early as possible. The priority setting task in the planning process is one place where these factors are carefully taken into consideration -- for instance, where the tradeoffs between risks and costs are weighed. Agency managers and department heads usually have a large number of alternatives. Their choices need to take into account both the size of the initial investment (financial and other) and the ability of their community to maintain it in the future, without undue burden.

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Relationships with Contractors and Consultants.

Sometimes communities use consultants or contractors to help in the EM planning process. In these cases, it is important that relationships be clear from the beginning. In some fields, the client is relatively dependent on the consultant; that is, the responsibility for decisions rests almost entirely with the consultant, who is an expert.

In EM, relationships with consultants are "client centered"; the municipality or department retains primary responsibility for identifying and describing the problem, specifying goals and objectives, and determining the best course of action. With respect to emergency management, the responsibility always resides with you and your EM colleagues. Outside experts can often provide valuable advice and help structure the planning and decision-making process, but the responsibility for EM decisions remains with you and your community, and the consequences of those decisions can never be avoided.

Nature of Performance Criteria. In the private sector, the most common way of measuring success is in terms of profit -- how the program affects the "bottom line". Public service, and especially emergency management, is different. While emergency managers need to adhere to a budget and it may be possible and desirable to effect cost savings by following a particular course of action, when dealing with public safety and welfare such savings may not be the main criterion for judging the merits of the action.

The criteria for measuring the value of an EM program are complicated and sometimes ambiguous. They involve intangibles such as effectiveness, productivity, and quality of decisions related to the safety of life and property. All of these are difficult or impossible to measure. The planning process previously described attempts to rationalize these considerations and make them more explicit. Fire Chiefs should try to clarify their own expectations of EM programs to avoid disappointment and frustration over the results.

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7.3 Facilitating Change

Knowing and taking into account your organizational context are
important considerations in planning and instituting change. Also
important is the way you work within that context -- that is, the way
potential changes are presented to those persons who will be affected by
them. Certain factors will help determine whether the changes will be
accomplished more or less smoothly.

The way in which an individual reacts to change depends on four
factors:

- o The amount of information he or she has regarding the change
  effort, prior to the change;

- o His/her degree of participation in the change effort;

- o The level of trust he/she has in the initiator of the change;
  and

- o His/her experience with change in the past.

Depending on the above, a person will assess the change and react to
it in different ways, as summarized on the chart on the following page:

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21. RESPONSE TO PROPOSED ORGANIZATIONAL CHANGE

ASSESSMENT OF CHANGE	REACTION TO CHANGE	EXAMPLES OF ACTIONS
DESTRUCTIVE: Change is seen as destructive to individuals/community goals.	ACTIVE RESISTANCE	o Council blocks change o Monies not appropriated o Department head fired o Negative lobbying o Negative press
THREATENING: Change is seen as threatening to individuals/community goals.	PASSIVE RESISTANCE	o Staff drags its feet o Political undermining
UNCERTAIN: Change is seen as neither positively nor negatively affecting individuals/community goals.	TOLERANCE	o Noncommittal attitude o Watch and wait
POSITIVE: Change is seen as beneficial for individuals/community goals.	ACTIVE SUPPORT	o Positive lobbying o Active participation

As the preceding chart indicates, there are a number of possible ways for an individual to respond to organizational change. However, those attitudes depend to a great extent on how the change is managed. While some of these factors are not entirely controllable, there are some things that can be done by those in charge of instituting change to facilitate the process and help make the outcome more positive for all concerned.

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One of the most important ways to minimize resistance to change is to maintain good communications with all personnel about the changes that are taking place. Included in the information that should be provided are:

o a review of the community and/or department's history of change (to acknowledge past experience);

o a statement of the change initiator's motives and anticipated rewards (to foster trust);

o a review of the experience other communities and/or departments have had with the kinds of change proposed, and a thorough explanation of the plan for this organization (to foster as thorough an understanding of expectations as possible); and,

o an explanation of everybody's roles and responsibilities, including decisions for which they may provide input (to clarify the extent to which individuals can participate in change decisions).

Also important is the choice of the person to manage and coordinate the change effort. He or she should possess as many of the following traits as possible.

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22.  CHARACTERISTICS OF AN EFFECTIVE EM LEADER
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He/she must:

o be a superior leader;

o be technically knowledgeable about emergency management;

o be able to integrate the activities and efforts of diverse groups
  and individuals;

o know what his organization can, will, and will not do;

o have a proven track record of accomplishments so that he can gain
  the respect of peers, managers, and subordinates;

o be personally dynamic and persuasive;

o be a hard worker and driver, and one who motivates others;

o be fair;

o be able to juggle resources in such a manner as to get the job
  done given time and cost constraints;

o be flexible enough to handle changed directions and respond
  positively;

o exercise good judgement at all times;

o be a good planner and possess a good business sense;

o be knowledgeable about the tools of project management and know
  when and how they should be applied;

o have the personality to deal with all types of people and
  situations and keep a level head;

o be good at expressing his ideas both verbally and in writing; and

o have a capacity for resolving interdepartmental conflicts.

        In summary, support can be enhanced through information sharing and
maximizing the actual and perceived participation of the affected persons
and organizations in the planning and change process. This means that
people must not only be a part of the planning effort, but also
consciously aware of their participation and contribution.

7.4 Worksheet: Facilitating Change In Your Community

Use the following questions to help facilitate change in your community and/or department.

1. List those individuals and/or groups of individuals who will be most affected by the proposed change(s).

   For each person/group on the list, check the column that you think best describes their initial attitude toward the change.

   1 - Destructive   3 - Uncertain
   2 - Threatening   4 - Positive

INDIVIDUAL	1	2	3	4
_____	__	__	__	__
_____	__	__	__	__
_____	__	__	__	__
_____	__	__	__	__
_____	__	__	__	__
_____	__	__	__	__
_____	__	__	__	__
_____	__	__	__	__

2. For the above individuals, what can you do to enhance their enthusiasm and support for the proposed changes? For example, what information can you provide, what actions can you take, in what ways can you expand their participation in the change process?

   _____
   _____
   _____
   _____
   _____
   _____
   _____
   _____

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8. STRESS IN EMERGENCY SITUATIONS
WHAT IS STRESS?

Stress is pressure or demands exerted on an individual which affect his or her behavior. Stress causes the body to respond in various kinds of ways; a person's physical, emotional, and intellectual reactions are all influenced by stress.

People differ considerably, both in the way they handle stress and in terms of the situations they find more or less stressful. One individual will lose his temper at the slightest delay in traffic; another will work best under tight deadlines with conflicting demands. However, while tolerance for stress may vary widely among individuals, there is a point for virtually everyone where too much stress makes him/her dysfunctional.

Everyone deals with stress in life. Financial pressures; worries over children, schools, drugs, crime; and interpersonal relationships are all common sources of stress. However, in addition to these everyday pressures, fire chiefs face special stresses associated with being in public life. The scope of responsibility for a public official is very large; he/she must handle increasing demands for service with existing or shrinking resources for a huge constituency -- the entire community. Merely being in the public eye is a source of stress in itself. Privacy is often lacking, and family needs frequently are put aside to meet professional demands. Finally, a fire chief bears an additional burden: the heavy responsibility associated with protecting life and property.

STRESS AND DISASTERS

The most stressful situations generally fall into two categories: change and threat.

> CHANGE: Any change involves loss. It means giving up something and embarking on something new. Even when the change is seen as positive, when what is new is desired and anticipated with pleasure -- for example, starting a new job or buying a new home -- it is still stressful. Something familiar is being left behind.

8-1

THREAT: Threat is the fear of what might happen. Feeling threatened is worrying about an eventuality that may or may not occur -- for example, missing a deadline, losing a job, not achieving some personal goal. Of course, fear is stressful, in itself.

It is easy to see why disasters and emergency situations are so stressful; they are virtually always characterized by change and threat. Large scale emergencies carry with them a sense of disorder and flux. Fears run the gamut from specific concerns over safety and security to a vague sense of worry that the system won't be able to cope and life won't be the same after the emergency is over.

The relationship between the provider of an emergency service and the recipient, or "victim", can also be a source of stress. Each has expectations of himself and of the other, and to the extent that these are not met, stress often results. These relationships tend to go through four phases (with much overlap between the phases) based on the emotional states of those involved.[*]

1. HEROIC PHASE: This period occurs during and immediately following the disaster. Emotions are strong; people are called upon to respond with heroic action to save lives and property, both their own and others; altruism is strong. Family groups, neighbors, and emergency teams are important resources.

2. HONEYMOON PHASE: This period lasts about 1 week to 3-6 months after the disaster. People have a strong sense of having shared a dangerous, catastrophic experience and survived, even though having suffered loss. Government and other officials provide support and encouragement and promise all kinds of future help. Existing and disaster-related community groups are important resources.

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* Source for the remainder of this section is TRAINING MANUAL FOR HUMAN SERVICE WORKERS IN MAJOR DISASTER, National Institute of Mental Health, U.S. Department of Health and Human Services.

8-2

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3. DISILLUSIONMENT PHASE: This period lasts from 2 months to 1-2 years. Strong feelings of disappointment, anger, and bitterness occur when there are delays or failures and promises of aid are not fulfilled. Outside agencies may pull out. Existing community groups may weaken or become less helpful. The feeling of "shared community" is lost as individuals concentrate on rebuilding their own lives and solving their own problems.

4. RECONSTRUCTION PHASE: This period lasts for several years after the disaster. Victims have come to realize that they will need to rebuild their own lives and businesses, largely by themselves, and have accepted the responsibility. New construction and the development of new plans and programs serve to reaffirm the victim's belief in his own capability. If these are delayed, serious emotional problems may result. Community groups with a long-term investment in the community are important in this phase.

DISASTER RELIEF WORKERS AND "BURNOUT"

Workers in all phases of disaster relief expose themselves to unprecedented personal demands in their desire to help meet the needs of the victims. Many workers devote all of their time to the disaster-related tasks, particularly during and immediately following the emergency. As order returns, some workers return to their regular jobs, but still attempt to continue their disaster work.

Sometimes, even when replacements are available, workers refuse relief and push themselves beyond their effective limits. While such action might seem altruistic and commendable, in reality, the tired and inefficient worker can be more of a liability than an asset in rescue and recovery activities. In a disaster, workers need all the strength and energy they can muster. They must have clear heads to make critical and sometimes lifesaving decisions. They must be able to cope with both the physical consequences of the disaster and the psychological needs of its victims.

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The result of overwork is the "burn-out syndrome" -- a state of exhaustion, irritability, and fatigue which decreases the disaster worker's efficiency and effectiveness. The best way to forestall the burn-out syndrome is to anticipate it.

Burnout has four groups of symptoms:

THINKING: Mental confusion, slowness of thought, inability to make judgments or decisions, loss of ability to conceptualize alternatives or to prioritize tasks, loss of objectivity in evaluating one's own level of functioning, etc.

PSYCHOLOGICAL: Depression, irritability, anxiety, hyperexcitability, rage reactions, etc.

PHYSICAL: Physical exhaustion, loss of energy, gastrointestinal distress, appetite disturbances, sleep disorders, hypochondria, etc.

BEHAVIORAL: Hyperactivity, excessive fatigue, inability to express one's self verbally or in writing, etc.

The earlier the above symptoms are recognized, the better.   All workers should be made aware of these symptoms, in order to recognize the beginnings of burnout, both in themselves and in their co-workers. A worker suffering from burnout should be relieved of his/her duties for a short period of time. These individuals often feel guilty about leaving their work. Therefore, they should also be reassured that they can return as soon as possible and that their contribution to the disaster effort will be greatly improved as a result of their short time off.

COPING WITH STRESS

The key to coping with stress is to understand that the responsibility for doing so rests with each individual. Basically, coping with stress involves a reorientation of physical and psychological patterns, in both professional and personal life. While there are far too many stress reduction techniques to discuss here, a few examples are:

o Regular exercise

o Proper diet

o Pursuit of outside interests or hobbies

o Meditation and other relaxation techniques

o Development of a support group of friends and/or family

o Adequate free time and vacations

o Psychological therapy.

9. WORKING RELATIONSHIPS

9.1 Overview

A fire department generally works with other local and state organizations on major incidents and disaster situations. Some examples are, with other fire departments for mutual assistance; with the police department for crowd and traffic control; with the hospital for emergency medical care; with emergency preparedness personnel in evacuation planning; and with management officials for overall direction. Thus, there will be working relationships associated with fire department participation in disaster operations -- and these relationships are fundamental to effective and efficient operations. The working relationships can be good, bad, or nonexistent, depending on previous experiences and the effort applied to developing and maintaining good relationships.

The Fire Chief is encouraged to define those local/state, government/ private organizations and personnel with which the department will interface during any of the phases of emergency management, and immediately begin to establish and maintain good working relationships. A good working relationship involves mutual respect and confidence.

The remainder of this section discusses several of the more important working relationships faced by every fire department in the Nation:

> a) Working with other fire departments (mutual aid
>   agreements) - 9.2
> b) Working with law enforcement agencies - 9.3
> c) Working with civil defense - 9.4
> d) Working with state and local executive officials - 9.5
> e) Working with the media - 9.6

9.2. Mutual Aid Agreements

The U.S. fire service has long been a leader in the use of "mutual aid" and, more recently, "automatic aid". In fact, fire departments have probably planned, trained, and operated together (on emergency incidents) more than any other type of local government agency. This close cooperation is due to the fact that no community can afford to retain all of the

resources that might be needed for the largest incidents. Through mutual aid, each community maintains the resources needed for day-to-day emergencies, with the extra help needed for major incidents coming from one or more neighboring fire departments.

This mutual-benefit concept was expanded in the early 1970's with the addition of "automatic-aid". Automatic aid differs from mutual aid in that it is designed for use with day-to-day emergencies, as well as major incidents. Under automatic aid, a fire department dispatches a unit automatically in response to an alarm -- i.e., without receipt of a specific request for assistance. The "first-due" unit might even be from another fire department, provided under automatic aid.

Automatic aid operations frequently occur where the unit from one department is actually closer to a portion of another jurisdiction. For example, Station 1 of Jurisdiction A is closer (has a shorter response time) to a section of Jurisdiction B than any station in Jurisdiction B; and Station 3 of Jurisdiction B is closer to a section of Jurisdiction A than any station in Jurisdiction A. Thus, it is advantageous for these two jurisdictions to use automatic aid to achieve the best level of service to both jurisdictions.

There are obviously many benefits associated with automatic and mutual aid; however, there is an additional benefit for effective overall emergency management:

> "the use of mutual and automatic aid for day-to-day incidents and major, but routine, emergencies will help to establish working relationships which could be of significant value in the event of a community-wide disaster."

This additional benefit is so important that the National Advisory Board for the development of the Integrated Emergency Management System (IEMS) recommended that the use of automatic and mutual aid be promoted as a building block in a community's emergency management program.

In addition to benefits, there are also "potential problems" which must be addressed in developing mutual/automatic aid agreements. One of the more important issues is that the aid must be truly "mutual"; that is, all participating jurisdictions must benefit more or less equally.

Inequitable or "Robin Hood" agreements (where the rich jurisdiction subsidizes the less affluent jurisdiction) frequently lead to dissatisfaction. In some cases, it is cost-effective for the jurisdiction getting the larger share of the benefit to help balance the arrangement through an annual payment to the jurisdiction providing most of the aid.

Other issues to be addressed include:

a) liability; - e.g., what happens if the assisting fire department is included in a law suit?

b) damage to, or loss of, equipment; - e.g., who pays for the repair or replacement of a pumper damaged during a mutual aid operation in another jurisdiction?

c) protection of fire department employees while working in another jurisdiction; - e.g., are the worker's compensation and retirement benefits valid if a fire fighter is injured while working in a different jurisdiction?

d) personnel and equipment support; - e.g., who provides for food, fuel, and repairs while working in a different jurisdiction?

e) common standards and procedures; - e.g., do personnel of the various jurisdictions use similar procedures and have compatible skill levels? [Of course, the use of mutual/ automatic aid resources will be more effective and efficient if standard personnel skill requirements (by position) and operational procedures have been adopted. This standardization is especially important for emergency medical services where certification requirements could legally preclude the use of mutual aid units.]

f) procedures for provision of mutual/automatic aid; - e.g., when and how is the assistance provided? [Thus, the agreements should include detailed procedures for:

   a) requesting assistance, including defining who has the authority to "request" and "commit" resources;

   b) establishing what types (and quantities) of resources are needed;

   c) stating where (to whom) and when the resources are to report;

   d) precluding "self-assignment" wherein "without permission" units change their assignments while enroute;

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e) not responding until requested (except for automatic aid); and

f) ensuring maintenance of adequate personnel levels.

Automatic/mutual agreements may be formal or informal, written or oral, depending upon the requirements and constraints of a particular region. In some cases, master agreements are established at the state level (e.g., California and New York).

While these potential problems are important, they generally are not insurmountable -- as evidenced by the thousands of mutual/automatic aid agreements in effect today. All fire departments are encouraged to participate in mutual/automatic aid agreements, to the degree feasible, to the benefit of day-to-day operations as well as for disaster situations.

9.3 Working with Law Enforcement Agencies

Most fire departments have extensive working relationships with law enforcement agencies (e.g., police department, sheriff's office, and highway patrol). In fact, fire departments probably work more closely, and more often, with law enforcement than any other type of government agency. A study of fire department working relationships* identified 58 functional areas involving joint fire-law enforcement activities, including:

a) crowd and traffic control
b) sharing of facilities (e.g., communications/dispatch center)
c) evacuation
d) situation monitoring and assessment
e) damage assessment
f) rescue
g) bomb disposal
h) arson investigation
i) public alert warning and general information

All of these activities can be associated with disaster operations.

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* _A Study of Working Relationships Between Fire Departments and Other Municipal Services_, October 1980, Ryland Research, Inc., Santa Barbara, CA

With this extensive set of related fire-law enforcement disaster
activities, it is important for the two departments to conduct joint
planning and training, and then maintain good communications and
coordination during an incident.

9.4 Working with Civil Defense

A community's civil defense organization may be called civil pre-
paredness, disaster preparedness, emergency preparedness, or emergency
management. Whatever the title, there are significant working relation-
ships between this organization and the fire department. In fact, the
agency is frequently a part of the fire department (the IAFC emergency
preparedness survey indicated that more than 25% of the responding fire
chiefs were also the emergency preparedness directors).

Typical working relationships between fire and civil defense agencies
include:

    a) disaster planning
    b) training/exercise
    c) communications/dispatch
    d) situation monitoring and assessment
    e) damage assessment
    f) public alert/warning and general information
    g) acquisition of resources needed during an emergency
    h) citizen training (e.g., first aid and CPR)
    i) provision of additional personnel such as support or law
       enforcement personnel, and fire and rescue teams.

Considering these and other functional areas in which the fire and civil
defense agencies must work together (throughout all four phases of
comprehensive emergency management), it is important that close working
relationships be developed and maintained. Sometimes, this relationship is
impaired because of conflict over the role of the emergency preparedness
coordinator; i.e., the role of "coordinator" vs. "Command".

To assist in resolving this issue, the IAFC and the National
Coordinating Council on Emergency Management (NCCEM), previously the U.S.
Civil Defense Council (USCDC), signed a Statement of Understanding which
reads as follows:

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"For the purpose of the agreement, and because the person charged with coordinating local government's response to disasters on behalf of the chief executive officer is known by many titles, we will refer to that person as emergency management coordinator (hereafter EMC).

"Whereas the International Association of Fire Chiefs, Inc. (hereafter referred to as IAFC) representing fire chiefs internationally:

"and the United States Civil Defense Council (hereafter known as USCDC) representing local emergency management coordinators from throughout the United States, find many items of mutual concern that would serve to improve and coordinate emergency management in the nation, hereby set forth this Statement of Mutual Understanding.

"USCDC acknowledges the fire service as the first responder to many emergencies. The chief executive officer would expect the fire service to perform and carry out their mission on day-to-day or routine incidents. When an emergency begins to take on other than normal day-to-day activity, or exceeds the normal handling capabilities of the fire department, and more resources and coordinating becomes essential, the appropriate local emergency management coordinator shall be notified, and will respond per predetermined plans or requests of the fire chief and/or the chief executive officer. Such incidents could include, but not be limited to, major conflagrations, medical disasters, hazardous materials incidents, natural disasters, etc.

"IAFC recognizes the need for coordination of resources for major incidents and the EMC to be knowledgeable in emergency management coordination. The fire chief also recognizes the EMC as the chief resource person and the USCDC recognizes the fire chief as the operational incident commander.

"The emergency management coordinator will:

1. coordinate services on behalf of the chief executive officer of the government entity;

2. if necessary, contact the state emergency management agency and work with that agency to secure assistance of other state departments and federal agencies;

3. if necessary, secure the assistance of voluntary and service organizations, such as the American Red Cross, Salvation Army, etc.; and

4. coordinate the preparation of the disaster plan, including the periodic testing and updating.

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"The fire chief will:

1. manage fire suppression and prevention, hazardous incidents, and, where applicable, pre-hospital phase emergency medical services in accordance with approved plans;

2. advise if mass evacuation is required;

3. be an active participant at meetings pertaining to disaster management planning, and plan his appropriate actions as concerns fire control, suppression, prevention, evacuation, hazardous incidents, and EMS, etc.;

4. be appraised and maintain data of latest developments and make recommendations for disaster plan changes through the appropriate community channels as directed by the community plans; and

5. be a member of the policy/planning group in the preparation of disaster plans.

"This agreement has been executed in the interest of establishing better emergency management coordination between fire chiefs and emergency management coordinators for the safety and well-being of the citizens.

"This Statement of Understanding has been approved by the Board of Directors of the IAFC and the Executive Board of the USCDC and the Presidents have been authorized by their respective boards to sign said agreement and make such agreement known to their respective memberships."

9.5 Working with State and Local Executive Officials

All fire department activities are related to working relationships with executive officials (e.g., city manager, mayor, council member, county supervisor, etc.). These relationships involve establishing policy, making operational decisions during a disaster, and obtaining the department's annual budget allocation for emergency preparedness activities.

Thus, these officials generally control a community's emergency management program in the most fundamental way (i.e., policies and resources); and, in some cases, even serve as the legally designated emergency

preparedness directors. Yet, a number of case studies[*] have revealed an alarming lack of interest in emergency preparedness on the part of these officials -- until a disaster occurs.

The fire chief, therefore, has a challenge to develop and maintain executive-level interest and participation in the fire department's (or overall community's) disaster preparedness program. Experience indicates that it is possible to achieve this interest and participation.

First, it is important for these officials to understand the hazards faced by the community and the potential consequences of inadequate preparedness (including personal, as well as governmental, liability). There are a number of examples in which city officials developed a positive approach to emergency management, often participating in FEMA/IAFC work-shops, with the corresponding explanation, "I never fully understood the situation before."

Support is not enough, executive officials should also be involved in every phase of the emergency management program: mitigation, preparedness, and recovery. It is especially important for these officials to have specific disaster responsibilities, including a designated facility to respond to, and work out of, during the operational period.

9.6 Working with the Media

At a disaster, the fire chief has a job to do, and so do the media. It is the fire chief's responsibility to assist in mitigating the disaster and its effects by commanding and coordinating the community's resources. It is the media's job to report on the progress of the disaster and how it is being handled by the fire chief and the resources at-hand.

These functions need to be mutually inclusive, and, above all, they need not be the cause of conflict between the fire chief and the media. The fire chief should realize that, used properly, the media can be valuable members of the community's emergency management program.

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[*] For example: Local Government Disaster Protection Final Report, International City Management Association, Feb. 1981, Washington, D.C.

It is vital for the fire chief to understand that most members of the
media are competent professionals and that they will do their job, which is
gathering information, with or without his cooperation or the cooperation
of those under his command. If the media know, from past experience, that
they will receive no cooperation, they will be all over the disaster scene,
sometimes interfering with the work of emergency crews, and sometimes
reporting inaccurate and/or misleading information. In certain instances,
the dissemination of such information can lead to a worsening of the disas-
ter situation. On the other hand, accurate public information delivered
through the media can be vital to help assure the minimum loss of life and
property during a disaster.

If reporters and photographers have confidence in the fire depart-
ment's public information operation, they will be more willing to follow
the information officer's instructions because they know that, more often
than not, he will provide the most accurate information and the best visual
opportunities. A checklist for working with the news media is included at
the end of this section.

The fire chief should establish the department's policy towards the
public information function, but should not attempt to function as his own
public information officer. Rather, he should appoint another to function
in that capacity. Thus, the public information officer, by coordinating
the information dissemination process, frees the fire chief to make the
command decisions necessary during the course of any disaster. Eventually,
however, representatives of the news media will insist on talking with the
CAO, fire chief, police chief, elected officials, etc., and provision must
be made for such interviews to be held at the appropriate time and place.

The public relations officer should distribute information as quickly
as possible, following the basic guidelines of any public information
officer -- be available, be honest, be personable, and be accurate. An
open and informative approach to the media not only will help the depart-
ment, the community, and the general public, but, most importantly, will
assist in the mitigation of the disaster.

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During a disaster, information can be delivered in three stages --
pre-disaster, disaster, and post-disaster.

PRE-DISASTER PERIOD: This stage recognizes that an emergency or
disaster is probable and that initial preparedness measures are prudent.
The information provided includes:

    o a description of the threat and its characteristics;

    o identification of evacuation routes;

    o location of shelter facilities and assistance centers; and

    o other types of information or preparedness instructions
      such as protection of property, food, water, and fuel
      supplies.

DISASTER PERIOD: Information and instructions sent out at this stage
concentrate on actions essential to survival, health, and safety of people
in the disaster area. This information should include:

    o the description of affected areas and any area likely to
      be subjected to secondary hazards; and

    o the location of emergency shelters and feeding facilities,
      assistance centers, and emergency medical care facilities.

POST-DISASTER PERIOD: This stage begins when the emergency is over
and continues until all recovery activities are complete. Information
disseminated should deal with:

    o continuing hazards, such as unsafe buildings, fallen power
      lines, and health hazards;

    o the types of assistance available to communities and
      disaster victims; and

    o the location of disaster assistance centers.

The enormity of the public information officer's task should not be
underestimated. THe disastrous fire at the MGM Grand Hotel in Las Vegas
provided some excellent examples of the number of the information officer's
responsibilities.

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Before the fire was through its first half hour, dozens of local reporters were swarming over the fireground. As soon as the wire services began reporting the incident, media from neighboring states moved toward Las Vegas. By noon, close to 200 reporters were on-the-scene. The scramble for information only increased during the post-disaster period. In the first week following the fire, approximately 30 calls per hour were directed to the public information officer and his office became the media headquarters.

The public information officer has an enormous job at any disaster. The fire chief must realize this and assign the position a high priority.

CHECKLIST FOR WORKING WITH THE MEDIA

o As soon as practical, establish a public information area near the disaster scene in a smaller incident, or in a central location at a larger disaster. The effective establishment of this area will, as previously discussed, relieve command officers of the need to deal directly with the media during critical command stages and will provide and structure the standard information the media will require to report the situation accurately.

o Because many different agencies usually are involved in a disaster, it is important that the public information personnel from those agencies coordinate their efforts.

o Have a basic information form that can be filled out and distributed to the media on-the-scene.

o Make sure that all reporters gather in the public information area. If you leave the area, ask them to remain, assuring them that you will return with additional information.

o If you wish, allow the media to take photographs and videotape footage while you are gathering information, but arrange to meet them in the public information area with additional facts.

o Keep media deadlines in mind and make every attempt to get them the information they need to meet those deadlines. If they must return to their headquarters to meet those deadlines, obtain phone numbers and call them with additional information as soon as it is available.

o Add anything to the basic information that will enhance the story. Examples of this are an extremely hazardous situation, a rescue, or a person or company that did an outstanding job.

o Assist in arranging news conferences, briefings, interviews and media tours of areas that have been affected by the disaster (motels are generally excellent locations for press conferences because they have meeting rooms, telephones, and food service, and are usually in a central location).

o The information officer and area should have a specific radio designation, e.g., "information."

o Ensure that all members of the media wear proper protective clothing when entering the disaster area.

o Advise the media to leave an area if their safety is threatened or if they are interfering with emergency operations, but ask them to leave in a positive manner and avoid confrontation.

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10. MANAGING KEY OPERATIONS

10.1 Introduction

This section presents key issues which should be considered in planning and managing fire department disaster response functions which are generally not associated with day-to-day routine activities. The listed functions were selected by members of IAFC's Emergency Preparedness Committee as being of particular interest to the fire service.

10.2 Recall of Personnel

1. Develop detailed written recall procedures
   a. criteria for recall

   b. authority for initiating a recall

   c. identification of whom to recall (e.g., considering response distances)

   d. criteria for selective recall based upon need (e.g., for paramedics only)

   e. location of staging areas (generally away from the fireground)

   f. procedures for obtaining safety equipment

   g. procedures for safe response to staging area (e.g., without exceeding speed limits)

   h. designation of person to report to

   i. definition of recall communications system

   j. cost considerations

   k. utilization of mutual aid in lieu of recall, where possible

   l. assignment of personnel to accomplish each step in the recall process

2. Test Recall Procedures
3. Revise as necessary
4. Disseminate procedures to appropriate personnel
5. Conduct training in Recall Procedures

6. Critique and revise procedures after each use.

10.3 Limited and Mass Evacuation

1. Define who has the authority to order an evacuation

   a. by size of area (e.g., engine company officer has authority to evacuate a single property, but how about a block or an entire community?)

   b. by type of incident (potential or actual)

   c. by expected length of evacuation (e.g., hours/days)

2. Establish criteria for ordering an evacuation

   a. potential incidents, by type
   b. actual incidents, by type
   c. short-/long-term

3. Establish procedures for conducting an evacuation

   a. potential incidents, by type
   b. actual incidents, by type
   c. short-/long-term

4. Define area to be evacuated

   a. initially
   b. on a contingent basis

5. Establish procedures and communications links for coordinating with law enforcement agencies

6. Identify host locations and facilities (pre-selected)

   a. interim staging areas
   b. ultimate destinations

7. Identify transportation needs and methods

   a. routes
   b. vehicles

8. Provide for transporting non-ambulatory citizens

9. Provide for relocation of fire department support services (e.g., fuel, food, etc.)

10. Consider "hardening" critical facilities to preclude need for relocation

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11. Establish procedures (and assignments) for notifying residents to evacuate

12. Establish procedures for notifying and reuniting families of fire department personnel

13. Prepare "canned" press releases and public announcements for use if an evacuation is required

14. Complete detailed planning of the public information function in cooperation with representatives of the news media

15. Establish special procedures for: persons on life support equipment, medicine, eye glasses, pets, congregate care facilities (including hospitals)

16. Test evacuation procedures

17. Conduct training in the evacuation process

18. Revise procedures as necessary

19. Critique and revise procedures after each use.

10.4 Relocating Emergency Response Units

1. Designate types and locations of units

2. List potential hazards faced by community

3. Identify potential for damage (or blockage) of units (e.g., station collapsing on apparatus, station located in flood plain, etc.)

4. Estimate probable warning time associated with each type of incident (e.g., zero time for an earthquake; several days for a hurricane)

5. Determine action to be taken for each type of incident (e.g., move apparatus out of station, relocate to host area, etc.)

6. Define communication channels for receipt of warning

7. Designate assignments for taking protective action

8. Test relocation process

9. Revise procedures as necessary

10. Conduct training in process

11. Critique and revise procedures after each use.

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10.5 Establishing Command Posts

[These command post functions are based upon the National Interagency
Incident Management System (NIIMS) Incident Command System (ICS).]

1. Establish command post activation procedures
2. Establish command post deactivation procedures
3. Establish the following general functions:

   a. Incident Command

   b. Operations (responsible for management of all operations
      directly applicable to the primary mission)

   c. Planning (responsible for the collection, evaluation,
      dissemination, and use of information on the development of
      the incident and status of resources)

   d. Logistics (responsible for providing facilities, services,
      and material in support of the incident)

   e. Finance (responsible for all financial and cost analysis
      aspects of the incident).

4. Establish safety, public information, and interagency liaison
   as special activities reporting to the incident commander

5. Designate staging areas and assign a manager to each area

6. Establish resource status (i.e., location and availability of
   resources) and situation status (i.e., location and magnitude
   of incident) units within the planning function

7. Establish a documentation unit (within planning) to maintain a
   record of all incident activities

8. Establish the following functions within logistics

   a) communications
   b) medical
   c) food
   d) supply (personnel, equipment, and supplies)
   e) facilities (sleeping, sanitation, showers, lights, etc.)
   f) ground support (transportation, fueling, maintenance, and
      traffic plan)

9. Require that all assigned personnel receive a briefing and
   review their duties before taking action.

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10.6 Task Force (or Strike Team) Assignments

1. Define types of task forces needed (e.g., structure, wildland) and their composition

2. Establish criteria for selecting staging areas (e.g., major highway intersections, sufficient parking area, sanitation facilities, aw..y from fire ground)

3. Select potential staging sites

4. Assign a staging area manager to each site utilized

5. List potential sources for task force resources (use several different agencies so as to not deplete any one agency)

6. Establish authority and procedures for requesting resources

7. Define communication links for requesting resources

8. Develop protocols so that personnel know to whom they are responsible, from whom they are to take orders, and the extent of authority of superiors.

9. Provide training for task force commanders (consider regional certification)

10. Establish form-up procedures (i.e., form into task force prior to arrival on the fire ground)

11. Provide briefing, assignment, and safety information while at staging area

12. Arrange for:

    a. communications between task force members
    b. relief procedures
    c. feeding/sleeping/sanitation, etc.
    d. fuel, maintenance
    e. record keeping

13. Test task force procedures

14. Conduct training in task force procedures

15. Critique and revise procedures after each use.

10.7 Continuing Planning

As stated previously, "the planning process should never stop." The first step in continuing planning was treated as a separate item earlier because it is an extremely important and difficult item with which to deal. Additional steps in continuing plan improvement are:

1. Incident Reviews and Critiques
2. Exercises
3. Training Courses.

Incident reviews and critiques should be held after an actual disaster. The basic idea is to find out if anything has been overlooked. Suggestions on critical review follow.

1. The person in charge of plan updating should also be responsible for conducting the incident review.

2. Let the dust settle before conducting a review and wait until at least a week has passed to give people a chance to get minor irritations out of their systems and recover physically and mentally.

3. Conduct criticism and incident review meetings when everyone in attendance is capable of giving and accepting truly constructive criticism. Otherwise, the meeting may degenerate into accusations, confrontations, recriminations, and timid silences, particularly if the meeting is disorganized. (And that is exactly when feedback is most needed -- after things have become chaotic.)

4. Second, a questionnaire letter to as many people involved in the disaster as possible for comments and suggestions. A self-addressed mailing form should be included to keep responses confidential.

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5. A failure to answer the planner's request for comments can, in itself, indicate a problem. A follow-up phone call should be made.

6. Look for true plan deficiencies: steps overlooked, improperly identified, or which simply did not work in the manner intended.

7. Many personnel or departmental deficiencies can be pointed out in response to the request. Failure to communicate, slowness to respond, not knowing the job, etc., are problems, but not planning problems. Handle each problem separately, or informally discuss the problem with the appropriate party. Do not compound problems by sending out retaliatory letters.

8. If a true deficiency is uncovered, get the correction process started immediately. Request that the appropriate person rewrite the problem section or have it revised by the planner.

11. SOURCES OF FUNDING AND OTHER ASSISTANCE

11.1 Overview

It is true that the overall responsibility for community emergency management resides at the local government level. Fortunately, local governments do not need to rely solely on their own resources to meet these responsibilities. Funding and other assistance, with respect to all four phases of disaster management, are available from a number of different sources and in a variety of different forms. Training, technical expertise with respect to handling specific hazards, management advice and assistance, computer time, equipment, information and, of course, money are all examples of help that can be provided to strengthen an emergency management program.

The community itself can be a resource. Local businesses, volunteer organizations and agencies, and individual citizens can and do contribute money, time, and expertise in their localities. The HANDBOOK discusses this topic throughout Part Two, especially in Section 3.1.4. The purpose of this chapter is to identify non-community based sources of assistance, the most important of which are state and federal government programs.

11.2 State and Federal Government Assistance

State and federal government programs are a major source of support for community emergency management. In 1982, the President signed Executive Order 12372, which restructured the way in which the federal government interacts with state and local governments for purposes of financial and other assistance. The new policies allow the states, in consultation with their local governments, to design their own review processes and select those financial and other assistance programs which reflect their own priorities. This means that, in many cases, applicants for grants or other assistance may need to meet certain state requirements before federal agencies can take action on an application. For information on the process in your state, you should contact the office or official designated as the point of contact. A list of these contacts entitled, "State Officials Responsible for Disaster Operations", is provided at the end of this section.

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The best source of information on federal assistance is THE CATALOG OF FEDERAL DOMESTIC ASSISTANCE. The document is published annually and lists programs, projects, services, and activities provided, and administered, by the federal government. The publication is user-oriented; each program is described in terms of objectives, eligibility requirements, application and reporting procedures, use and restrictions, and other items of interest to a potential user of the program. The CATALOG is published by the Office of Management and Budget (OMB) and is widely distributed to state and local government agencies and offices. Individual copies may be obtained from the Government Printing Office, Superintendent of Documents, Washington, D.C., 20402.

OMB also operates the Federal Assistance Program's Retrieval System (FAPRS), a computerized question-answer system designed to provide rapid access to federal domestic assistance program information. The potential applicant queries the system, supplying specific information about itself and the type of assistance required, and FAPRS responds with information on programs which may be appropriate. States have designated access points where FAPRS searches may be requested. For further information on FAPRS, the location of the nearest FAPRS access point, a list of timesharing companies from which interested persons may arrange for direct access to the system, contact the Federal Program Information Branch, Room 6001, Budget Review Division, Office of Management and Budget, 726 Jackson Place, NW, Washington, D.C. 20503.

Program information from the CATALOG is also available on machine readable magnetic tape and microfiche. For information on how to use and obtain these sources, contact the National Technical Information Service, Department of Commerce, 5285 Port Royal Road, Springfield, Virginia, 22151.

The CATALOG presents programs in two major types of groupings: in a functional index and by federal agency. It is important to keep in mind that assistance may be available through a program or agency that is not specifically labeled "disaster". This is especially true with respect to mitigation activities you might want to undertake, where, for example, community development programs might be a potential source of help. Thus,

you should review the CATALOG carefully to identify programs which you can
utilize in a variety of ways in broad support of your community's emergency
strategy.

The following material which lists, summarizes, and describes major
sources of federal and other assistance comprises the remainder of this
section.

11.3 Listing of Disaster Prevention and Relief programs
      (from several different federal agencies)

11.4 Summary of FEMA Programs

11.5 FEMA Program's Applicant Eligibility Summary

11.6 Capsule Descriptions of FEMA Programs

11.7 FEMA Offices

11.8 State Officials Responsible for Disaster Operations

See also Appendix B for additional sources of information and
assistance.

EMERGENCY PREPAREDNESS, CIVIL DEFENSE

10.054 Emergency Conservation Program (C)
11.401 Nautical Charts and Related Data (J.K.L)
12.400 Military Construction, Army National Guard (B)
13.676 Surplus Property Utilization (H)
14.139 Mortgage Insurance—Rental Housing in Urban Renewal Areas (F)
14.219 Community Development Block Grants/Small Cities Program (B)
81.028 Radiological Emergency Assistance (J.K.L)
83.101 Urban Property Insurance (G)
83.400 Emergency Management Institute—Student Expense Program (B.M)
83.401 Emergency Management—Architect/Engineer Student Development (M)
83.403 Training and Education Field Deployment (A.B.M)
83.406 Training and Fire Programs Educational Program (M)
83.500 General Research, Development, and Demonstration Activity (B)
83.503 Emergency Management Assistance (A)
83.504 State and Local Maintenance and Services (B)
83.505 State Disaster Preparedness Grants (B)
83.506 Earthquake and Hurricane Preparedness Planning Grants (B)
83.508 Radiological Systems Maintenance (B.J)
83.509 National Shelter Survey (J)
83.510 Shelter Development (K)
83.511 State Radiological Defense Officers (B.J)
83.512 State and Local Emergency Operating Centers (B)
83.513 State and Local Warning and Communication Systems (B)
83.514 Population Protection Planning (B)
83.515 Emergency Broadcast System Guidance and Assistance (B)
83.516 Disaster Assistance (B.I.J)
83.517 Electromagnetic Pulse (EMP) Technical Support (J.K)
84.040 School Assistance in Federally Affected Areas—Construction (B)
84.041 School Assistance in Federally Affected Areas—Maintenance and Operation (A.B)

FLOOD PREVENTION AND CONTROL

10.054 Emergency Conservation Program (C)
10.416 Soil and Water Loans (F)
10.418 Water and Waste Disposal Systems for Rural Communities (B.E)
10.419 Watershed Protection and Flood Prevention Loans (F)
10.423 Community Facilities Loans (F)
10.901 Resource Conservation and Development (B.K)
10.902 Soil and Water Conservation (K)
10.904 Watershed Protection and Flood Prevention (B.K)
10.906 River Basin Surveys and Investigations (J.K)
11.300 Economic Development—Grants for Public Works and Development Facilities (B)
11.304 Economic Development—Public Works Impact Projects (B)
11.421 Coastal Energy Impact Program—Formula Grants (A)
12.101 Beach Erosion Control Projects (J)
12.102 Flood Control Works and Federally Authorized Coastal Protection Works, Rehabilitation (J)
12.103 Flood Fighting and Rescue Operations, and Emergency Protection of Coastal Protective Works Federally Authorized (J)
12.104 Flood Plain Management Services (K.L)
12.105 Protection of Essential Highways, Highway Bridge Approaches, and Public Works (J)
12.106 Flood Control Projects (J)
12.108 Snagging and Clearing for Flood Control (J)
15.503 Small Reclamation Projects (B.E)

15.505 National Water Research and Development Program (B)
83.100 Flood Insurance (G)
83.501 State Assistance Program (B)
83.502 Acquisition of Flood-Damaged Structures (H)
83.505 State Disaster Preparedness Grants (B)
83.506 Earthquake and Hurricane Preparedness Planning Grants (B)

EMERGENCY HEALTH SERVICES

13.228 Indian Health Services—Health Management Development Program (B)
13.283 Centers for Disease Control—Investigations and Technical Assistance (J.K.L.M)
20.600 State and Community Highway Safety (A)
66.507 Toxic Substances Research Grants (B)
81.028 Radiological Emergency Assistance (J.K.L)
83.406 Training and Fire Programs Educational Program (M)
83.505 State Disaster Preparedness Grants (B)
83.506 Earthquake and Hurricane Preparedness Planning Grants (B)
83.516 Disaster Assistance (B.I.J)

DISASTER RELIEF

10.052 Cotton Production Stabilization (D)
10.054 Emergency Conservation Program (C)
10.055 Feed Grain Production Stabilization (D)
10.058 Wheat Production Stabilization (D)
10.065 Rice Production Stabilization (D)
10.404 Emergency Loans (F)
11.401 Nautical Charts and Related Data (J.K.L)
12.102 Flood Control Works and Federally Authorized Coastal Protection Works, Rehabilitation (J)
12.103 Flood Fighting and Rescue Operations, and Emergency Protection of Coastal Protective Works Federally Authorized (J)
14.119 Mortgage Insurance—Homes for Disaster Victims (F)
14.139 Mortgage Insurance—Rental Housing in Urban Renewal Areas (F)
14.219 Community Development Block Grants/Small Cities Program (B)
20.205 Highway Planning and Construction (A.B)
59.008 Physical Disaster Loans (E.F)
83.100 Flood Insurance (G)
83.101 Urban Property Insurance (G)
83.406 Training and Fire Programs Educational Program (M)
83.500 General Research, Development, and Demonstration Activity (B)
83.502 Acquisition of Flood-Damaged Structures (H)
83.505 State Disaster Preparedness Grants (B)
83.506 Earthquake and Hurricane Preparedness Planning Grants (B)
83.511 State Radiological Defense Officers (B.J)
83.514 Population Protection Planning (B)
83.516 Disaster Assistance (B.I.J)
83.517 Electromagnetic Pulse (EMP) Technical Support (J.K)
84.040 School Assistance in Federally Affected Areas—Construction (B)
84.041 School Assistance in Federally Affected Areas—Maintenance and Operation (A.B)

The alphabet(s) in parentheses following the program title, shows the type(s) of assistance available through that program. The alphabet codes with accompanying types of assistance are as follows: A—Formula Grants; B—Project Grants; C—Direct Payments for Specified Use; D—Direct Payments with Unrestricted Use; E—Direct Loans; F—Guaranteed/Insured Loans; G—Insurance; H—Sale, Exchange, or Donation of Property and Goods; I—Use of Property, Facilities, and Equipment; J—Provision of Specialized Services; K—Advisory Services and Counseling; L—Dissemination of Technical Information; M—Training; N—Investigation of Complaints; O—Federal Employment.

11.4 SUMMARY OF FEMA PROGRAMS

Program Description *	Financial	Non-Financial	Combine
FEDERAL INSURANCE ADMINISTRATION			
83.100 Flood Insurance (G)	X		
83.101 Urban Property Insurance (G)	X		
83.102 Crime Insurance (G)	X		
TRAINING AND FIRE PROGRAMS DIRECTORATE			
83.400 Emergency Management Institute—Student Expense Program (B,M)			X
83.401 Emergency Management—Architect/Engineer Student Development (M)		X	
83.402 Radiological Emergency Response—Training Assistance (K,M)		X	
83.403 Training and Education Field Deployment (A,B,M)			X
83.405 Student Stipend Program (C)	X		
83.406 Training and Fire Programs Educational Program (M)		X	
83.407 State Fire Incident Reporting Assistance (B)	X		
83.408 Technical Support Services (J)		X	
83.409 Reimbursement for Firefighting on Federal Property (C)	X		
STATE AND LOCAL PROGRAMS AND SUPPORT			
83.500 General Research, Development, and Demonstration Activity (B)	X		
83.501 State Assistance Program (B)	X		
83.502 Acquisition of Flood-Damaged Structures (H)		X	
83.503 Emergency Management Assistance (A)	X		
83.504 State and Local Maintenance and Services (B)	X		
83.505 State Disaster Preparedness Grants (B)	X		
83.506 Earthquake and Hurricane Preparedness Planning Grants (B)	X		
83.508 Radiological Systems Maintenance (B,J)			X
83.509 National Shelter Survey (J)		X	
83.510 Shelter Development (K)		X	
83.511 State Radiological Defense Officers (B,J)			X
83.512 State and Local Emergency Operating Centers (B)	X		
83.513 State and Local Warning and Communication Systems (B)	X		
83.514 Population Protection Planning (B)	X		
83.515 Emergency Broadcast System Guidance and Assistance (B)	X		
83.516 Disaster Assistance (B,I,J)			X
83.517 Electromagnetic Pulse (EMP) Technical Support (J,K)		X	

*The alphabet(s) in parentheses following the program title shows the type(s) of assistance available through that program. The alphabet codes with accompanying types of assistance are as follows. A—Formula Grants; B—Project Grants; C—Direct Payments for Specified Use; D—Direct Payments with Unrestricted Use; E—Direct Loans; F—Guaranteed/Insured Loans; G—Insurance; H—Sale, Exchange, or Donation of Property and Goods; I—Use of Property, Facilities and Equipment; J—Provision of Specialized Services; K—Advisory Service and Counseling; L—Dissemination of Technical Information; M—Training; N—Investigation of Complaints; O—Federal Employment.

Included is a chart to help distinguish programs that provide financial assistance from those providing services and technical assistance, plus those programs that provide both financial and non-financial assistance.

11.5 FEMA PROGRAMS APPLICANT ELIGIBILITY SUMMARY

Program Description *	Individual	Local	Nonprofit	State	U.S. Territories	Federal Tribal Governments
83.100 Flood Insurance (G)		X		X		
83.101 Urban Property Insurance (G)	X			X	X	
83.102 Crime Insurance (G)	X					
83.400 Emergency Management Institute—Student Expense Program (B,M)	X	X		X	X	
83.401 Emergency Management—Architect/Engineer Student Development (M)	X				X	
83.402 Radiological Emergency Response—Training Assistance (K,M)		X		X		
83.403 Training and Education Field Deployment (A,B,M)	X					
83.405 Student Stipend Program (C)			X			
83.406 Training and Fire Programs Educational Program (M)			X			
83.407 State Fire Incident Reporting Assistance (B)		X		X	X	
83.408 Technical Support Services (J)				X	X	
83.409 Reimbursement for Firefighting on Federal Property (C)				X	X	
83.500 General Research, Development and Demonstration Activity (B)	X	X	X	X	X	X
83.501 State Assistance Program (B)				X	X	
83.502 Acquisition of Flood-Damaged Structures (H)	X	X	X	X	X	X
83.503 Emergency Management Assistance (A)		X		X	X	
83.504 State and Local Maintenance and Services (B)		X		X	X	
83.505 State Disaster Preparedness Grants (B)				X	X	
83.506 Earthquake and Hurricane Preparedness Planning Grants (B)		X		X	X	
83.508 Radiological Systems Maintenance (B,J)		X		X		
83.509 National Shelter Survey (J)		X		X	X	
83.510 Shelter Development (K)	X				X	
83.511 State Radiological Defense Officers (B,J)	X			X		
83.512 State and Local Emergency Operating Centers (B)				X	X	
83.513 State and Local Warning and Communication Systems (B)				X	X	
83.514 Population Protection Planning (B)				X	X	
83.515 Emergency Broadcast System, Guidance and Assistance (B)	X	X	X	X	X	X
83.516 Disaster Assistance (B,I,J)	X	X	X	X		
83.517 Electromagnetic Pulse (EMP) Technical Support (J,K)		X		X		

* alphabet(s) in parenthesis following the program title shows the type(s) of assistance available through that program. The alphabet codes with accompanying types of assistance are as follows: A—Formula Grants: B—Project Grants: C—Direct Payments for Specified Use: D—Direct Payments with Unrestricted Use: E—Direct Loans: F—Guaranteed/Insured Loans: G—Insurance: H—Sale, Exchange, or Donation of Property and Goods: I—Use of Property, Facilities, and Equipment: J—Provision of Specialized Services: K—Advisory Services and Counseling: L—Dissemination of Technical Information: M—Training: N—Investigation of Complaints: O—Federal Employment.

Definitions of the types of applicants used in this Index are given below.

Individual - Any person or persons as individuals, groups, or profit making organizations. Such persons and groups do not represent Federally Recognized Indian Tribal Governments. Includes Indians or other Native Americans who apply as individuals rather than as a member of a tribe or other Indian organization.

Local - Agencies or instrumentalities of political subdivisions within a State, to include cities, towns, townships, parishes, municipalities, villages, counties, school districts, and other special local districts. Included under local are Indian tribes on State reservations, Indian bands and group, Pueblos, Indian school boards, and State designated Indian tribes. Local does not include institutions of higher education and hospitals.

Nonprofit - A public or private agency or organization established by charter to perform specialized functions or services for the benefit of all or part of the general public. Functions or services are provided without charge or at cost, and earn no profit. The agency or organization has no shareholders to receive dividends.

State - Any agency or instrumentality of the fifty States of the United States and the District of Columbia. State does not include the political subdivisions of the State, but does include institutions of higher education and hospitals.

U.S. Territories - Any agency or instrumentality of the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Trust Territories of the Pacific Islands, and Mariana Islands. Included are the political subdivisions of the territories, institutions of higher education, and hospitals.

Federally Recognized Indian Tribal Organizations - The governing body or governmental agency of an Indian Tribe, nation, or other organized group or community recognized and certified by the Secretary of the Interior. Included are Native villages as defined in the Alaska Native Claims Settlement Act.

(Note: The information contained in this Index was taken from the Applicant Eligibility section of the program descriptions and from other sources. As potential applicant, if you feel you also qualify to apply for assistance under particular program but the Index says otherwise, always contact the agency contact persons. As regarding whether or not a potential applicant is eligible for program, the agency is always the best source.

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11.6 CAPSULE DESCRIPTIONS OF FEMA PROGRAMS
FEDERAL INSURANCE ADMINISTRATION

83.100 Flood Insurance

FEDERAL AGENCY: Federal Insurance Administration Federal Emergency Management Agency.

OBJECTIVES: To enable persons to purchase insurance against losses from physical damage to or loss of real or personal property caused by floods, mudflow, or flood caused erosion in the United States and to promote wise flood plain management practices in the Nation's flood-prone and mudflow-prone areas.

TYPES OF ASSISTANCE: Insurance.

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: Flood insurance can be made available in any com-
    munity (a State or political subdivision thereof with authority to
    adopt and enforce flood plain management measures for the areas within
    its jurisdiction) that submits a properly completed application to FEMA
    including copies of enacted flood plain management measures consistent
    with the National Flood Insurance Program regulations.

  Beneficiary Eligibility: Residents and property owners in applicant
    community.

INFORMATION CONTACTS:
  Regional or Local Office: Contact the appropriate FEMA regional office,
    or the State Office responsible for coordinating the program's
    activities.
  Headquarters Office: For Insurance questions: Federal Insurance Admini-
    stration, FEMA, Washington, DC 20472. Telephone: 287-0750. For
    Engineering and Flood Plain Management questions: State and Local
    Programs and Support, FEMA, Washington, DC 20472. Telephone: (202)
    287-0176.

RELATED PROGRAMS: 10.450, Crop Insurance; 12.104, Flood Plain Management Services; 59.008, Physical Disaster Loans; 83.501, State Assistance Program.

EXAMPLES OF FUNDED PROJECTS: Not applicable.

83.101 Urban Property Insurance
(Riot Reinsurance and Fair Plans)

FEDERAL AGENCY: Federal Insurance Administration, Federal Emergency Management Agency.

OBJECTIVES: To assure availability of essential insurance coverage for urban property, particularly that located in areas possibly subject to riots or civil disturbance, by providing reinsurance to insurers against catastrophic losses from riot or civil disorder.

TYPES OF ASSISTANCE: Insurance.

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: For riot reinsurance: Property insurance companies
    participating as risk-bearing members of the FAIR Plan in the State in
    which reinsurance is written. For FAIR Plans: Must operate under State
    insurance authorities and meet Federal Insurance Administration stan-
    dards. For owners of property in urban area: Property must be found
    insurable (upon inspection); premium rate depends upon the physical
    condition of the property without regard to environmental hazards. For
    States: FAIR Plan, commitment to reimburse the Director.

  Beneficiary Eligibility: Property insurance companies should contact the
    Federal Insurance Administration to ascertain their eligibility.

INFORMATION CONTACTS:
  Regional or Local Office: Contact the appropriate FEMA regional office,
    or State insurance authorities or State FAIR Plans.
  Headquarters Office: Assistant Administrator, Office of Insurance
    Operations, Federal Insurance Administration, Federal Emergency
    Management Agency, Washington, DC 20472. Telephone: (202) 287-0840.

RELATED PROGRAMS: 59.008, Physical Disaster Loans; 83.102, Crime Insurance.

EXAMPLES OF FUNDED PROJECTS: Not applicable.

83.102 Crime Insurance

FEDERAL AGENCY: Federal Insurance Administration, Federal Emergency
Management Agency.

OBJECTIVES: To enable businessmen and residents of homes and apartments to
purchase burglary and robbery insurance in States where there is a critical
problem of crime insurance availability at affordable rates which is not
being resolved by appropriate State action.

TYPES OF ASSISTANCE: Insurance.

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: Businessmen and residents of homes and apartments
    for premises located in States designated by the Federal Insurance
    Administration. The applicant must have protective equipment which
    meets the FIA standards, and pay the specified premium. Protective
    devices are not currently required for commercial premises insured
    against loss from robbery only. Commercial premiums vary according to
    type of business and gross receipts. Commercial and residential pre-
    miums reflect degree of crime rate of the area in which premises are
    located.
  Beneficiary Eligibility: Same as Applicant Eligibility.

INFORMATION CONTACTS:
  Regional or Local Office: Any local insurance agent, broker, or
    servicing company may be contacted for information.

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Headquarters Office: Assistant Administrator, Office of Insurance
Operations, Federal Insurance Administration, Federal Emergency
Management Agency, Washington, DC 20472. Telephone: (202) 287-0800.

RELATED PROGRAMS: 83.101, Urban Property Insurance.

EXAMPLE OF FUNDED PROJECTS: Not applicable.

TRAINING AND FIRE PROGRAMS DIRECTORATE

83.400 Emergency Management Institute
   - Student Expense Program (SEP)

FEDERAL AGENCY: Emergency Management Institute, Training and Fire Programs
Directorate, Federal Emergency Management Agency.

OBJECTIVES: To assist in defraying the expenses of professional training
for State and local emergency management/Civil Defense personnel and
training for instructors who conduct courses under contract.

TYPES OF ASSISTANCE: Project Grants; Training.

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: Individuals who need emergency management train-
    ing and are assigned to an emergency management or civil defense
    position in State or local government.
  Beneficiary Eligibility: Same as Applicant Eligibility.

INFORMATION CONTACTS:
  Regional or Local Office: FEMA Regional Offices.
  Headquarters Office: Emergency Management Institute, 16825 S. Seton
    Avenue, Emmitsburg, MD 21727. Telephone: (301) 447-6771.

RELATED PROGRAMS: None.

EXAMPLES OF FUNDED PROJECTS: Emergency management professional development
series courses for State or local government, emergency management person-
nel; Emergency Management course; various program-specific training
activities dealing with State local actions in managing a broad spectrum of
emergencies.

83.401 Emergency Management - Architect/Engineer Student Development

FEDERAL AGENCY: Emergency Management Institute, Training and Fire Programs
Directorate, Federal Emergency Management Agency.

OBJECTIVES: To develop capability of architectural or engineering students
to survey buildings to determine the degree to which they provide protec-
tion against nuclear disaster effects.

TYPES OF ASSISTANCE: Training.

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: Individuals in the United States (includes

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territories) applying for enrollment must have completed one year of an architectural or engineering program in a college or technical institute or completed an equivalent correspondence course for architects and engineers.
Beneficiary Eligibility: Same as Applicant Eligibility.

INFORMATION CONTACTS:
  Regional or Local Office: FEMA Regional Offices.
  Headquarters Office: Nicholas DiTullo, Survey and Engineering Branch, Federal Emergency Management Agency, Washington, DC 20472. Telephone: (202) 287-0044.

RELATED PROGRAMS: 83.509, National Shelter Survey.

EXAMPLES OF FUNDED PROJECTS: The funded projects provide for on-campus Shelter Technician (SST) courses by FEMA certified instructors in schools of architecture and engineering and by SST correspondence courses. Fallout Shelter Analysis Courses, annual EMI conference for instructors qualified to teach Shelter Survey course.

83.402 Radiological Emergency Response - Training Assistance

FEDERAL AGENCY: Emergency Management Institute, Training and Fire Programs Directorate, Federal Emergency Management Agency.

OBJECTIVES: To assist State and local governments develop and maintain radiological emergency response plans and preparedness in support of fixed nuclear facilities and transportation involving radioactive materials.

TYPES OF ASSISTANCE: Advisory Services and Counseling; Training.

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: State or local government personnel who are, or will be, responsible for developing radiological emergency response plans and who are, or will be, responsible for responding to accidents involving radioactive materials. Applicants must be nominated by either the State Director of Radiological Health or the State Director of Emergency Management or Emergency Services.
  Beneficiary Eligibility: Same as Applicant Eligibility.

INFORMATION CONTACT:
  Regional or Local Office: None.
  Headquarters Office: Emergency Management Institute, 16825 S. Seton Avenue, Emmitsburg, Maryland 21727. Telephone: (301) 447-6771.

RELATED PROGRAMS: 77.001, Radiation Control - Training Assistance and Advisory Counseling.

EXAMPLES OF FUNDED PROJECTS: Not applicable.

83.403 Training and Education Field Deployment
(Regional Support Contracts (RSC)/Comprehensive
Cooperative Agreements (CCA))

FEDERAL AGENCY: Emergency Management Institute, Training and Fire Program
Directorate, Federal Emergency Management Agency.

OBJECTIVES: Regional Support Contacts (RSC): To provide the Regions with
instructional capability for the training of FEMA support staffs (e.g.,
disaster hires), regional staffs of Federal agencies, and elected State/
local government staffs (e.g., professional development training that is
essentially interstate in nature). Comprehensive Cooperative Agreements
(CCA): To provide FEMA support to State based training programs. This
will include training that the States must agree to conduct and optional
training necessary for State/local emergency management /civil defense
programs.

TYPES OF ASSISTANCE: Formula Grants; Project Grants; Training.

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: Individuals who need emergency management
    training, as described under the objectives.
  Beneficiary Eligibility: Same as Applicant Eligibility.

INFORMATION CONTACTS:
  Regional or Local Office: FEMA Regional Office.
  Headquarters Office: Emergency Management Institute, 16825 S. Seton
    Avenue, Emmitsburg, MD 21227. Telephone: (301) 447-6771.

RELATED PROGRAMS: 83.400, Emergency Management Institute - Student Expense
Program; 83.401, Emergency Management - Architect/Engineer Student Develop-
ment; 83.402, Radiological Emergency Response - Training Assistance.

EXAMPLES OF FUNDED PROJECTS: Participants in the Professional Development
Program for Emergency Management Coordinators; Radiological Defense Officer
training, Public Officials training, Hazard Mitigation and Disaster Recov-
ery Training.

83.405 Student Stipend Program

FEDERAL AGENCY: Emergency Management Institute, Training and Fire   am
Directorate, Federal Emergency Management Agency.

OBJECTIVES: To provide stipends to students attending Academy courses and
programs.

TYPES OF ASSISTANCE: Direct Payments for Specified Use.

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: Any student other than a Federal or private
    industry employee or a foreign student who is a member of a fire
    department or has significant responsibility for fire prevention and
    control and has been accepted into a course may apply for stipend
    reimbursement.
  Beneficiary Eligibility: Student or sponsoring organization.

INFORMATION CONTACTS:
  Regional or Local Office: None.

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Headquarters Office: National Emergency Training Center, Office of Admissions and Registration, 16825 S. Seton Avenue, Emmitsburg, MD 21727. Telephone: (301) 447-6771.

RELATED PROGRAMS: 83.403, Training and Education Field Deployment.

EXAMPLES OF FUNDED PROJECTS: Students are provided an opportunity to attend courses at the National Fire Academy resident facility with a minimal cost to the individual or the fire department represented. The increase in the number of students attending impacts on increasing the professional level of fire service personnel.

83.406 Training and Fire Programs
        Educational Program

FEDERAL AGENCY: Training and Fire Programs Directorate, Federal Emergency Management Agency.

OBJECTIVES: To increase the level of professional development of those individuals responsible for fire prevention and control, hazard mitigation, and disaster response and recovery through the delivery of training and education programs.

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: Anyone who has responsibility for fire prevent.ion and control, hazard mitigation, and disaster response and recovery is eligible to apply for attendance at the educational programs of the National Fire Academy and the Emergency Management Institute. Specific course pre-requisites and student selection criteria are included with the course descriptions.
  Beneficiary Eligibility: The individual who attended the course and the community being serviced.

INFORMATION CONTACTS:
  Regional or Local Office: Contact the Training and Education Office at the Federal Emergency Management Agency Regional Offices.
  Headquarters Office: National Emergency Training Center, Office of Admissions and Registration, 16825 S. Seton Avenue, Emmitsburg, Maryland 21727. Telephone: (301) 447-6771.

RELATED PROGRAMS: 83.400, Emergency Management Institute - Student Expense Program; 83.405, Student Stipend Program.

EXAMPLES OF FUNDED PROJECTS: Not applicable.

83.407 State Fire Incident Reporting Assistance

FEDERAL AGENCY: Emergency Management Institute, Training and Fire Programs Directorate, Federal Emergency Management Agency.

OBJECTIVES: To assist States in the establishment and operation of a statewide fire incident and casualty reporting system.

TYPE OF ASSISTANCE: Project Grants.

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ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: States, The District of Columbia, Commonwealth of
    Puerto Rico, territories and possessions of the U.S. and large cities
    with populations of 500,000 or more are eligible to apply.
  Beneficiary Eligibility: State and local governments.

INFORMATION CONTACTS:
  Regional or Local Office: Not applicable.
  Headquarters Office: U.S. Fire Administration, Training and Fire Pro-
    grams Directorate, Federal Emergency Management Agency, Emmitsburg, MD
    21727. Telephone: (301) 447-6771.

RELATED PROGRAMS: None.

EXAMPLES OF FUNDED PROJECTS: Computer output reports of each participating
State are available.

83.408 Technical Support Services
        (Master Planning Technical Support Services)

FEDERAL AGENCY: Emergency Management Institute, Training and Fire Programs
Directorate, Federal Emergency Management Agency.

OBJECTIVES: To encourage communities and multijurisdictional entities to
engage in master planning for fire protection, and emergency services, and
to assist them in their master planning efforts, including data collection
and analysis, selection of alternatives, setting goals and objectives, and
implementing the Master Plan.

TYPES OF ASSISTANCE: Provision of Specialized Services.

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: State, the District of Columbia, Commonwealth of
    Puerto Rico, territories and possessions of the U.S. are eligible to
    apply.
  Beneficiary Eligibility: State or local government.

INFORMATION CONTACTS:
  Regional or Local Office: None.
  Headquarters Office: Edward M. Wall, Chairman, U.S. Fire Administration
    Working Group, Training and Fire Programs Directorate, Federal Emer-
    gency Management Agency, Emmitsburg, MD 21727. Telephone: (301)
    447-6771.

RELATED PROGRAMS: None.

EXAMPLES OF FUNDED PROJECTS: Not applicable.

83.409 Reimbursement for Firefighting on Federal Property

FEDERAL AGENCY: Emergency Management Institute, Training and Fire Programs
Directorate, Federal Emergency Management Agency.

OBJECTIVES: To provide that each fire service which engages in firefighting operations on Federal property may be reimbursed for their direct expenses and direct losses incurred in firefighting.

TYPES OF ASSISTANCE: Direct Payments for Specified Use.

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: Fire Departments, Volunteer and paid of the
    State, District of Columbia, Commonwealth, Territories and Possessions
    of the United States are eligible to apply.
  Beneficiary Eligibility: Fire departments.

INFORMATION CONTACTS:
  Regional or Local Office: None.
  Headquarters Office: Marlene Thompson, Office of the Comptroller,
    Federal Emergency Management Agency, Washington, DC 20472. Telephone:
    (202) 287-0638.

RELATED PROGRAMS: None.

EXAMPLES OF FUNDED PROJECTS: Not applicable.

STATE AND LOCAL PROGRAMS AND SUPPORT

83.500 General Research, Development, and Demonstration Activity

FEDERAL AGENCY: State and Local Programs and Support, Federal Emergency
Management Agency.

OBJECTIVES: To carry out basic and applied research and demonstration
projects of high priority, usually preselected by the Agency to serve the
needs of the Emergency Management Community and to improve and guide the
Operation of Agency Programs.

TYPES OF ASSISTANCE: Project Grants (Cooperative Agreements).

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: State and local governments, U.S. Territories,
    Native Americans, institutions of higher education, hospitals, other
    nonprofit organizations, individuals and profit making organizations.
  Beneficiary Eligibility: Same as Applicant Eligibility.

INFORMATION CONTACTS:
  Regional or Local Office: All inquiries should be directed to the
    Headquarters Office.
  Headquarters Office: Director, Acquisition Management Division, Federal
    Emergency Management Agency, 500 C Street, SW, Room 728, Washington, DC
    20472.

RELATED PROGRAMS: None.

EXAMPLES OF FUNDED PROJECTS: Not applicable.

83.501 State Assistance Program

FEDERAL AGENCY: State and Local Programs and Support, Federal Emergency Management Agency.

OBJECTIVES: To facilitate each State's achievement of a level of expertise in flood hazard management which will enable the State to provide assistance to its constituent communities in discharging local flood hazard management responsibilities.

TYPES OF ASSISTANCE: Project Grants (Cooperative Agreements).

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: States (includes the District of Columbia, Guam, Puerto Rico, and the Virgin Islands).
  Beneficiary Eligibility: Same as Applicant Eligibility.

INFORMATION CONTACTS:
  Regional or Local Office: Federal Emergency Management Agency Regional Office.
  Headquarters Office: Emergency Management Programs Office, Federal Emergency Management Agency, Washington, DC 20472. Telephone: (202) 287-3850. (Use same 7-digit number for FTS).

RELATED PROGRAMS: 83.100, Flood Insurance.

EXAMPLES OF FUNDED PROJECTS: Developing and recommending State flood hazard mitigation legislation, policies, and programs, development of a dissemination system for flood hazard information; strategies for enhancing public awareness of flood hazards; implementing a flood plain management technical assistance program for communities; preparing a guide to assist communities in determining minimum first floor elevations in the absence of Flood Insurance Studies; publishing a National Flood Insurance Program guidebook for local administrators.

83.502 Acquisition of Flood-Damaged Structures
(Section 1362)

FEDERAL AGENCY: State and Local Programs and Support, Federal Emergency Management Agency.

OBJECTIVES: To reduce future flood insurance and disaster assistance costs by providing an opportunity for repetitively and substantially damaged structures of policyholders to be permanently removed from flood risk areas, thus reducing risk of life from flooding and complementing Federal, State, and local efforts by restoring flood plains, protecting the environment, and providing recreational and open space resources.

TYPES OF ASSISTANCE: Sale, Exchange, or Donation of Property and Goods.

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: Three general conditions must be met for real property to be considered eligible for acquisition under Section 1362:
    (1) the property must be located in a flood risk area, as determined by

FEMA; (2) the property must be covered by flood insurance under the NFIP; and (3) the property must meet any one of the following damage criteria: (i) property that has been damaged "substantially beyond repair by flood" while covered under the NFIP; (ii) property that has incurred significant flood damage on not less than three previous occasions while covered under the NFIP under a five year period and on each occasion the cost of repair, on the average, was at least 25 percent of the value of the structure; or (iii) property, while covered under the NFIP, that has subtained damage from a "single casualty of any nature" so that a statute, ordinance or regulation precludes its repair or restoration or permits repair or restoration only at significantly increased cost.

Beneficiary Eligibility: Community - must agree to accept title and manage, according to deed restrictions, etc.

INFORMATION CONTACTS:
Regional or Local Office: Federal Emergency Management Agency Regional Office.
Headquarters Office: Office of Disaster Assistance Programs, Federal Emergency Management Agency, Washington, DC 20472. Telephone: (202) 287-0520. (Use same 7-digit number for FTS).

RELATED PROGRAMS: 83.100, Flood Insurance.

EXAMPLES OF FUNDED PROJECTS: Not applicable.

83.503 Emergency Management Assistance (Emergency Management
        Assistance for State and Local Governments)

FEDERAL AGENCY: State and Local Programs and Support, Federal Emergency Management Agency.

OBJECTIVES: To develop effective civil defense organizations in the States and their political subdivisions in order to plan for and coordinate emergency activities in the event of attack or natural disaster.

TYPES OF ASSISTANCE: Formula Grants.

ELIGIBILITY REQUIREMENTS:
Applicant Eligibility: States (includes U.S. territories and interstate civil defense authorities). Local governments participate under the State's application. There must be a civil defense organization established pursuant to law, an emergency operational plan approved by the Federal Emergency Management Agency (local plans are approved as part of the State Plan) and a Federal Emergency Management Agency approved State Administrative Plan. Personnel administering the civil defense program must be under an approved merit system.
Beneficiary Eligibility: Same as Applicant Eligibility.

INFORMATION CONTACTS:
Regional or Local Office: FEMA regional offices. Persons are encouraged to communicate with their local or State Civil Defense Director.
Headquarters Office: Marilyn Barton, Emergency Management Programs Office, State and Local Programs and Support Directorate, Federal

Emergency Management Agency, Washington, DC 20472. Telephone: (202) 287-3850. (Use same 7-digit number for FTS).

RELATED PROGRAMS: 83.501, State Assistance Program; 83.504, State and Local Maintenance and Services; 83.505, State Disaster Preparedness Grants; 83.512, State and Local Emergency Operating Center; 83.513, State and Local Warning and Communication Systems.

EXAMPLES OF FUNDED PROJECTS: (1) Salaries and wages of civil defense employees; (2) Payment for special services of consultants; (3) Payment for annual, sick leave, etc; (4) Employee benefits, e.g., social security, health insurance, etc; (5) Transportation and per diem allowances for official travel; (6) Cost of day-to-day administrative services, supplies and equipment for the civil defense program including rent, repair and alteration of administrative space.

83.504 State and Local Maintenance and Services

FEDERAL AGENCY: State and Local Programs and Support, Federal Emergency Management Agency.

OBJECTIVES: To maintain emergency preparedness of State and local governments by furnishing matching funds for annual recurring and maintenance costs for State and local direction and control, and alerting and warning systems required to conduct a viable emergency management program.

TYPES OF ASSISTANCE: Project Grants.

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: State (includes U.S. territories) or State and political subdivision (city, county, township, etc.) jointly. There must be a civil defense organization established pursuant to law; an emergency operational plan approved by the Federal Emergency Management Agency (local plans are approved as a part of the State plan); a Federal Emergency Management Agency approved program paper. Local applications must be transmitted through the appropriate State emergency management organization.
  Beneficiary Eligibility: Same as Applicant Eligibility.

INFORMATION CONTACTS:
  Regional or Local Office: FEMA Regional Offices. Interested persons are encouraged to communicate with their local or State Civil Defense Director.
  Headquarters Office: Joseph H. Massa, Communications and Control Branch, SLPS, Federal Emergency Management Agency, Washington, DC 20472. Telephone: (202) 287-0048.

RELATED PROGRAMS: 83.503, Emergency Management Assistance; 83.512, State and Local Emergency Operating Centers; 83.513, State and Local Warning and Communication Systems.

EXAMPLES OF FUNDED PROJECTS: (1) Maintenance costs on a warning siren; (2) Rental fee for teletypes in an EOC; (3) Repair of malfunctioning EOC communications equipment.

83.505 State Disaster Preparedness Grants
       (Disaster Preparedness Improvement Grants)

FEDERAL AGENCY: State and Local Programs and Support, Federal Emergency
Management Agency.

OBJECTIVES: To assist States in developing and improving State and local
plans, programs, and capabilities for disaster preparedness and prevention.

TYPES OF ASSISTANCE: Project Grants.

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: All States are eligible (including District of
    Columbia, Puerto Rico, Virgin Islands, Guam, American Samoa, Trust
    Territory of the Pacific Islands, and the Commonwealth of the Northern
    Marianas.) Request must be in writing from the Governor or his
    authorized representative.
  Beneficiary Eligibility: Same as Applicant Eligibility.

INFORMATION CONTACTS:
  Regional or Local Office: Federal Emergency Management Agency Regional
    Offices.
  Headquarters Office: Sylvia A. Carroll, Emergency Management Programs
    Office, State and Local Programs and Support, Federal Emergency
    Management Agency, Washington, DC 20472. Telephone: (202) 287-3891
    (Use same 7 digit Number for FTS).

RELATED PROGRAMS: 83.501, State Assistance Program; 83.503, Emergency
Management Assistance; 83.506, Earthquake and Hurricane Preparedness
Planning Grants; 83.516, Disaster Assistance.

EXAMPLES OF FUNDED PROJECTS: A grant products listing is available upon
request.

83.506 Earthquake and Hurricane Preparedness Planning Grants
       (Earthquake and Hurricane Preparedness Plans)

FEDERAL AGENCY: State and Local Programs and Support, Federal Emergency
Management Agency.

OBJECTIVES: To prepare plans for all levels of government for preparedness
capabilities for severe earthquakes or hurricanes in certain high-density,
high-risk areas.

TYPES OF ASSISTANCE: Project Grants (Cooperative Agreements).

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: State or local governments serving highly popu-
    lated localities designated as highly vulnerable to earthquake and/or
    hurricane disasters are eligible. (Grant or cooperative agreement
    would usually be to a State -- as defined by the Disaster Relief Act of
    1974 -- but could be to a substate jurisdiction, or to an interstate
    consortium.) Request must be in writing from the Governor or
    Governor's authorized representative.

Beneficiary Eligibility: Same as Applicant Eligibility.

INFORMATION CONTACTS:
   Regional or Local Office: Federal Emergency Management Agency Regional
      Offices.
   Headquarters Office: Ross MacKay, Natural Hazards Division, State and
      Local Programs and Support, Federal Emergency Management Agency,
      Washington, DC 20472. Telephone: (202) 287-0248 (Use same 7-digit
      number for FTS).

RELATED PROGRAMS: 83.505, State Disaster Preparedness Grants; 83.516,
Disaster Assistance.

EXAMPLES OF FUNDED PROJECTS: Earthquake loss studies have been completed
in the San Francisco Bay area, the Boston area, Los Angeles, Puget Sound
area, Salt Lake City area, Anchorage, Alaska, and Honolulu, Hawaii.
Vulnerability analyses are underway in the Boston area, Central United
States, and Charleston, South Carolina; six other studies are projected to
complete the loss study effort in 12 high-risk, high-population areas.
State and local earthquake preparedness plans have been initiated in San
Francisco, Los Angeles, Puget Sound, Salt Lake City, Anchorage, and
Honolulu. A prototypical earthquake preparedness project is underway in
Southern California. The results and products of that project will be
transferred to other earthquake prone areas. A prototypical hurricane
preparedness project will be completed in fiscal year 1983 in the Tampa
Bay, Florida area. Projects in other high risk areas will be initiated
over the next several fiscal years.

83.508 Radiological Systems Maintenance

FEDERAL AGENCY: State and Local Programs and Support, Federal Emergency
Management Agency.

OBJECTIVES: To assist in developing a capability in every locality for the
detection and measurement of hazardous levels of radiation: to maintain
all civil defense radiological instruments in a calibrated and opera-
tionally ready condition for both peacetime and wartime radiological
emergencies.

TYPE OF ASSISTANCE: Project Grants; Provision of Specialized Services.

ELIGIBILITY REQUIREMENTS:
   Applicant Eligibility: Each FEMA region has negotiated a cooperative
      agreement for this service with each of its State civil defense orga-
      nizations. Local governments obtain assistance and services from the
      State Civil Defense Organization. State personnel must be under an
      approved merit system.
   Beneficiary Eligibility: Same as Applicant Eligibility.

INFORMATION CONTACTS:
   Regional or Local Office: FEMA regional offices. Local governments
      should contact their State Civil Defense Office.

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Headquarters Office: Michel S. Pawlowski, Physical Scientist Admin-
istrator, Logistics Support Branch, Emergency Management Systems
Support, Emergency Management Programs Office, Washington, DC 20472.
Telephone: (202) 287-0060.

RELATED PROGRAMS: None.

EXAMPLES OF FUNDED PROJECTS: FEMA contracts with States (including DC and
Puerto Rico) for them to provide maintenance and calibration services on
radiation detection and measurement instruments at the State and local
government levels.

83.509 National Shelter Survey
        (Shelter Surveys)

FEDERAL AGENCY: State and Local Programs and Support, Federal Emergency
Management Agency.

OBJECTIVES: To identify shelter in existing buildings and mines, caves,
tunnels, etc., sufficient to protect the nation's population from the
effect of nuclear weapons and other natural and technological hazards.

TYPES OF ASSISTANCE: Provision of Specialized Services.

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: State (includes territories) and local govern-
    ments. Areas are selected for survey based upon the availability of
    survey funds and upon the potential usability of additional shelter in
    each area.
  Beneficiary Eligibility: Same as Applicant Eligibility.

INFORMATION CONTACTS:
  Regional or Local Office: FEMA regional offices. Individual State civil
    defense offices may be contacted for further information.
  Headquarters Office: Nicholas DiTullo, Engineering and Survey Branch,
    Federal Emergency Management Agency, Washington, DC 20472. Telephone:
    (202) 287-0044.

RELATED PROGRAMS: None.

EXAMPLES OF FUNDED PROJECTS: Buildings, mines, caves, tunnels, etc., are
surveyed to determine the degree of protection afforded from the effects of
nuclear weapons.

83.510 Shelter Development (Advisory Services)

FEDERAL AGENCY: State and Local Programs and Support, Federal Emergency
Management Agency.

OBJECTIVES: To provide technical guidance and assistance to architects
involved in the design of new building projects so as to maximize the
incorporation of shelter features.

TYPES OF ASSISTANCE: Advisory Services and Counseling.

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: Any architect or engineer in the United States
    (includes territories) involved in design of a new building.
  Beneficiary Eligibility: Same as Applicant Eligibility.

INFORMATION CONTACTS:
  Regional or Local Office: Architects, engineers and building owners
    desiring this advisory service are encouraged to contact FEMA regional
    offices. State and local directors may also be contacted.
  Headquarters Office: Nicholas DiTullc, Engineering and Survey Branch,
    Federal Emergency Management Agency, Washington, DC 20472. Telephone:
    (202) 287-0044.

RELATED PROGRAMS: None.

EXAMPLES OF FUNDED PROJECTS: Technical advice is provided to architects on
radiation shielding and the incorporation of fallout protection in the
construction of building. There are no funded projects per se. Technical
personnel stationed at the FEMA Regional Offices will provide the desired
technical assistance (advisory services) at no cost to the recipient.

83.511 State Radiological Defense Officers (RDO's)

FEDERAL AGENCY: State and Local Programs and Support, Federal Emergency
Management Agency.

OBJECTIVES: To develop and implement a Radiological Defense (RADEF)
Program for the Radiological Hazards that are a potential threat to the
State and Local jurisdictions. In a crisis period under nuclear attack
conditions, the Radiological Defense Officer (RDO) interprets fallout
effects and provides technical advice to government leaders in Emergency
Operation Centers for their use in directing efforts to help the population
survive in a fallout environment.

TYPES OF ASSISTANCE: Project Grants; Provision of Specialized Services.

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: In each of the 50 states, the District of
    Columbia, and Puerto Rico, the State emergency management (civil
    defense) organization must negotiate a Cooperative Agreement for this
    service with the respective FEMA regional office. State personnel
    must be under an approved merit system. Local governments may obtain
    services from the State emergency management (civil defense)
    organization.
  Beneficiary Eligibility: Same as Applicant Eligibility.

INFORMATION CONTACTS:
  Regional or Local Office: FEMA regional offices. Local governments
    should contact their State Civil Defense Office.
  Headquarters Office: George C. Meyer, Systems Development Division,
    Office of Emergency Management Programs, Washington, DC 20472.
    Telephone: (202) 287-3839.

RELATED PROGRAMS: None.

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EXAMPLES OF FUNDED PROJECTS: (1) Salary of State RDO's; (2) Payment for vacations, sick leave, terminal leave, etc.; (3) Employee benefits, e.g., social security, health insurance, etc.; (4) Transportation and per diem allowances for official travel; (5) Indirect costs.

83.512 State and Local Emergency Operating Centers (EOC)

FEDERAL AGENCY: State and Local Programs and Support, Federal Emergency Management Agency.

OBJECTIVES: To enhance effective, reliable and survivable direction and control capabilitites of State and local government.

TYPES OF ASSISTANCE: Project Grants.

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: State (including U.S. territories) or State and political subdivision (city, county, townships, etc.) jointly. There must be a civil defense organization established pursuant to law; an emergency operational plan approved by the Federal Emergency Management Agency (local plans are approved as a part of the State plan); a Federal Emergency Management Agency approved program paper. Local civil defense applications must be transmitted through the appropriate State civil defense organization.
  Beneficiary Eligibility: Same as Applicant Eligibility.

INFORMATION CONTACTS:
  Regional or Local Office: FEMA Regional offices. Interested persons are encouraged to communicate with their local or State Civil Defense Director.
  Headquarters Office: Earl T. Tildon, Communications and Control Branch, Emergency Management Systems Support Division. State and Local Programs and Support, Federal Emergency Management Agency, Washington, DC 20472. Telephone: (202) 287-0055.

RELATED PROGRAMS: 83.503, Emergency Management Assistance; 83.504, State and Local Maintenance and Services; 83.513, State and Local Warning and Communication Systems.

EXAMPLES OF FUNDED PROJECTS: (1) Costs of planning and designing and EOC, including architectural and engineering costs; (2) costs of construction necessary to develop the EOC facility and for equipment to make the EOC operational; (3) costs of equipping a mobile or transportable command center for civil defense direction and control use.

83.513 State and Local Warning and Communication Systems

FEDERAL AGENCY: State and Local Programs and Support, Federal Emergency Management Agency.

OBJECTIVES: To maintain the civil defense readiness of State and local governments by furnishing matching funds for the purchase of equipment and supporting materials for State and local direction and control, and alerting and warning systems.

TYPES OF ASSISTANCE: Project Grants.

ELIGIBILITY REQUIREMENTS:
   Applicant Eligibility: State (includes U.S. territories) or local
      governments, such as city, county, township. There must be a civil
      defense organization established pursuant to law; an emergency opera-
      tional plan approved by the Federal Emergency Management Agency; a
      Federal Emergency Management Agency approved program paper.
   Beneficiary Eligibility: Same as Applicant Eligibility.

INFORMATION CONTACTS:
   Regional or Local Office: FEMA Regional Offices. Interested persons are
      encouraged to communicate with their State Civil Defense Director.
   Headquarters Office: Joseph H. Massa, Communications Management Officer,
      Communications and Control Branch, State and Local Programs and
      Support, Federal Emergency Management Agency, Washington, DC 20472.
      Telephone: (202) 287-0048.

RELATED PROGRAMS: 83.503, Emergency Management Assistance; 83.504, State
and Local Maintenance and Services; 83.512, State and Local Emergency
Operating Centers.

EXAMPLES OF FUNDED PROJECTS: Not applicable.

83.514 Population Protection Planning

FEDERAL AGENCY: State and Local Programs and Support, Federal Emergency
Management Agency.

OBJECTIVES: To assist States and localities to develop population pro-
tection plans to prepare for and respond to the full range of emergencies
that a jurisdiction may face. This includes such hazards as earthquakes,
floods, hurricanes, tornadoes and large-scale hazardous materials inci-
dents. It also includes conventional war and the possiblity of nuclear
weapons threat, attacks, or accidents as they affect the civilian
population.

TYPES OF ASSISTANCE: Project Grants (Cooperative Agreements).

ELIGIBILITY REQUIREMENTS:
   Applicant Eligibility: States (including U.S. territories) are eligible
      to participate.
   Beneficiary Eligibility: Same as Applicant Eligibility.

INFORMATION CONTACTS:
   Regional or Local Office: FEMA regional offices. Local governments
      should contact their State Civil Defense Office.
   Headquarters Office: Seymour Wengrovitz, State and Local Programs and
      Support Directorate, FEMA, Washington, DC 20472.
      Telephone: (202) 287-3835.

RELATED PROGRAMS: None.

EXAMPLES OF FUNDED PROJECTS: Not applicable.

83.515 Emergency Broadcast System Guidance and Assistance

FEDERAL AGENCY: State and Local Programs and Support, Federal Emergency Management Agency.

OBJECTIVES: To enhance and develop an emergency broadcast capability to provide emergency information and direction to the public by national, State and local officials.

TYPES OF ASSISTANCE: Project Grants.

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: Broadcast stations must be a part of the emergency broadcast system and State and Local governments must have an EBS Operational Plan.
  Beneficiary Eligibility: Same as Applicant Eligibility.

INFORMATION CONTACTS:
  Regional or Local Office: FEMA Regional Office addresses.
  Headquarters Office: James S. Gilbertson, Emergency Management Officer, State and Local Programs and Support, Washington, DC 20472. Telephone: (202) 287-0052.

RELATED PROGRAMS: 83.512, State and Local Emergency Operating Centers.

EXAMPLES OF FUNDED PROJECTS: This program provides funds for: Design, construction of a fallout protected room; purchase of electrical generator, fuel tank, programming equipment, remote pickup units, protection from electromagnetic pulse, and installation of equipment. Funding is authorized beginning in FY '83 to test State and Local EBS Systems.

83.516 Disaster Assistance

FEDERAL AGENCY: State and Local Programs and Support, Federal Emergency Management Agency.

OBJECTIVES: To provide assistance to States, local governments, selected private nonprofit facilities, and individuals in alleviating suffering and hardship resulting from emergencies or major disasters declared by the President.

TYPES OF ASSISTANCE: Project Grants; Use of Property, Facilities, and Equipment; Provision of Specialized Services.

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: State and local governments in declared emergency or major disaster areas, owners of selected private nonprofit facilities, and individual disaster victims.
  Beneficiary Eligibility: Same as Applicant Eligibility.

INFORMATION CONTACTS:
  Regional or Local Office: FEMA Regional Offices.
  Headquarters Office: Federal Emergency Management Agency, Office of Disaster Assistance Programs, Washington, DC 20472.
    Telephone: (202) 634-7800.

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RELATED PROGRAMS: 10.054, Emergency Conservation Program; 10.404, Emergency
Loans; 12.102, Flood Control Works and Federally Authorized Coastal Protec-
tion Works, Rehabilitation; 12.103, Flood Fighting and Rescue Operations,
and Emergency Protection of Coastal Protective Works Federally Authorized;
14.119, Mortgage Insurance - Homes for Disaster Victims; 59.008, Physical
Disaster Loans; 83.505, State Disaster Preparedness Grants.

EXAMPLES OF FUNDED PROJECTS: Not applicable.

83.517 Electromagnetic Pulse (EMP) Technical Support

FEDERAL AGENCY: State and Local Programs and Support, Federal Emergency
Management Agency.

OBJECTIVES: To protect Broadcast Stations, Emergency Operations Centers,
and Emergency Communications Systems at State and local level from the
damaging, high voltage, high current pulse of electrical energy caused by
the intense electromagnetic field from a nuclear detonation.

TYPES OF ASSISTANCE: Provision of Specialized Services; Advisory Services
and Counseling.

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: State and local governments, and selected Emer-
    gency Broadcast Systems (EBS) radio stations participating in the
    Broadcast Station Protection Program.
  Beneficiary Eligibility: Same as Applicant Eligibility.

INFORMATION CONTACTS:
  Regional or Local Office: FEMA Regional Directors or EMP Project Officer.
  Headquarters Office: Mr. John A. Hain, Communications and Control Branch,
    Emergency Management Systems Support, Washington, DC 20472. Telephone:
    (202) 287-3856.

RELATED PROGRAMS: None.

EXAMPLES OF FUNDED PROJECTS: EMP protection of State and local EOC's EMP
protection of Emergency Broadcast System (EBS) radio stations participating
in the Broadcast Station Protection Program. EMP protection of State and
local direction and control capabilities.

83.515 Emergency Broadcast System Guidance and Assistance

FEDERAL AGENCY: State and Local Programs and Support, Federal Emergency Management Agency.

OBJECTIVES: To enhance and develop an emergency broadcast capability to provide emergency information and direction to the public by national, State and local officials.

TYPES OF ASSISTANCE: Project Grants.

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: Broadcast stations must be a part of the emergency broadcast system and State and Local governments must have an EBS Operational Plan.
  Beneficiary Eligibility: Same as Applicant Eligibility.

INFORMATION CONTACTS:
  Regional or Local Office: FEMA Regional Office addresses.
  Headquarters Office: James S. Gilbertson, Emergency Management Officer, State and Local Programs and Support, Washington, DC 20472. Telephone: (202) 287-0052.

RELATED PROGRAMS: 83.512, State and Local Emergency Operating Centers.

EXAMPLES OF FUNDED PROJECTS: This program provides funds for: Design, construction of a fallout protected room; purchase of electrical generator, fuel tank, programming equipment, remote pickup units, protection from electromagnetic pulse, and installation of equipment. Funding is authorized beginning in FY '83 to test State and Local EBS Systems.

83.516 Disaster Assistance

FEDERAL AGENCY: State and Local Programs and Support, Federal Emergency Management Agency.

OBJECTIVES: To provide assistance to States, local governments, selected private nonprofit facilities, and individuals in alleviating suffering and hardship resulting from emergencies or major disasters declared by the President.

TYPES OF ASSISTANCE: Project Grants; Use of Property, Facilities, and Equipment; Provision of Specialized Services.

ELIGIBILITY REQUIREMENTS:
  Applicant Eligibility: State and local governments in declared emergency or major disaster areas, owners of selected private nonprofit facilities, and individual disaster victims.
  Beneficiary Eligibility: Same as Applicant Eligibility.

INFORMATION CONTACTS:
  Regional or Local Office: FEMA Regional Offices.
  Headquarters Office: Federal Emergency Management Agency, Office of Disaster Assistance Programs, Washington, DC 20472.
    Telephone: (202) 634-7800.

11.7 FEMA OFFICES

NATIONAL HEADQUARTERS

Federal Emergency Management Agency
Federal Center Plaza
500 C. Street, S.W.
Washington, D.C. 20472
(202) 287-0565

REGIONAL HEADQUARTERS

Region I

Federal Emergency Management
  Agency
Room 452
McCormick Post Office
  and Court House
Boston, MA 02109
(617) 223-3754

Region II

Federal Emergency Management
  Agency
Room 19-100
26 Federal Plaza
New York, NY 10278
(212) 264-4981

Region III

Federal Emergency Management
  Agency
Curtis Building
Sixth and Walnut Streets
Philadelphia, PA 19106
(301) 597-0137

Region IV

Federal Emergency Management
  Agency
Suite 667
1275 Peachtree Street, N.E.
Atlanta, GA 30309
(912) 226-1761

Region V

Federal Emergency Management
  Agency
300 S. Wacker Drive
24th Floor
Chicago, IL 60606
(312) 353-8661

Region VI

Federal Emergency Management
  Agency
Federal Center
Denton, TX 76201
(817) 387-5811

Region VII

Federal Emergency Management
  Agency
Second Floor
911 Walnut Street
Kansas City, MO 64106
(816) 374-5587

Region VIII

Federal Emergency Management
  Agency
Building 710
Denver Federal Center
Denver, CO 80225
(303) 234-2557

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Region IX

Federal Emergency Management
  Agency
Room 220
211 Main Street
San Francisco, CA 94105
(415) 556-9412

Region X

Federal Emergency Management
  Agency
Federal Regional Center
130 228th Street, SW
Bothell, WA 98011
(206) 481-8800

FEDERAL EMERGENCY MANAGEMENT AGENCY
REGIONAL BOUNDARIES
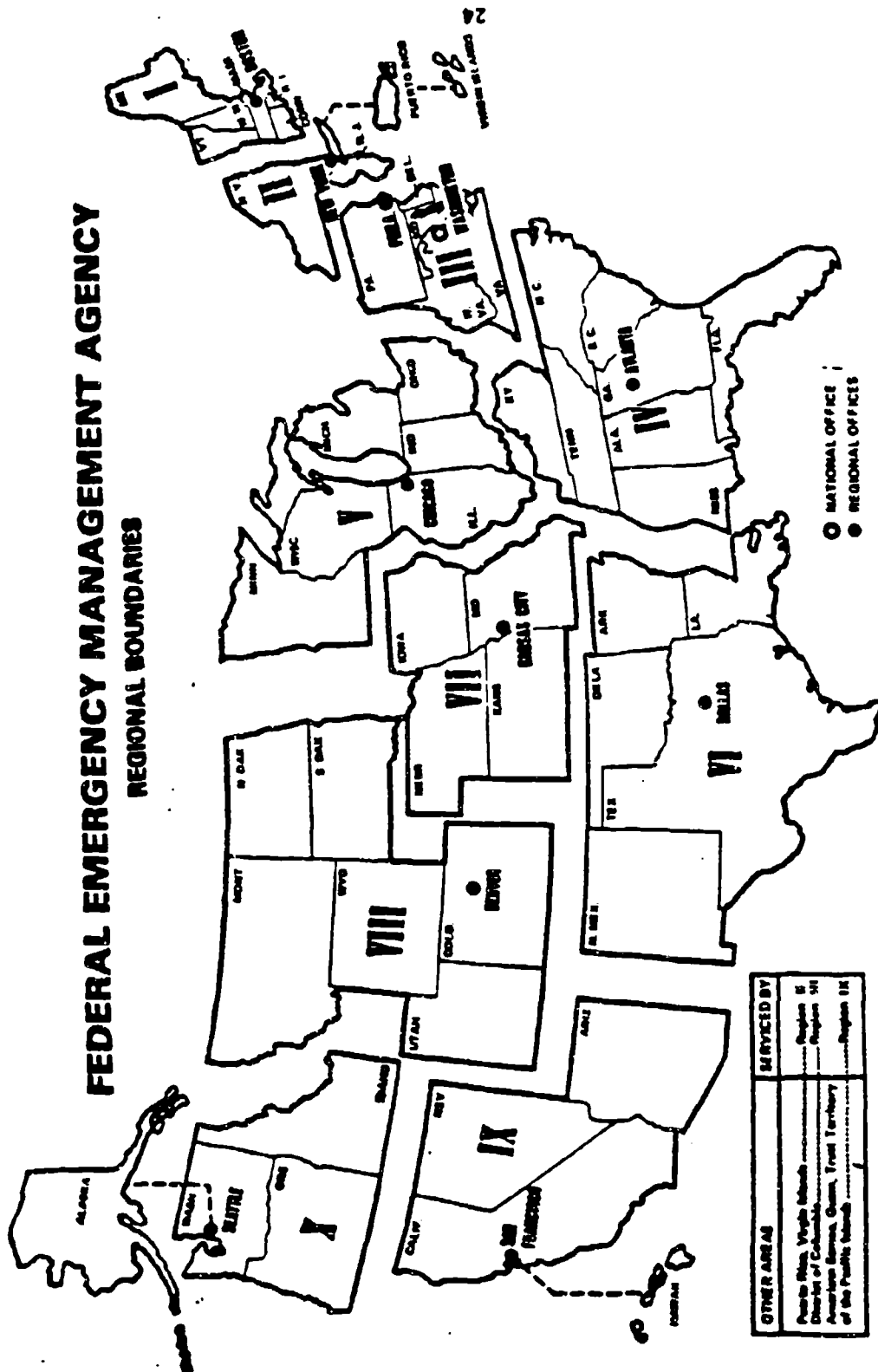
11.8 STATE OFFICIALS RESPONSIBLE FOR DISASTER OPERATIONS*

STATE/REGION	STATE EMERGENCY DIRECTOR	RESPONSIBLE SENIOR OFFICIAL
Alabama IV	Mr. Dan H. Turner Director, Alabama Emergency Management Agency 64 North Union Street Mongomery, AL 36130 (205) 261-3318	Same

Alaska
X
	Mr. Lloyd I. Turner
	Director, Division of
	  Emergency Services
	Department of Military
	  Veterans Affairs
	P.O. Box 2267
	Palmer, AK 99645
	(907) 376-3061
		Maj. Gen. Edward Pagano
		The Adjutant General
		3601 C Street, Suite 620
		Anchorage, AK 99503
		(907) 243-0656

American Samoa X	Mr. Igafo T. Faigata Director, Office of Territorial Emergency Management Coordination Office of the Governor P.O. Box 3296 Pago Pago, American Samoa 96799 011-684-633-2331	Same
Arizona IX	Col. Richard Colson Director, Arizona Division of Emergency Services National Guard Building 5636 East McDowell Road Phoenix, AZ 85008 (602) 244-0504	Maj. Gen. Donald L. Owens The Adjutant General National Guard Building 5636 East McDowell Road Phoenix, AZ 85008 (602) 273-9710
Arkansas VI	Mr. Leon McGoogan Director, Office of Emergency Services P.O. Box 758 Conway, AR 72032 (501) 329-5601 (501) 374-1201 (Little Rock)	Same

NOTE: All correspondence should be addressed to the State Emergency
      Director unless deonoted by an asterisk.

* Source: FEMA -9/ April 1984

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STATE/REGION	STATE EMERGENCY DIRECTOR	RESPONSIBLE SENIOR OFFICIAL
California IX	Mr. William M. Medigovich Director, Office of Emergency Services, State of California P.O. Box 9577 Sacramento, CA 95823 (916) 427-4201	Same
Colorado VIII	Mr. John P. (Pat) Byrne Director, Disaster Emergency Services DOC, Camp George West Golden, CO 80401 (303) 273-1624	Maj. Gen. John L. France The Adjutant General 3000 Logan Street Denver, CO 80203 (303) 733-2431
Connecticut I	Mr. Frank Mancusco State Director, Office of Civil Preparedness Department of Public Safety 360 Broad Street Hartford, CT 06105 (203) 566-3180/4338	Same
Delaware III	Mr. Clarke V. Jester Director, Division of Emergency Planning and Operations P.O. Box C Delaware City, DE 19706 (302) 834-4531	Mr. Edward J. Steiner Secretary of Public Safety Department of Public Safety Emergency Planning and Operations Division P.O. Box C Delaware City, DE 19706 (302) 736-4311
District of Columbia III	Mr. Joseph P. Yeldell Director, Office of Emergency Preparedness 300 Indiana Avenue, N.W. Municipal Center, Rm 5009 Washington, D.C. 20001 (202) 727-6161	Same
Florida IV	Mr. Gordon Guthrie Chief, Bureau of Emergency Management 1720 S. Gadsden Street Tallahassee, FL 32301 (904) 488-1900	Mr. John DeGrove Secretary, Department of Veterans and Community Affairs 2571 Executive Center Circle East Tallahassee, FL 32301 (904) 488-6001

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STATE/REGION	STATE EMERGENCY DIRECTOR	RESPONSIBLE SENIOR OFFICIAL
Georgia IV	Mr. Billy J. Clack Deputy Director, Georgia 　Emergency Management Agency P.O. Box 18055 Atlanta, GA 30316 (404) 656-5500	Maj. Gen. Joseph W. Griffi The Adjutant General and 　Director, Georgia Emerge 　Management Agency P.O. Box 18055 Atlanta, GA 30316 (404) 656-1700
Guam IX	Mr. Francisco Carbullido Director, Civil Defense/Guam 　Emergency Services Territory of Guam P.O. Box 2977 Agana, Guam 96910 011-671-477-9841	Same
Hawaii IX	Maj. Gen. Alexis T. Lum The Adjutant General of the 　National Guard and Director 　of Civil Defense Department of Defense 3949 Diamond Head Road Honolulu, HI 86816 (808) 734-2195	Same
Idaho X	Mr. Darrell Waller Coordinator, Bureau of 　Disaster Services Military Division 650 West State Street Boise, ID 83720 (208) 334-3460	Maj. Gen. James S. Brooks The Adjutant General Military Division P.O. Box 45 Boise, ID 8370' (208) 385-5242
Illinois V	Mr. E. Erie Jones Director, Illinois Emergency 　Services and Disaster Agency 110 East Adams Street Springfield, IL 62706 (217) 782-2700	Same
Indiana V	Mr. William J. Patterson Director, Indiana Department 　of Civil Defense and 　Emergency Management State Office Building, B-90 100 North Senate Avenue Indianapolis, IN 46204 (317) 232-3830	Mr. Orval Lundy Acting Commissioner Department of Administration State Office Building, Rm 507 Indianapolis, IN 46204 (3'7) 232-3114

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STATE/REGION	STATE EMERGENCY DIRECTOR	RESPONSIBLE SENIOR OFFICIAL

Iowa
VII
	Mr. John D. Crandall
	Director, Office of Disaster
	    Services
	Hoover State Office Bldg.
	Level A
	Des Moines, IA 50319
	(515) 281-3231
		Maj. Gen. Roger W. Gilbert
		The Adjutant General and
		    Executive-Director,
		    Dept. of Public Defense,
		    Camp Dodge
		R.R. One
		Grimes, IA 50111
		(515) 278-9211

Kansas
VII
	Mr. Mahlon G. Weed
	Deputy Director, Division
	    of Emergency Preparedness
	P.O. Box C-300
	Topeka, KS 66601
	(913) 233-9253 - X301
		Maj. Gen. Ralph T. Tice
		The Adjutant General and
		    Director, Division of
		    Emergency Services
		P.O. Box C-300
		Topeka, KS 66601
		(913) 233-7560 - X101

Kentucky
IV
	Brig. Gen. Wilbur R. Buntin,
	    Jr. (Ret.)
	Executive Director, Kentucky
	    Disaster & Emergency Services
	Boone Center, Parkside Drive
	Frankfort, KY 40601
	(502) 564-8680
		Maj. Gen. Billy G. Wellman
		The Adjutant General & State
		    Director of Emergency
		    Services
		Boone National Guard Center
		Frankfort, KY 40601
		(502) 564-8558

Louisiana
VI
	Mr. Thomas M. Creaghan
	Assistant Secretary, Office
	    of Emergency Preparedness
	Department of Public Safety
	P.O. Box 66536, Audubon Station
	Baton Rouge, LA 70896
	(505) 342-5470
		Mr. Wiley McCormick
		Deputy Secretary,
		    Department of Public
		    Safety
		P.O. Box 6614
		Baton Rouge, LA 70896
		(505) 925-6117

Maine
I
	Mr. Richard D. Dutremble
	Director, Bureau of Civil
	    Emergency Preparedness
	Department of Defense &
	    Veterans Services
	State Office Building,
	    Station 72
	Augusta, ME 04333
	(207) 622-6201/289-3211
		Maj. Gen. Paul R. Day
		The Adjutant General
		Department of Defense &
		    Veterans Services
		Maine National Guard
		Camp Keyes
		Augusta, ME 04333
		(207) 622-9331 - X 4225

Maryland
III
	Mr. Edwin O. Tremper
	Acting Director, Maryland
	    Emergency Management and
	    Civil Defense Agency
	Reisterstown Road & Sudbrook
	    Lane
	Pikesville, MD 21208
	(301) 486-4422
		Mr. Frank A. Hall
		Secretary, Department of
		    Public Safety and
		    Correctional Services
		Investment Place, Suite 500
		Townson, MD 21204
		(301) 321-3832

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STATE/REGION	STATE EMERGENCY DIRECTOR	RESPONSIBLE SENIOR OFFICIAL

Massachusetts
I
	Mr. Robert J. Boulay
	Director, Massachusetts Civil
	  Defense Agency and Office of
	  Emergency Preparedness
	P.O. Box 1496
	400 Worcester Road
	Framingham, MA 01701
	(617) 237-0200/875-1381
		Mr. Charles V. Barry
		Secretary, Department of
		  Public Safety
		One Ashburton Place, Rm 2133
		Boston, MA 02108
		(617) 727-7775

Michigan
V
	Captain Peter Basolo
	Deputy Director, State Division
	  of Emergency Services
	Department of State Police
	11 S. Capitol Avenue, Lower
	  Level
	Lansing, MI 48913
	(517) 373-0617 (24 hrs.) or
	      337-6100
		Col. Gerald L. Hough
		Director, Department of
		  State Police and State
		  Division of Emergency
		  Services
		714 S. Harrison Road
		East Lansing, MI 48823
		(517) 337-6157

Minnesota
V
	Mr. Thomas Motherway
	Director, Division of
	  Emergency Services
	Department of Public Safety
	State Capitol, B-5
	St. Paul, MN 55155
	(612) 296-2233
		Mr. Paul Tschida
		Commissioner, Department
		  of Public Safety
		211 Transportation Bldg.
		St. Paul, MN 55155
		(612) 296-6642

Mississippi IV	Mr. James E. Maher Director, Emergency Management Agency P.O. Box 4501, Fondren Station Jackson, MS 39216 (601) 352-9100	Same

Missouri
VII
	Mr. Richard Rice
	Director, State Emergency
	  Management Agency
	P.O. Box 116
	Jefferson City, MO 65102
	(314) 751-2321 - X 379
		Maj. Gen. Charles Kiefner
		The Adjutant General
		Edward Daniels, Director,
		  Department of Public Safety
		P.O. Box 749
		Jefferson City, MO 65102
		(314) 751-2321 - X 310
		(314) 751-4905 (Daniels)

Montana
VIII
	Col. Carlyn Gilbertson
	Coordinator, Disaster and
	  Emergency Services Division
	Department of Military Affairs
	P.O. Box 4789
	Helena, MT 59604
	(406) 449-3034
		Maj. Gen. James W. Duffy
		The Adjutant General
		Department of Military
		  Affairs
		P.O. Box 4789
		Helena, MT 59604
		(406) 449-2778

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STATE/REGION	STATE EMERGENCY DIRECTOR	RESPONSIBLE SENIOR OFFICIAL

Nebraska
VII
	Mr. Francis C. Laden
	Assistant Director, Nebraska
	  Civil Defense Agency
	Military Department
	1300 Military Road
	Lincoln, NE 68508
	(402) 473-1410
		Maj. Gen. James Carmona
		The Adjutant General and
		  Director, Nebraska Civil
		  Defense Agency
		National Guard Center
		1300 Military Road
		Lincoln, NE 68508
		(402) 473-1100

Nevada
IX
	Mr. Robert J. Andrews
	Director, Nevada Division
	  of Emergency Services
	Military Department
	2525 S. Carson Street,
	  Capital Complex
	Carson City, NV 89710
	(702) 885-4240
		Maj. Gen. Robert Dwyer
		The Adjutant General
		Military Department
		2525 S. Carson Street,
		  Capitol Complex
		Carson City, NV 89710
		(702) 887-7302

New Hampshire I	Mr. Richard H. Strome Director, New Hampshire Civil Defense Agency One Airport Road Concord, NH 03301 (603) 271-2231	Same

New Jersey
II
	Maj. Harold Spedding
	Director, Office of
	  Emergency Management
	New Jersey State Police
	P.O. Box 7068
	West Trenton, NJ 08625
	(609) 882-2000 - X201
		Col. Clinton Pagano
		Superintendent of
		  State Police
		P.O. Box 7068
		West Trenton, NJ 08625
		(609) 882-2000

New Mexico
VI
	Brig. Gen. Harry Taylor
	Deputy Director, Civil
	  Emergency Preparedness
	  Divison
	P.O. Box 4277
	Santa Fe, NM 87501
	(505) 473-2476
		Maj. Gen. Edward D. Baca
		The Adjutant General and
		  Director, Office of
		  Military Affairs, Civil
		  Emergency Preparedness
		  Division
		P.O. Box 4277
		Santa Fe, NM 87501
		(505) 473-2402

New York
II
	Mr. Donald A. DeVito
	Director, State Emergency
	  Management Office
	Division of Military and
	  Naval Affairs
	Public Security Bldg.
	State Campus
	Albany, NY 12226
	(518) 457-2222
		Maj. Gen. Vito J. Castellano
		The Adjutant General of New
		  York and NYS Division of
		  Military and Naval Affairs
		Building 22, State Campus
		Albany, NY 12226
		(518) 457-6966

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STATE/REGION	STATE EMERGENCY DIRECTOR	RESPONSIBLE SENIOR OFFICIAL
North Carolina IV	Mr. Tom Pugh Director, North Carolina Division of Emergency Management 116 West Jones Street, Subbasement Raleigh, NC 27611 (919) 733-3867	Mr. Herman R. Clark Secretary, Department of Crime Control and Public Safety P.O. Box 27687 Raleigh, NC 27611 (919) 733-2126
North Dakota VIII	Mr. Donald D. Affeldt Director, Disaster Emergency Services P.O. Box 1817 Bismarck, ND 58505 (701) 224-2111	Maj. Gen. C. Emerson Murry The Adjutant General P.O. Box 1817 Bismarck, ND 58505 (701) 224-5102
Northern Mariana Islands IX	Mr. Felix Sasamoto Director of Civil Defense Office of the Governor Commonwealth of the Northern Mariana Islands Saipan, Mariana Islands 96950 011-670-6592	*Mr. Ramon S. Guerrero Special Assistant for Administration Office of the Governor Commonwealth of the Northern Mariana Islands Saipan, Mariana Islands 96950 011-670-6407
Ohio V	Mr. Richard M. Lockhart Deputy Director, Ohio Disaster Services Agency 2825 West Granville Road Worthington, OH 43085 (614) 889-7150	Maj. Gen. Raymond R. Galloway The Adjutant General and Director, Ohio Disaster Services Agency Ohio National Guard 2825 West Granville Road Worthington, OH 43085 (614) 889-7070
Oklahoma VI	Mr. Norris Price Director, Oklahoma Civil Defense Agency P.O. Box 53365 Oklahoma City, OK 73152 (405) 521-2481	Same
Oregon X	Mr. Lyn G. Hardy Administrator, Emergency Management Division Oregon State Executive Dept. 43 State Capitol Building Salem, OR 97310 (503) 378-4124 1-800-452-0311 (24 hrs.)	Same

* Address all correspondence to Responsible Senior Official.

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STATE/REGION	STATE EMERGENCY DIRECTOR	RESPONSIBLE SENIOR OFFICIAL
Panama Canal Commission IV	Mr. Thomas P. Strider Chief, Emergency Preparedness General Services Bureau Panama Canal Commission APO Miami, FL 34 (912) 226-1761	Same
Pennsylvania III	Mr. John L. Patten Director, Pennsylvania Emergency Management Agency Transportation and Safety Bldg., B-151 Harrisburg, PA 17120 (717) 783-8150	Lt. Gov. William W. Scranton Chairman, Pennsylvania Emergency Management Council State Capitol Harrisburg, PA 17120 (717) 787-3300
Puerto Rico II	Mr. Juan E. Lopez Director, Office of Civil Defense P.O. Box 5127 San Juan, PR 00906 (809) 724-0124	Same
Rhode Island I	Mr. Santo Amato Executive Director, Rhode Island Emergency Management Agency State House Providence, RI 02903 (401) 421-7333	Maj. Gen. John W. Kiely The Adjutant General and Director, Rhode Island Emergency Management Agency Armory of Mounted Commands 1051 North Main Street Providence, RI 02904 (401) 277-2100
South Carolina IV	Col. Joshua P. Moore Director, South Carolina Emergency Preparedness Div. Office of the Adjutant General 1429 Senate Street Columbia, SC 29201 (803) 758-2826	Maj. Gen. T. Eston Marchant The Adjutant General Lambert C. Dennis Office Bldg. 1000 Assembly Street Columbia, SC 29201 (803) 748-4200
South Dakota VIII	Mr. Robert Gunderson Director, Div. of Emergency and Disaster Services Department of Military Affairs EOC-State Capitol Pierre, SD 57501 (605) 733-3231	Maj. Gen. Ronald Williamson The Adjutant General and State Director of Civil Defense State Capitol Pierre, SD 57501 (605) 733-5340
Tennessee IV	Mr. Lacy E. Suiter Director, Tennessee Emergency Management Agency 3041 Sidco Drive Nashville, TN 37204 (615) 252-3300	Maj. Gen. Carl Wallace The Adjutant General 3041 Sidco Drive Nashville, TN 37204 (615) 252-3001

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STATE/REGION	STATE EMERGENCY DIRECTOR	RESPONSIBLE SENIOR OFFICIAL

Texas
VI
	Mr. Robert Lansford
	Chief, Division of Disaster
	  Emergency Services
	Texas Department of Public
	  Safety
	Box 4087, North Austin Station
	Austin, TX 78773
	(512) 465-2000 - X3700
		Col James B. Adams
		Director, Texas Department
		  of Public Safety and
		  Division of Disaster
		  Emergency Services
		Box 4087, North Austin Station
		Austin, TX 78773
		(512) 465-2000 - X3700

Trust Territory of the Pacific IX	Mr. Jay Lather Emergency Planner, Office of Planning and Statistics Office of the High Commissioner Trust Territory Headquarters Saipan, Mariana Islands 96950 011-670-9333	Same

Utah
VIII
	Ms. Lorayne Tempest
	Director, Division of
	  Comprehensive Emergency
	  Management
	Department of Public Safety
	1543 Sunnyside Avenue
	Salt Lake City, UT 84108
	(801) 533-5271
		Mr. Larry E. Lunnen
		Commissioner, Department
		  of Public Safety
		4501 South, 2700 West
		Salt Lake City, UT 84119
		(801) 533-4900

Vermont
I
	Mr. George Lowe
	Deputy Director, Office of
	  Civil Defense
	Department of Public Safety
	Waterbury State Complex
	103 S. Main Street
	Waterbury, VT 05676
	(802) 244-8721
		Mr. Paul R. Philbrook
		Commissioner, Department of
		  Public Safety and Director
		  of Civil Defense
		Waterbury State Complex
		103 S. Main Street
		Waterbury, VT 05676
		(802) 244-8718

Virginia
II
	Mr. Addison Slayton
	Acting State Coordinator
	Office of Emergency and
	  Energy Services
	310 Turner Road
	Richmond, VA 23225
	(804) 323-2899
		Mr. Andrew G. Fogarty
		Secretary, Department of
		  Transportation
		Ninth Street Office Bldg.,
		  Sixth Floor
		Richmond, VA 23219
		(804) 786-7639

Virgin Islands II	Mr. Louis P. Tirell Director, Civil Defense and Emergency Services P.O. Box 1208 St. Thomas, VI 00801 (809) 774-2244	Same

STATE/REGION	STATE EMERGENCY DIRECTOR	RESPONSIBLE SENIOR OFFICIAL
Washington X	Mr. Hugh Fowler Director, Department of Emergency Services 4220 East Martin Way Olympia, WA 98504 (206) 459-9191	Same
West Virginia III	Mr. Mannie R. Griffith Director, West Virginia Office of Emergency Services State Capitol Complex, EB 80 Charleston, WV 25305 (304) 348-5380	Same

Wisconsin
V
	Mr. Gordon Reese
	Deputy Administrator, Division
	  of Emergency Government
	Department of Administration
	P.O. Box 78655
	Madison, WI 53707
	(608) 266-3232
		Ms. Doris Hanson
		Administrator, Department
		  of Administration
		P.O. Box 7864
		Madison, WI 53707
		(608) 266-1741

Wyoming VIII	Mr. Williard A. Reiling Coordinator, Wyoming Disaster and Civil Defense P.O. Box 1709 Cheyenne, WY 82001 (307) 777-7566	Maj. Gen. James L. Spence The Adjutant General P.O. Box 1709 Cheyenne, WY 82001 (307) 772-6233

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PART FOUR: CHECKLISTS FOR SPECIFIC HAZARDS

12. CHECKLISTS FOR SPECIFIC HAZARDS

12.1 Introduction

This part of the planning has been prepared to aid the fire chief in developing guidelines for specific types of disasters.

Guidelines for each type of disaster are arranged in a logical sequence which follows the order in which events might occur or the sequence in developing a plan. The reader should remember that these guidelines are not plans for specific disaster types, rather, they are a series of recommended items to consider when developing a plan.

No specific style has been adopted for presenting these guidelines nor are they complete. Each guideline has been designed to address the needs of the fire chief. These needs are based on the IAFC's disaster planning survey. Therefore, the planner will find some guidelines general in nature and others more specific.

In order to make these guidelines effective, each fire chief should check the department's existing or newly-adopted plan and identify the presence of key points contained in this section. In this way, the guidelines can be used as checklists for convenience.

If, during the preparation of a specific disaster plan, one is not familiar with the operational problems, behavior of the disaster type, or simply wants to learn more about the cause and effects of natural or man-made disasters, refer to the bibliography. For example, if the hazard analysis reveals that the specific jurisdiction has the potential for an earthquake and personnel are not familiar with characteristics of earthquakes, refer to the bibliography for suggested readings on this subject.

The Integrated Emergency Management concept specifies that, to the extent possible, disaster planning is conducted on a functional basis, rather than a type of disaster basis; that is, a generic plan is developed which contains functions common to all types of disasters, then unique

functions associated with specific disaster types are added as required. However, IEMS is not yet fully developed and many fire departments are in a transition period. Therefore, the checklists included in this edition of the Manual are still presented in the "type of disaster" format.

12.2 Flood/Water Emergency Checklist

Definitions

Flood Watch - Conditions that could combine to make a flood possible.

Flood Alert - Conditions have combined to make a flood possible.

Flood is Imminent - Flood is certain to occur.

Preparatory Period

___ Review and revise the plan for handling a water disaster with the proper authorities.

___ Cooperate in planning with other communities to establish or reaffirm mutual aid agreements.

___ Identify potential water disaster areas. (Consult floodplain map if available.)

___ Notify fire department personnel of potential water disaster areas.

___ Review standard operating procedures for water emergencies.

___ Train fire department personnel in water disaster operations, e.g., water rescue, explosions, gas leak, electrical, cave-ins, sewers.

___ Establish and maintain an inventory of resources and their locations.
Example: Regular and auxiliary personnel, public and private equipment (boats, helicopters).

___ Notify all fire department personnel of "Flood Watch."

___ Prepare for water, food and electrical shortages.

___ Ensure that fuel requirements for equipment will be met.

___ Notify all fire department personnel of "Flood Alert."

___ Advise news media of fire department plans.

___ Recall off-duty personnel according to standard operating procedures.

___ Assign and inspect boats to be used. Use local Coast Guard auxiliary or waterway patrol officer for inspections.

___ Evacuate all low areas of the community which have potential for water disaster.

___ Notify evacuees to shut off utilities before they leave.

___ Assist with evacuation of ambulatory patients.

___ Secure stations in potential water disaster areas and evacuate.

___ Move all fire fighting equipment to strategic points with access to all parts of the area threatened. (Consider small bridges unreliable for access in most cases.)

Flood Imminent Period

___ Notify fire department personnel of situation.
___ Require all fire department units to report hazardous situations. (Maintain radio contact.)
___ Call for mutual aid if necessary.
___ Continue fire department operations where possible.
___ Utilize boats and helicopters when other rescue procedures cannot be used.
___ Confine and extinguish all fires where possible.
___ Monitor water supply resources (hydrant pressures).
___ If flood water is to be used for fire protection, it must be monitored constantly for contamination from flammable or combustible liquids.
___ Arrange for dry clothing as required.
___ Establish food service for fire department personnel.
___ Establish sleeping quarters for relocated personnel.

Flood Receding Period

___ Notify fire department personnel of cresting point.
___ Contain and extinguish all fires as required.
___ Conduct primary and secondary search for victims.
___ Administer inoculations as necessary for waterbo-   ---eases.
___ Reopen closed stations.
___ Assist returning evacuees.
___ Release mutual aid units.
___ Release auxiliary and off-duty personnel.
___ Take inventory.
___ Report losses of equipment. Duty officer should try to keep a running list on the daily log.
___ Critique operation.

12.3 Tornado Checklist

NOTE: Tornado warning periods normally are 3 to 15 minutes. Therefore, preparation should take place prior to tornado seasons.

Preparatory Period

___ Review and revise disaster plan with the proper authorities.
___ Cooperate in planning with other communities to establish mutual aid agreements.
___ Train fire department personnel on tornado disaster operations. Use standard operating procedures as a training guide.
    Example: Clearing streets, search and rescue in collapsed buildings, gas leaks, wire arcing, mass casualties, major conflagrations, water supply shortages.
___ Establish and maintain an inventory of resources and their locations.
    Example: Regular and auxiliary manpower, public and private equipment (especially tires for apparatus damage due to broken glass.)
___ Check condition and operation of chain and rotary saws.

Tornado Watch Period

___ Notify fire department personnel of situation.
___ Secure all in-service equipment.
___ Prepare for water, food, and electrical shortages.
___ Prepare for breakdown in communications.
    Example: antennas blown down.
___ Ensure that fuel requirements will be met.

Tornado Alert

___ Notify fire department personnel of situation.
___ Prepare to take shelter.
___ All fire department units should establish tornado watch from
    strategic observation points.

Tornado Strike Period

___ Fire department personnel take shelter.
___ Fire department units report damage to equipment and personnel.
___ Fire department units respond to incidents requiring search,
    rescue and fire operations, if possible.
___ All off-duty personnel report to duty accordir to standard
    operating procedures.
___ All units report damaged areas and extent of damage.
___ Watch for looters and report incidents to police.
___ Request mutual aid units if needed.
___ Assist in shutting off utilities and clearing roads. (Form
    tree clearing task force groups, clear priority roads first.)
___ Supply food to fire department personnel as needed.
___ Supply fuel to fire department units as needed.
___ Continue operations until all hazardous situations are under
    control and all areas have been searched for victims.
___ Release mutual aid units.
___ Release off-duty personnel.
___ Take inventory.
___ Report losses.
___ Critique operations.

12.4 Hurricane Checklist

Preparation Period

___ Review and revise procedures for hurricanes with proper
    authorities.
___ Cooperate in planning with other communities to establish and
    reaffirm mutual aid agreements.
___ Identify areas with potential for water disaster.
___ Notify fire department personnel of potential water disaster
    areas.
___ Review applicable standard operating procedures.
___ Train fire department personnel in high-water and high wind
    operations.

   __ Establish and maintain an inventory of resources and their
        storage locations.
        Example: Regular and auxiliary personnel and public and private
                  equipment (boats).

Hurricane Watch Period

__ Notify fire department personnel of situation.
__ Prepare for water, food, and electrical shortages.
__ Prepare for breakdown in communications (antennas blown down).
__ Ensure that fuel requirements for fire equipment will be met.

Hurricane Alert Period

__ Notify fire department personnel of situation.
__ Allow fire department personnel to ensure family safety.
__ Assign and inspect all boats to be used.

Hurricane Imminent

__ Notify all fire department personnel of situation.
__ Notify news media of fire department plans.
__ Recall off-duty personnel according to standard operating
     procedures.
__ Evacuate all areas with water disaster potential.
__ Notify evacuees to shut off utilities before they leave.
__ Assist with evacuation of ambulatory patients.
__ Secure and evacuate all stations with water disaster potential.
__ Move all fire fighting equipment to strategic points with access
     to all parts of the area threatened.

Hurricane Strike Period

__ All fire department units report hazardous situations.
__ Watch for looters. Advise police of incidents.
__ Call for mutual aid if necessary.
__ Continue fire department operation where possible.
__ Utilize boats for rescue.
__ Monitor water supply resources (hydrant pressures).
__ If flood water is to be used for fire protection, it must be
     checked for contamination from flammable or combustible liquids.
__ Establish food service for fire department personnel.
__ Establish sanitation facilities for fire department personnel.
__ Establish sleeping facilities as required.

Recovery Period

__ Notify fire department personnel of situation.
__ Contain and extinguish all fires.
__ Assist in the clearing of roads. (Assign task force groups for
     tree-cutting as required. Clear main streets on a priority
     basis.)
     Example: Streets to hospitals should be cleared first.
__ Search for victims.

___ Reopen closed stations.
___ Assist returning evacuees.
___ Assist with temporary morgue operations as required.
___ Release mutual aid units.
___ Flush salt water from all vehicles. (corrosion control)
___ Release auxiliary and off-duty personnel.
___ Take inventory.
___ Report losses.
___ Critique operations.

12.5 Earthquake Checklist

Definition

An earthquake is a shaking or trembling of the crust of the earth caused by underground volcanic forces or the breaking and shifting of rock beneath the surface.

Background

Earthquakes are relatively unpredictable and strike without warning. They may range in intensity from slight tremors to great shocks and may last from a few seconds to as much as five minutes. They can occur in a series over a period of several days. The actual movement of the ground in an earthquake seldom is the direct cause of injury or death. Most casualties result from falling objects and debris because the shocks can shake, damage or demolish buildings and other structures.

Disruption of communications, along with light and power lines, gas, sewer or water mains can be expected. Earthquakes also may trigger landslides and generate huge ocean waves, each of which can cause great damage.

Pre-Earthquake Period

___ Participate in long-range planning as a priority rather than short-term response plans. Such long-range activities should include the study of fire engineering, building and fire codes.

___ Participate in adopting local laws designed to aid in long-range planning.

___ Conduct an analysis and develop response plans for (a) identifying groups of people most likely to need special assistance in the event of an earthquake, (b) high hazard areas such as hazardous materials storage facilities, gas pipelines.

___ Examine response patterns and emergency access roads to potential fire and rescue area; evaluate the possibility of blocked streets and develop a. .rnative routes.

___ Implement long-range planning for fire station design. Improve designs to prevent collapse of stations on fire apparatus. (The Managua, Nicaragua Fire Department lost 65% of its resources when stations collapsed on apparatus.)

___ Equip fire and rescue facilities with emergency generators. (Test generators monthly.)

Earthquake Period

___ Order fire apparatus out of fire stations.
___ Implement priority response in the following order:
    a. Fires, with trapped victims
    b. Fires, with probability of spread
    c. Trapped victims
    d. Large fires, no spread potential
    e. Medical aids, severe
    f. Major petroleum, gas leaks
    g. Small fires, no spread potential
    h. Medical aids, minor
    i. General assistance
___ Maintain strict security
___ Order a "conditions survey" of fire department property.
    a. Check integrity of buildings
    b. Check gas, electricity, water, sanitation
    c. Check emergency generator operation
    d. Test telephones
    e. Test apparatus radios
    f. Test station radios
    g. Test station sirens
___ General Areas Needing Attention
    a. Adequate personnel, equipment, and support
    b. Survey critical areas
    c. Apparatus staging area
    d. Car pools/buses for personnel assignments
    e. Sleeping, food, and housing for personnel
    f. Establish fueling areas
    g. Relief for personnel
    h. Sanitation
    i. Housing
    j. Food
    k. Field hospitals
    l. Fuel
    m. Maintenance
    n. Security
    o. Volunteers
___ Assign fire and rescue units to conduct damage survey of the following areas.
    a. Hospitals
    b. Schools - if occupied
    c. Theaters - if occupied
    d. Large manufacturing plants
    e. Economical, essential industries
    f. Chemical plants
    g. Petroleum facilities
    h. Water system
    i. Major shopping centers
    j. Public assemblies - general
    k. Major apartment complexes
    l. Condition of roadways, etc.
    m. General condition of the city

    ___ Maintain close liaison with city/county emergency command and control.
    ___ Maintain watch for looters and report incidents to police.

Post-Earthquake Period

    ___ Prioritize station and apparatus repairs.
    ___ Schedule personnel shifts to permit personal repairs and reconstruction of homes.
    ___ Establish secondary damage assessment program using first due companies to inspect damage not surveyed in primary survey.
    ___ Establish follow-up fire safety inspection to correct existing deficiencies.
    ___ Develop a plan for implementing fire codes, fire engineering in newly-constructed or reconstructed buildings.
    ___ Develop inspection program for remodeling, renovation projects.
    ___ Critique fire and rescue operations.

12.6 Drought Checklist

Definition

A drought is a prolonged period of dryness which may pose extreme fire protection problems for both urban and rural fire departments. The following checklist provides suggested guidelines for developing a drought disaster plan.

Pre-Drought Period

    ___ Develop definitions of fire danger ratings, e.g., high, moderate, low. Check with forest service, weather bureau for local variations in terms.
    ___ Develop standard operating procedures for posting fire watches.
    ___ Check local fire ordinances for authority to ban open burning, cross-country motorcycle and off-road vehicle travel, open flame, camp fires, etc.
    ___ As the fire chief, have the authority and a system to implement immediate emergency ordinances for fire prevention.
    ___ Work out mutual aid agreement with water transport companies and vehicles.
    ___ Work out agreements with water department to determine minimum fire flow requirements during peak usage levels.
    ___ Prepare press releases, film clips, public information releases for news media on fire safety.
    ___ Inspect fire breaks for clearance.
    ___ Inspect access roads.
    ___ Inspect portable drafting tanks.
    ___ Train personnel on drafting operations.

Drought Period

    ___ Implement emergency ordinances banning open burning, off-road vehicle travel.
    ___ Implement fire patrols in high-risk areas.
    ___ Use strategic observation points.

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___ Implement public fire safety announcements.
___ Ban water use for unnecessary functions, e.g., watering lawns, washing automobiles, hydrants for recreation.
___ Increase fire apparatus response to high-risk areas. Respond with water tankers when necessary.

12.7 Blizzard/Winter Storm Checklist

Pre-Storm Season Preparations

___ Organize snowmobile and ski emergency rescue and medical teams.
___ Contact the National Weather Service and establish definitions, especially "heavy snow warnings" and "cold wave warnings" that pertain to the area.
___ Provide local media with winter storm fire safety rules, winter automobile travel considerations, etc.
___ Reaffirm mutual aid agreements with other agencies such as ski patrols, Civil Air Patrol, amateur radio operators, four-wheel drive vehicle owners, farmers with tractors, contract snow removal.
___ Check telephone numbers and addresses of persons included in the previous guidelines.
___ Determine locations and amounts of snow fencing, sand, salt, containers, snow shovels, and install and service as required.
___ Designate and place markers for plowing parking lots, driveways, fire hydrants, life occupancy dwellings.
___ Develop newspaper articles, press releases, video tapes for the media on fire safety, heart attack, exposure, clearing hydrants, etc.
___ Inventory snow tires, chains, shovels, anti-freeze, oil and gasoline, and stock as necessary.
___ Review standard operating procedures for recall, placing chains on vehicle tires, tactics, etc. Update as required.
___ Check on hydrant maintenance.

Storm Warning Period

___ Check protective clothing: ear protection, gloves, socks, sweatshirts, face protection (ski masks), salves and ointments for frostbite. Maintain extra equipment.
___ Warn personnel about signs of frostbite and exposure.
___ Encourage plenty of rest, offer flu shots to avoid absenteeism.
___ Have personnel prepare their personal affairs, e.g., make sure family has heating oil, gas, food is stocked, automobiles are winterized.
___ Place sand, snow shovels, extra de-icing fluid (also in spray cans) on apparatus.
___ Drain pumps, booster lines (train on priming).
___ Check all marking lights on apparatus.
___ Add moisture evaporative to mixture in fuel tanks.
___ Scheduled training should include winter pumping, priming, cold weather first aid.
___ Arrange for extra food in the station.

Storm Period

___ Obtain only official information on highway and street closings and immediately pass information to the personnel.

___ Rotate personnel from emergency scenes to lessen fatigue, tension, flare-up of tempers.

___ Change work schedules to fit needs.

___ Stay abreast of weather forecasts.

___ Adopt double response patterns.

___ Obtain four-wheel drive vehicles as necessary. (Consider using farm vehicles).

___ Arrange for snow plow response to all scenes - furnish them with a portable radio.

___ Run an engine company with an ambulance.

___ Have off-duty personnel bring extra food, clothing for prolonged stay.

___ Staff stations with extra personnel.

___ Issue public assistance requests for clearing hydrants.

___ Place sleds/toboggans on apparatus for use with stokes liter.

___ Get police approval for use of snowmobiles on streets and sidewalks.

___ Be alert for excess snow accumulation and possible collapse of roofs, buildings. Caution citizens of hazards associated with clearing roofs.

___ Drive with headlights on at all times.

___ Check for drifts against exit doors.

___ Check for blocked fire lanes, plowed-over post indicator valves, standpipe connections.

___ Check tire pressures. (Tire pressure decreases with cold weather.)

___ Drain accumulated condensation from air brake system at beginning of cold weather and check periodically.

Thawing Period

___ Check portable pumps.

___ Develop pumping task forces.

___ Check boots for holes.

___ Train for flooding, water rescue, ice rescue.

___ Review flood disaster plan, standard operating procedures.

12.8   Transportation Accident Checklist

Pre-Disaster Period

___ Conduct hazard analysis by surveying:
   a. Types of transportation in the jurisdiction
      1) Aircraft
      2) Boat/Ship
      3) Passenger Train
      4) Subway
      5) Bus

b. Examine transportation routes
   1) Aircraft flight patterns
   2) Aircraft final approach patterns to local airports
   3) Train routes, track locations
   4) Bus travel routes; consider school buses and through traffic
   5) Shipping lanes, barge traffic, canals
c. Check transportation accident records to determine most frequent accident areas. Consult police department records, Federal Railroad Administration, U.S. Coast Guard Port Commander, Federal Aviation Administration.

___ Establish areas most likely to have a transportation disaster.
___ Examine fire department resources available for responding to a potential transportation disaster.
Consider:
   a. Triage, emergency medical supplies for mass casualty (will there be enough to treat 100 to 500 passengers?)
   b. Morgue capabilities, body markers, tags, bags
   c. Special extrication equipment
   d. Underwater rescue capabilities
   e. Breathing apparatus capable of subway rescue, e.g., 45 to 60 minutes
   f. Communications for long-term field operation
___ Develop special operations plans as necessary for individual disaster types. Stress command post operations, communications, triage, and mutual aid.

Disaster Period

Implement disaster plan and conduct normal fire and rescue functions and adapt as the situation requires.

___ Establish clearly marked command post.
___ Establish necessary communications links with support agencies.
___ Implement triage, emergency medical operations plan.
___ Establish well-controlled perimeter and restrict unauthorized entry.
___ Preserve evidence for National Transportation Safety Board, U.S. Coast Guard, Federal Aviation investigators.
___ Hold briefings for the media on a regular basis. Implement a plan for a one-time tour of the accident scene.
___ Establish staging areas for mutual aid companies, helicopters, etc.
___ Maintain good field records (see appendix 1.), keep track of expenses, overtime, belongings of survivors, body part locations, etc.
___ Implement a body recovery plan for fatalities.
Consider:
   a. Additional body bags
   b. Markers for body location, personal identification, investigation, morgue location
   c. Temporary morgues, e.g., refrigerated vehicles, closed areas
   d. Insect spray at the accident site during summer months

Post-Disaster Operations

___ Evaluate supply levels and resupply as necessary.
___ Hold a debriefing for fire and rescue personnel. Make psychological counseling available for personnel.
___ Critique operations and develop recommendations for improvement.

12.9 Hazardous Materials Accident Checklist

Pre-Disaster Period

___ Conduct hazard analysis. Survey:
   a. Transportation modes
      1. Air
      2. Rail
      3. Water
      4. Pipeline
   b. Fixed facilities
      1. Factories
      2. Bulk storage
      3. Shipping and transfer
___ Conduct a survey of hazardous materials:
   a. Location
   b. Type
   c. Quantity
___ Evaluate resources available for dealing with specific locations and classes (flammable gases, corrosives, etc.) of hazardous materials.
___ Refer to transportation checklist for suggested surveys of transportation modes.
___ Determine deficiencies in individual department operating procedures.
___ Develop hazardous materials training program.
___ Develop standard operating procedures for hazardous materials incidents.
___ Establish mutual aid agreements with industries for:
      a. Special fire protection
      b. Suppression protection
      c. Special container patch kits
      d. Technical experts
      e. Spill control and clean-up equipment personnel.
___ Develop pre-emergency response plans for potential transportation incidents and fixed facilities. Consider:
      a. Quantity of hazardous material involved
      b. Health problems
      c. Fire danger
      d. Reactivity with suppression agents
      e. Potential dispersion areas
      f. Life and property and environmental exposures
      g. Control/shutoff valve locations
      h. Special equipment required

Disaster Period

___ Determine the presence of hazardous materials. Consider:
  a. Transportation vehicles
  b. Dumps/waste sites
  c. Construction areas
  d. Fixed facilities

___ Estimate the potential harm to life, property and the environment. Consider:
  a. Container size
  b. Shape
  c. Pressure
  d. Quantity

___ Choose a response objective and consider options. Protect life exposure as necessary. Consider:
  a. Intervention for immediate life-threateniing rescue, if required
  b. Withdrawal from area for identification of material involved and further assessment
  c. Total withdrawal and evacuation to an estimated safe area.

___ Identity the material involved. Look for:
  a. Use levels
    1) Industrial sites (higher concentration potential)
    2) Home use (weaker concentrations)
  b. Containers
    1) Sizes
    2) Shapes
    3) Configurations
  c. Container marking systems
    1) Special color codings
    2) Placards/labels (D.O.T., NFPA 704, United Nations Number)
    3) Stenciled tank identification numbers.
    4) Company signs, product names
  d. Documents
    1) Waybill
    2) Consist
    3) Invoices
    4) Supply/Stock Inventory Lists

___ Contact manufacturer, shipper, etc., as required [by contacting the Chemical Transportation Emergency Center (CHEMTREC 800-424-9300)].

___ Re-evaluate emergency with new information.

___ Monitor progress throughout the incident.

Post-Disaster Period

___ Conduct medical evaluation of personnel as necessary.

___ Evaluate resources, inventory supplies, equipment damage.

___ Critique emergency operations.

___ Review, revise, and update standard operating procedures, disaster plan, mutual aid agreements as required.

___ Implement training program for correcting deficiencies.

12.10 Civil Disturbance Checklist

The following important points should be considered in developing plans for civil disturbance operations.

Fire Problems

___ Police problems should be watched closely for possible development into fire problems.

___ Time interval between police and fire problems may be a matter of an hour or days.

___ Helicopters or small planes are effective in evaluating the dimensions and direction of the fire problem. Activate plans for their use.

Command Posts and Staging Areas

___ Number required based on local fire problem(s).

___ Define probable command post areas in advance.

___ Site selection based on:
  a. Ample parking space
  b. Wide roads for manuevering
  c. Accessibility
  d. Communications capabilities
  e. Living accommodations
  f. Cooking facilities
  g. Toilet facilities
  h. Command operations rooms
  i. Secure area
  j. Near trouble areas
  k. Fuel dispensing facilities
  l. Mechanical repair facilities

Communications

___ Prepare communications plan and determine where supplementary communications are available. Civil Defense may be helpful.

___ Obtain extra portable radio units. These are at a premium at such times.

___ Inform all personnel of any special signals to be employed to designate civil disturbance.

___ Keep one radio channel clear for operational command purposes. If supplementary channels are not available presently, start a program to obtain them.

___ Messages must be screened and those of extreme importance should be transmitted by telephone (not radio) for security reasons.

___ A system of hand signals should be used by department officers to direct fire fighters.

Personnel

Relief and Food

__ Plan for relief of crews on a regular basis to avoid personnel fatigue.

__ Do not overlook local authorities. They probably can be of great assistance.

Recall

__ Plan for speedy recall of off-duty personnel and a staffing schedule for splitting two-piece companies and activating reserve apparatus.

__ Plan for re-assignment of personnel in salvage companies, etc., that might be unnecessary during such times.

Protection

__ Identify protective measures and procedures for implementation during times of tension.

__ Notify police to obtain armed guards for active units.

__ Order all personnel to wear full protective equipment, including face shields, if available.

__ Warn all personnel not to operate alone in the event of trouble; officers should pay particular attention to pump operators and fire fighters at hydrants.

__ Order all personnel and officers to wear same colored protective clothing and helmets when disorder signal is received. This includes chief officers.

__ Prepare an evacuation plan for stations in critical areas.

__ Assign an emergency medical technician or a fire fighter with good first-aid knowledge to each piece of apparatus.

Mutual Aid

__ Do not call mutual aid until after own personnel are recalled.

__ Advise all mutual aid companies that may be called of impending plans and their places in those plans.
   a. Type of equipment which may be needed.
   b. Double staffing for units to provide for relief.
   c. Location for response to convoy directions.

__ Advise mutual aid companies where to assemble in convoys for later response to pre-determined assembly areas.

Operations

__ Set forth on-site operational activities to be implemented if a civil disturbance emergency occurs.

__ Provide written documentation of authorities and responsibilities for key participants in the plan.

__ Provide basic guidance for gathering intelligence and activating communications necessary to make timely and effective decisions.

___ Provide maps and inventories necessary to make effective decisions and take effective action.

___ Identify priorities to be considered in local fire defense.

___ Fire service and law enforcement agencies must work together to solve the problems.

___ Frequent briefings must be held with federal, state, county, and local law enforcement agencies to keep them aware of any possible conditions that might arise.

___ Coordinate all plans with local police, sheriff, and National Guard, and jointly plan police protection for all task force units.

___ Plan a basic task force of two pumpers, one ladder, and one chief officer for operations. A third pumper may be substituted if ladder company shortage exists.

___ All task force companies immediately should remove axes, bars, nozzles, and other equipment from exterior of apparatus and place them in compartments or otherwise under cover.

___ All open cab apparatus should be protected immediately by means of shields previously prepared and in readiness.

___ Provide mutual aid and command arrangements necessary for effective fire defense.

___ Do not commit available forces until certain of need. Make certain armed guards are on hand.

___ Decide whether or not to respond to obvious false alarms.

___ Warn all officers not to respond with emergency lights or sirens where mobs are gathered.

___ Order fire station doors closed and maintain only a minimum of illumination.

___ Chief officers may have to move from one location to another because of the numbers of fires.

___ When an area is considered unsafe, fire alarms should not be answered in that area.

___ Units attacked upon responding to an alarm should leave at once.

___ Task forces should respond to, and return from, all calls as a group.

___ Use hit-and-run tactics.
  a. Task forces should attempt to knock down and black out fires as quickly as possible with heavy streams. Small fires should be attacked with preconnected lines to maintain mobility.
  b. Keep personnel together and operate as closely as possible to apparatus.
  c. Keep hose lines to minimum length.
  d. Use straight streams for best reach.
  e. Make maximum use of wagon pipes, turrets, etc. If mutual aid is required, make your call immediately.
  f. Do not overhaul or consider salvage.
  g. Never let personnel operate alone - at least two people should always be with the apparatus.
  h. When fire is blacked out, pick up and get out of the area as quickly as possible.

___ Establish policies for training personnel as necessary to cope with potential local fire threat.

12.11 Conflagration Checklist

Pre-Disaster Period

___ Conduct hazard analysis.
    a. Identify potential conflagration areas
    b. Conduct conflagration analysis
    c. Evaluate fire suppression capabilities
    d. Evaluate water supplies, fire flow capabilities

___ Establish mutual aid agreements with:
    a. Fire departments for personnel and apparatus
    b. Railroads for flat car transportation of apparatus
    c. Water tankers such as tank trucks, cement mixers
    d. Demolition teams

___ Review laws, ordinances for the authority to demolish public property in emergencies.

___ Develop drafting areas at parks, streams, lakes, swimming pools.

___ Part te in long-range planning to eliminate conflagration haza
    a. ruct fire breaks
    b. Develop fire codes for preventing conflagration hazards.

___ Develop standard operating procedures for emergency response to conflagration.

___ Survey hose thread sizes and adapt as necessary.

Conflagration Potential Period

During periods of prolonged hot, dry weather with high winds.

___ Implement "no burning" laws.
___ Increase inspections in hazard areas.
___ Use fire patrols in hazard areas.
___ Increase response levels for reported fires in hazard areas.

Conflagration Period

___ Determine fire spread potential.
___ Immediately call for additional resources as required.
___ Contact water distribution facilities to increase er supply to affected area.
___ Evacuate areas well in advance of the fire.
___ Request additional communications equipment as required.
___ Use helicopters for observations.
___ Maintain entry and exit control points.
___ Use natural fire breaks for defense lines well in advance of the fire.

Post-Conflagration Period

___ Inventory resources and restock as necessary.
___ Critique fire service operations.
___ Review, revise, and update disaster plan and standard operating procedures as required.
___ Participate in fire engineering and code review as required.

12.12 Mass Evacuation (Enemy Attack/Nuclear Incident) Checklist

I. Introduction

This checklist has been prepared for fire and rescue services that may be engaged in mass evacuations because of enemy attack or nuclear incident. With some modification, this list may be used for mass evacuation of communities threatened by technological or natural hazards.

The user should consider this checklist as a basic tool for conducting mass evacuations, rather than as a plan. Events appear in a logical sequence; however, they may be restructured to fit local needs and existing procedures.

II. Definition of Terms for Risk and Host Area

Risk Area - A pre-determined area with potential, during nuclear confrontation, of receiving a nuclear strike. This area also includes the area surrounding the target because of the direct effects of nuclear explosion (radiation, heat, and wind).

Host Area - A pre-determined area with low potential, during nuclear confrontation, of receiving a nuclear strike. This area is out of possible direct nuclear effects of an on-target strike of the risk area, but is not without risk of fallout radiation.

Preparatory Period - From time of notification until time of evacuation.
Duty - Preparation for evacuation.

Relocation (Evacuation) Period - From time of initial evacuee movement until the evacuation is complete.
Duty - Assist in evacuation.

Maintenance Period - From time evacuation is completed until time of return of evacuees.
Duty - Maintain required service level.

Relocation (Return) Period - From time of return of evacuees until time return is complete.
Duty - Assist in return of evacuees.

Gear Down (Crisis Terminated) Period - From time of return of evacuees until notification crisis is terminated.
Duty - Resume normal operations.

Attack (Time Zero) Period - From time of notification or sighting of attack until notified attack is over.
Duty - Reduce or terminate operations, take shelter.

Preparatory Period Risk and Host Area Checklist

___ Retrieve, review and adopt relocation plans to be used.
___ In cooperation with the risk community and designated officials, determine the areas that risk the chance of direct nuclear effects.

___ Coordinate planning with potential risk areas for mutual aid
operations.
___ Notify and advise fire department personnel of the situation.
___ Take inventory of all fire department resources.
___ Establish and maintain an up-to-date list of active and
auxiliary personnel.
Example: This list should include location of on and off-duty
personnel and qualifications.
___ Maintain reserve fuel supplies at maximum.
___ Prepare for shortages of water, electricity and natural gas.
Example: Preparation includes storage of bottled water,
emergency generators, and portable heaters for the station.
___ Prepare for supplying food to fire department personnel in the
case of continuous operations.
___ Obtain and train supplemental emergency operations center
personnel.
___ Review requirements for fire prevention and control.
Example: Develop new fire prevention policies, emergency ordi-
nances and fire response procedures to fit the new needs during
and after evacuation.
___ Prepare to support and assist evacuees.
___ Prepare for the handling of mass casualties.
___ Prepare for receiving and using risk area personnel and units.
___ Review fire department personnel requirements for in-place
shelter.
___ Drill fire department personnel on nuclear hazards and
protection procedures.
___ Prepare to notify evacuees, through media, of fire prevention
and how to report an emergency.

Relocation (Evacuation) Period

___ Notify and advise fire department personnel of situation.
___ Assign extra personnel to emergency operations center.
___ Assign rescue and fire equipment to cover receiving areas of
evacuees.
___ Assist law enforcement agency with traffic control as necessary.
___ Assist with reception of ambulatory evacuees.
___ Notify evacuees, through media, of fire prevention and how to
report an emergency.
___ Use arriving risk area fire department evacuee equipment and
manpower.
___ Institute new fire department prevention policies, emergency
ordinances, and modify fire department response procedures.

Maintenance Period

___ Notify and advise fire department of situation.
___ Use any arriving risk area fire department evacuee manpower and
equipment.
___ Continue modifying fire department prevention policies and
response procedures.
___ Continue notifying evacuees of how to report an emergency.

Attack (Time Zero) Period

___ Notify personnel of time until attack.
___ All operations continue.
Example: Host area is out of direct effects of nuclear strike; therefore, it should be affected only by fallout unless strike is off-target.
___ Emergency operations center notifies when attack is over.
___ All fire department units report damage.
___ Fire department units maintain operations where and when possible.
___ Notify personnel of fallout areas and contaminated areas where possible.
___ All fire department units check area for fallout and avoid contaminated areas, then report information to emergency operations center.
___ Emergency operations center recalls all personnel if possible.
___ Emergency operations center provides assistance on request to risk area.

Relocation (Return) Period

___ Notify and advise fire department personnel of situation.
___ Release supplemental risk area fire department equipment and manpower.
___ Continue modifications of fire department policies and response procedures.
___ Reassign fire and rescue equipment to cover staging areas of returning evacuees.
___ Assist law enforcement agency with traffic control as necessary.
___ Assist with the movement of ambulatory people.
___ Continue notification of evacuees of how to report an emergency.

Gear Down (Crisis Terminated) Period

___ Notify and advise fire department personnel of situation.
___ Resume normal operations.
___ Take inventory of fire department resources.
___ Assess losses or gains of resources in terms of numbers and costs.
___ Critique the operation.

Risk Area Checklist

Preparatory Period

___ Retrieve, review and adapt relocation plan to be used.
___ In cooperation with the host area and designated officials, determine the areas that risk the chance of direct nuclear effects.
___ Coordinate planning with potential host areas for mutual aid operations.
___ Notify and advise fire department personnel of the situation.
___ Take inventory of all fire department resources.

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   __ Establish and maintain an up-to-date list of active and
auxiliary personnel.
Example: This list should include location of on and off-duty
personnel and qualifications.

   __ Develop a 12-hour work schedule to be implemented. (Twelve-hour
shifts are the longest shifts advisable during an emergency of
this magnitude.)

   __ Maintain reserve fuel supplies at maximum.

   __ Prepare for shortages of water, electricity, and natural gas.
Example: Preparation includes storage of bottled water,
emergency generators and portable heaters for the station.

   __ Prepare for supplying food to fire department personnel due to
continuous operations or lack of open stores.

   __ Arrange for repairs of equipment in the station or at local
point.

   __ Obtain and train supplemental emergency operations center
personnel.

   __ Prepare to put in service backup emergency operations center.
Example: Back-up emergency operations center will take over all
operations ı the event the risk area emergency operations
center cannot function. Back-up emergency operations center
should be located at edge of risk area boundary.

   __ Review requirements for fire prevention and control.
Example: Develop new fire prevention policies, emergency
ordinances and fire response procedures to fit the new needs
during and after the time of evacuation.

   __ Prepare to support and assist evacuees.

   __ Prepare for handling of mass casualties.

   __ Determine the equipment and personnel to move to host areas with
evacuees to assist host areas.

   __ Review fire department personnel requirements for in-place
shelters and fringe of risk area shelters.
Example: A nuclear strike on target in risk area will destroy a
high percentage of fire department resources; therefore, to
reduce losses, fire department personnel and equipment should be
evacuated to shelters on edge of risk area if time permits.

   __ Drill fire department personnel on nuclear hazards and pro-
tection procedures.

   __ Notify public, through media, of fire prevention tips for
securing homes before evacuating.
Example: Instruct public, through media, of how to shut off
water, natural gas, and electrical appliances.

Relocation (Evacuation) Period

   __ Notify and advise fire department personnel of situation.

   __ Assign extra personnel to emergency operations center.

   __ Assign rescue and fire equipment to cover staging areas for
evacuation of area.

   __ Assist law enforcement agency with traffic control as necessary.

   __ Assist in evacuation of ambulatory residents.

   __ Establish and maintain a fire safety patrol with the in-service
fire department units and law enforcement units.

_____ Assign fire department personnel to strategic viewing points in area for fire watches.

_____ Institute procedure for handling transportation of sick and injured to host area hospitals.

_____ Institute procedure for handling, transportation, and storage of bodies.

Maintenance Period

_____ Notify and advise fire department of situation.

_____ Reduce manpower to normal in man emergency operations center and transfer extra manpower to emergency operations center at edge of risk area.

_____ Place back-up emergency operations center in service.

_____ Release pre-determined units and personnel to assist host areas.

_____ Establish 12-hour work shifts.

_____ Continue modifying fire department prevention policies and fire department response procedures.

_____ Assign fire department personnel to in-place shelter protection, as well as shelter protection at fringe of risk area.

_____ Arrange for regular garbage pickups for fire stations.

_____ Arrange for feeding of fire department personnel.

_____ Arrange for personal sanitation.

Attack (Time Zero) Period

_____ Notify personnel of the time until attack.

_____ All operations stop and personnel are evacuated from risk area.

_____ Risk emergency operations center evacuates to back-up emergency operations center, if no time in place shelter is taken.

_____ Fire department stations sound station warning devices if part of the Civil Defense network.

_____ Fire department personnel evacuate witn equipment to fringe of risk area shelter, if no time in place shelter is to be taken. Equipment in 2 psi (pounds per square inch) or more overpressure area is to be left outside. It has been determined that if equipment is left in buildings with potential for exposure to nuclear blast pressure of 2 psi or greater, equipment is safer left outside.

_____ Back-up emergency operations center notifies when attack is over.

_____ All fire department personnel report equipment losses.

_____ Back-up emergency operations center advises where possibility of radiation conditions exist.

_____ All fire department units check areas for fallout and avoid contaminated areas, then report information to emergency operations center.

_____ Back-up emergency operations center recalls all personnel if possible.

_____ Resume fire department operations where and when possible.

_____ Back-up emergency operations center can request assistance from host areas.

Relocation (Return) Period

___ Notify and advise fire department personnel of situation.
___ Release equipment personnel originally from risk area.
___ Reduce personnel in backup emergency operations center and
transfer extra personnel to main emergency operations center.
___ Place back-up emergency operations center out of service.
___ Return to normal work shifts.
___ Continue modification of fire department policies and response
procedures.
___ Reassign fire and rescue equipment to receiving areas of
evacuees.
___ Assist law enforcement agency with traffic control as necessary.
___ Assist with reception of ambulatory people.

Gear Down (Crisis Terminated) Period

___ Notify and advise fire department personnel of situation.
___ Resume normal operations.
___ Take inventory of fire department resources.
___ Assess losses or gains of resources in terms of numbers and cost.
___ Critique the operation.

APPENDICES

IAFC/FEMA DISASTER PLANNING SURVEY

In 1979, as part of FEMA-sponsored Disaster Preparedness Project, the IAFC conducted a survey of chiefs of individual fire departments in order to obtain information about the nature a' extent of emergency preparedness planning. The questions focused on two major areas:

- o the chiefs' perception of disaster planning problems in the community; and

- o the level and extent of fire department disaster planning.

This chapter presents highlights of the survey's results and a summary of responses to the survey questions. Readers wishing more information about the survey should refer to DISASTER PLANNING GUIDELINES FOR FIRE CHIEFS. That document contains a discussion of the survey methodology and an extensive interpretation of the findings of the research.

I. HIGHLIGHTS OF SURVEY RESULTS

FIRE CHIEFS' PERCEPTIONS OF DISASTER PLANNING PROBLEMS

- o The Emergency Preparedness Director/Coordinator:

  - The vast majority of chiefs indicated that their department's relationship with the EM director was good or very good, a finding which fails to support the commonly held belief that fire department/EM relationships are unsatisfactory. Most chiefs feel that the EM director has a good understanding of disaster-related fire and rescue issues.

  - In both planning and practice, the role of the EM director is seen as one of coordination and liaison with other agencies, rather than direction.

- o Plans Development and Disaster Preparedness:

  The major problems cited were:

  - Lack of interest by municipal officials and other agencies, both public and private;

- Inability of support agencies, such as mayor's or city mana-
  ger's office, to accept positions in the chain of command;

- Limited resources for planning;

- Inadequate cooperation with other organizations; and

- Lack of a common mutual aid radio frequency.

LEVEL AND EXTENT OF PLANNING

o Coordinated planning between fire departments and primary EM
  agencies, such as EMS and police was good.

o Planning coordination with secondary support agencies, such as
  sanitation and utilities, was poor.

o Planning coordination was also weak with non-municipal or-
  ganizations, such as the Red Cross, local hospitals, state
  agencies and local news media.

o The vast majority of departments reported mutual aid plans for
  fire and rescue services.

o Most plans clearly spelled out command and control functions,
  including legal authorities.

o Most plans included an emergency medical operations plan for
  triage, treatment and mass transportation of the injured.

o The most serious planning deficiency was the lack of fire
  service planning for large-scale evacuations.

o With respect to implementing plans, those for natural disasters
  were used more than those for man-made disasters.

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II. SUMMARY OF RESPONSES

DESCRIPTION OF RESPONDENTS

State Distribution

	RESPONSES % OF			RESPONSES % OF	
	TOTAL	NO.		TOTAL	NO.
Alaska	0.7	5	Mississippi	0.4	3
Alabama	1.0	7	Montana	0.7	5
Arkansas	0.4	3	North Carolina	2.2	16
Arizona	1.4	10	North Dakota	0.6	4
California	11.3	81	Nebraska	0.7	5
Colorado	1.4	10	New Hampshire	1.0	7
Connecticut	2.7	19	New Jersey	3.4	24
D.C.	0.1	1	New Mexico	0.8	6
Florida	4.3	31	Nevada	0.7	5
Georgia	1.0	7	New York	2.9	21
Hawaii	0.3	2	Ohio	7.6	54
Idaho	1.1	8	Oklahoma	0.8	6
Iowa	0.7	5	Oregon	2.2	16
Illinois	8.1	58	Pennsylvania	3.9	28
Indiana	1.8	13	Rhode Island	0.8	6
Kansas	2.0	14	South Carolina	1.4	10
Kentucky	0.7	5	Tennesee	1.1	8
Louisiana	1.4	10	Texas	3.2	23
Massachusetts	7.1	51	Utah	1.0	7
Maryland	1.7	12	Virginia	1.4	10
Maine	1.3	9	Washington	0.7	5
Michigan	3.6	26	Wisconsin	2.7	19
Minnesota	2.5	18	West Virginia	0.1	1
Missouri	2.4	17	Wyoming	0.4	3
			TOTAL	100%	702

Population

0 - 9,999	13.6	97
10,000-24,999	30.3	216
25,000-49,999	26.8	191
50,000-99,999	14.1	101
100,000-249,999	7.4	53
250,000-499,999	3.6	26
500,000-999,999	3.6	26
1 million plus	0.6	4

Type of Department

Fully Paid	50.1	358
Mostly Paid	19.6	140
Mostly Volunteer	16.5	118
Fully Volunteer	13.7	98

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PERSONNEL AND APPARATUS

	Number
Active personnel available for response response to emergency incidents (includes paid, volunteers, and reserves)	103,562
Emergency medical personnel (EMT, para-medic, other EMS)	31,638
Engine companies (one NFPA Class A or B pumper; two-piece engine companies should be counted as two pumpers)	7,969
Truck companies	1,847
Rescue companies (light and heavy)	928
Fire department emergency medical/ ambulance units	1,379

EMERGENCY PREPAREDNESS DIRECTOR

		Responses
		% of
	Total	Number

Are you an emergency preparedness director (or coordinator, civil defense director, or similar title), i.e., the person who is pri-marily responsible to coordinate and lead in developing civil preparedness?

YES	28.4	201
NO	71.6	507

Is the position of emergency preparedness director full-time?

YES	32.9	231
NO	67.1	471

If the emergency preparedness director is a part-time job, what is the person's full-time occupation?

Fire and rescue services	32.9	150
Mayor, city/county manager, staff	16.7	76
Law enforcement, police, sheriff	8.6	39
Retiree	8.1	37
Real estate or other sales	1.5	7
Public works or utilities	4.8	22
Skilled trades (electrician, mechanic)	3.5	16
Business persons	9.4	43
Other	14.5	66

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	Responses	
	% of	
	Total	Number

If the emergency preparedness director is employed by the fire department, what is the individual's rank?

Chief officer (chief, deputy assistant, district, battalion)	84.5	147
Operations officer (captain, lieutenant, sergeant)	5.2	9
Firefighter	2.9	5
Civilian	7.5	13

How would you rate your department's relationship with the emergency preparedness director?

Very good	66.7	459
Good	27.8	191
Poor	5.5	38

How would you describe the role of your local civil defense? (More than one choice checked.)

Planning
Directs	17.8	121
Coordinates	61.5	418
Liaison with other agencies	40.6	276
Other	9.6	482

In Practice
Direct	22.0	106
Coordinates	51.5	248
Liaison with other agencies	38.8	187
Other	11.8	57

Does your fire department conduct meetings at least once a year with local emergency preparedness director?

YES	67.8	477
NO	32.2	227

Do you feel the emergency preparedness director has the basic understanding of fire and rescue service problems as they relate to disaster planning?

YES	80.9	560
NO	19.1	132

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EMERGENCY MANAGEMENT PLANNING

As the chief for your jurisdiction, how
would you rank the need for the local
government emergency/disaster plan for:

International Crisis/Enemy Attack

		Total	Number
High priority		31.2	220
Moderate priority		40.1	283
Low priority		28.3	203

Peacetime Disasters

		Total	Number
High priority		75.5	529
Moderate priority		21.5	151
Low priority		3.0	21

Does your fire department currently maintain a
written disaster plan for:

International crisis/enemy attack	YES	44.5	309
	NO	55.5	386
Peacetime disaster	YES	80.5	562
	NO	19.5	136

Was the fire department plan developed
solely by fire department personnel?

	YES	34.2	213
	NO	65.8	410

If agencies other than the fire department
participate in the development of your plan,
identify the agencies.

Emergency preparedness/civil defense	YES	77.1	263
	NO	22.9	78
Local police	YES	78.4	240
	NO	21.6	66
State police	YES	82.6	76
	NO	17.4	16
Emergency medical services	YES	75.9	176
	NO	24.1	56
National Guard	YES	82.2	60
	NO	17.8	13

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		Responses	
		Total	% of Number
Public utilities	YES	82.2	120
	NO	17.8	26
Mayor/manager's office	YES	79.5	186
	NO	20.5	48
Water department	YES	81.6	155
	NO	18.4	35
Sanitation department	YES	83.8	109
	NO	16.2	21
American Red Cross	YES	78.6	125
	NO	21.4	34
Local Hospitals	YES	78.2	158
	NO	21.4	34
State Department of Transportation	YES	82.4	42
	NO	17.6	9
State government	YES	81.9	77
	NO	18.1	17
Local news media	YES	81.0	94
	NO	19.0	22
Military	YES	82.7	43
	NO	17.3	9
Federal agencies	YES	80.9	55
	NO	19.1	13
Other	YES	86.7	39
	NO	13.3	6

In your opinion, does your jurisdiction have
the potential for the following disasters?

Water disaster/dam burst/flash floods	YES	73.2	497
	NO	26.8	182
Earthquake/mudslides	YES	43.1	275
	NO	56.0	363
Wind storms/tornados/hurricanes	YES	84.2	577
	NO	15.8	108
Winter storms/blizzards	YES	75.2	510
	NO	24.8	168

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| | | Responses | |
| | | % of | |
		Total	Number
Drought	YES	55.5	329
	NO	44.6	265
Other natural disasters	YES	52.2	47
	NO	47.8	43
Enemy attack	YES	59.4	373
	NO	40.6	255
Nuclear incident	YES	61.6	393
	NO	38.4	245
Hazardous materials accident	YES	93.1	637
	NO	6.9	47
Transportation accident	YES	91.2	614
	NO	8.8	59
Conflagration	YES	79.8	501
	NO	20.2	127
Other man-made disasters	YES	50.8	31
	NO	49.2	30

Does your plan specifically address:

Mutual aid for fire and rescue services	YES	93.6	627
	NO	6..4	43
The chain of command for all levels in a disaster	YES	88.6	5'.3
	NO	11.4	74
An EMS plan for triage, treatment and mass transportation of injured	YES	83.6	546
	NO	16.4	107
Partial evacuations/temporary relocations	YES	77.2	498
	NO	22.8	147
Total evacuations	YES	40.9	257
	NO	59.1	372
Legal authority for individuals/agencies to command disaster operation	YES	83.7	522
	NO	16.3	102

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| | | Responses | |
| | | % of Total | Number |

Have you used your disaster plan during
classroom training exercises for:

		% of Total	Number
Simulated enemy attack	YES	17.9	112
	NO	82.1	513
Simulated peacetime disaster	YES	69.2	457
	NO	30.8	203

Have you implemented your plan on a "live"
training exercise within the past five
years?

	YES	64.4	438
	NO	35.6	242

Have you implemented your plan during an
actual disaster within the past five years?

	YES	40.4	298
	NO	56.0	379

If your plan has been activated within
the last five years, indicate what type
of disaster: (Percentages of total response)

Water disaster	41.2	Earth movement	3.9
Winter blizzard	57.5	Wind storm	37.7
Drought	1.6	Other natural	11.7
Hazardous materials transportation	44.7	Hazardous materials fixed facility	27.4
Other transportation	31.6	Conflagration	22.6
Other man-made	13.2		

Did the use of the plan during one of the
above disasters result in its being updated?

	YES	71.8	275
	NO	28.2	108

When was the last time your plan was re-
viewed by the fire department for necessary
changes or revisions?

Within the last year	59.8	368
Two to three years ago	24.9	153
Three to five years ago	7.0	43
More than five years ago	8.3	51

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Would you be willing to share your disaster
planning knowledge and information with
other fire chiefs who have similar
problems?

| | Responses | |
| | % of | |
	Total	Number
YES	98.6	570
NO	1.4	8

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APPENDIX B

SELECTED EMERGENCY MANAGEMENT RESOURCES*

FEDERAL RESOURCES

AGENCY	AREA OF EXPERTISE
Federal Emergency Management Agency 500 C Street, S.W. Washington, D.C. 20472 (202) 287-0565	Emergency Management
National Emergency Training Center National Fire Academy Emmitsburg, MD 21727 (800) 638-9600	Fire Training, Mass Casualties, Hazardous Materials, Training, Planning
Norfolk Naval Shipyard Code 870 Portsmouth, VA 23709 (804) 393-3335	Military Shipboard Fires, and Training
Uniformed Services University of the Health Sciences Room 2060 4301 Jones Bridge Road Bethesda, MD 20814 (301) 295-3722	Hazardous Materials, Training, Emergency Medical Services
Office of Assistant Secretary of Defense (Health Affairs) Room 3E279 Pentagon Washington, DC 20301 (202) 694-4157 (202) 694-1418	Mass Casualties, Hazardous Materials, Biological and Chemical Agents, International Health, Disaster Preparedness, Medical Readiness, Resource Identification

NATURAL DISASTERS

National Weather Service Room 504 8060 Thirteenth Street Silver Springs, MD 20910 (301) 427-7658	Floods
National Hurricane Center 1320 South Dixie Highway Coral Gables, FL 33146 (305) 666-4612	Hurricanes (Atlantic Coast)

* Adapted from Formulating Public Policy in Emergency Management Course Book and Resource Manual for Public Officials, FEMA Emergency Management Institute, Fall 1983.

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AGENCY	AREA OF EXPERTISE
	MASS CASUALTIES

National Severe Storms   Tornadoes
  Forecast Center (NSSFC)
601 East Twelfth Street
Kansas City, MO 64106
(816) 374-3427

Office of International Health   Planning, Evaluation
Health Services Administration   International Health
U.S. Public Health Service   Hospital Disaster
Rockville, MD 20857   Preparedness
(301) 443-6152

Academy of Health Sciences   Training
Fort Sam Houston, TX 78234
(512) 221-4325

Headquarters, Brook Army   Planning, Training
  Medical Center   and Education
Fort Sam Houston, TX 78234
(512) 221-5288
(512) 221-3017

National Institute of Mental   Research grants to states
  Health   for crisis counseling
Center for Mental Health
  Studies of Emergencies
5600 Fishers Lane, Room 6C12
Rockville, MD 20857
(301) 443-1910

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STATE LISTING

STATE	AGENCY	AREAS OF EXPERTISE
Alabama	Alabama State Fire College 2015 McFarland Boulevard Tuscaloosa, AL 35401 (205) 348-5241	Fire Training
	Fire Marshal's Office 445 South McDonough Street Montgomery, AL 36130 (205) 832-5844	Fire Training and Investigation

HAZARDOUS MATERIALS

	Division of Solid and Hazardous Waste Alabama Department of Public Health 434 Monroe Street Montgomery, AL 36130 (205) 832-6728	Technical Assistance
	Division of Solid and Hazardous Waste P.O. Box 532 Bessemer, AL 35021 (205) 923-7171 (0) (205) 426-1864 (H)	Household Pest Control Pesticide Spray
	Industrial Maintenance Cleaning Contractors, Inc. P.O. Box 569 Bessemer, AL 35021 (205) 428-0621 (0) (205) 428-4084 (H)	Cleaning Chemicals
	Greater Mobile Industrial Association c/o Shell Chemical Company P.O. Box 525 Axis, AL 36505 (205) 675-2450, Ext. 204	Community Mutual Aid Technical Assistance
	Alabama Water Improvement Commission Public Health Services Building Montgomery, AL 36130 (205) 277-3630	Response

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STATE	AGENCY	AREAS OF EXPERTISE
	Division of Radiological Health Alabama Department of Public Health State Office Building 434 Monroe Street Montgomery, AL 36130 (205) 832-5990	Radiological Incidents Technical Assistance, Regulations
Alaska	Alaska Department of Education Office of Adult and Continuing Education Pouch F, State Office Building Juneau, AK 99811 (904) 465-4685	Fire Training
	State Fire Marshal Suite 11 5333 Fairbanks Street Anchorage, AK 99502 (907) 272-2406	Fire Prevention and Investigation
	Radiological Health Program Department of Health and Social Services Pouch H-01 Juneau, AK 99811 (907) 465-3019	Radiological Incidents Technical Assistance Regulations
Arizona	Office of State Fire Marshal P.O. Box 19070 1601 West Jefferson Street Phoenix, AZ 85005 (602) 255-5062	Fire Training, Prevention and Investigation
	Phoenix Fire Department Room 465 620 West Washington Street Phoenix, AZ 85504 (602) 256-6595	Fire, hazardous materials, radiological incidents, mass casualties, training, and response
	Arizona Radiation Regulatory Agency Suite 2 925 South 52nd Street Tempe, AZ 85281 (602) 765-4845	Radiological incidents, Technical Assistance Regulations
		HAZARDOUS MATERIALS
	Tucson Fire Department P.O. Box 27210 Tucson, AZ 85720 (602) 791-4511	Training

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	Arizona Corporation Commission 1200 West Washington Street Phoenix, AZ 85007 (602) 255-3316	Technical Assistance
	Overleys, Inc. 650 West Southern Avenue Mesa, AZ 85202 (602) 962-6638	Transportation and Waste Cleanup
	Center for Professional Development College of Engineering and Applied Sciences Arizona State University Tempe, AZ 85287 (602) 965-1740	Mass casualties Training Programs
	Tucson Airport Authority Tucson International Airport Tucson, AZ 85706 (602) 294-3411	Aviation Accidents
Arkansas	Arkansas Fire Academy P.O. Box 3048 East Camden, AR 71701 (501) 574-1521	Fire Training
	State Fire Marshal 3 Natural Research Drive P.O. Box 5901 Little Rock, AR 72215 (501) 224-3103	Fire Prevention and Investigation
	Office of Emergency Services Civic Center 200 East Eighth Street Pine Bluff, AR 71601 (501) 535-5649	Radiological Incidents Technical Assistance
	Division of Environmental Health Protection Bureau of Environmental Health Services Arkansas Department of Health 4815 West Markham Street Little Rock, AR 72201 (501) 661-2301	Hazardous materials, Radiological incidents, Technical Assistance
	Energy Systems Company P.O. Box 1975 El Dorado, AR 71730 (501) 863-7173	Hazardous materials, Technical Assistance

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California	Office of Emergency Services P.O. Box 9577 Sacramento, CA 95832 (916) 427-4285	Hazardous materials, radiological incidents, mass casualties, fire, man-made and natural disasters, planning, technical, assistance, response, & training
	California Specialized Training Institute P.O. Box G Camp San Luis Obispo, CA 93406 (805) 544-7100	Man-made and natural disasters Training Programs
	Office of State Fire Marshal Suite 800 7171 Bowling Drive Sacramento, CA 95823 (916) 427-4199	Fire Prevention suppres- sion, Investigation & Training
	Los Angeles Fire Department 200 North Main Street Los Angeles, CA 90012 (213) 485-6100	Hazardous materials, mass casualties, training, planning, and response
	Ryland Research, Inc. 5290 Overpass Road, Suite 231 Santa Barbara, CA 93111 (805) 967-2339	Analysis, Planning, Training, and Research Assistance

HAZARDOUS MATERIALS

	San Francisco Fire Department 260 Golden Gate Avenue San Francisco, CA 94102 (415) 861-8000, Ext. 341	Training, response
	Apartment 301 380 Esplanada Pacifica, CA 94044 (415) 359-1592	Technical Assistance
	South County Industrial Emergency Council c/o South County Fire District 666 Elm Street San Carlos, CA 94070 (415) 578-8011, Ext. 41	Training, Regional Coordination
	Gary A. Tompkins and Associates 235 West McArthur Boulevard Oakland, CA 94611 (415) 652-5115	Technical Assistance

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	San Clemente Fire Department 100 Avenida Presidio San Clemente, CA 92672 (714) 492-5105	Planning, Training, Response
	Sacramento Fire Department Room 3 Response 915 I Street Sacramento, CA 95814 (916) 449-5266	Training

MASS CASUALTIES

	Suite 305 5469 Kearny Villa Road San Diego, CA 92123 (714) 268-0851	Psychological Impact of Large-Scale Disasters
	University Safety Office (STO) University of Southern California University Park Los Angeles, CA 90007 (213) 743-6443	Planning
	Contra Costa County Consolidated Fire District 2010 Geary Road Pleasant Hill, CA 94523 (415) 939-3400	Training Response
	Aviation Safety Consultants 26901 Beatrice Lane Los Altos Hills, CA 94022 (415) 941-1299	Planning, Aviation Accidents
	Emergency Medical Services Authority 1600 9th Street Sacramento, CA 95814 (916) 322-2300	Technical Assistance, Regulations, Response and Planning
	Radiologic Health Section State Department of Health Services 714 P Street Sacramento, CA 95814 (916) 322-2073	Radiological incidents Technical Assistance Regulations
Colorado	Colorado Department of Health 4210 East Eleventh Avenue Denver, CO 80220 (303) 320-8333	Radiological Incidents, Hazardous materials, Technical Assistance, Regulations, Reactor Emergency Response Training

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	Division of Disaster and Emergency Services Camp George West Golden, CO 80401 (303) 279-2511, Ext. 242	Radiological Incidents, Hazardous materials, Technical Assistance
	Aviation Safety Consultants 31218 King Valley West Conifer, CO 80433 (303) 838-5000	Mass Casualties, Planning, Aviation Accidents
	Fire Service Training State of Colorado 12600 West Sixth Avenue Golden, CO 80401 (303) 988-6160, Ext. 320	Fire Training
	Colorado Search and Rescue 2415 East Maplewood Avenue Littleton, CO 80121 (303) 798-2438 (303) 794-2304	Natural Disasters, Training, Response, Risk Analysis
	Natural Hazards Research and Applications Information Center Institute of Behavioral Science No. 6 Campus Box 482 University of Colorado Boulder, CO 80309 (303) 492-6818	Information Clearinghouse

HAZADOUS MATERIALS

	Colorado Training Institute 1001 East 62nd Avenue Denver, CO 80216 (303) 289-4891	Training Programs
	Training Division Colorado Highway Patrol 1500 Golden Road Golden, CO 80401 (303) 279-2511	Training
	Bureau of Fire Prevention Denver Fire Department 745 West Colfax Avenue Denver, CO 80204 (303) 575-5522	Training Response
Connecticut	Bureau of State Fire Marshal 294 Colony Street Meriden, CT 06450 (203) 238-6623	Fire Prevention, Investigation

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	George Luther 294 Colony Street Meriden, CT 06450 (203) 238-6587	Fire Training
	Radiation Control Department of Environmental Protection State Office Building Hartford, CT 06115 (203) 566-5668	Radiological incidents, Technical Assistance, Regulations

MASS CASUALTIES

	North Central Connecticut
	  Emergency Medical Services
	  Council, Inc.
	999 Asylum Avenue
	Hartford, CT 06105
	(203) 522-9111
		Planning, Training,
		Evaluation

	Central Connecticut State College 1615 Stanley Street New Britain, CT 06050 (203) 827-7230 (203) 827-7210	Training and Education Risk Analysis
Delaware	Delaware State Fire School Rural Delivery 2, Box 166 Dover, DE 19901 (302) 736-4773	Fire Training
	Fire Marshal's Office P.O. Box 109 Dover, DE 19901 (302) 736-4393	Fire Prevention and Investigation
	Office of Radiological Health Division of Public Health Department of Health and Social Services Jesse S. Cooper Memorial Building Capitol Square Dover, DE 19901 (302) 736-4731	Radiological incidents, Technical Assistance Regulations
District of Columbia	Andrews Air Force Base 1776 CES-DEF Washington, DC 20331 (301) 981-4985	Fire Aircraft Firefighting
	Disaster Services American National Red Cross Washington, DC 20006 (202) 857-3722	Mass Casualties, Re- source Identification Planning, Response

American Petroleum Institute   Technical Assistance,
2101 L Street, N.W.   Risk Analysis
Washington, DC 20037
(202) 457-7000

National Agriculture Chemical   Technical Assistance
  Association   Information Referral
1155 15th Street, N.W.   Pesticide Safety Team
Washington, DC 20005   Network
(202) 296-1585

Bureau of Explosives   Training, Technical
Association of American   Assistance, Response
  Railroads
1920 L Street, N.W.
Washington, DC 20036
(202) 293-4048

District of Columbia Fire   Training
  Department   On-Scene Coordination
614 H Street, N.W.
Washington, DC 20001
(202) H02-1762

Chemical Manufacturers   Information Referral
  Association, Inc.   CHEMTREC
2501 M Street, N.W.
Washington, DC 20009
(202) 887-1100

Bureau of Occupational and   Radiological incidents,
  Institutional Hygiene   Technical Assistance,
Environmental Health   Regulations
  Administration
Department of Environmental
  Services
415 Twelfth Street, N.W.
Washington, DC 20004
(202) 724-4358

Florida   Miami Police Department   Civil Disorders
P.O. Box 016777
Miami, FL 33101
(305) 579-6573

Bureau of Fire Standards   Fire Training
  and Training
1501 S.W. Broadway
Ocala, FL 32670
(904) 732-0526

86A:5

State Fire Marshal　　　　　　　·Fire Prevention and
Gaines Street, Room 447　　　　Investigation
Laines Building
Tallahassee, FL 32301
(904) 488-8368

MASS CASUALTIES

Florida Chapter　　　　　　　　Training, Evaluation
American College of　　　　　　Risk Analysis
Emergency Physicians
Suite 420
600 Courtland Street
Orlando, FL 32804
(305) 628-4800

Lee County Disaster　　　　　　Training, Multijuris-
 Preparedness Agency　　　　　　dictional Response
P.O. Box 6926　　　　　　　　　 Coordination, Aviation
Fort Myers, FL 33901　　　　　　Accidents
(813) 335-2111

Largo Fire Department　　　　　Planning, Training
205 Cleveland Avenue, S.W.
Largo, FL 33540
(813) 581-6400

Department of Anesthesiology　 Training
University of Florida, School
of Medicine
3650 Country Club Road
Winter Haven, FL 33880
(813) 299-3965

Jacksonville Fire Department　 Training, Response
107 Market Street
Jacksonville, FL 32202
(904) 739-1862
(904) 633-5425

HAZARDOUS MATERIALS

Hazards, Inc.　　　　　　　　　 Training Programs,
Suite 231　　　　　　　　　　　 Fire and Industrial
8282 Western Way Circle
Jacksonville, FL 32216
(904) 731-3432

Safety Systems, Inc.　　　　　　Training Programs,
P.O. Box 8463　　　　　　　　　 Public Safety and
Jacksonville, FL 32239　　　　　Industrial
(904) 725-3044

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86A:5

	Bureau of Disaster Preparedness P.O. Box 1038 Jupiter, FL 33458 (305) 746-4586	Technical Assistance
	Radiological Health Program Department of Health and Rehabilitative Service Ambassador Building Suite 219 Tallahassee, FL 32301 (904) 487-2705	Technical Assistance Regulations
Georgia	State Fire Marshal's Office Martin Luther King, Jr. Drive, S.W. Altanta, GA 30334 (404) 656-2064	Fire Prevention and Investigation
	Georgia Fire Academy 1112 Clay Street Marietta, GA 30060 (404) 424-7315	Fire Training
	International Federation of Air Line Pilots Association c/o Air Line Pilots Association Suite B200 1007 Virginia Avenue Atlanta, GA 30354 (404) 763-3800 (O) (404) 767-2947 (H)	Aviation Accidents
	Southern Railway System 185 Spring Street, S.W. Atlanta, GA 30303 (404) 529-1917	Hazardous materials Training Programs
	Radiological Health Section Department of Human Resources State Office Building 47 Trinity Avenue Atlanta, GA 30334 (404) 894-5144	Radiological Incidents Technical Assistance Regulations
Hawaii	Noise and Radiation Branch Department of Health P.O. Box 3378 Honolulu, HI 96801 (808) 548-3075	Radiological Incidents Technical Assistance Regulations

86A:5

Idaho	State Fire Marshal 317 Main Street Boise, ID 83720 (208) 384-2327	Fire Prevention and Investigation
	Fire Service Training 1910 College Boulevard Boise, ID 83725 (208) 385-3303	Fire Training
	Emergency Medical Services Bureau Health Services Division Department of Health and Welfare Statehouse Boise, ID 83720 (208) 334-4245	Mass casualties, Planning
	Radiation Control Section Idaho Department of Health and Welfare Statehouse Boise, ID 83720 (208) 334-4107	Radiological incidents Technical Assistance Regulations
Illinois	Palatine Fire Department 39 East Colfax Palatine, IL 60067 (312) 359-0098	Aviation Accidents
	Abbott Laboratories Abbott Park Department 518 North Chicago, IL 60064 (312) 937-3091	Mass Casualties, Training
	Office of Radiation Safety Department of Nuclear Safety 1035 Outer Park Drive Springfield, IL 62704 (217) 546-8100	Radiological incidents Technical Assistance Regulations
	Office of the State Fire Marshal 3150 Executive Park Drive Springfield, IL 62706 (217) 785-4143	Fire Prevention and Investigation
	Illinois Fire Service Institute 301 South Wright Champaign, IL 61820 (217) 333-3800	Fire Training

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	Lisle-Woodridge Fire District 1005 School Street Lisle, IL 60532 (312) 964-2233	Man-made and natural disasters Training

HAZARDOUS MATERIALS

	Illinois Central and Gulf Railroad Company 233 North Michigan Avenue Chicago, IL 60601 (312) 565-1600, Ext. 2488	Training Programs
	Process Division, UOP, Inc. 20 UOP Plaza Des Plaines, IL 60016 (312) 391-2653 (O) (312) 437-0830 (H)	Training and Response
Indiana	State Fire Marshal, State Training Director 502 State Office Building 100 North Senate Avenue Indianapolis, IN 46204 (317) 232-2222	Fire Prevention, Investigation, and Training
	Radiological Health Section Indiana State Board of Health 1330 West Michigan Street Indianapolis, IN 46206 (317) 633-8400	Radiological Incidents Technical Assistance Regulations

MASS CASUALTIES

	Indianapolis International Airport Indianapolis Airport Authority Indianapolis, IN 46241 (317) 247-6271	Planning, Resource Identification
	Steven L. Taylor Apartment H 6717 Ramblewood Drive Fort Wayne, IN 46815 (219) 486-1239	Multimedia Exercise Simulations
Iowa	State Fire Marshal Wallace State Office Building 523 East Ninth and Grand Des Moines, IA 50319 (515) 281-5821	Fire Prevention and Investigation

Fire Service Extension Iowa State University Fire Service Building Ames, IA 50011 (515) 294-6817	Fire, Hazardous Materials, Training and Education
Iowa State University 215 Nuclear Engineering Laboratory Ames, IA 50011 (515) 294-5359	Hazardous Materials, Radiological incidents, Technical Assistance, Education

HAZARDOUS MATERIALS

The University of Iowa 423 North Hall Iowa City, IA 52242 (319) 353-5125	Industrial Hygiene Safety Hazardous Waste Management Biohazard Control
Thermal Gas of Ottumwa Brick Plant Road Box 732 Ottumwa, IA 52501 (515) 294-6817	Propane
Office of Disaster Services Hoover State Office Building Level A29 Des Moines, IA 50319 (515) 281-3231	Risk Analysis, Planning

RADIOLOGICAL INCIDENTS

Science Department Iowa Central Community College 1725 Beach Street Webster, IA 50595 (515) 832-1632	Radiological Monitoring

Radiological Health and Work
  Related Disease Section
Department of Environmental
  Quality
900 East Grand
Des Moines, IA 50319
(515) 281-8854
	Technical Assistance
	Regulations

Radiation Protection Office The University of Iowa 311 Grand Avenue Iowa City, IA 52242 (319) 353-3772	Technical Assistance

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Kansas	State Fire Marshal Mills Building, Suite 203 109 West Ninth Street Topeka, KS 66612 (913) 296-3401	Fire Prevention and Investigation
	Division of Continuing Education University of Kansas 645 New Hampshire Lawrence, KS 66044 (913) 864-4467	Fire Training
	Bureau of Radiation Control Department of Health and Environment Forbes Field, Building 740 Topeka, KS 66620 (913) 862-9360, Ext. 284	Radiological Incidents Technical Assistance Regulations
	Training Division Wichita Fire Department City Hall, Twelfth Floor 455 North Main Street Wichita, KS 67202 (316) 268-4579	Hazardous Materials, Training Response
Kentucky	Public Service Occupations Unit Twenty-First Floor Capital Plaza Tower Mero Street Frankfurt, KY 40601 (502) 564-2326	Fire Training
	Department of Housing, Buildings & Construction The 127 Building Highway 127, South Frankfurt, KY 40601 (502) 564-3626	Fire Prevention and Investigation
	Radiation Control Branch Department for Human Resources 275 East Main Street Frankfurt, KY 40621 (502) 564-3700	Radiological Incidents Technical Assistance Regulations
Louisiana	Director, Firemen Training Program Louisiana State University Pleasant Hall Baton Rouge, LA 70803 (504) 766-0600	Fire Training

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	State Fire Marshal 325 Loyola Avenue New Orleans, LA 70112 (504) 568-5500	Fire Prevention and Investigation
	Nuclear Energy Division State Department of Natural Resources P.O. Box 14690 Baton Rouge, LA 70804 (504) 925-4518	Radiological Incidents Technical Assistance Regulations
Maine	Department of Public Safety 99 Western Avenue Augusta, ME 04333 (207) 289-2481	Fire Prevention and Investigation
	Fire Service Training Education Building, Station 23 Augusta, ME 04333 (207) 289-3367	Fire Training
	Radiological Health Program Department of Human Services 157 Capitol Street Augusta, ME 04333	Fire Training Technical Assistance Regulations
Maryland	Maryland Fire and Rescue Institute University of Maryland College Park, MD 20472 (301) 454-2416	Fire, Mass Casualties, Training, & Planning
	State Fire Marshal 301 West Preston Street Room 1010 Baltimore, MD 21201 (301) 383-2520	Fire Prevention and Investigation
	National Emergency Training Center National Fire Academy Emmitsburg, MD 21727 (800) 683-9600	Fire Training, Mass Casualties, Hazardous Materials, Training, Planning
		HAZARDOUS MATERIALS
	Office of the State Fire Marshal 34 North Philadelphia Blvd. Aberdeen, MC 21001 (301) 272-4650	Technical Assistance Response

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Maryland Water Resources Administration Tawes State Office Building Taylor Avenue Annapolis, MD 21401 (301) 251-2443	Oil Spills Training Response Technical Assistance	

Anne Arundel County Fire Department
P.O. Box 276
Millersville, MD 21108
(301) 768-8723

Training
Response

Hazardous Materials Safety
915 Cindy Lane
Westminster, MD 21157
(301) 876-6948

Training, On-Scene
Coordination

Rockville Volunteer Fire Department
380 Hungerford Drive
Rockville, MD 20850
(703) 750-4232 (O)
(703) 762-2080 (H)

Propane and Natural
Gas, Response

MASS CASUALTIES

F.T. Barranco, M.D.
600 West Northern Parkway
Baltimore, MD 21210
(301) 323-4343

Training and Education
Protocols
Medical Control

Maryland Institute for Emergency Medical Services Systems
22 South Greene Street
Baltimore, MD 21201
(301) 528-5085

Planning, Training
and Education

Montgomery County Fire and Rescue Services
10025 Darnestown Road
Rockville, MD 20850
(301) 279-1836

Mass Casualties,
Hazardous materials,
Response and Evalluation

Division of Radiation Control
Department of Health and Mental Hygiene
O'Conor Office Building
201 West Preston Street
Baltimore, MD 21201
(301)0 383-2744

Radiological Incidents,
Technical Assistance,
Regulations

Massachusetts   Massachusetts Firefighting Academy
59 Horsepond Road
Sudbury, MA 01776
(617) 443-8926

Fire Training

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	Department of Public Safety 1010 Commonwealth Avenue Boston, MA 02215 (617) 566-4500	Fire Prevention and Investigation
	Manager of Public Safety Logan International Airport Boston, MA 02128 (617) 482-2930, Ext. 398	Mass Casualties, Training, Planning, Response

HAZARDOUS MATERIALS

	Boston Fire Department 115 South Hampton Street Boston, MA 02118 (617) 442-8000	Procedures, Technical Assistance
	Boston and Maine Corporation North Billerica, MA 01862 (617) 667-8100	Response
	Boston and Maine Corporation River Road East Deerfield, MA 013' (413) 772-6448	Response

RADIOLOGICAL INCIDENTS

	Brigham and Women's Hospital 75 Frances Street Boston, MA 02115 (617) 732-2184	Training, Planning, Hospital Radiological Response
	Massachusetts Department of Public Health 600 Washington Street Boston, MA 02111 (617) 727-2660	Technical Assistance Regulations
Michigan	Michigan Firefighters Training Council 7150 Harris Drive Lansing, MI 48913 (517) 322-1922	Fire Training
	Department of State Police 7150 Harris Drive Lansing, MI 48913 (517) 322-1924	Fire Prevention and Investigation
	C.O. Hutchenreuther 1000 Knollwood Court Midland, MI 48640 (517) 835-5233	Hazardous Materials, Teechnical Assistance

86A:5

School of Public Health
University of Michigan
Ann Arbor, MI 48109
(313) 764-0523

Radiation Emergency
  Management
Technical Assistance

Radiological Services Department
Consumer Power Company
1945 West Parnall Road
Jackson, MI 49201
(517) 788-2440

Nuclear Reactor Planning
Transportation
Emergency Medical Services

Property Detection Department
Consumers Power Company
212 West Michigan Avenue
Jackson, MI 49201
(517) 788-2485

Training, Fire

Division of Radiological Health
Department of Public Health
3500 North Logan Street
P.O. Box 30035
Lansing, MI 48909
(517) 373-1578

Technical Assistance,
Regulations

Minnesota

Minnesota Fire/Rescue Service
  Training
Minnesota Department of Education
Capitol Square Building
Room 533
550 Cedar Street
St. Paul, MN 55101
(612) 296-6516

Fire Training

State Fire Marshal
1246 University Avenue
St. Paul, MN 55104
(612) 296-7641

Fire Prevention and
Investigation

RADIOLOGICAL INCIDENTS

Section of Radiation Control
Minnesota Department of Health
717 Delaware Street, S.E.
Minneapolis, MN 55440

Technical Assistance
Regulations

Director of Fire Training
Minnegasco
Minneapolis, MN 55454
(612) 372-5022

Training, Planning

HAZARDOUS MATERIALS

Burlington, Northern Railroad
176 East Fifth Street
St. Paul, MN 55101
(612) 298-7416

Response

	St. Paul Department of Fire and Safety Services 101 East Tenth Street St. Paul, MN 55101 (612) 224-7811	Training, Response
	Soo Line Railroad P.O. Box 530 Minneaapolis, MN 55440 (612) 332-1261, Ext. 404	Planning, Training
Mississippi	Harrison County Civil Defense P.O. Box 68 Gulfport, MS 39501 (601) 864-3843	Natural disasters, Hazardous materials, Multijurisdictional Response Plans Hurricanes
	State Fire Marshal P.O. Box 79 Walter Sillers Building Jackson, MS 39205 (601) 354-7711	Fire Prevention and Investigation
	State Fire Academy Route 10, Box 295 Jackson, MS 39208 (601) 932-2444	Fire Training
	Division of Radiological Health State Board of Health Felix J. Underwood Building P.O. Box 1700 Jackson, MS 39205 (601) 354-6657	Radiological Incidents Technical Assistance, Regulations
Missouri	Missouri State Fire Marshal's Office 621 East Capitol P.O. Box 844 Jefferson City, MO 65102 (314) 751-2930	Fire Prevention and Investigation
	Coordinator, Fire Service Training 1001 Ashland Gravel Road Columbia, MO 65211 (314) 882-4735	Fire Training

HAZARDOUS MATERIALS

| | Agriculture Chemical Division
Mobay Chemical Corporation
P.O. Box 4913
Kansas City, MO 64120
(816) 242-2000
(816) 242-2582 | Technical Assistance
Response |

Penn Valley Community College 3201 Southwest Trafficway Kansas City, MO 64111 (816) 932-7649	Training and Education	
Springfield Fire Department 235 North Kimbrough Avenue Springfield, MO 65804 (417) 864-1046	Training and Response	
Bureau of Radiological Health Division of Health Department of Social Services 1511 Christy Lane P.O. Box 570 Jefferson City, MO 65101 (314) 751-2713	Radiological, Technical Assistance, Regulations	
Lee's Summit Fire Department 207 South Douglas Street Lee's Summit, MO 64063 (813) 251-2360	Radiological: Monitoring, Multimedia Programs, Response, Training, Manmade disaster: Special Rope and Rescue, Amusement Parks, Cliff Rescue	

MASS CASUALTIES

Kansas City Area Hospital Association 4420 Madison Kansas City, MO 64111 (816) 531-5969	Hospital Planning,	
Mid-America Regional Council Emergency Rescue (MARCER) 21 West North Street Kansas City, MO 64105 (816) 474-4240	Disaster Planning Response	

Montana	Montana Fire Service Training School 2100 16th Avenue, South Great Falls, MT 59405 (406) 761-7885	Fire Training
	Fire Marshal Bureau 1409 Helena Bureau Helena, MT 59601 (406) 449-2050	Fire Prevention and Investigation
	Occupational Health Bureau Department of Health and Environmental Sciences Cogswell Building Helena, MT 59601 (406) 449-3671	Radiological, Technical Assistance, Regulations

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Nebraska	State Fire Marshal 301 Centennial Mall, South Lincoln, NE 68509 (402) 471-2027	Fire Prevention and Investigation
	Nebraska Fire Service 3721 West Cuming Lincoln, NE 68524 (402) 471-2803	Fire Training
	Nebraska Forest Service 1318 Central Avenue Nebraska City, NE 68410 (402) 472-6632 (O) (402) 873-9200 (H)	Fire Wildland Fires
	Division of Radiological Health Department of Health 301 Centennial Mall, South P.O. Box 95007 Lincoln, NE 68509 (402) 471-2168	Radiological incidents, Technical Assistance, Regulations
	Union Pacific Railroad 1416 Dodge Street Omaha, NE 68179 (402) 271-3313	Hazardous Materials, Training
Nevada	State Fire Marshal 1923 North Carson Street Suite 236 Carson City, NV 98701 (702) 885-4290	Fire Prevention and Investigation
	University of Nevada-Reno Building 370 - STEAD Reno, NV 89507 (702) 972-0785	Fire Training
	Las Vegas Fire Department 400 East Stewart Avenue Las Vegas, NV 89101 (702) 386-6376	Mass Casualties Training
	Radiological Health Section Health Division State Department of Human Resources 505 East King Street Carson City, NV 89710 (702) 885-4740	Radiological Incidents, Technical Assistance, Regulations

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New Hampshire	New Hampshire Fire Service Training, Education & Research 105 Loudoun Road, Building 3 Concord, NH 03301 (603) 271-2661	Fire Training
	New Hampshire Department of Public Safety Hazen Drive Concord, NH 03301 (603) 271-3336	Fire Prevention and Investigation
	Concord Fire Department 17 South Fruit Street Concord, NH 03301 (603) 244-0389	Mass Casualties, Planning, Training
	Bureau of Environmental Health Division of Public Health State Department of Health and Welfare P.O. Box 148 Concord, NH 03301 (603) 271-4587	Radiological Incidents, Technical Assistance, Regulations
New Jersey	New Jersey State Safety Council New Jersey State College Suite 820 50 Park Place Newark, NJ 07102 (201) 642-3123	Fire Training
	Department of Law and Public Safety Division of State Police State House, First Floor Trenton, NJ 08625 (609) 292-3730	Fire Prevention and Investigation
	Chemical Leaman Tank Lines P.O. Box 251 Bridgeport, NJ 08014 (609) 467-1111	Hazardous Materials, Training, Response
	Division of Environmental Quality Department of Environmental Protection 380 Scotch Road Trenton, NJ 08628 (609) 292-5586	Radiological Incidents, Technical Assistance, Regulations
	ACT Foundation P.O. Box 911 Basking Ridge, NJ 07920 (201) 766-2273	Mass Casualties, Planning, Resource, Identification

New Mexico	State Fire Marshal P.E.R.A. Building P.O. Drawer 1269 Santa Fe, NM 87501 (505) 827-2238	Fire Training
	P.E.R.A. Building P.O. Drawer 1269 Santa Fe, NM 87501 (505) 827-2357	Fire Prevention and Investigation

	Environmental Improvement
	   Division
	Department of Health and
	   Environment
	P.O. Box 968
	Santa Fe, NM 87503
	(505) 827-5271
		Radiological Incidents,
		Technical Incidents
		Regulations

	F. Mettler, Jr., M.D.
	Assoc. Prof. of Radiology
	University of New Mexico
	   Hospital
	Albuquerque, NM 87131
	(505) 277-2161
		Preplanning for Reactor
		Emergencies, Training,
		Simulation Exercises,
		Nuclear Power Plant
		   Response

	Department of Radiology University of New Mexico Hospital Albuquerque, NM 87131 (505) 843-2260	Resource Identification
	Los Alamos National P.O. Box 1663 Los Alamos, NM 87545 (505) 667-4218	Diagnosis and Treatment for Radiation, Contamina- tion Exposures
New York	Academy of Fire Science State of New York Office of Prevention & Control P.O. Box K Montour Falls, NY 14865 (607) 535-7136	Fire Training
	Office of Fire Prevention and Control 152 Washington Avenue Albany, NY 12231 (518) 474-6746	Fire Prevention and Investigation

86A:5

	Louis Ableson, M.D., and
	  Leon D. Stac, M.D.
	John F. Kennedy International
	  Airport
	Building 198
	Jamaica, NY 11310
	(212) 656-5395
		Aviation Accidents

	Bureau of Radiation Control, and Bureau of Environmental Radiation State Department of Health Empire State Building Tower Building Albany, NY 12237 (518) 474-2846 (518) 473-3393	Radiological Incidents, Technical Assistance, Regulations
	Public Services Programs State University of New York, Binghamton Binghamton, NY 13901 (607) 798-2833	Hazardous Materials, Training and Education Technical Assistance
	Chlorine Institute 342 Madison Avenue New York, NY 10173 (212) 682-4324	Audiovisual Training Kits Training Programs Response
North Carolina	North Carolina Department of Community Colleges Education Building Room 176 Raleigh, NC 27611 (919) 733-3345	Fire Training
	Radiation Protection Section Division of Facility Service Department of Human Resources P.O. Box 12200 Raleigh, NC 27605 (919) 733-4238	Radiological Incidents, Technical Assistance, Regulations
North Dakota	State Fire Marshal Lock Box 1292 Bismarck, ND 58502 (701) 224-2434	Fire Prevention and Investigation
	North Dakota Firemen's Association 176 First Avenue, NE Beach, ND 58621 (701) 872-4392	Fire Training

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	Division of Environmental Engineering North Dakota Department of Health Missouri Office Building 1200 Missouri Avenue Bismarck, ND 58501 (701) 224-2384	Radiological Incidents, Technical Assistance, Regulations
Ohio	Ohio Fire Academy Division of State Fire Marshal 8894 East Main Street Reynoldsburg, OH 43068 (614) 864-5510	Fire Prevention, Investigation, and Training
	Disaster Research Center Ohio State University 128 Derby Hall 154 North Oval Mall Columbus, OH 43210 (614) 422-5916	Mass Casualties, Resource Identification

RADIOLOGICAL INCIDENTS

	Radiological Health Program Department of Health 264 North High Street P.O. Box 118 Columbus, OH 43216 (614) 466-1380	Technical Assistance Regulations

	University of Cincinnati
	  Medical Center
	General Hospital
	Cincinnati, OH 45267
	(513) 872-4282
		Planning, Training,
		Biological Radiation
		  Effects, Acute and Late
		Medical Care for
		  External Radiation
		  and Contamination

Oklahoma	Oklahoma State University Q-2, Room I Stillwater, OK 74074 (405) 624-5727	Fire Training
	Oklahoma City Fire Department 820 N.W. Fifth Street Oklahoma City, OK 73107 (405) 235-3314	Fire, Natural Disaster, Hazardous Materials, Radiological Incidents, Planning, Training High rise rescue
	State Fire Marshal 400 North Lincoln Boulevard Suite 100 Oklahoma City, OK 73105 (405) 424-4371	Fire Prevention and Investigation

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	Occupational and Radiological Health Services	Radiological Incidents, Technical Assistance,
	State Department of Health N.E. Tenth and Stonewall Streets P.O. Box 53551 Oklahoma City, OK 73152 (405) 271-5221	Regulations
	Oklahoma Teaching Hospitals Oklahoma State Health P.O. Box 26307 Oklahoma City, OK 73126 (405) 271-5135 (405) 271- 5656 (page)	Mass Casualties Planning, Medical Control
	811 East Tyler Avenue Stillwater, OK 74074 (405) 624-5723	Hazardous Materials Training
Oregon	Portland Fire Bureau 55 S.W. Ash Street Portland, OR 97204 (503) 248-4375	Shipboard Fires Wildlife Fire Control
	State Fire Marshal 103 Labor & Industries Building Salem, OR 97301 (503) 378-4917	Fire Prevention and Investigation
	Fire Standards & Accreditation Board Suite 258 3000 Market Street, N.E. Salem, OR 97310 (503) 378-5210	Fire Training
	Radiation Control Section State Health Division P.O. Box 231 Portland, OR 97201 (503) 229-5797	Radiological Incidents, Technical Assistance, Regulations
	2057 Laurence Street Klamath Falls, OR 97601 (503) 884-7870	Hazardous Materials, Engineering and Hazardous Waste Technical Assistance
	Roosevelt Carter Portland International Airport P.O. Box 3529 Portland, OR 97208 (503) 231-5000	Mass Casualties, Planning

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Pennsylvania	Pennsylvania State Firemen's Training School P.O. Box 631 Lewistown, PA 17044 (717) 248-1115	Fire Training
	State Fire Commissioner 1547 Labor & Industry Building Harrisburg, PA 17120	Fire Prevention and Investigation
	Pennsylvania State Police 1800 Elmerton Avenue Harrisburg, PA 17109 (717) 783-5529	Fire Training
	Westinghouse Electric Corporation Advanced Reactor Division P.O. Box 158 Madison, PA 15663 (412) 722-5757 (412) 722-5161 (24-hour)	Radiological Incidents, Training, Response, Hazardous Materials, Training, response, fire fighting

RADIOLOGICAL INCIDENTS

	Medical Consultation Corporation 9120 Germantown Avenue Philadelphia, PA 19118 (215) 248-0294	Medical Aspects of Ionizing Radiation
	Bureau of Radiation Protection Department of Environmental Resources P.O. Box 2063 Harrisburg, PA 17120 (717) 787-2480	Technical Assistance Training
	Radiation Management Suite 400 3508 Market Street Philadelphia, PA 19104 (215) 243-2950	Technical Assistance Training

	Department of Radiation Health
	Graduate School of Public Health
	University of Pittsburgh
	Pittsburgh, PA 15261
	(412) 647-3495
		Biological Radiation
		  Effects, Acute and Late
		Medical Management of
		  Radiation Injuries

HAZARDOUS MATERIALS

	Philadelphia Fire Department Pennypack Street & Delaware River Philadelphia, PA 19124 (215) 335-8060	Training

86A:5

Chemical Leaman Tank Lines   Transportation
102 Pickering Way
Lionville, PA 19352
(215) 363-4400

Consolidated Rail Corporation   Training, Technical
1528 Walnut Street   Assistance, Response
Philadelphia, PA 19102
(215) 893-6505

                                    MASS CASUALTIES

Pittsburgh Department of   Planning, Training
 Emergency Medical Services
700 Filbert Street
Pittsburgh, PA 15232
(412) 681-5757

University of Pittsburgh   Disaster Planning,
Affiliated Residency in   Training and
 Emergency Medicine   Education
113 Lothrop Hall
Pittsburgh, PA 15261
(412) 624-1934

Resuscitation Research Center   Cardiopulmonary
University of Pittsburgh   Resuscitation Research
 School of Medicine   Training and
3434 Fifth Avenue   Education
Pittsburgh, PA 15260
(412) 624-6735

Center for Emergency Medicine   Training and
University of Pittsburgh Health   Education
 Center, Room 113
190 Lothrop Street
Pittsburgh, PA 15213
(412) 624-2858

Rhode Island   Rhode Island Junior College   Fire Training
25 Althea Drive
Cranston, RI 02920
(401) 781-6147

Executive Department   Fire Prevention
12 Humbert Street   and Investigation
North Providence, RI 02911
(401) 277-2335

                                    RADIOLOGICAL INCIDENTS

Defense Civil Preparedness Agency   Technical Assistance
State House
Providence, RI 02903
(401) 421-7333

86A:5

	Rhode Island Atomic Energy Commission Rhode Island Nuclear Science Ctr. South Ferry Road Narragansett, RI 02882 (401) 789-9391	Planning, Reactor Emergencies
	Division of Occupational Health and Radiation Control Department of Health 2C6 Cannon Building Davis Street Providence, RI 02908 (401) 277-2438	Technical Assistance, Regulations
South Carolina	Budget and Control Board 1109 Belleview Street Columbia, SC 29201 (803) 758-2941	Fire Prevention and Investigation
	South Carolina Fire Academy West Columbia, SC 29169 (803) 758-8411	Fire Training
	Bureau of Radiological Health Department of Health and Environmental Control 2600 Bull Street Columbia, SC 29201 (803) 758-8354	Radiological Incidents, Technical Assistance Regulations
South Dakota	118 West Capitol Pierre, SD 57501 (605) 773-3876	Fire Training
	Jim Flippin, Coordinator, Fire Service Training 118 Capitol Building Pierre, SD 57501 (605) 773-3562	Fire Prevention and Investigation
	Office of Air Quality and Solid Waste State Department of Water and Natural Resources Joe Foss Office Building Pierre, SD 57501 (605) 773-3329	Radiological Incidents, Technical Assistance Regulations
Tennessee	State Fire Marshal 40 Tennessee Building Sixth and Church Streets Nashville, TN 37219 (615) 741-3030	Fire Prevention and Investigation

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86A:5

Area Technical School   Fire Training
1223 S.W. Memorial Boulevard
Murfreesboro, TN 37130
(615) 893-4095

Environmental and Safety   Radiological Incidents,
  Designs, Inc.   Planning for Federal
P.O. Box 34207   Compliance, Training
Memphis, TN 38134   Response
Memphis, TN 38134
(901) 372-7962

RADIOLOGICAL INCIDENTS

Division of Radiological Health   Technical Assistance
Department of Public Health   Regulations
C2-212 Cordell Hull Building
Nashville, TN 37219
(615) 741-7812

Radiation Emergency Assistance   Training, Emergency
  Center/Training Site   Medial Services
Oak Ridge Associated Universities
Oak Ridge, TN 37830
(615) 576-3130

HAZARDOUS MATERIALS

James W. Covington   Technical Assistance
1205 Wilmore Road   Training
Memphis, TN 38117
(901) 767-5736

Aluminum Company of America   Technical Assistance
Alcoa, TN 37701   Response
(615) 977-3071

Nashville Fire Department   Training and Response
500 Second Avenue North
Nashville, TN 37201
(615) 259-5423
(615) 327-1300 (Dispatcher)

E.I. Dupont Company   Response, Cyanide
P.O. Box 27038
Memphis, TN 27038
(901) 353-7100 (day)
(901) 353-7123 (night)
(901) 353-7228 (cyanide hotline)

Texas   State Fire Marshal   Fire Prevention,
               1110 San Jacinto   and Investigation
               Austin, TX 78786
               (512) 475-4203

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Texas Commission on Fire   Fire Training
  Protection Personnel,
  Standards, and Education
510 South Congress, Suite 406
Austin, TX 78704
(512) 474-8066

Fire Protection Training   Fire Training
  Division
Texas Engineering Extension Service
Texas A&M University System
F.E. Drawer K
College Station, TX 77843
(713) 845-7641

Department of Public Safety   Fire Planning,
Dallas/Fort Worth Airport   Training and
P.O. Drawer DFW   Response; Mass
Dallas/Ft. Worth Airport, TX 75261   Casualties: Train-
(214) 574-6720   ing, Planning,
(214) 574-5560   Response

Bureau of Radiation Control   Radiological Incidents,
Texas Department of Health   Technical Assistance,
110 West 49th Street   Regulations
Austin, TX 78756
(512) 458-7760

                                     MASS CASUALTIES

Ben Taub General Hospital   Planning, Training
1200 Moursand Avenue   and Education
Houston, TX 77030
(713) 790-4557

Dallas Fire Department   Planning, Training
1500 Marilla Street
Dallas, TX 75201
(214) 670-4516

                                     HAZARDOUS MATERIALS

Channel Industries Mutual   Technical Assistance
  Aid Association
c/o Rohm and Haas Texas, Inc.
P.O. Box 672
Deer Park, TX 77536
(713) 479-2861

Shell Oil Company   Oil Products (Fuel),
P.O. Box 2099   Emergency Response,
Houston, TX 77001   Crude Oil Spills
(713) 241-2822   (Harbor and Rivers),
(713) 241-2489   Chemical Emergency
                                     Response, Liquefied
                                     Petroleum Products

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Utah	Utah Technical College at Provo/Orem P.O. Box 1609 1395 North 150 East Provo, UT 84601 (801) 226-5000, Ext. 352	Fire Training
	State Fire Marshal 101 State Capitol Building Salt Lake City, UT 84114 (801) 533-5318	Fire Prevention and Investigation
	Bureau of Radiation and Occupational Health State Department of Health 150 West North Temple P.O. Bos 2500 Salt Lake City, UT 84103 (801) 533-6734	Radiological Incidents Technical Assistance Regulations
Vermont	Department of Public Safety Montpelier, VT 05602 (802) 828-2140	Fire Prevention and Investigation
	Vermont Fire Service Training Division of Vermont State Firefighters Association P.O. Box 53 Pittsford, VT 05763 (802) 483-9407	Fire Training

HAZARDOUS MATERIALS

	Rural Delivery 2 Sterling Hill Barre, VT 05641 (802) 479-2307	Resource Identification

	Hazardous Materials
	  Management Section
	Department of Water Resources
	  and Environmental Engineering
	State Office Building
	Montpelier, VT 05602
	(802) 828-3395
	(802) 828-3100 (Dispatcher)
		Technical Assistance

	New England Marine Contractors 1 Mill Street Burlington, VT 05401 (802) 658-1441	Oil Spill and Hazardous Waste Cleanup Transportation

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	Division of Occupational and Radiological Health Department of Health Administration Building 10 Baldwin Street Montpelier, VT 05602 (802) 828-2886	Radiological Incidents Technical Assistance
Virginia	State Fire Marshal Fourth Street Office Building 205 North Fourth Street Richmond, VA 23219 (804) 786-4751	Fire Prevention and Training
	Office of Fire Services Training P.O. Box 706 Ashland, VA 23005 (804) 798-1311	Fire Training

RADIOLOGICAL INCIDENTS

	Nicholas A. Klimenko P.O. Box 1076 Williamsburg, VA 23187 (804) 220-3640	Training, Emergency Medical Services Response
	Bureau of Radiological Health State Department of Health 109 Governor Street Richmond, VA 23219 (804) 786-5932	Technical Assistance Regulations

HAZARDOUS MATERIALS

	Fairfax County Fire and Rescue Services 3081 University Drive Fairfax, VA 22030 (703) 691-3164	Training, Response Operations
	Arlington County Fire Department 1900 South Walter Reed Drive Arlington, VA 22204 (703) 558-2909	Training
	Norfolk and Western Railway Company 8 North Jefferson Street Roanoke, VA 24042 (703) 981-5353	Training, Response Regulations
	Washington Gas Light Company 6801 Industrial Road Springfield, VA 22151 (703) 750-4232 (O) (301) 762-2081 (H)	Propane and Natural Gas Response

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MASS CASUALTIES

Craig DeAtley, P.A.   Planning, Training
700 Leeland Street   Evaluation, Response
Springfield, VA 22151
(202) 676-4034 (O)
(703) 256-4407 (H)

Emergency Medical Training   Training
Northern Virginia Community College
Annandale Campus
8333 Little River Turnpike
Annandale, VA 22008
(703) 323-3409

The Foundation for Fire Safety   Planning, Training
Suite 1508
1700 North Monroe Street
Rosslyn, VA 22209
(703) 276-9222

EMS Management Institute, Inc.   Planning
207 East Holly Avenue, Suite 200   Resource
Sterling, VA 22170   Identification
(703) 450-5370 (O)
(703) 450-5813 (H)

Old Dominion Emergency   Planning, Training
 Medical Services Alliance, Inc.   Evaluation
4002 Hermitage Road
Richmond, VA 23227
(804) 264-3911

NATURAL DISASTERS

Alexandria Fire Department   Planning
900 Second Street   Simulation Exercises
Alexandria, VA 22314
(703) 838-4600

Hampton Fire Department   Planning
22 East Lincoln Street   Earthquakes
Hampton, VA 23669
(804) 727-5580

Washington   Washington State Fire Marshal   Fire Prevention
                Insurance Building   and Investigation
                Mail Stop, AQ-21
                Olympia, WA 98504
                (206) 753-3605

Commission for Vocational Training Education Building 17 Airindustrial Park Olympia, WA 98504 (206) 753-5679	Fire Training	

Boeing Field - King County
    International Airport
P.O. Box 80245
Seattle, WA 98108
(206) 344-7380

Mass Casualties
Planning, Training
Response

Bellingham Fire Department
1800 C Street, Suite C4
Bellingham, WA 98225
(206) 676-6813

Mass Casualties,
Hazardous Materials
Training, Technical
Assistance

Bellevue Fire Department
666 Bellevue Way, S.W.
Bellevue, WA 98004
(206) 455-6892

Hazardous Materials
Risk Analysis

Radiation Control Section
    (M/S LD-11)
Department of Social and
    Health Services
Industrial Park
Olympia, WA 98504
(206) 753-3468

Radiological Incidents
Technical Assistance
Regulations

West Virginia West Virginia University
313 Kwapp Hall
Morgantown, WV 26906
(304) 293-2106

Fire Training

State Fire Marshal
1800 Washington Street, East
Charlestown, WV 25305
(304) 348-2191

Fire Prevention
and Investigation

RADIOLOGICAL INCIDENTS

Industrial Hygiene Division
State Department of Health
151 Eleventh Avenue
South Charleston, WV 25303
(304) 348-3526

Technical Assistance
Regulations

Department of Radiology
School of Medicine
West Virginia University
Morgantown, WV 26506
(304) 293-3413

Medical Physics
Safety
Monitoring

	Regional Medical Services P.O. Box 89 Fairmont, WV 26554 (304) 366-8764	Planning
Wisconsin	State Fire Marshal 123 West Washington Avenue Madison, WI 53702 (608) 266-1671	Fire Prevention and Investigation
	Wisconsin Board of Vocational and Adult Education Room 701 4802 Sheboygan Avenue Madison, WI 53702	Fire Training
	Radiation Protection Section Division of Health Department of Health and Social Services P.O. Box 309 Madison, WI 53701 (608) 266-1791	Radiological Incidents Technical Assistance Regulations
Wyoming	Department of Fire Prevention and Electrical Safety State Fire Marshal's Office Hathaway Building, Room 117 Cheyenne, WY 82002 (307) 777-7288	Fire Training, Prevention and Investigation
	Radiological Health Services Division of Health and Medical Services Fourth Floor Hathaway Building Cheyenne, WY 82001 (307) 777-6015	Radiological Incidents Technical Assistance Regulations
Canada/ Ontario	Peel Regional Police Force Box 7750 7750 Hurontario Street Brampton, Ontario 76V3W6 (416) 453-3311	Hazardous Materials, Mass Casualties, Evacuation Planning
Canada/ Quebec	International Civil Aviation Organization (ICAO) 1000 Sherbrooke Street West Montreal, Quebec H3A2R2 (514) 285-8180	Aviation Accidents

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PARTIAL LIST OF ORGANIZATIONS
ACTIVE IN DISASTER SERVICES

American National Red Cross
Disaster Services
17th and D Streets, NW
Washington, D.C. 20006
(202) 857-3722

B'nai B'rith National Headquarters
1640 Rhode Island Avenue, NW
Washington, D.C. 20036
(202) 857-6600

Boy Scouts of America
P.O. Box 61030
Dallas/Ft. Worth Airport,
 Texas 75261
(214) 659-2447

Christian Reformed World Relief
 Committee
C. Neil Molenaar
Director, Domestic Programs
2850 Kalamazoo Avenue, S.E.
Grand Rapids, MI 49508
(616) 241-1696

Church of the Brethren Disaster
 Service
Box 188
New Windsor, MD 21776
(301) 635-6464

The Episcopal Church Center
Presiding Bishops Fund for W.R.
815 Second Avenue
New York, New York 10017
(212) 867-8400

Goodwill Industries of America
Joseph E. Pouliott
Executive Vice President
9200 Wisconsin Avenue, N.W.
Washington, D.C. 20014
(301) 530-6500

Lutheran Council in the U.S.A.
Domestic Disaster Response
360 Park Avenue, South
New York, New York 10010
(212) 532-6350 office in NYC
(919) 275-4636 home office

Mennonite Disaster Service
21 South 12th Street
Akron, PA 17501
(717) 859- 1151 or 2392

National Catholic Disaster Relief
 Committee
Holy Redeemer Rectory
9705 Summit Avenue
Kensington, MD 20795
(301) 942-2333

National Conference of Catholic
 Charities, Suite 307
1346 Connecticut Avenue, N.W.
Washington, D.C. 20036
(202) 785-2757

Presbyterian Church in U.S.
General Assemby Mission Board
341 Ponce De Leon Avenue
Atlanta, GA 30308
(404) 873-1531

The Salvation Army National HDQ
120 West 14th Street
New York, New York 10011
(212) 620-4900

The Salvation Army
Director of World Service Office
1025 - 15th Street, N.W. - 2nd floor
Washington, D.C. 20005
(202) 833-5577

Seventh-Day Adventists General
 Conference
6840 Eastern Avenue
Washington, D.C. 20012
(202) 723-0800

Seventh-Day Adventists World
 Service
Potomac Conference
Box 1208, Gaymont Place
Staunton, VA 24401
(703) 886-0771 or 737-3793

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Southern Baptist Convention
Director of Ministries
Brotherhood Commission
1548 Poplar Avenue
Memphis, TN 38104
(901) 272-2461

Southern Baptist Convention
 Home Mission Board
Dept. of Christian Social Min.
1350 Spring Street, N.W.
Atlanta, GA 30309
(404) 973-4041

Society of St. Vincent DePaul
Superior Council of the U.S.
4140 Lindell Blvd.
St. Louis, MO 63108
(314) 371-4980

Society of St. Vincent DePaul
Col. Arthur S. Lawless
Council of the United States
715 Wilmington
Dayton, OH 45420
(513) 299-3159
(January to mid May)

110 Riverside Drive
Saranac Lake, NY 12983
(518) 891-4701
(Mid May to January)

United Methodist Church
 Committee on Relief (UMCOR)
Paul T. Morton
Exec. Sec. for Special Min.
Board of Global Ministries
475 Riverside Drive, Room 1470
New York, NY 10027
(212) 678-6239 or 6290

United Presbyterian Church U.S.A.
World Relief, Emergency and
 Resettlement Service
475 Riverside Drive, Room 1268
New York, NY 10027

Volunteers of America
340 West 85th Street
New York, NY 10024
(212) 873-2600

Volunteers of America
Lt. Col. Robert N. Coles
P.O. Box 398
Hagerstown, MD 21740
(301) 739-4431

Volunteers of America
Southern Regional Director
433 Metairie Road
Metairie, LA 70005
(504) 837-2652

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