



## Massachusetts Emergency Management Director Essentials Program:

- ❖ EMD-101: Fundamentals-Preparedness Cycle
- ❖ EMD-102: Response-Recovery-Mitigation

*July 2014*

Student Manual



**MEMA**



Massachusetts Emergency Management Agency  
Massachusetts Emergency Management Director Essentials Program  
Student Manual

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# Massachusetts Emergency Management Director Essentials Program

## EMD-101

## Introduction



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## Student Introductions

- Name
- Job title
- City or Town
- Organization
- Emergency Management experience

If you are an experienced EMD, feel free to contribute to the discussion throughout the course, so others can benefit from your experience.



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## Course Logistics

- Sign-in Sheets
- Housekeeping:
  - 10-Minute Break each hour
  - Fire Exits
  - Facilities
  - Cell phone policy
  - Other Concerns



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## **EMD Orientation: Purpose**

The purpose of this orientation is to provide new and experienced emergency management directors (EMD) an overview of their roles prior to, during and after an emergency.

This orientation program describes:

- **Emergency Management**
- **The collaborative relationship between MEMA and the local EMD**
- **The tools and support that MEMA can provide to the local EMD throughout the disaster lifecycle**



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### **NOTES:**

This EMD Orientation Program was developed by MEMA Staff to provide an overview of emergency management principles and programs in Massachusetts. MEMA encourages the EMD to continue emergency management training by attending EMD meetings, attending conferences and completing courses.

## EMD Orientation: Scope

This orientation program covers EMD fundamentals and the role of the EMD during all phases of emergency management:

- The Preparedness Cycle
- The Response Mission Area
- The Recovery Mission Area
- The Mitigation Mission Area



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## EMD Orientation: Course Structure



EMD-101 Course:  
EMD Fundamentals  
Preparedness Cycle

EMD-102 Course:  
Response Mission Area  
Recovery Mission Area  
Mitigation Mission Area



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# Massachusetts Emergency Management Director Essentials Program

## EMD-101

## Unit 1

## Course Overview



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## EMD-101: Scope

This orientation program will take place over four hours, and will cover:

- EMD Fundamentals
- The role of the EMD in the Preparedness Cycle



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## EMD-101 Agenda

This EMD orientation program will take place over four hours:

	<u>Day Course</u>	<u>Night Course</u>
▪ Course Overview	0800-0830	1800-1830
▪ EMD Fundamentals	0830-0930	1830-1930
▪ Preparedness Cycle	0930-1200	1930-2200



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## EMD-101: Course Structure

**Unit 1:  
EMD-101 Course Overview**

**Unit 2:  
EMD Fundamentals**

**Unit 3:  
Preparedness Cycle**



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## Unit 2: EMD Fundamentals

### Unit 2 Topics:

- **Emergency Management Definition**
- **All-Hazards Emergency Management**
- **The Emergency Management Director**
  - **Non-Emergency Role of the EMD**
  - **Emergency Role of the EMD**
- **SERC/LEPC/REPC**
- **Statutory Foundations of Emergency Management**



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## **Unit 3: Preparedness (1 of 6)**

### **Unit 3 Topics:**

- **National Preparedness System**
- **National Preparedness Goal**
- **Preparedness Definition**
- **Preparedness Cycle**
  - **Section 1: Emergency Planning**
  - **Section 2: Organization**
  - **Section 3: Grants**
  - **Section 4: Training**
  - **Section 5: Exercises**



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## **Unit 3: Preparedness (2 of 6)**

### **Section 1 Emergency Planning Topics:**

- **Why Planning is Important to the EMD**
- **Local All-Hazards Planning:**
  - **Comprehensive Emergency Management Plan**
  - **Debris Management Plan**
  - **Shelter Management Plan**
  - **Continuity of Operations Plan**
  - **Access/Functional Needs Plan**
  - **Cyber Disruption Plan**



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## **Unit 3: Preparedness (3 of 6)**

### **Section 2 Organization Topics:**

- **Homeland Security Advisory Councils**
- **Citizen Corps**
- **Individual Preparedness**
- **National Incident Management System (NIMS)**
- **NIMS Implementation**



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## **Unit 3: Preparedness (4 of 6)**

### **Section 3 Grants Topics:**

- **Emergency Management Performance Grant (EMPG)**
- **Citizens Corps Program (CCP) Grants**
- **Hazardous Materials Emergency Preparedness (HMEP) Grants**
- **Sub-granting Process**



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## **Unit 3: Preparedness (5 of 6)**

### **Section 4 Training Topics:**

- **Training and Education**
- **Training Needs Assessment**
- **MEMA training Registration System (TRS)**
- **State Training Opportunities**
- **Resource Management System (RMS) Training**
- **Federal training opportunities**
- **FEMA Emergency Management Institute (EMI)**



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## **Unit 3: Preparedness (6 of 6)**

### **Section 5 Exercise Topics:**

- **Exercise Definition**
- **Importance of Exercises**
- **Exercise Cycle**
- **Homeland Security Exercise and Evaluation Program (HSEEP)**
- **HSEEP Discussion-based exercises**
- **HSEEP Operations-based exercises**
- **Hazard City Exercises**



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# **Massachusetts Emergency Management Director Essentials Program**

## **Unit 2**

### **EMD Fundamentals**



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## **EMD Fundamentals Topics**

**This unit covers the following topics:**

- **Emergency Management Definition**
- **All-Hazards Emergency Management**
- **The Emergency Management Director**
  - **Non-Emergency Role of the EMD**
  - **Emergency Role of the EMD**
- **SERC/LEPC/REPC**
- **Statutory Foundations of Emergency Management**



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## **Emergency Management Definition**

**Emergency Management is the managerial function charged with creating the framework within which communities reduce vulnerability to threats and/or hazards, and cope with disasters.**

**- IS-230 Fundamentals of Emergency Management**



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## **All-Hazards Emergency Management**

The EMD should literally take an all-hazards approach to emergency management by mapping the hazards that threaten the jurisdiction, and developing an Emergency Operations Plan (EOP) listing resources needed to respond to each hazard identified:

- River Flooding
- Coastal Flooding
- Industrial Hazards
- Blizzards or other snowstorms
- Forest fire – residential interface



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## **Local Emergency Management Director**

A Massachusetts Emergency Management Director is the link between the city or town and the state (MEMA).

The Emergency Management Director is the person who coordinates and collaborates with first responders and with all other stakeholders, and serves as the advisor to the chief elected official of a jurisdiction regarding the potential hazards the jurisdiction faces and the actual disasters the jurisdiction suffers.



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## **Non-Emergency Role of the EMD (1 of 2)**

**When there is no emergency situation, the EMD:**

- **Advises the chief municipal official regarding emergency management issues.**
- **Conducts annual threat/hazard/vulnerability assessments.**
- **Coordinates with:**
  - **MEMA**
  - **Private Industry**
  - **Municipal Departments**
  - **Non-governmental organizations (NGO)**



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### **NOTES:**

**MEMA works directly with the EMD, and also with other municipal departments, depending on the nature of the project.**

**All communities are strongly encouraged to appoint at least one Deputy EMD who can fill in when the EMD is unavailable.**

**The EMD:**

- **Acts as a liaison for the municipality to other local, state, and federal emergency management agencies.**
- **Coordinates resources from surrounding communities.**
- **May assist in the creation of Mutual Aid Agreements and memoranda of understanding with surrounding communities for purposes of resource acquisition.**
- **Advises the chief municipal official (Mayor, Board of Selectmen, Town Manager or Town Administrator) on emergency management issues.**

**EMI's EMD Independent Study Course:**

**[IS-1 Emergency Manager: An Orientation to the Position](#)**

## **Non-Emergency Role of the EMD (2 of 2)**

**When there is no emergency situation the EMD:**

- **Coordinates training and exercises.**
- **Attends MEMA regional EMD meetings.**
- **Prepares and submits grant applications.**
- **Establishes methods for mass notification.**
- **Maintains inventory of municipal resources.**
- **Coordinates public outreach and education.**
- **Is the municipality's principle liaison with MEMA.**
- **Establishes/maintains a municipal shelter system.**



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### **NOTES:**

**In order to ensure that the entire community is prepared for all hazards, the EMD should meet regularly with personnel from the ten NIMS disciplines:**

- **Fire Service**
- **Health Care**
- **Public Works**
- **Public Health**
- **Law Enforcement**
- **Hazardous Materials**
- **Emergency Management**
- **Government Administration**
- **Emergency Medical Services**
- **Public Safety Communications**

## **Emergency Role of the EMD (1 of 2)**

**During an emergency the EMD:**

- **Obtains/maintains situational awareness and contributes to the Common Operating Picture.**
- **Helps to coordinate municipal resources and fill resource shortfalls.**
- **Coordinates municipal departments.**
- **May act as the municipal Public Information Officer.**
- **Coordinates the sheltering of displaced residents.**
- **May play an integral role in the municipality's Emergency Operations Center (EOC).**



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### **NOTES:**

The EMD has the responsibility to ensure that proper coordination is taking place among or between municipal departments.

The EMD should obtain and maintain situational awareness by communicating with the Incident Commander(s) on scene. Except for information restricted by the Incident Commander(s), the EMD should share information with other state and local agencies that may be or become involved in the incident(s). By doing so, the EMD contributes to the situational awareness of these agencies, and to the Common Operating Picture (COP).

The Common Operating Picture (COP) is a single identical summary/presentation of critical incident information shared by all responders and organizations. It is not a single document, but consists of information from multiple sources, shared via multiple media.

The EMD works to fill resource shortfalls. To do this the EMD may:

- **Activate Mutual Aid and Assistance Agreements.**
- **Acquire resources utilizing local vendor contracts.**
- **Contact MEMA to request state assistance.**

## Emergency Role of the EMD (2 of 2)

During an emergency the EMD:

- May advise to the Chief Municipal Official regarding the declaration of a local state of emergency.
- May be responsible for activating the municipality's emergency notification system.
- Serves as the principal point-of-contact (POC) with MEMA to:
  - Request Resources from MEMA.
  - Provide MEMA with situational awareness information.



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### NOTES:

During emergencies, the chief municipal official is in overall command of the municipality's resources. The Fire Chief, Police Chief, and other department heads command the operations of their departmental resources responding to the incident. Under the Incident Command System (ICS) the responder on scene who has the greatest statutory, regulatory or delegated authority to command the incident should serve as the Incident Commander (IC).

The EMD may act as chief advisor to the Chief Municipal Officer with respect to the issuance of a Local Declaration of Emergency.

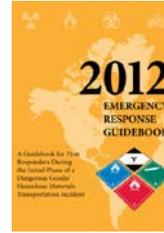
A Local Declaration of Emergency should be issued if there is reason to believe that the incident will cause the municipality's resources to be exhausted, and day-to-day procurement policy and procedure will need to be circumvented.

Under certain circumstances the EMD is responsible for activating the emergency public notification system. This is usually done in the EOC at the direction of the Incident Commander.

## SERC/LEPC/REPC (1 of 3)

Local Emergency Planning Committees (LEPC) and Regional Emergency Planning Committees (REPC) are:

- Governed by the Emergency Planning and Community Right-to-Know Act (EPCRA).
- Are certified to meet EPCRA requirements.
- Three Certification Levels:
  - Full
  - Start-Up
  - Provisional



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### NOTES:

#### The three certification levels:

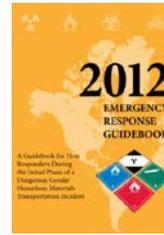
**Full:** A committee that meets criteria set forth in the legislation and application process. Certification is valid for three years. A committee meeting the full certification level is in compliance with all relevant SARA Title III regulations and SERC directives, and is eligible to apply for EPA CERCLA Sec. 123 reimbursement grants for Local Governments for Emergency Response to Hazardous Substance Releases. This committee may also apply for limited funding available via SERC grants related to the SARA Title III, including planning, training, and exercising. Committees for communities listed as priority communities by the EPA Priority Index may remain independent if they meet the committee criteria. A committee with full accreditation status may apply for re-certification once its initial certification period has ended.

**Provisional:** A committee that meets most of the criteria set forth in the legislation and application process. This committee would be eligible for funding to meet the remaining application needs only. This certification is valid for two years.

**Start-up:** A committee that has agreed to meet the criteria set forth in the Full certification criteria, but is not able to meet various criteria due to the newness of the committee. This certification is valid for one year only. Certification for SARA Title III activities is limited to meeting committee certification criteria activities only.

## SERC/LEPC/REPC (2 of 3)

The State Emergency Response Commission (SERC) of Massachusetts created the certification process for the Local Emergency Planning Committees (LEPC) and the Regional Emergency Planning Committees (REPC).



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### NOTES:

The Massachusetts State Emergency Response Commission (SERC) created the certification process as a management tool and standard by which all EPC in the state are judged equally. It was designed to ensure that all EPC meet the goals and missions of SARA Title III. This process encourages municipal committees and regional committees (comprised of multiple communities) to apply for certification to document that they are meeting the requirements of the SERC and SARA. The process involves submitting a completed application and supporting documentation. The process encourages more efficient use of limited funding to meet the goals of SARA Title III. It also documents for SERC areas that need improvement. Needs identified by this process can be targeted for special attention in various SERC funding and technical programs.

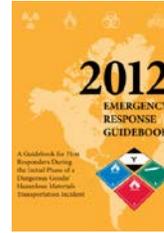
Emergency Planning Committees are quasi-governmental bodies, generally at a municipal or regional level. They do not usually function in actual emergency situations, but attempt to:

- Write emergency plans.
- Identify available resources.
- Focus on hazardous materials.
- Identify and catalogue potential hazards.
- Mitigates the hazards identified (when feasible).

## SERC/LEPC/REPC (3 of 3)

### Emergency Planning Committee Mission:

- Develop and maintain a Hazardous Materials (HazMat) Response Plan.
- Ensure training of first responders to the levels indicated in that Hazardous Materials Response Plan.
- Exercise the Hazardous Materials Response Plan annually.
- Use a system to collect, store and respond to public requests regarding hazardous materials.



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### NOTES:

When an actual emergency occurs materials are made available to the Incident Commanders. According to the National Response Plan (NRP) initial response to an emergency incident or disaster is by local officials. The role of the LEPC is to anticipate and plan the initial response for foreseeable disasters in their jurisdiction(s).

The mission of an EPC (LEPC or REPC) can be summarized as follows:

- Write a plan for response to hazardous material incidents within the jurisdiction(s).
- Review the HazMat plan annually.
- Exercise the HazMat Plan annually.
- Ensure that responders (police, fire, emergency medical services, public works, etc.) are trained to the levels indicated in the plan (at minimum, first responders must be trained to the HazMat Awareness level).
- Create and use a system to collect, store, and respond to public requests regarding hazardous materials.

## Massachusetts Civil Defense Act of 1950

Massachusetts Emergency Management Directors were established in 1950 (as civil defense directors) by the Civil Defense Act (Acts 1950, Chapter 639):

- **Section 13:** Authorized and directed establishment of local civil defense organizations, each with a director who was appointed by the Mayor or City Manager of the city, or by the Selectmen Town Manager of the town.
- **Section 14:** Authorized Massachusetts civil defense directors to develop mutual aid agreements for reciprocal civil defense aid and assistance.



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### NOTES:

A copy of these two sections of the Massachusetts Civil Defense Act of 1950 is included as a handout in the back of this student manual.

## **Federal Defense Production Act of 1950**

The Defense Production Act of 1950 authorizes the President of the United States to:

- **Create/maintain/protect/expand/restore domestic industrial base capabilities deemed essential for national defense.**
- **Require that government contracts for enhancement of national defense capabilities take precedence over other contracts.**

This act was amended to redefine national defense to include emergency preparedness activities conducted pursuant to the Robert T. Stafford Act.



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### **NOTES:**

A copy of the Defense Production Act Of 1950 (as amended September 2009) is available at:

<http://www.fema.gov/media-library/assets/documents/15666?id=3590>

## **The Stafford Act (Federal)**

**The Robert T. Stafford Disaster Relief and Emergency Assistance Act was enacted by Congress to provide an orderly means of assistance by the federal government to state and local governments responsible to alleviate suffering and damage which results from disasters.**



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### **NOTES:**

**An extract of several sections of the Stafford Act is included as a handout in the back of this student manual.**

**A copy of the entire Robert T. Stafford Disaster Relief and Emergency Assistance Act is available at:**

**[http://www.fema.gov/pdf/about/stafford\\_act.pdf](http://www.fema.gov/pdf/about/stafford_act.pdf)**

## Presidential Emergency Powers

Because the Defense Production Act of 1950 has been amended to include emergency preparedness activities conducted pursuant to the Stafford Act in its definition of national defense . . .

. . . and because the Stafford Act makes a broad range of federal emergency preparedness assistance available to state and local governments . . .

. . . the President of the United States can use the same emergency powers originally intended to bolster military preparedness to assist state and local governments to improve emergency preparedness disasters.



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## Unit 2 Review

This unit covered the following topics:

- The all-hazards emergency management concept
- The emergency and non-emergency roles of the EMD
- Emergency Planning Committees
- Statutes governing emergency management

What are your questions regarding these topics?



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# Massachusetts Emergency Management Director Essentials Program

## Unit 3

## Preparedness



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## Preparedness Topics

This unit covers the following topics:

- National Preparedness System
- National Preparedness Goal
- Preparedness Definition
- Preparedness Cycle
  - Section 1: Emergency Planning
  - Section 2: Organization
  - Section 3: Grants
  - Section 4: Training
  - Section 5: Exercises



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### NOTES:

Preparedness constitutes a major portion of the local Emergency Management Director's role. Part of the Emergency Management Director's professional development is to become familiar with current emergency management theory and terminology. To get you started, we have included copies of the following U.S. Department of Homeland Security (DHS) documents as handouts in the back of this student manual:

The National Preparedness System (November 2011)

The National Preparedness Goal (September 2011)

## **The National Preparedness System**

The National Preparedness System (NPS) enables the nation to meet the National Preparedness Goal (NPG) by:

- Identifying and assessing risks
- Identifying capabilities needed to address the risks
- Building and sustaining the needed capabilities
- Planning for delivery of the capabilities built
- Continuous validation and improvement of the capabilities and the plans for delivering them.



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## **The National Preparedness Goal**

The National Preparedness Goal establishes a range of Core Capabilities essential for the execution of Mission Areas to meet the threats that pose the greatest risks:

- Prevention Mission Area
- Protection Mission Area
- Mitigation Mission Area
- Response Mission Area
- Recovery Mission Area



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## **Preparedness Definition**

**Preparedness is defined in the FEMA/EMI glossary as:  
A continuous cycle of planning, organizing, training, equipping, exercising, evaluating and taking corrective action in an effort to ensure effective coordination during incident response.**

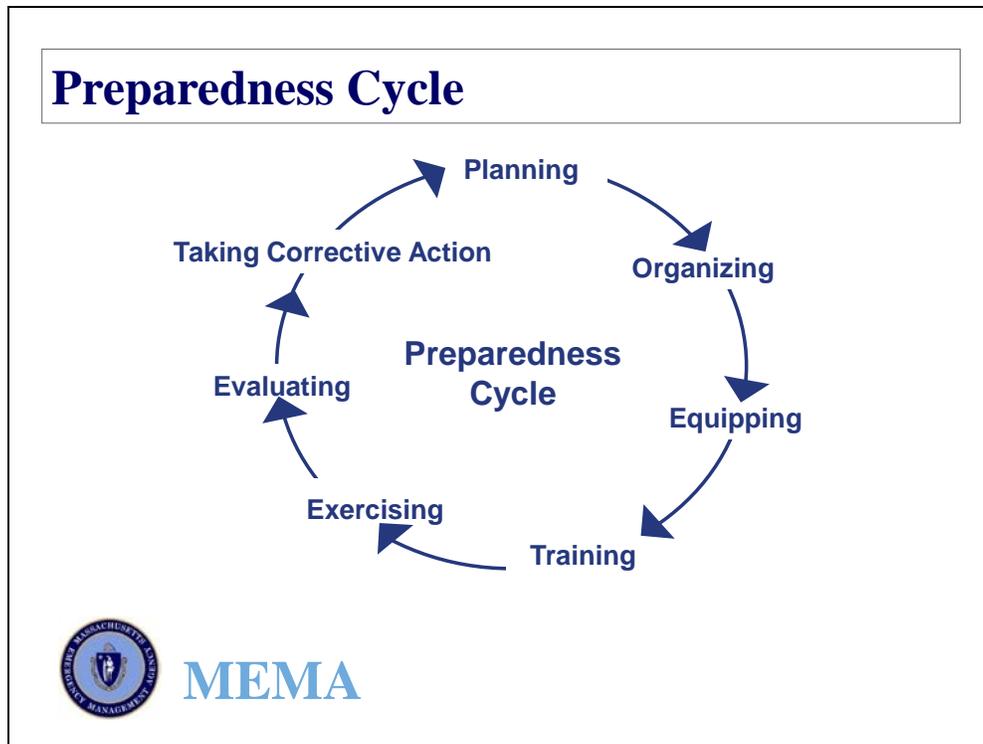


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### **NOTES:**

**Preparedness includes actions taken to:**

- **Plan**
- **Organize**
- **Equip**
- **Train**
- **Exercise**
- **Build and sustain the capabilities necessary to:**
  - **Prevent**
  - **Protect against**
  - **Mitigate the effects of**
  - **Respond to**
  - **Recover from those threats that pose the greatest risk.**



**NOTES:**

The Preparedness Cycle is a continuous process of:

- **Planning:** Writing and updating the various plans the municipality needs in order to be prepared for the emergencies most likely to occur there.
- **Organizing:** Identifying and organizing professional and volunteer responders needed to respond to the hazards most likely to become emergencies in the municipality.
- **Equipping:** Obtaining as much of the equipment and supply resources as possible, so that they are available to the municipality in advance.
- **Training:** Providing responders and support personnel with training they need to:
  - Become familiar with all municipal plans in which they play a part.
  - Learn the individual and group tasks they need to be able to perform.
  - Learn how to operate the equipment they need to use to perform tasks.
- **Exercising and Evaluating:** Participating in exercises to evaluate:
  - Additional plans needed and improvements needed to existing plans
  - Organizational effectiveness
  - Additional equipment resources needed
  - Additional training needed on plans, tasks and equipment
- **Taking Corrective Action:** Developing an Improvement Plan based on exercise evaluation, assigning responsibility for specific improvements identified as being needed, and tracking improvements to completion: revising plans, reorganizing, re-equipping, training and planning the next exercise.

## Section 1: Emergency Planning



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## Section 1: Emergency Planning Topics

This section covers the following topics:

- Why planning is important to the EMD
- Local all-hazards planning:
  - Comprehensive Emergency Management Plan
  - Debris Management Plan
  - Shelter Management Plan
  - Continuity of Operations/Government Plans
  - Access/Functional Needs Plan
  - Cyber Disruption Plan



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## Why Plan? (1 of 3)

Planning provides a basis that allows you to:

- Promote Safety Awareness.
- Think through an entire crisis.
- Minimize the effects of a disaster.
- Recover more quickly from a disaster.
- Demonstrate commitment to the well being of the community.
- Improve interoperability of local officials and other partners who are working together.



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### NOTES:

During the planning process community officials meet each other in advance and establish a rapport, so that emergency response will be that much more effective.

The planning process:

- Provides a basis to think through an entire crisis. Consequences resulting from lack of planning include casualties and need for immediate assistance.
- Another advantage of effective planning is that unrecognized hazardous conditions that could potentially aggravate an emergency situation may be discovered and corrected.
- Effective planning can potentially eliminate the “it can’t happen here” attitude.

## Why Plan? (2 of 3)

Planning provides a basis that helps you to:

- Provide a rationale for assigning priorities.
- Minimize the effects of a disaster.
- Identify deficiencies that can be corrected before an emergency occurs.
- The planning process forces you to think through the details of the plan, which better prepares you to adapt the plan to meet evolving incident challenges.



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### **NOTES:**

Participating in planning can reveal the potential for change and improvement to a community.

An online course that offers training in the fundamentals of emergency planning:

[IS-235.B Emergency Planning](#)

An overview of the series of National Planning Frameworks is included in the back of this student manual, and can be accessed at:

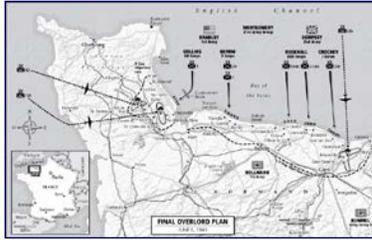
[http://www.fema.gov/media-library-data/20130726-1914-25045-2057/final\\_overview\\_of\\_national\\_planning\\_frameworks\\_20130501.pdf](http://www.fema.gov/media-library-data/20130726-1914-25045-2057/final_overview_of_national_planning_frameworks_20130501.pdf)

## Why Plan? (3 of 3)

*“Plans are nothing; planning is everything.”*

-Dwight D. Eisenhower

Operation Overlord was the D-Day invasion of Normandy on 6 June 1944. All did not go as planned, but planning forced planners to think through the details of the plan.



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### NOTES:

Laws require communities to do everything reasonable and prudent to protect lives and property, including emergency planning that:

- Minimizes a disaster's effects.
- Helps stakeholders learn and practice their emergency roles.
- Facilitates successful evacuations (when ordered or recommended).
- Provides the municipality the ability to survive on its own for 72 hours.
- Helps communities respond to and recover from disasters more quickly.
- Provides a methodical way to think through the life cycle of an incident.

## Why Planning Is Important To The EMD

### Planning:

- Promotes situational awareness and development of a Common Operating Picture (COP) that shares that awareness with all agencies and jurisdictions.
- Allows actions, policies and processes that are to be followed during an emergency to be planned in advance.
- Establishes a framework for emergency response.
- Identifies the hazards a municipality faces, thereby promoting all-hazards emergency management.



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### NOTES:

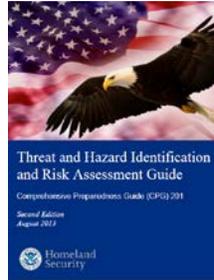
#### State Resources Available to Assist:

- Toolkits
- Templates
- MEMA Regional Planners (technical assistance)
- On-line tools: eCEMP and Resource Management System (RMS)
- Training and exercises (MEMA Regional Training/Exercise Coordinators)

## Comprehensive Preparedness Guides

Comprehensive Preparedness Guides are available for:

- Developing Emergency Operations Plans (EOP)
- Threat/Hazard Identification and Risk Assessment



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### **NOTES:**

**Comprehensive Preparedness Guide 101 (CPG 101 November 2010) Developing and Maintaining Emergency Operations Plans is available at:**

[http://www.fema.gov/pdf/about/divisions/npd/CPG\\_101\\_V2.pdf](http://www.fema.gov/pdf/about/divisions/npd/CPG_101_V2.pdf)

**Comprehensive Preparedness Guide 201 (CPG 201 August 2013) Threat and Hazard Identification and Risk Assessment Guide is available at:**

[http://www.fema.gov/media-library-data/8ca0a9e54dc8b037a55b402b2a269e94/CPG201\\_htirag\\_2nd\\_edition.pdf](http://www.fema.gov/media-library-data/8ca0a9e54dc8b037a55b402b2a269e94/CPG201_htirag_2nd_edition.pdf)

## **Local All-Hazards Planning**

Local all-hazards plans include:

- **Comprehensive Emergency Management (CEMP)**
- **Debris Management**
- **Shelter Management**
- **Continuity of Operations/Government (COOP/COG)**
- **Access and Functional Needs (AFN)**
- **Cyber Disruption**



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### **NOTES:**

There are additional local planning efforts, most of which are addressed as annexes in the local CEMP:

- **Dams**
- **Schools**
- **Shelters**
- **Evacuation**
- **Public Health**
- **Hazardous Materials**
- **Access and functional needs populations**

## CEMP (1 of 3)

### Comprehensive Emergency Management Plan (CEMP):

- Identifies all hazards the municipality anticipates.
- Describes the duties and roles of each municipal department in responding to each hazard identified.



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### NOTES:

Comprehensive Emergency Management Plan (CEMP) is your communities ALL HAZARDS plan for all aspects of Emergency Management.

### CEMP:

- Describes the duties and roles of first responders.
- Is required for each municipality by the Civil Defense Acts of 1950.
- Is ideally a library of the plans, SOP, SOG, run cards, equipment lists and field operations guides (FOG) that your community already has.
- Is a single location for important contact information, facility profiles, and resource information.
- Covers all types of disasters (this is an all-hazards plan), it is not specific to just fire or police, but includes all disciplines in the Community.

## CEMP (2 of 3)

### Comprehensive Emergency Management Plan (CEMP):

- Identifies resources needed to respond to each hazard identified.
- Identifies resource gaps.



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### NOTES:

#### Organization of State CEMP:

- CEMP Base Plan
- MA Emergency Support Function (MAESF) Annexes to CEMP
- Annexes to CEMP
  - Functional Annexes
  - Incident-specific Annexes
- Standard Operating Guidelines (SOG)
- Standard Operating Procedures (SOP)
- 2013 planning projects:
  - Cyber Disruption
  - Evacuation Planning
  - Animal and Agriculture
  - e Planning
  - Access and Functional Needs
- Future planning projects:
  - Emergency Fuel
  - Disaster Housing
  - Disaster Communications

## CEMP (3 of 3)

**CEMP Include important:**

- **Facility Profiles**
- **Contact Information**
- **Resource Information**



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### **NOTES:**

**eCEMP is the electronic version of CEMP that is:**

- **Secure and password protected**
- **Accessed through MEMA's website:**

<https://ecemp.chs.state.ma.us/memcem/memalogin.aspx>

## Debris Management Plan

A Debris Management Plan summarizes the community's role in managing all types of debris after any incident.

Debris management has two phases:

- Phase-I - Initial: Debris clearance (during incident response).
- Phase-II – Post: Debris removal (during recovery).



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### NOTES:

The state Debris Management Plan (an annex to the state CEMP) is a good resource from which a community can learn more about debris management.

Having a Debris Management Plan helps a community to:

- Clear debris more quickly.
- Understand its roles in advance.
- Manage debris more cost-effectively.
- Increase federal reimbursement (FEMA/FHWA).
- Understand the roles of state agencies involved, such as Mass Departments of Transportation (DOT) for state roadways and Environmental Protection (DEP) for debris management sites.

Debris management plans include guidance on:

- Animal carcass management
- Debris removal sites (and site criteria)

Two phases of debris management:

- During the first 72 hours clear debris for emergency protective measures to open the roads for travel (often referred to as “cut and push”).
- After 72 hours remove debris to clear the sides of roads, haul debris to a debris management site, sort debris, chip or cut debris, and finally dispose of debris.

## Tools For Debris Management Planning

Tools for Debris Management planning include:

- Local debris plan guidance
- Local debris plan checklist
- Westborough Disaster Debris Management Plan (can be used as a template).



Phase-I



Phase-II



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### NOTES:

A few points about debris management planning:

- Discourage burning disaster debris.
- Debris estimates by county/municipality are in the State Plan.
- Consider animal carcass, hazardous waste, and household refuse management.

Temporary (up to 90 day) disaster debris management sites require no permit, but require:

- Closure criteria
- Best management practices
- Site selection and location criteria
- Notice to Mass DEP regional office

An online course that offers an introduction to debris management is:

[IS-235 Emergency Planning](#)

Local plan guidance (14 pages) and checklist (7 pages) are available at:

<http://www.mass.gov/dep/recycle/laws/policies.htm#disaster>

Westborough Disaster Debris Management Plan to use as a template is available at:

[http://www.town.westborough.ma.us/Public\\_Documents/WestboroughMA\\_Health/DisasterDebris](http://www.town.westborough.ma.us/Public_Documents/WestboroughMA_Health/DisasterDebris)

## Shelter Management Plan

### A Shelter Management Plan:

- Is included in the CEMP.
- Establishes when where and how to set up shelters.
- Can be written with American Red Cross (ARC) assistance.
- Includes provisions for volunteers who can assist in planning and operating shelters.
- Use the Statewide Shelter Plan as a starting point.



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### NOTES:

A Shelter Management Plan establishes a framework for:

- How to set up a shelter
- When to set up a shelter
- Who will run the shelter
- Where the shelter should be located

Shelter planning considerations:

- Intake
- Food and water
- Sanitary facilities
- Generator for back-up power
- Documentation process to document all who are sheltered

Volunteers such as Citizens Corps/CERT teams can assist with planning and operating mass-care shelters

American Red Cross (ARC) can assist with shelter planning and shelter operations:

- ARC will only assist with certified a facility.
- ARC shelters have to be available for other communities.
- Communities are encouraged to have a plan that is not completely reliant on the ARC to open, run, and supply your local shelter.

## COOP/COG Plans

**Both Continuity of Operations (COOP) Plans and Continuity of Government (COG) Plans :**

- **Identify Mission Essential Functions.**
- **Establish operational procedures to sustain the Mission Essential Functions identified.**
- **Guide the restoration of full functions until normal operations can be resumed.**



**MEMA**

### **NOTES:**

#### **Continuity of Operations (COOP) Continuity of Government (COG):**

- **Ensures that government agencies are able to continue to perform mission essential functions under disaster conditions.**
- **Establishes operational procedures to sustain Mission Essential Functions, even when the community's ability to sustain "normal" operations is challenged.**
- **Guides the restoration of full functions while normal operations are not feasible.**

**Both Continuity of Operations (COOP) Plans and Continuity of Government (COG) Plans address:**

- **Vital Records**
- **Critical Systems**
- **Alternate Facilities**
- **Orders of Succession**
- **Delegations of Authority**
- **Mission Essential Functions**

**Federal Continuity Directive 1 (FCD 1) is a good resource that provides an understanding of the concept of continuity planning.**

**Online courses include:**

**[IS-546 Continuity of Operations Awareness Course](#)**

**[IS-547 Introduction to Continuity of Operations](#)**

## **Access/Functional Needs Plan (1 of 2)**

### **Planning for Access and Functional Needs (AFN):**

- **Focus on the needs people have during emergencies or disasters, rather than on their specific disabilities.**
- **Pay particular attention to the additional assistance needed by access and functional needs populations.**
- **Must make reasonable accommodations to provide access and functional needs populations with the same services available to the general population.**
- **Government cannot compel self-identification, so must rely upon voluntary registration to identify.**



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### **NOTES:**

#### **What we need to know about Access and Functional Needs:**

- **Who will have additional needs during an emergency or disaster**
- **Where the individuals identified live**
- **Additional needs of the individuals identified**
- **Legal responsibilities of agencies and jurisdictions to meet the needs identifies**
- **Key planning considerations for five core emergency management functions:**
  - **Preparedness**
  - **Emergency Alert/Information/Warning**
  - **Evacuation**
  - **Mass Care and sheltering**
  - **Disaster recovery case management**

#### **Access and Functional Needs (AFN) population must have access:**

- **To the same information provided to the general population (in understandable formats)**
- **To the same programs and services as the general population**
- **To locations where programs and services are provided**

## Access/Functional Needs Plan (2 of 2)

### Planning for Access and Functional Needs (AFN):

- Conduct needs assessment.
- Conduct gap analysis.
- Determine planning priorities.
- Resolve planning gaps in:
  - Communications
  - Medical
  - Independence
  - Supervision
  - Transportation



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### NOTES:

#### Timeline of federal laws that prohibit discrimination on the basis of disability in emergency programs:

- Architectural Barriers Act (1968)
- Rehabilitation Act (1973)
- Individuals With Disabilities Education Act (1975)
- Stafford Act (1988)
- Fair Housing Act (1988)
- Americans With Disabilities Act (1990)
- Telecommunications Act (1996)
- Post Katrina Emergency Management Reform Act (2006)
- Twenty-First Century Communications and Video Accessibility Act (2010)

An online course that addresses inclusion of people with access/functional needs is:

[IS-368 Including People With Disabilities and Others With Access/Functional Needs in Disaster Operations](#)

## Cyber Disruption Planning

Planning for Cyber Disruption is driven by:

- Increasing dependence on IT across critical sectors
- Potential for profound and detrimental effects in the event of a disruption
- Potential public safety consequences

Plan for cyber disruptions that may be caused by:

- Nation-state-sponsored threats or incidents (cyber-terrorism)
- Criminal theft and/or breach activities
- Cascading failure from natural events or an inadvertent physical or logistic disruption



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### NOTES:

The Massachusetts Cyber Disruption Plan identifies the following as critical sectors:

- Public Safety
- Utilities (Electricity/Natural Gas/Water)
- Transportation
- Health/Medical
- Communications (voice/data)
- Higher Education
- Private Sector

Example: Supervisory Control and Data Acquisition (SCADA) systems allow remote monitoring and control of systems such as power grids, gas/oil pipelines, water distribution systems, and traffic signals. Compromise of these systems would potentially pose far-reaching public safety consequences.

## Massachusetts Cyber Disruption Plan

- Is a framework for coordinating intra-state cyber preparedness, detection, alert, response, and recovery activities across critical sectors.
- Describes coordination mechanisms with counterparts in other states.
- Describes mechanisms for maintaining a common operating picture and providing situational awareness to stakeholders.
- Allows public safety decision makers to access relevant subject matter expertise on technical and operational issues regarding cyber resources and networks.



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## Next Steps in the Planning Effort

Further planning steps include:

- Conduct Local EMD Planning Workshops.
- Develop an exercise program to test plans.
- Review and improve plans on a regular basis.
- Training on planning for specific threats/hazards.



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## Section 2: Organizing



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## Section 2: Organization Topics

This section covers the following topics:

- Homeland Security Advisory Councils
- Citizen Corps
- Individual Preparedness
- National Incident Management System
- NIMS Implementation



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## Homeland Security Planning Regions



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### NOTES:

In 2004 the Massachusetts Executive Office of Public Safety and Security developed five homeland security planning regions to receive U.S. Department of Homeland Security grant funds designated to support local governments and first responders. The five geographical regions are:

- Central (Worcester County)
- Western (Five western counties)
- Northeast (Essex and Middlesex Counties – less Boston UASI members)
- Southeast (Five Counties south of Boston – less Boston UASI members)
- Metropolitan Boston (UASI):
  - Suffolk County
  - Norfolk County (Brookline and Quincy only)
  - Middlesex County (Cambridge, Everett and Somerville only)

Each region has a multi-disciplinary/multi-jurisdictional advisory council to ensure that funds meet the planning, organization, equipment, training, and exercise needs of the region. Funded activities must be regional in scope and must build or enhance capabilities that enable a region to prevent, protect against, mitigate, respond to, or recover from the threats and hazards that pose the greatest risks. Each council:

- Serves as the governance body.
- Oversees all grant program expenditures.
- Is responsible for developing and guiding implementation of regional homeland security plans.
- Works with Mass EOPSS to carry out the strategic vision of the state homeland security strategy.

## Homeland Security Advisory Councils

The five Homeland Security Advisory Councils (HSAC) are made up of multi-jurisdictional and multi-discipline members (Fire, Emergency Management, Emergency Medical, Law Enforcement, Public Works, etc.):

- Northeast
- Southeast
- Central
- Western
- Metropolitan Boston (UASI)



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### **NOTES:**

More information on the activities of these councils is available through the links below:

#### **Metro Boston Homeland Security Planning Region**

<http://www.cityofboston.gov/oem/>

The region's advisory council, known as the Jurisdictional Points of Contact, receives fiduciary support from the Boston OEM:

#### **Northeast Homeland Security Planning Region**

<http://www.nerac.us/default.aspx>

#### **Southeast Homeland Security Planning Region**

[http://www.srpedd.org/homeland\\_security.asp](http://www.srpedd.org/homeland_security.asp)

#### **Central Homeland Security Planning Region**

<http://www.cmrpc.org/homeland-security>

#### **Western Homeland Security Planning Region**

<http://www.wrhsac.org/>

## Citizen Corps (1 of 2)

MEMA coordinates a statewide CCP council. Local Citizen Corps councils drive citizen participation by:

- Identifying local resources
- Assessing possible threats
- Developing community action plans
- Coordinating Citizen Corps programs (CCP) that are described in the notes below.



MEMA

### NOTES:

The two most common Citizen Corps organizations in Massachusetts are:

#### Community Emergency Response Team (CERT) Program:

The Community Emergency Response Team (CERT) Program educates people about disaster preparedness and trains them in basic disaster response skills, such as fire safety, light search and rescue, and disaster medical operations. Using their training, CERT members can assist others in their neighborhood or workplace following an incident or during an event, and can take an active role in preparing their community. The program is administered by the Federal Emergency Management Agency (FEMA).

#### Medical Reserve Corps (MRC):

The Medical Reserve Corps (MRC) program strengthens communities by helping medical, public health and other volunteers offer their expertise throughout the year as well as during local emergencies and other times of community need. MRC volunteers work in coordination with existing local emergency response programs, and also supplement community public health initiatives, such as outreach and prevention, immunization programs, blood drives, case management, care planning, and other efforts. The MRC program is administered by HHS.

#### Citizen Corps Information:

<http://www.ready.gov/citizen-corps>

## Citizen Corps (2 of 2)

MEMA coordinates a statewide CCP council. Local Citizen Corps councils drive citizen participation by:

- Identifying local resources
- Assessing possible threats
- Developing community action plans
- Coordinating Citizen Corps programs (CCP) that are described in the notes below.



MEMA

### NOTES:

#### Citizen Corps includes:

##### Fire Corps:

Fire Corps promotes use of citizen advocates to enhance the capacity of fire and rescue departments at all levels (volunteer, career and combination). Citizens assist local fire departments in a range of activities including fire safety outreach, youth programs, and administrative support. Fire Corps provides resources to assist fire and rescue departments in creating opportunities for the citizen participation it promotes. Fire Corps is funded through DHS and is managed and implemented through a partnership between the National Volunteer Fire Council, the International Association of Fire Fighters, and the International Association of Fire Chiefs.

##### USA-on-Watch:

Neighborhood Watch provides information, training and resources to citizens and law enforcement agencies throughout the country. In the aftermath of 9/11/2001 Neighborhood Watch expanded beyond the traditional crime prevention role to help neighborhoods focus on disaster preparedness, emergency response and terrorism awareness. Neighborhood Watch is administered by the National Sheriffs' Association in partnership with the Bureau of Justice Assistance, U.S. Department of Justice (DOJ).

##### Volunteers in Police Service (VIPS):

VIPS works to enhance the capacity of state and local law enforcement to utilize volunteers. VIPS serves as a gateway to resources and information for and about law enforcement volunteer programs. Funded by U.S. DOJ, VIPS is managed and implemented by the International Association of Chiefs of Police.

## Promoting Individual Preparedness

Ideas for promoting individual preparedness in your community:

- Write articles for local newspapers.
- Use social media to give preparedness tips.
- Present to seniors, scouts and civic groups.
- Hand out FEMA, MEMA or municipal brochures.
- Set up a table at fairs, safety days or other events.
- Post information to municipal website and link to MEMA website.



MEMA

### NOTES:

There are many ways to help the residents of your community to prepare for emergencies. Use any interaction and outreach opportunities you have in your community to help promote individual preparedness.

Contact your MEMA regional office for:

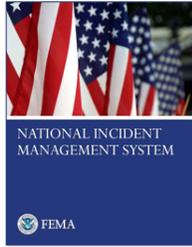
- Ideas
- Support
- Brochures
- Further information

Two online courses that address individual preparedness are:

[IS-22 Are You Ready? An In-depth Guide to Citizen Preparedness](#)

[IS-909 Community Preparedness: Implementing Simple Activities for Everyone](#)

# National Incident Management System



The National Incident Management System provides a nationwide template to enable government at all levels, the private sector and non-governmental organizations to work together to:

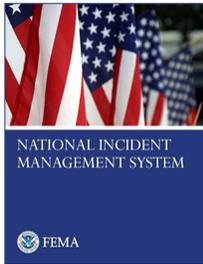
- Prepare for incidents
- Respond to incidents
- Recover from incidents
- Mitigate effects of incidents

... to reduce loss of life and property.



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# NIMS Components



Preparedness

Communications and Information Management

Resource Management

Command and Management

Ongoing Management and Maintenance

Incident Command System

Multiagency Coordination Systems

Public Information



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## NIMS Implementation (1 of 2)

Homeland Security Presidential Directive 5 (HSPD-5):



Requires that federal agencies use NIMS to manage domestic incidents.

Makes adoption of NIMS by state and local governments a condition of their eligibility for federal preparedness assistance grants.



MEMA

### **NOTES:**

Emergency Management Directors (EMD) should track who needs to complete, and who has completed the following courses:

[IS-700 National Incident Management System – An Introduction](#)

[IS-701 NIMS Multiagency Coordination System \(MACS\)](#)

[IS-702 NIMS Public Information Systems](#)

[IS-703 NIMS Resource Management](#)

[IS-800 National Response Framework - An Introduction](#)

To meet grant requirements, all emergency management and public safety personnel must complete the ICS-100 course. First-line supervisors should also complete the ICS-200 course. Both courses are available online:

[IS-100 Introduction to Incident Command System \(ICS-100\)](#)

[IS-200 ICS for Single Resources and Initial Action Incidents \(ICS-200\)](#)

## NIMS Implementation (2 of 2)

### Massachusetts Executive order 469:

- Adopts NIMS as the Massachusetts standard for incident management.
- Requires Massachusetts cities, towns, and other municipal entities to certify that they have both adopted and implemented NIMS as a condition of receiving federal preparedness grant awards from their regional Homeland Security Council.

Minimum implementation is to require municipal responders to complete the ICS-100 course.



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### NOTES:

ICS-300 (3-Day) and ICS-400 (2-Day) courses are offered by MEMA (not online). EMD, Fire Chief, Police Chief (and the next rank down in their respective departments) should complete ICS-400, so they can determine what level of ICS training other members of their respective departments should complete.

A copy of Governor Romney's Executive Order 469 (30 September 2005) is included as a handout in the back of this student manual, and can be accessed at:

<http://www.mass.gov/eopss/docs/programs/hs/nims-executive-order.pdf>

## Section 3: Grants



MEMA

## Section 3: Grant Topics

This section covers the following topics:

- Emergency Management Performance Grant (EMPG)
- Citizen Corps Program (CCP) Grants
- Hazardous Materials Emergency Preparedness (HMEP) Grants
- Sub-granting process



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## EMPG Grants (1 of 2)

The Emergency Management Performance Grant (EMPG) provides funds to assist communities in preparing for all hazards:

- Given availability of FEMA funds, MEMA seeks to provide sub-grants to Municipal/Tribal emergency management agencies in Massachusetts.
- FEMA requires that each EMPG sub-grant recipient match the grant in:
  - Cash (hard match)
  - Kind (soft match)



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### **NOTES:**

#### **Cash “Hard” Match:**

- Includes non-federal cash spent for project related costs, according to the program guidance.
- Allowable cash match includes only those costs that are allowable with federal funds in compliance with the program guidance and/or program regulations.

#### **In-kind ”soft” Match:**

- Includes, but is not limited to, the valuation of in-kind services.
- “In-kind” is the value of something received or provided that does not have a cost associated with it. For example, if in-kind match (other than cash payment) is permitted, then the value of donated services could be used to comply with the match requirement.

It is important to verify that equipment is allowable under the specific grant program. This can be done via the ‘Grant Allowability’ section on the DHS/FEMA Authorized Equipment List (AEL) found at:

<https://www.rkb.us>

#### **MEMA’s EMPG Website:**

[www.mass.gov/eopss/agencies/mema/empg-and-ccp-andhmep-grants.html](http://www.mass.gov/eopss/agencies/mema/empg-and-ccp-andhmep-grants.html)

## **EMPG Grants (2 of 2)**

**Emergency Management Performance Grant (EMPG) allowable cost categories:**

- **Training**
- **Planning**
- **Organizational**
- **Exercises (must be HSEEP-compliant)**
- **Equipment (must be listed on the DHS/FEMA Authorized Equipment List).**
- **Construction or renovation of the community's principal Emergency Operations Center (EOC)**



**MEMA**

## **CCP Grants (1 of 2)**

**When available, Citizen Corps Program (CCP) Grants provide funding to a community's:**

- **Medical Reserve Corps (MRC)**
- **Volunteers In Police Service (VIPS)**
- **Community Emergency Response Teams (CERT)**

**No match is required for CCP funding.**

**The goal is to bring community and government leaders together to coordinate the involvement of community members/organizations in emergency preparedness activities.**



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## CCP Grants (2 of 2)

**Citizen Corps Program (CCP) Grants allowable cost categories:**

- **Training**
- **Planning**
- **Equipment (must be listed on the DHS/FEMA Authorized Equipment List).**
- **Construction or renovation of the community's principal Emergency Operations Center (EOC)**



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### **NOTES:**

The CCP Grant 'line item' has been discontinued by FEMA; however, MEMA will seek to support CCP efforts through other funding as available.

It is important to verify equipment is allowable under the specific grant program. This can be done via the 'Grant Allowability' section on the DHS/FEMA Authorized Equipment List (AEL) found at:

<https://www.rkb.us>

**MEMA's CCP Website:**

[www.mass.gov/eopss/agencies/mema/empg-and-ccp-andhmep-grants.html](http://www.mass.gov/eopss/agencies/mema/empg-and-ccp-andhmep-grants.html)

## HMEP Grants (1 of 2)

**Hazardous Materials Emergency Preparedness (HMEP) Grants from the U.S. Department of Transportation to:**

- **No match is required for HMEP grants.**
- **Emergency Planning Committees (EPC) whose certifications have not expired are eligible:**
  - **Local Emergency Planning Committee (LEPC)**
  - **Regional Emergency Planning Committee (REPC)**



**MEMA**

**NOTES:**

**MEMA's HMEP Website:**

[www.mass.gov/eopss/agencies/mema/empg-and-ccp-andhmep-grants.html](http://www.mass.gov/eopss/agencies/mema/empg-and-ccp-andhmep-grants.html)

## **HMEP Grants (2 of 2)**

**Hazardous Materials Emergency Preparedness (HMEP) Grants allowable cost categories are limited, and must both relate to transportation of hazardous materials, and be in support of LEPC/REPC planning functions.**



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**NOTES:**

**HMEP Planning Grant guidance is available on the following website:**

<http://www.phmsa.dot.gov/staticfiles/PHMSA/DownloadableFiles/HMEP%20Guidelines/Activities%20Guidance.pdf#page=3>

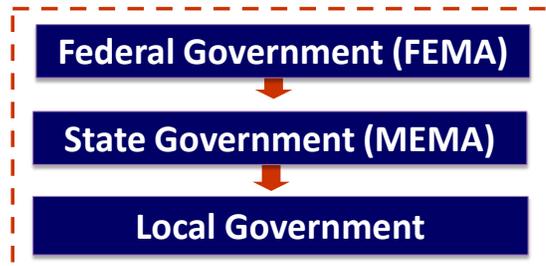
## Sub-Granting Process

A sub-grant overview in the back of this manual outlines:

- Application
- Contracting
- Reimbursement
- Close-out

... for:

- CCP Grants
- HMEP Grants
- EMPG Grants



**MEMA**

### NOTES:

A summary of the MEMA sub-granting process is included as a handout in the back of this student manual.

## Section 4: Training



**MEMA**

## Section 4: Training Topics

This section covers the following topics:

- Training and Education
- Training Needs Assessment
- MEMA Training Registration System (TRS)
- State Training Opportunities.
- Resource Management System (RMS) Training
- Federal Training Opportunities
- Emergency Management Institute



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## Why Train?

We train in order to be better prepared to do our various jobs in emergency management, both in preparing for incidents and in managing incidents when they occur.

Some types of emergency management training:

- Awareness-level Training
- Performance-based Training
- Incident Management Training

MEMA encourages the EMD to complete the Professional Development Series courses.



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### **NOTES:**

The Professional Development Series includes the following online courses:

[IS-139 Exercise Design](#)

[IS-230 Fundamentals of Emergency Management](#)

[IS-235 Emergency Planning](#)

[IS-240 Leadership and Influence](#)

[IS-241 Decision Making and Problem Solving](#)

[IS-242 Effective Communication](#)

[IS-244 Developing and Managing Volunteers](#)

## Training and Education

**Training focuses on enhancing ability to perform tasks.**

**Education focuses on enhancing ability to think.**

**There is no pure training or pure education. Instruction combines both with an emphasis on one or the other.**

**Some benefits of training and education:**

- **Provides networking opportunities.**
- **Provides a foundation of knowledge to build on.**
- **Provides standard practices that personnel from different agencies and jurisdictions can use when working together at an incident or event.**



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## Training Needs Assessment

**MEMA periodically conducts a formal training needs assessment in order to determine what training the EMD needs for his or her city or town.**

**The EMD does not need to wait for a formal training needs assessment to be conducted to make their training needs known. The EMD can also:**

- **Contact their MEMA regional training coordinator.**
- **Ask any other member of their MEMA regional staff to communicate the need to the regional training coordinator.**



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## Training Registration System (TRS)

The MEMA Training Registration System (TRS) is an online system:

- Access TRS and the MEMA Training Calendar's list of courses offered by MEMA on the MEMA webpage.
- Access TRS to create a profile with user name and password in order to apply to attend MEMA courses and conferences.
- Use TRS to retrieve certificates for MEMA courses completed and MEMA conferences attended since 2007.



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### **NOTES:**

Anyone needing assistance with creating a profile or registering for a course can contact the MEMA Training and Exercise Unit Registrar, Judy Sartori at:

[judy.sartori@massmail.state.ma.us](mailto:judy.sartori@massmail.state.ma.us)

Anyone The MEMA Training Registration System can be accessed at:

<https://mematraining.chs.state.ma.us/TRS/>

## State Training Opportunities

MEMA periodically asks each EMD to submit a training needs assessment to help identify needed courses.

MEMA offers ICS and other courses at no charge:

- Basic Public Information Officer (2-Day)
- Hazardous Materials Awareness (1-Day)
- EOC Management and Operations (1-Day)
- All-Hazard Emergency Planning for Schools (2-Day)
- CERT Train-the-Trainer (3-Day)
- CERT Program Manager (2-Day)



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### NOTES:

Refer to the MEMA Training and Registration System (TRS) for course descriptions. For more information on state training opportunities, contact the MEMA Training and Exercise Coordinator for your MEMA region.

#### The Basic Public Information Officer (BPIO) Course:

This course is offered two or three times each year (spring and fall) by MEMA PIO Peter Judge. This course is only offered at the MEMA HQ in Framingham.

#### The Hazardous Materials Awareness Course:

This course is updated annually to comply with OSHA and NFPA awareness-level standards.

#### The EOC Management and Operations Course:

This course is offered at MEMA and at local Emergency Operations Centers. Hosting EOC staff are expected to provide a tour of the host EOC and an explanation of how the host EOC functions during activations. This course covers a wide range of EOC topics, and is meant to help a city or town to start or improve its EOC.

#### The All-Hazard Emergency Planning for Schools Course:

This course is offered at a host school for key staff (including facilities managers) of the host school and other schools in the community or surrounding communities.

#### The Community Emergency Response Team (CERT) Train-the-Trainer Course:

This course is offered quarterly (once annually in each MEMA region). It is meant to train key members of Community Emergency Response Teams (CERT) who will carry the training back to their communities and train their own CERT members. MEMA does not train CERT members directly, because it is impractical to schedule training over enough nights or weekends to make CERT training available to CERT volunteers.

## **Resource Management System Training**

**MEMA Resource Management System (RMS) training consists of four courses over two training days:**

- **RMS Basic and System Administrator Courses**
- **RMS Intermediate and Advanced Courses**

**Initial emphasis is on offering the RMS Basic course to train Fire, Police and Public Works account holders and alternates, and the RMS System Administrator course to train a System Administrator and an alternate in as many Massachusetts cities and towns as possible (in order to expedite their use of RMS).**



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### **NOTES:**

To request RMS training for a city or town, contact the MEMA training coordinator for your MEMA region.

MEMA provides the instructors, manuals and laptops required to run an RMS course.

Ideally, RMS training should be conducted at a facility with wireless internet that can accommodate up to twelve computers, but MEMA will bring hot-spots that are capable of providing internet access in most locations.

The RMS Basic course is usually conducted from 8:00 AM to 12:30 PM, and is followed by the RMS System Administrator Course from 1:30 PM to 3:00 PM the same day.

MEMA recommends that the following personnel complete RMS Basic and System Administrator courses:

- **Emergency Management Director or designee**
- **Deputy EMD or designee**

MEMA recommends that the following personnel complete the RMS Basic course:

- **Fire Department account holder**
- **Deputy Fire Department account holder**
- **Police Department account holder**
- **Deputy Police Department account holder**
- **Public Works Department account holder**
- **Deputy Public Works Department account holder**

## NIMS Online Courses

The National Incident Management System (NIMS) was adopted by Massachusetts and its cities and towns as a system for managing incidents and planned events (in order to be eligible for homeland security grants):

- The following independent study (IS) courses are available on the FEMA Emergency Management Institute (EMI) website:
  - IS-100: Incident Command System
  - IS-200: Incident Command System
  - IS-700: National Incident Management System
  - IS-800: National Response Framework



MEMA

### NOTES:

NIMS compliance requires that municipal personnel (full-time, part-time and volunteer) in the following ten disciplines complete appropriate levels of NIMS training:

Emergency Management: The Emergency Management Director (EMD), Deputy Emergency Management Director(s) and other emergency management personnel who work with them.

Emergency Medical Services: Emergency Medical Technicians (EMT) and Paramedics who provide pre-hospital medical care.

Fire Service: Firefighters and other rescue, arson investigators and fire prevention personnel.

Governmental Administrative: Elected and appointed officials responsible for public administration of community health and welfare during an incident.

Hazardous Materials (HazMat): HazMat Team members or others who identify, mitigate or control the release of a hazardous (or potentially hazardous) substance.

Healthcare: Personnel who provide medical, dental, clinical, forensic, mental health, laboratory, fatality management, veterinary or administrative services in hospitals, clinics, physicians offices and other treatment facilities.

Law Enforcement: Police officers and other sworn law enforcement officers.

Public Health: Personnel who protect the public from epidemics, diseases and environmental hazards.

Public Safety Communications: Dispatchers and others who use technology to serve as conduits between persons reporting incidents and incident response or emergency management personnel.

Public Works: Personnel who construct, maintain or manage public infrastructure.

## NIMS Classroom Courses

MEMA offers the following courses at its facilities and at host facilities:

- ICS-300 (3-Day course)
- ICS-400 (2-Day course)
- ICS-402 (Half-Day course)

ICS-400 is the highest-level ICS course. ICS-402 is an overview of ICS (without an exam) that is conducted for executives and officials.



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### NOTES:

Personnel in all ten disciplines should, at a minimum, complete IS-100 (ICS-100) and IS-700 (NIMS) for NIMS compliance. Emergency Management personnel should also complete IS-800 (NRF).

### Guidelines for who should complete higher-level NIMS courses:

Guidelines vary according to the rank structure of a particular agency (some police departments with no rank but sergeant between Chief and patrolman have had all sergeants complete ICS-400).

ICS-200: First-line supervisors

ICS-300: Public Health Director, Fire and Police lieutenants and captains.

ICS-400: Emergency Management Director, Fire Chief, Police Chief and their respective deputies.

In order to be able to accurately identify which municipal personnel should complete additional (higher-level) NIMS courses, the Emergency Management Director, Fire Chief, and Police Chief of each city and town and their respective deputies (or next rank below chief) should also complete ICS-200, ICS-300 and ICS-400. By doing so, they will be able to determine who has to attend what level of training (the chiefs for their respective departments and the EMD for the other municipal departments).

The FEMA Emergency Management Institute (EMI) offers a variety of independent study courses online. Access the Independent Study link at:

<http://www.fema.gov/about/training/emergency.shtm>

## **Federal Training Opportunities (1 of 2)**

Several federal training opportunities are available, and attendance is coordinated by the State Training Officer at MEMA HQ:

- **Anniston: Center for Domestic Preparedness (CDP)**
- **Louisiana State University (LSU): National Center for Biomedical Research and Training (NCBRT)**
- **Texas A&M Engineering Extension Service (TEEX): National Emergency Response and Rescue Training Center (NERRTC)**



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### **NOTES:**

The schools and institutions listed above provide training free of charge to federal, state, local, tribal, volunteer, public, and private sector officials to strengthen emergency management core competencies.

By conveying necessary knowledge and skills to improve the nation's capability, these schools directly support implementation of the:

- **National Incident Management System (NIMS)**
- **National Response Framework (NRF)**
- **National Disaster Recovery Framework (NDRF)**
- **National Preparedness Goal (NPG)**

Training delivery systems include:

- **Resident onsite training**
- **Offsite delivery in partnership with:**
  - **Colleges and universities**
  - **Emergency management training systems**
  - **Technology-based media to conduct individual training courses for emergency management personnel across the nation.**

## **Federal Training Opportunities (2 of 2)**

Several federal training opportunities are available, and attendance is coordinated by the State Training Officer at MEMA HQ:

- U.S. DOE National Nuclear Security Administration (NNSA) Nevada National Security Site: Center for Training and Operations Support (CTOS)
- New Mexico Tech: Energetic Materials Research and Testing Center (EMRTC)
- FEMA National Emergency Training Center (NETC) in Emmitsburg, Maryland.



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### **NOTES:**

A handout describing these institutions and their programs is included as a handout in the back of this student manual.

## Emergency Management Institute (EMI)

The FEMA Emergency Management Institute (EMI) is located on the National Emergency Training Center (NETC) campus in Emmitsburg, Maryland. EMI offers:

- Resident courses
- Self-paced online independent study courses designed for people who have emergency management responsibilities.



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### **NOTES:**

To access the General Admission Application (FEMA Form 119-25-1) scroll down to the pdf at:

<http://training.fema.gov/apply/>

To Access the EMI Catalog of Activities, scroll down to the pdf at:

<http://training.fema.gov/EMICourses/EMICatalog.asp>

To access the complete list of FEMA/EMI independent study courses, click the ISP Course List link at:

<http://training.fema.gov/IS/>

## Section 5: Exercising



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## Section 5: Exercise Topics

This section covers the following topics:

- Exercise Definition
- Importance of Exercises
- Exercise Cycle
- Homeland Security Exercise and Evaluation Program (HSEEP)
- HSEEP Discussion-Based Exercises
- HSEEP Operations-Based Exercises
- Hazard City Exercises



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## **HSEEP Exercise Definition**

**The FEMA/EMI glossary still defines an exercise as:  
An instrument to train for, assess, practice, and improve  
performance in Prevention, Protection, Response, and  
Recovery capabilities in a risk-free environment.  
- HSEEP Volume-I Glossary (2007)**



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## **Importance of Exercises**

**Exercises provide a relatively risk-free opportunity to:**

- **Evaluate capabilities**
- **Identify Strengths that can be shared with others.**
- **Identify areas for improvement .**
- **Take corrective action to make the needed improvements identified during the evaluation.**



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## Continuous Preparedness/Exercise Cycle

Corrective action improves plans, organization, equipment and training in preparation for the next exercise.



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## Conducting Exercises Refines Capabilities

The concept is to constantly refine capabilities by the continuous cycle of exercises and corrective action to:

- Identify needed improvements during exercises.
- Make needed improvements before there is a negative impact during an actual incident.



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## HSEEP (1 of 2)

### The Homeland Security Exercise/Evaluation Program:

- Establishes a national standard for exercises.
- Is a capabilities/performance-based program.
- Ensures that exercise programs are consistent.
- Ensures that exercise programs use best practices.



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### NOTES:

MEMA can provide technical assistance on exercise design and development.

Exercises are designed specifically to evaluate existing plans, policies, procedures, protocols and agreements (PPPPA). An organization that does not have established PPPPA should consider conducting workshops to develop PPPPA, and once developed, a seminar to conduct training on PPPPA, before proceeding to more extensive exercises to evaluate PPPPA.

HSEEP was recently revised by FEMA to align to the National Preparedness Goal (2011), and the National Preparedness System (2011), and to integrate the core capabilities. For more information about HSEEP:

[www.hseep.dhs.gov](http://www.hseep.dhs.gov)

## HSEEP (2 of 2)

The Homeland Security Exercise and Evaluation Program (HSEEP) provides standardized exercise policy for:

- Design and Development
- Conduct
- Evaluation
- Improvement Planning

HSEEP courses:

- HSEEP Course (2-Day)
- HSEEP Toolkit Course (1-Day)



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### NOTES:

The 2-day HSEEP course is currently under revision to better align it with the new HSEEP. MEMA will make this course available again when the revisions are complete.

## HSEEP Discussion-Based Exercises

HSEEP discussion-based exercises that can be used to evaluate plans, procedures, policies, protocols and agreements:

- Seminars
- Workshops
- Tabletop Exercises (TTX)



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### NOTES:

#### HSEEP Discussion-Based Exercises:

Seminar: A training session to train or familiarize personnel and answer questions about material being presented (often used to present updated plans and procedures).

Workshop (WS): A workshop produces or revises a product (such as a plan or procedure) that might subsequently be presented in a seminar.

Tabletop Exercise (TTX): A TTX uses discussion of a scenario to evaluate policies, plans, procedures, protocols, agreements, and participant knowledge of them.

Before trying to design your own exercise or serve as an evaluator or facilitator, it is highly recommended that you complete the following courses online:

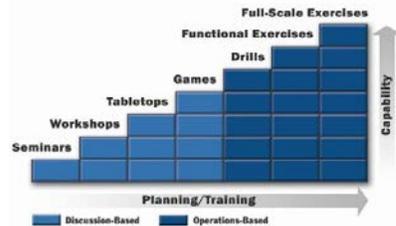
[IS-120 An Introduction to Exercises](#)

[IS-130 Exercise Evaluation and Improvement Planning](#)

## HSEEP Operations-Based Exercises

HSEEP operations-based exercises that can be used to evaluate plans, procedures, policies, protocols and agreements:

- Drill
- Functional Exercises (FE)
- Full-scale Exercises (FSE)



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### NOTES:

#### HSEEP Operations-Based Exercises:

Drill: Drill is an operations-based exercise to evaluate performance of limited objectives (such as a team's ability to perform a team-level task).

Functional (FE): The FE is an operations-based exercise to evaluate the actual operation of a facility (such as a Dispatch Center or Emergency Operations Center) by its staff. The movement of resources outside of the facility is simulated by controllers who send and receive messages and play the roles of persons not actually participating in the exercise, working from a simulation cell (SIMCELL).

Full-Scale Exercise (FSE): This is a large-scale operations based exercise in which all players actually perform their functions, including responders who actually respond to the scene of a simulated incident during the exercise.

## Hazard City Exercises

**MEMA-facilitated Tabletop Exercises for evaluation of hazardous materials plans as part of LEPC or REPC certification or to evaluate other plans or procedures.**



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### **NOTES:**

**MEMA Hazard City exercises feature pre-packaged scenarios that can be tailored to the terrain of a specific community (street names, actual facilities, etc.).**

**MEMA can support the TTX by facilitating and evaluating the exercise, or by lending Hazard City and its materials to a community (LEPC, REPC, etc.) for use in conducting a TTX on their own.**

## Unit 3 Review

This unit covered the following topics:

- Preparedness
- Planning
- Organizing
- Equipping (Grants)
- Training
- Exercising

What are your questions regarding these topics?



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## EMD-101 Course Summary

This course covered the following topics:

- EMD Fundamentals
- The Role of the EMD in the Preparedness Cycle

What are your questions regarding these topics?



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Massachusetts Emergency Management Agency  
Massachusetts Emergency Management Director Essentials Program  
Student Manual

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# Massachusetts Emergency Management Director Essentials Program

**EMD-102**

**Introduction**



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## Student Introductions

- Name
- Job title
- City or Town
- Organization
- Emergency Management experience

If you are an experienced EMD, feel free to contribute to the discussion throughout the course, so others can benefit from your experience.



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## Course Logistics

- Sign-in Sheets
- Housekeeping:
  - 10-Minute Break each hour
  - Fire Exits
  - Facilities
  - Cell phone policy
  - Other Concerns



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## **EMD Orientation: Purpose**

The purpose of this orientation is to provide new and experienced emergency management directors (EMD) an overview of their roles prior to, during and after an emergency.

This orientation program describes:

- **Emergency Management**
- **The collaborative relationship between MEMA and the local EMD**
- **The tools and support that MEMA can provide to the local EMD throughout the disaster lifecycle**



**MEMA**

### **NOTES:**

This EMD Orientation Program was developed by MEMA Staff to provide an overview of emergency management principles and programs in Massachusetts. MEMA encourages the EMD to continue emergency management training by attending EMD meetings, attending conferences and completing courses.

## EMD Orientation: Scope

This orientation program covers EMD fundamentals and the role of the EMD during all phases of emergency management:

- The Preparedness Cycle
- The Response Mission Area
- The Recovery Mission Area
- The Mitigation Mission Area



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## EMD Orientation: Course Structure



EMD-101 Course:  
EMD Fundamentals  
Preparedness Cycle

EMD-102 Course:  
Response Mission Area  
Recovery Mission Area  
Mitigation Mission Area



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# Massachusetts Emergency Management Director Essentials Program

## EMD-102

## Unit 4

## Course Overview



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## EMD-102 Agenda

This EMD orientation program will take place over four hours:

	<u>Day Course</u>	<u>Night Course</u>
▪ Course Overview	0800-0830	1800-1830
▪ Response	0830-1030	1830-2030
▪ Recovery	1030-1130	2030-2130
▪ Mitigation	1130-1200	2130-2200



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## EMD-102: Course Structure

Unit 4:  
EMD-102 Course Overview

Unit 5:  
Response Mission Area

Unit 6:  
Recovery Mission Area

Unit 7:  
Mitigation Mission Area



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## **Unit 5: Response (1 of 4)**

### **Section 1 Response Mission Area Topics:**

- **Response Mission Area**
- **National Response Framework (NRF)**
- **Local EMD Response Role**
- **Emergency Operations Centers (EOC)**
- **WebEOC**
- **Situational Awareness**
- **Common Operating Picture**
- **Rapid Assessment Teams**



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## **Unit 5: Response (2 of 4)**

### **Section 1 Response Mission Area Topics:**

- **Public Information**
  - **Joint Information System (JIS)**
  - **Joint Information Center (JIC)**
  - **Public Information Officer (PIO)**
  - **Social Media**
  - **Mass 211**
- **Resource Management**



**MEMA**

## **Unit 5: Response (3 of 4)**

### **Section 1 Response Mission Area Topics:**

- **Community Points of Distribution (CPOD)**
- **Mutual aid and assistance agreements**
- **Declaration of a State of Emergency**
- **Emergency Procurement**
- **Debris Management (Phase-I)**
- **MEMA Deployable Resources**



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## **Unit 5: Response (4 of 4)**

### **Section 2 Communications Topics:**

- **Radio 101**
- **Interoperability**
- **Redundancy**
- **WebEOC**
- **Public Alert and Warning Systems**
- **MEMA Deployable Resources**



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## **Unit 6: Recovery (1 of 2)**

### **Unit 5 Topics:**

- **Recovery Mission Area**
- **National Disaster Recovery Framework (NDRF)**
- **Local Recovery**
- **Long-term Recovery**
- **Volunteer Management**
- **Donations Management**
- **Public Assistance (PA)**



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## **Unit 6: Recovery (2 of 2)**

### **Unit 5 Topics:**

- **Initial Damage Assessment**
- **Preliminary Damage Assessment**
- **Cost Thresholds**
- **Requests for Federal Assistance**
- **Actions Subsequent to a Disaster Declaration**
- **Debris Management (Phase-II)**
- **Individual Assistance (IA)**
- **Small Business Administration (SBA) Loans**



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## Unit 7: Mitigation (1 of 2)

### Mitigation Topics:

- Mitigation Mission Area
- Hazard Mitigation Definition
- National Mitigation Framework
- Hazard Mitigation Goal
- Hazard Mitigation Plan



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## Unit 7: Mitigation (1 of 2)

### Mitigation Topics:

- Hazard Mitigation Grants
  - Hazard Mitigation Grant Program (HMGP)
  - Flood Mitigation Assistance (FMA) Grants
  - Pre-disaster Mitigation (PDM) Grants



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# Massachusetts Emergency Management Director Essentials Program

## Unit 5

## Response and Communications



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## Section 1: Response Topics (1 of 3)

This section covers the following topics:

- **Response Mission Area**
- **National Response Framework (NRF)**
- **Local EMD Response Role**
- **Emergency Operations Centers (EOC)**
- **WebEOC**
- **Situational Awareness/Common Operating Picture**
- **Rapid Assessment Teams**



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## Section 1: Response Topics (2 of 3)

This section covers the following topics:

- **Public Information**
  - **Joint Information System (JIS)**
  - **Joint Information Centers (JIC)**
  - **Public Information Officer (PIO)**
  - **Social Media**
  - **Mass 211**
- **Resource Management**



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## Section 1: Response Topics (3 of 3)

This section covers the following topics:

- **Community Points of Distribution (CPOD)**
- **Mutual Aid and Assistance Agreements**
- **Declaration of a State of Emergency**
- **Emergency Procurement**
- **Debris Management (Phase-I)**
- **MEMA Deployable Resources**



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## Response Mission Area

The Response Mission Area focuses on the ability to effectively respond to any threat or hazard and includes capabilities needed to:

- **Save lives.**
- **Protect property and the environment.**
- **Establish a safe and secure environment.**
- **Meet basic human needs after an incident occurs.**
- **Restore basic services and community functionality.**
- **Support the transition to the recovery mission area.**

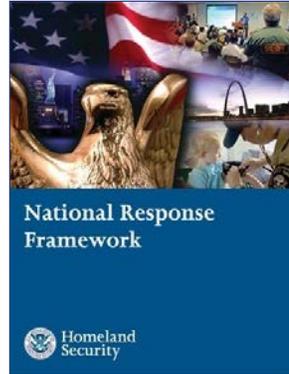


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## National Response Framework (NRF)

The National Response Framework (NRF):

- Establishes a comprehensive, national, all-hazards approach to domestic incidents.
- Defines principles, roles and strategies.



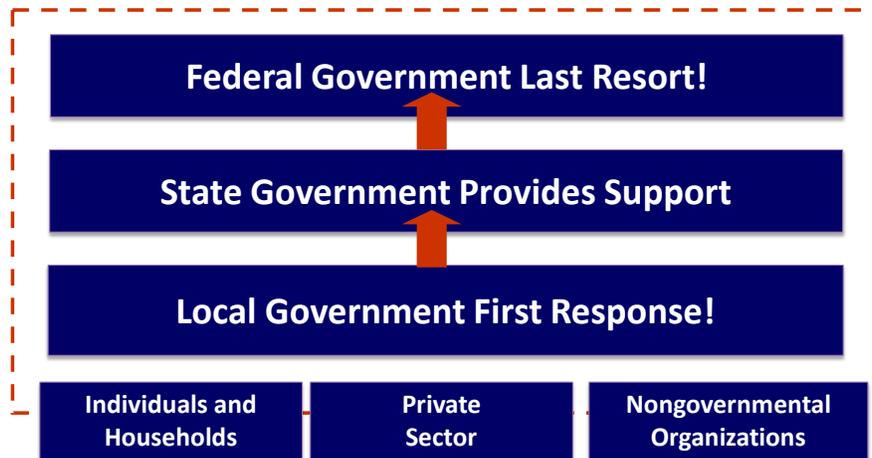
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### NOTES:

EMI's Independent Study NRF Related Course:

[IS-800 National Response Framework, An Introduction](#)

## The NRF Emphasizes Partnerships



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### NOTES:

The National Response Framework (NRF) manual is available at:

[www.fema.gov/national-response-framework](http://www.fema.gov/national-response-framework)

## Local EMD Response Role (1 of 2)

During an emergency response the EMD:

- Obtains/maintains situational awareness and contributes to the Common Operating Picture.
- Helps to coordinate municipal resources and fill resource shortfalls.
- Coordinates municipal departments.
- May act as the municipal Public Information Officer.
- Coordinates the sheltering of displaced residents.
- May play an integral role in the municipality's Emergency Operations Center (EOC).



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### NOTES:

The EMD has the responsibility to ensure that proper coordination is taking place among or between municipal departments.

The EMD should obtain and maintain situational awareness by communicating with the Incident Commander(s) on scene. Except for information restricted by the Incident Commander(s), the EMD should share information with other state and local agencies that may be or become involved in the incident(s). By doing so, the EMD contributes to the situational awareness of these agencies, and to the Common Operating Picture (COP).

The Common Operating Picture (COP) is a single identical summary/presentation of critical incident information shared by all responders and organizations. It is not a single document, but consists of information from multiple sources, shared via multiple media.

The EMD works to fill resource shortfalls. To do this the EMD may:

- Activate Mutual Aid and Assistance Agreements.
- Acquire resources utilizing local vendor contracts.
- Contact MEMA to request state assistance.

## Local EMD Response Role (2 of 2)

During an emergency response the EMD:

- May advise to the Chief Municipal Official regarding the declaration of a local state of emergency.
- May be responsible for activating the municipality's emergency notification system.
- Serves as the principal point-of-contact (POC) with MEMA to:
  - Request Resources from MEMA.
  - Provide MEMA with situational awareness information.



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### NOTES:

During emergencies, the chief municipal official is in overall command of the municipality's resources. The Fire Chief, Police Chief, and other department heads command the operations of their departmental resources responding to the incident. Under the Incident Command System (ICS) the responder on scene who has the greatest statutory, regulatory or delegated authority to command the incident should serve as the Incident Commander (IC).

The EMD may act as chief advisor to the Chief Municipal Officer with respect to the issuance of a Local Declaration of Emergency.

A Local Declaration of Emergency should be issued if there is reason to believe that the incident will cause the municipality's resources to be exhausted, and day-to-day procurement policy and procedure will need to be circumvented.

Under certain circumstances the EMD is responsible for activating the emergency public notification system. This is usually done in the EOC at the direction of the Incident Commander.

## Emergency Operations Centers (1 of 2)

An Emergency Operations Center (EOC) is a location where government provides interagency coordination and executive (policy) decision-making:

- May be a permanent equipped facility (Hot EOC).
- The EOC does not command or control on-scene response tactics, but coordinates support for on-scene response by:
  - Collecting, evaluating and disseminating information
  - Managing resource requests and procurement.



MEMA

### NOTES:

An Emergency Operations Center (EOC) is a central location from which governments can provide multiagency/interagency coordination and executive (policy) decision making in support of incident response and recovery operations.

The purpose of an EOC is to provide a central location where public safety, emergency response, and support agencies coordinate planning, preparedness, response, and recovery activities.

The EOC does not command or control on-scene response efforts, but the EOC does coordinate support for these on-scene response efforts by:

1. Managing resource requests, procurement and allocation.
2. Collecting, evaluating and disseminating incident information.
3. Analyzing jurisdictional impacts and setting strategic policies and priorities.

## Emergency Operations Centers (2 of 2)

The EOC does not command or control the on-scene response tactics. The EOC coordinates support for on-scene response by managing:

- Information:
  - Collection
  - Verification
  - Dissemination
- Managing resource requests:
  - Acquisition
  - Allocation



MEMA

### NOTES:

#### EOC Activations:

- Are authorized by the jurisdiction's Emergency Management Team.
- Should occur as soon as possible based on incident type and complexity.
- Should be reported through the MEMA Regional Office (or MEMA REOC if it is activated) and should be entered as a significant event in WebEOC.

The following courses are recommended for EOC staff:

[IS-775 EOC Management and Operations](#)

[IS-701 NIMS Multiagency Coordination System](#)

## SEOC (1 of 2)

**The State Emergency Operations Center (SEOC):**

- **Is located at MEMA Headquarters in Framingham.**
- **The SEOC staff monitors incidents and provides resources and information to cities and towns.**



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## SEOC (2 of 2)

**During emergencies and some planned events, agency representatives from federal, state, local, private and volunteer organizations collocate at the SEOC.**



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## REOC (1 of 2)

MEMA Regional Emergency Operations Centers (REOC) are collocated with the three MEMA regional offices:

- Region-I REOC in Tewksbury (on the grounds of the Tewksbury State Hospital)
- Region-II REOC in Bridgewater (on the grounds of the Bridgewater prison complex)
- Region-III/IV REOC in Agawam (at Agawam DPW)



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## REOC (2 of 2)

When a MEMA REOC is activated for an incident that is having an impact on its region, the REOC serves as the intermediary between the MEMA SEOC and each local EMD and EOC in that MEMA region.

REGION-I



REGION-II



Region-III/IV

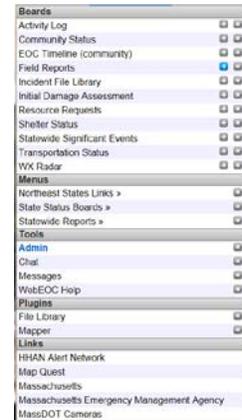


MEMA

## WebEOC (1 of 3)

**WebEOC is an incident management tool that provides a central hub for complete situational awareness and a common operating picture.**

- Significant Events
- Shelter Status
- Resource Requests
- Transportation Status
- Activity logs
- Power Outages
- Community Status
- File Library storage



**MEMA**

### NOTES:

WebEOC has available links to websites and live data (HHAN, Mass DOT cameras, FEMA NIMS, RMS and weather information, etc.).

WebEOC can be used for pre-planned events and daily operations.

Contact your MEMA regional office to get a log-in ID and password.

## WebEOC (2 of 3)

WebEOC allows users to coordinate a quick response to incidents.

- Enables jurisdictions to request state assistance
- Enables jurisdictions to provide community status updates to the SEOC.



MEMA

## WebEOC (3 of 3)

MEMA is the coordinating agency responsible for WebEOC.

- MEMA dispatchers monitor WebEOC 24/7.
- WebEOC can be used for:
  - Planned Events
  - Daily Operations
  - Emergency Incidents



MEMA

## Situational Awareness (1 of 2)

**“Situational Awareness is the ability to identify, process and comprehend the critical information about an incident.**

**More simply, it is knowing what is going on around you.**

**Situational Awareness requires continuous monitoring of relevant sources of information regarding actual incidents and developing hazards.”**

**- National Response Framework (NRF)**



**MEMA**

## Situational Awareness (2 of 2)

**The EMD gains and maintains a situational awareness of what is happening in the jurisdiction via multiple sources:**

- **Media**
  - **Citizens**
  - **Social Media**
  - **Amateur Radio**
  - **Dispatch Centers**
- (911 calls/responder reports)**



**MEMA**

## **Common Operating Picture (COP)**

**A Common Operating Picture (COP) is a single identical summary/presentation of critical incident information shared by all responders and organizations.**

**A COP is not a single document, it consists of verified information from multiple sources, shared via multiple media.**

**Some information is NOT included in a COP:**

- **Unverified information**
- **Information used to brief decision makers**
- **Information restricted by an Incident Commander**



**MEMA**

### **NOTES:**

**Two Levels of Situational Awareness:**

- **Each responder gains and maintains personal situational awareness of what is happening in his or her immediate sphere of influence.**
- **Organizations and jurisdictions gain and maintain a broader situational awareness of what is happening throughout the incident/event area of operations.**

**When an EMD gains and maintains his or her own personal and jurisdictional situational awareness, verifies information, and shares that verified information, the EMD contributes to a multiple-source Common Operating Picture shared by all response and emergency management personnel and agencies involved in the incident or event.**

## **Rapid Assessment Teams (RAT)**

**RAT are deployed prior to or immediately after a large-scale incident to conduct a rapid survey in order to:**

- **Assess local/regional damage and needs.**
- **Gain situational awareness in the field.**

**RAT surveys are usually “windshield” surveys. MEMA will notify and coordinate with the EMD before, during, and after an assessment.**

**RAT survey is used by the MEMA SEOC to:**

- **Provide resources to meet identified needs.**
- **Prioritize resource allocation to communities.**



**MEMA**

### **NOTES:**

**A Rapid Assessment Team (RAT) is a cadre of trained personnel from:**

- **Massachusetts Emergency Management Agency (MEMA)**
- **Massachusetts Department of Public Safety (Mass DPS)**
- **Massachusetts Department of Transportation (Mass DOT)**
- **Massachusetts Coastal Zone Management Team (CZM)**
- **Massachusetts National Guard (MANG)**
- **Other local and state agencies as needed**

## Public Information

Public Information is information collected, assembled or maintained by an organization in connection with the transaction of official business, and available for dissemination to the public.

- Basic Public Information Officer Course  
Student Manual Glossary

NIMS requires that public information be organized around a Joint Information System (JIS).



MEMA

## Joint Information System (JIS) (1 of 2)

A Joint Information System (JIS) is an information network of public information officers (PIO) working together to deliver accurate, timely, and consistent information to the public.

- Basic Public Information Officer Course  
Student Manual Glossary

JIS activation does NOT require coordination of public information to be conducted at one physical location.



MEMA

## Joint Information System (JIS) (2 of 2)

The Joint Information System (JIS) components include:

- Plans
- Procedures
- Protocols
- Contact Information



NIMS requires that a Joint Information System (JIS) be overseen by a Public Information Officer (PIO).



MEMA

## Joint Information Center (JIC) (1 of 2)

The Joint Information Center (JIC):

- Is a physical location that may be used by multiple public information officers (PIO) to coordinate public information.
- May be established by each level of government, and each jurisdiction, so multiple JIC may be active.
- Is where PIO may work in teams, such as:
  - Media Team
  - Logistics Team
  - Research Team



MEMA

## Joint Information Center (JIC) (2 of 2)

The Joint Information Center (JIC):

- Multiple PIO working at a JIC make it possible to work in teams, or work in shifts to provide 24/7 coverage.
- Even when working in teams, or on shifts, each PIO is still primarily PIO for his or her agency or jurisdiction. As a practical matter, this tends to preclude returning home at the end of a shift, because an “off-duty” PIO may be called upon to take the lead to handle matters regarding his or her agency or jurisdiction.



MEMA

## Speaking With One Voice



Messages may be targeted at specific audiences, but the JIS must ensure that all messages are consistent.



If multiple JIC are active, the JIS includes procedures and communications systems that allow all active JIC to coordinate delivery of consistent messages.



Inconsistent messages create the public perception that government doesn't know what is happening or how to deal with it.



MEMA

## Public Information Officer (1 of 2)

A Public Information Officer (PIO):

- May be the EMD
- Clears release of information with incident commanders.
- May work at the Emergency Operations Center.
- Monitors and tracks accuracy of news reports.
- Coordinates the use of social media.



MEMA

### NOTES:

Public Information Officers (PIO) are a link between their organizations and the communities they serve. They help people to prepare for disasters, and to protect themselves when disaster strikes.

[IS-29 Public Information Officer Awareness](#)

[IS-702 NIMS Public Information System](#)

## Public Information Officer (2 of 2)

A Public Information Officer (PIO) handles:

- Rumor Control
- News Releases
- Media Inquiries
- Emergency Warnings
- Public Service Announcements
- Media Briefings/Conferences



**MEMA**

### NOTES:

MEMA periodically schedules the G-290 Basic Public Information Officer (BPIO) course, which is a prerequisite for the Advanced Public Information Officer Course at EMI.

**G-290: Basic Public Information Officer Course Description:** This is a 2-Day course intended for the new or less experienced PIO. Its emphasis is on basic skills and knowledge needed for emergency public information activities. Topics include:

- The role of the PIO in emergency management
- Conducting awareness campaigns
- New release writing
- Public speaking and television interviews

## Public Information and Social Media

Public information includes:

- Websites
- Social Media
  - Twitter
  - You Tube
  - Facebook



MEMA

### NOTES:

PIO get their messages out by communicating through both traditional news media and new media.

To learn more about how to use social media in emergency management:

<http://training.fema.gov/EMIWeb/IS/is42.asp>

### MEMA/FEMA Social Media Links:

**Facebook (FEMA):**

[www.facebook.com/FEMA](http://www.facebook.com/FEMA)

**Facebook (MEMA):**

[www.facebook.com/MassachusettsEMA](http://www.facebook.com/MassachusettsEMA)

**Twitter (FEMA):**

[www.twitter.com/fema](http://www.twitter.com/fema)

**Twitter (MEMA):**

[www.mass.gov/mema](http://www.mass.gov/mema)

Additional training on social media and its role/use in disasters can be found at:

[IS-42: Social Media in Emergency Management](#)

## Mass 211

### Mass 211 (non-emergency assistance):

- Day-to-Day: Assess to health and human services information and referral
- During Emergencies:
  - Disaster information
  - Interpreter services
  - Registration site for volunteers and donations.



MEMA

### NOTES:

#### Mass 211 - Call 211 for Non-Emergency Assistance:

MEMA and the Council of Massachusetts United Ways (COMUW) continue to promote Mass 211 as the Commonwealth's primary telephone information call center during times of emergency. The easy-to-remember 211 telephone number is utilized as a 24/7 resource for human service and Public Safety/disaster response and planning agencies. It was designed, in part, to reduce the number of non-emergency calls made to 911. This partnership offers citizens access to vital updated disaster information, disaster programs, interpreter services, and tracks caller locations. Mass 211 also has the ability to act as the registration site for volunteers and donations from the public during an emergency. On day-to-day basis, 211 is the national abbreviated dialing code for free access to health and human services Information and Referral. 211 is a universally recognizable number that connects individuals and families who are seeking services or volunteer opportunities with the appropriate community-based organizations and government agencies. 211 makes it possible for people to navigate the complex and ever-growing maze of human service agencies and programs. By making services easier to access, 211 encourages prevention and fosters self-sufficiency. Mass 211 was created by The Council of Massachusetts United Ways.

For more information about Mass 211, go to:

<http://www.mass211.org/>

## Resource Management (1 of 2)

A resource may be:

- Supplies
- A person
- A piece of equipment
- A combination thereof that deploys as a team or a unit (an ambulance, an engine company, etc.).



MEMA

### NOTES:

Emergency management and incident response activities require carefully managed resources (personnel, teams, facilities, equipment, supplies) to meet incident needs. Using standardized resource management concepts such as typing, inventorying, organizing and tracking facilitates the dispatch, deployment and recovery of resources before, during and after an incident.

The resource management process can be separated into two parts:

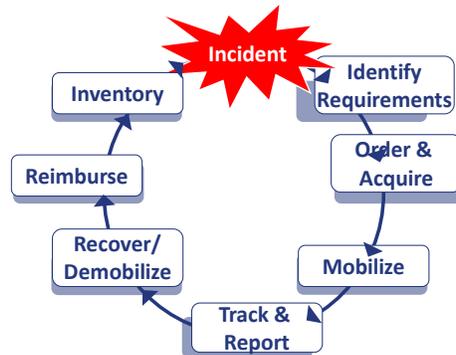
- Resource management as an element of preparedness: Preparedness activities (resource typing, credentialing and inventorying) are conducted on a continual basis to help ensure that resources are ready to be mobilized when needed for an incident.
- Resource management during an incident: This is a finite process with a distinct beginning and end specific to the needs of the incident.

Resource management should be flexible and scalable (in order to support any incident) and it should be adaptable to changes. Efficient and effective deployment of resources requires that resource management concepts and principles be used in all phases of emergency management and incident response.

## Resource Management (2 of 2)

The EMD is responsible for resource:

- Acquisition
  - Local Resources
  - Vendors
  - State Resources
- Tracking
- Recovery
- Inventory



MEMA

### NOTES:

An EMD can acquire resources in a number of ways:

- Use jurisdiction-owned or contracted resources of municipal departments.
- Activate mutual aid and assistance agreements into which the jurisdiction enters.
- Request resources from caches established by a Homeland Security Advisory Council.
- Request state assistance through MEMA (when it appears that all of the jurisdiction's resources will be exhausted).

The following course provides an increased understanding of resource management:

[IS-703 NIMS Resource Management](#)

## Requests For State Assistance (Resources)

When its local resources are exhausted, or are about to be exhausted, a community can request additional resources from the Commonwealth, through MEMA by:

- Calling their MEMA regional office.
- Calling their MEMA Regional EOC (REOC) when it is activated.
- Calling the MEMA HQ State EOC (SEOC) dispatch center whenever their MEMA regional office or REOC is unavailable.
- Sending a resource request through WebEOC.
- Using the Resource Management System (RMS).



MEMA

### NOTES:

When requesting state assistance from MEMA, the State EOC (SEOC) or Regional EOC (REOC) will want to know what it is you need to do, rather than the specific resource you may be requesting.

## **Resource Management System (RMS)**

The MEMA Resource Management System (RMS) is an online system that allows cities and towns to:

- Maintain inventory of municipal resources.
- Search a radius of up to 100 miles to find resources in other Massachusetts cities and towns.
- Order resources from other cities and towns.

The EMD or designee manages the RMS accounts of municipal departments and agencies.



**MEMA**

### **NOTES:**

The MEMA Resource Management System (RMS) is:

- A secure web-based system available to all Massachusetts communities
- A mutual aid system that can be used to locate and request resources that other communities are willing to share
- An inventory management system that can be used as an internal inventory database
- A resource tracking system

The Emergency Management Director or designee serves as the RMS System Administrator for the city or town and controls the municipal RMS accounts. MEMA recommends that each EMD also designate an alternate RMS System Administrator for the city or town.

The Resource Management System is not used exclusively to request state assistance. It can also be used to locate and request resources directly from other jurisdictions (except when the governor declares a statewide state of emergency).

## Community Points of Distribution

Community Points of Distribution (CPOD) are operated by the community at sites it designates for distribution of critical commodities to its citizens. Plan in advance for site layout, staff and equipment.

There are three CPOD types (sizes):

- Type 1 serves 20,000 people per day.
- Type 2 serves 10,000 people per day.
- Type 3 serves 5,000 people per day.



MEMA

### NOTES:

When a community determines a need to distribute critical commodities to its citizens, it activates a Community Point of Distribution (CPOD). Planning for and operation of Community Points of Distribution is the responsibility of the community.

CPODS can be typed in three sizes depending on the service need.

Type 1-serves 20,000 people per day

Type 2- serves 10,000 people per day

Type 3- serves 5,000 people per day (most common)

Plan in advance for your CPOD site(s):

- Staffing (including security)
- Layout (including traffic control)
- Equipment (forklifts with extra fuel/lighting for night operations).

An independent study course on points of distribution:

[IS-26 Guide to Points of Distribution](#)

## Mutual Aid and Assistance Agreements

Mutual Aid and Assistance Agreements are established among or between jurisdictions, organizations and/or agencies. Massachusetts has three types:

- Intrastate
- Interstate
- International



**MEMA**

### **NOTES:**

Mutual aid and assistance agreements are agreements between agencies, organizations, and jurisdictions that provide a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and after an incident. Your municipality likely has Memoranda of Understanding (MOU) already in place.

<http://www.mass.gov/eopss/agencies/mema/mutual-aid.html>

This online course provides a basic understanding of local mutual aid:

[IS-706 NIMS Intrastate Mutual Aid](#)

Lists of cities and towns that have opted in to the Statewide Mutual Aid Agreement (MGL Chapter 40, Section 4J) and the Public Works Mutual Aid Agreement (MGL Chapter 40, Section 4K) are available at the “Mutual Aid” link on the MEMA home page at:

[www.mass.gov/eopss/agencies/mema](http://www.mass.gov/eopss/agencies/mema)

## Intrastate Mutual Aid (1 of 2)

Intrastate mutual aid is mutual aid within the state:

- Regional mutual aid agreements between cities and/or towns.
- A Massachusetts city or town that opts into one or both of the following agreements can send and/or request resources from any other city or town that has also opted in:
  - Statewide Mutual Aid Agreement
  - Public Works Mutual Aid Agreement



MEMA

## Intrastate Mutual Aid (2 of 2)

Intrastate mutual aid is mutual aid within the state:

- The Statewide Mutual Aid Agreement can be activated for any public safety incident.
- The Public Works Mutual Aid Agreement
  - Can be activated for incidents or day-to-day use.
  - Can be used by cities and towns outside of but contiguous to a Massachusetts city or town that has opted into the agreement.

Next break, ask the instructor for forms to opt in!



MEMA

## Fire Mobilization Plan

### The Fire Mobilization Plan:

- Offers pre-determined inventories and run cards to assist a city or town that has exhausted its resources.
- Is governed by a committee that is selected by the Director of MEMA.



MEMA

### NOTES:

By statute, the Massachusetts Emergency Management Agency (MEMA) is the designated coordination and authorizing entity for the statewide Massachusetts Emergency Response Plan. Under Executive Order #221 the Fire and EMS Mobilization Committee, working with MEMA in conjunction with the Fire Chiefs Association of Massachusetts (FCAM), is in charge of planning and response coordination for "All Hazards". The Massachusetts Fire and EMS Mobilization Committee serves as the operational agency of Massachusetts Fire and EMS services for resource deployment under the plan, and has established a goal of statewide mutual aid for fire, emergency medical services (EMS) and associated the special operational services.

A key response and operational consideration in dealing with a domestic terrorism incident is to ensure adequate hazardous materials, special rescue, fire and EMS capabilities to sustain seamless and standardized operations. Massachusetts fire departments and EMS services collaborate to achieve this goal. The Massachusetts Fire and EMS Mobilization Committee created the Massachusetts Emergency Response Plan to provide for the systematic mobilization, deployment, organization, and management of fire service and EMS resources to assist local agencies in a major fire, disaster or other major emergency.

The Massachusetts Emergency Response Plan is applicable when requested by MEMA through a state declaration of disaster. This plan also authorizes regular activation without a declaration of disaster through a voluntary request for assistance coordinated through the state Mutual Aid System and the Mobilization Committee, with the assistance of FCAM and MEMA. This procedure does not apply to, direct or influence normal Mutual Aid operations or agreements as utilized on a daily basis by Fire and EMS Services.

## Interstate Mutual Aid (1 of 2)

Interstate Mutual Aid is mutual aid between states:

- The Emergency Management Assistance Compact (EMAC) is a mutual aid agreement among:
  - All fifty states
  - The District of Columbia
  - The Virgin Islands
  - Puerto Rico
  - Guam



MEMA

## Interstate Mutual Aid (2 of 2)

Interstate Mutual Aid is mutual aid between states:

- EMAC allows mutual aid to go to any member, once its governor has declared a state of emergency.
- EMAC is governed by the National Emergency Management Association (NEMA).
- EMAC works through its Executive Task Force (ETF).
- EMAC allows for sending equipment, personnel or commodities to natural, manmade or technological disasters.



MEMA

## International Mutual Aid

International Mutual Aid is mutual aid that crosses international borders:

- **The International Emergency Management Assistance Compact (IEMAC) is a mutual aid agreement among all six New England states, the four maritime Canadian provinces and Quebec.**
- **IEMAC allows mutual aid to a state or a province without its governor declaring a state of emergency.**



**MEMA**

## Declaration of a State of Emergency

**A Declaration of a State of Emergency:**

- **Permits a community to take necessary actions to protect public health and the safety of persons and property (such as to incur financial liabilities in excess of current appropriations).**
- **Certifies that the incident exceeds the capacity of community resources.**
- **Is authorized by the Chief Municipal Officer (such as the Mayor or Chairman of the Board of Selectmen).**
- **Is communicated to MEMA as soon as possible.**



**MEMA**

## Procurement Laws & Regulations (1 of 2)

Declaring a State of Emergency does NOT override procurement law.

Local procurement falls under:

- M.G.L. c. 30B (OIG) – Local governments use when contracting for supplies, services and real property.
- M.G.L. c. 149 § 44A (DCAMM) – Public buildings (\$10,000. to \$25,000.)
- M.G.L. c. 30 § 39M (DCAMM) – Public buildings: (\$25,000 < \$100,000.)



MEMA

## Procurement Laws & Regulations (2 of 2)

Local procurement falls under:

- M.G.L. c. 30 § 39M (DCAMM) – Public works:
  - Horizontal/site work only
  - Materials purchases only (no labor)
- 801 CMR 21.00 (OSD) – Statewide contracts available for local use.



MEMA

## Emergency Procurement Waivers

Procurement laws have specific provisions for emergency procurement, such as:

- Limiting the number of quotes sought
- Limiting the time required to submit quotes

Provided that:

- All other aspects of the laws are followed
- Emergency actions are limited to immediate need/threat
- Justification is documented
- Permission is granted by oversight entity



MEMA

## Emergency Procurement Best Practices

Prior to any emergency:

- Review the statewide emergency contract and vendor list (available at [www.mass.gov/osd](http://www.mass.gov/osd)).
- Coordinate with your local certified procurement officer to:
  - Procure goods and services from the statewide contract and vendor list at listed prices.
  - Execute any additional contracts needed for critical goods and services.
  - Train municipal finance staff on emergency procurement provisions.



MEMA

## Debris Management Phase-I (1 of 2)

**Debris Clearance (initial 72 hours):** The emphasis is on clearing roads for emergency access by pushing debris to the edge of the right-of-way, not on restoring roads to pre-incident condition. No attempt is made to remove debris from the roadways, only to clear access routes to facilitate:

- Public safety
- Emergency access
- Damage assessment
- Restoration of utilities



**MEMA**

### NOTES:

#### Phase-I of Debris Management:

- Coordinate with utility companies.
- Clear key emergency access routes.
- Prioritize route and critical facility clearance.

## Debris Management Phase-I (2 of 2)

Phase-I activities to lay the groundwork for Phase-II:

- Finalize appropriate debris separations.
- Begin contracting procedures for Phase-II.
- Approve state-owned debris management sites.
- Approve activation of local debris management sites.
- Begin dividing the disaster area into manageable clean-up zones.



MEMA

### NOTES:

Online FEMA course for Debris Operations focuses on:

- Key issues for debris operations
- Strategies and Procedures for Debris Removal
- Roles and Responsibilities for Debris Operations

[IS-632 Introduction to Debris Operations](#)

## **MEMA Deployable Resources**

**MEMA Communications/Fleet Unit equipment available support of field operations includes:**

- **Cache Radios and Repeaters**
- **Mobile Emergency Operations Center (MEOC)**
- **Mobile Communications Support Trailer (MCST)**
- **Mobile Field Tent (MFT)**
- **Field Support Unit (FSU)**
- **Field Support Team (FST)**



**MEMA**

### **NOTES:**

**To request deployable resources from MEMA:**

- **Contact your MEMA regional office (if open).**
- **Contact MEMA Operations (if MEMA regional office is not open).**

## Mobile EOC (MEOC)



MEMA

### **NOTES:**

#### **The MEMA Mobile Emergency Operations Center (MEOC):**

Is a 24-foot long trailer that:

- Provides a variety of on-scene capabilities.
- Can be requested by any community or agency through a MEMA Regional office or MEMA Headquarters for use at incidents or planned events.

## Mobile Field Tent (MFT)



**MEMA**

### **NOTES:**

#### **The MEMA Mobile Field Tent (MFT):**

- Is a large, durable, inflatable tent that:
  - Can be used independently.
  - Can be attached to the MEMA Mobile EOC.
  - Can be attached to the MEMA Field Support Unit.
  - Has 284 square feet of floor space.
  - Can be inflated in under two minutes.

#### **The MEMA Mobile Field Tent (MFT) can be used for:**

- Field triage
- Field IV station
- Overflow workspace
- Victim registration area

#### **With the proper support unit the MEMA Mobile Field Tent (MFT) can be equipped with:**

- HVAC
- Faxes
- Phones
- Printers
- Computers

## Section 2: Communications Topics

This section covers the following topics:

- Interoperability
- Redundancy
- Public Alert and Warning Systems
- MEMA Communications/Fleet Unit
  - 24/7 Dispatch Center
  - Communications Support
  - Deployable Communications Resources



MEMA

## NIMS Communications Requirements

Two key NIMS best practices for communications are:

- Interoperability
- Redundancy



MEMA

## Interoperability Definition

Interoperability is the ability of public safety service and support providers to communicate with staff from other responding agencies and to exchange voice and/or data communications on demand and in real time.

- *National Task Force on Interoperability*



MEMA

## Interoperability Surveys

- Emergency workers from only two-thirds of the 6,800 communities surveyed claimed that they could all communicate with one another by radio on a routine basis. - *National Interoperability Baseline Survey, December 2006*
- Only 6 of the 75 largest U.S. metropolitan areas received the highest interoperability ratings in the *Tactical Interoperable Communications Scorecards. Summary - Report and Findings, January 2007*
- Since 2006, all states have developed a Statewide Communications Interoperability Plan.

- *National Preparedness Report, March 2012*



MEMA

## Interoperability Program

**MEMA is the primary coordination point for the state's interoperability programs, including:**

- **Communications Unit (COMU) Program:**
  - **Communications Unit Leader (COML)**
  - **Communications Technician (COMT)**
  - **Tactical Radio Operator (RADO)**



**MEMA**

## Interoperability Systems

**MEMA is the primary coordination point for the state's interoperability systems, including:**

- **TAC STACK System:**
  - **(VHF) VCALL/VTAC Channels**
  - **(UHF) UCALL/UTAC Channels**
  - **(800) 8CALL/8TAC Channels**
- **State 7/800 MHz Radio System:**
  - **Local Public Safety (LPS) Talk Groups**
  - **Event Talk Groups**



**MEMA**

## Redundancy: Definition

Redundancy is the ability of all agencies to switch to a backup communication system when required to do so.



MEMA

## Back-up Systems

- What are they?
- When will they be used?
- How will notifications be made?
- Incompatible systems
- A back-up system may work in one situation, but not in another.
- Back-up systems must accommodate secure communications when needed.



MEMA

## Health and Homeland Security Network

The Health and Homeland Alert Network (HHAN):

- Automated notification system activated by MEMA.
- Users set up accounts to determine how they will receive alerts that range from minor to severe.
- Contact MEMA Regional office to set up an account.
- Alerts EMD and public safety officials of:
  - Weather
  - Potential Hazards
  - Significant Events
  - Emergency Situations



**MEMA**

### NOTES:

HHAN accounts can be manipulated by users to send alerts to different media:

- E-mail
- Cell phone
- Home Phone
- Office Phone

Each can be tailored to receive alerts based on the level of severity.

For example: you may set up your account so that your cell phone receives all alerts, regardless of severity level, while your home phone only receives the most severe alerts, so it is not ringing in the middle of the night with a minor alert.

## HHAN Alerts (1 of 2)

The Health and Homeland Alert Network (HHAN):

- The HHAN was created by the Massachusetts Department of Public Health (DPH) to push critical information to every community, hospital and health center in the Commonwealth.
- MEMA has created protocol groups inside the HHAN to alert EMDs and public safety officials during certain events.
- Users set up accounts to determine how they will receive alerts (via phone, email or both).



MEMA

## HHAN Alerts (2 of 2)

What type of events prompt MEMA to send HHAN Alerts?

- Fire Mob Activation
- Mass Decontamination Unit Activation
- Power Outages (100,000+)
- Terrorist Activity
- Weather events (Tornado, Thunderstorms, Hurricanes, Ice Storms, Blizzards, etc.)
- Massachusetts State of Emergency declaration



MEMA

## IPAWS

The Integrated Public Alert & Warning System (IPAWS) is the new FEMA program to standardize the format of alerts. IPAWS includes:

- NOAA weather radios
- Wireless Emergency Alerts (WEA)
- Emergency Alert System (EAS) on radio and television



MEMA

### NOTES:

#### Integrated Public Alert & Warning System (IPAWS):

IPAWS is a single interface for public safety officials to alert and warn the public about emergencies by sending alerts to:

- Websites and internet services
- Cellular phones as Wireless Emergency Alerts (WEA)
- NOAA for broadcast over local weather radio stations
- Local radio and TV stations participating in Emergency Alert System (EAS)

MEMA can use the Integrated Public Alert and Warning System (IPAWS) for integrated distribution of alert and warning information within Massachusetts. If an EMD has an emergency, and wants MEMA to activate these tools, notify the MEMA 24x7 Dispatch Center.

<http://www.fema.gov/integrated-public-alert-warning-system>

## Wireless Emergency Alerts (WEA)

Wireless Emergency Alerts (WEA) are part of a FEMA/FCC wireless carrier program that includes:

- Amber Alerts (from MEMA)
- Severe weather alerts (from NWS)
- Short text alerts to cell phones in selected areas

Capability is “opt-out” and is standard on most new phones (not just smart phones).



**MEMA**

### NOTES:

#### Wireless Emergency Alerts (WEA):

- Allows authorized public safety officials (such as MEMA) to send 90-character, geographically-targeted emergency alerts to cellular phones in a danger zone. If an EMD has an emergency and wants MEMA to activate this tool, notify the MEMA 24x7 Dispatch Center.
- Is only for emergencies categorized as:
  - Imminent threat (severity, urgency, certainty)
  - AMBER/Child Abduction Emergency
  - Presidential (citizens cannot opt out)
- Uses “cell broadcast” technology to avoid network congestion.
- Cellular carrier participation is voluntary.
- Citizens may opt out of receiving most alerts.
- There is no cost for sending or receiving alerts.

<http://www.fema.gov/commercial-mobile-alert-system>

## Massachusetts Alerts

Massachusetts Alerts Mobile Application is a public notification tool for sending location-specific alerts

- MEMA can send alerts for an EMD who has an emergency.
- MEMA asks that the EMD help to publicize this application to citizens, and encourage them to download, in order to keep people informed during emergencies.



MEMA

### NOTES:

#### Massachusetts Alerts:

A public notification tool for iPad, iPhone, & Android phones. This is important to reach people who may not have a land line or other means to reach media. If an EMD has an emergency, and wants MEMA to activate this tool, notify the MEMA 24x7 Dispatch Center.

- Severe weather alerts
- Amber Alerts about missing children
- Critical information about natural disasters such as evacuation and shelter-in-place information
- Shelter information
- Power outage information (including restoration times)
- Tips to prepare and stay safe (and more)

## **MEMA Communications/Fleet Unit**

**MEMA Communications/Fleet Unit services and programs include:**

- **24/7 Dispatch Center**
- **Communications Support**
- **MEMA Fleet/Field Equipment Deployable Resources**



**MEMA**

## **MEMA 24/7 Dispatch Center (1 of 2)**

**MEMA Dispatchers monitor and access an array of federal, state and local public safety communications systems.**

**The MEMA 24/7 Dispatch Center serves as the Primary State Warning Point and monitors three nuclear power plants:**

- **Seabrook**
- **Pilgrim**
- **Vermont Yankee**



**MEMA**

## **MEMA 24/7 Dispatch Center (2 of 2)**

**MEMA dispatchers also handle emergency calls and/or dispatch services for:**

- **Department of Fire Services (DFS)**
- **Department of Conservation and Recreation (DCR)**
- **Department of Public Safety (DPS)**
- **Department of Environmental Protection (DEP)**
- **Department of Public Health (DPH)**
- **Northeast States Emergency Consortium (NESEC)**



**MEMA**

### **NOTES:**

**In addition to handling dispatch for the Massachusetts Emergency Management Agency, MEMA dispatchers perform specific dispatch duties for the following agencies:**

- **Department of Fire Services (DFS):**
  - **Special Operations Units**
  - **Code and Compliance Units**
- **Department of Public Health (DPH):**
  - **Emergency Response**
  - **Nuclear Incident Advisory Team (NIAT)**
- **Northeast States Emergency Consortium (NESEC): Seismic activity notifications for New England**

## **MEMA Radio Systems**

**MEMA Communications/Fleet Unit communications support includes:**

- **Radio Systems:**
  - **VHF Statewide Radio System**
  - **7/800 Statewide Radio System:**
    - **Primary Usage**
    - **Secondary Usage**
    - **Interoperable Usage**



**MEMA**

## **MEMA Cache Equipment**

**MEMA Communications/Fleet Unit communications support includes:**

- **Cache Equipment:**
  - **450 800MHz Portable Radios**
  - **50 VHF Portable Radios**
  - **50 POTS Phones**



**MEMA**

## Cache Radios and Repeaters



**MEMA**

### **NOTES:**

#### **MEMA Cache Radios:**

MEMA houses a combination of over (450) VHF, UHF, 7/800 MHz portable radios that are capable of both trunking and conventional operations.

MEMA cache radios are available support the tactical needs of incident commanders in the field to coordinate activities on-scene.

#### **MEMA Cache Repeaters:**

MEMA has two transportable 800 MHz repeaters that can be deployed for on-scene use and localized coverage.

#### **Procedures for requesting MEMA cache radios and repeaters:**

1. Determine if a community needs to communicate with one or more agencies.
2. Decide if wide-area coverage is needed (repeater) or if localized (1 block radius) is sufficient.
3. Call MEMA communications dispatcher at 508-820-2000 for channel assignment.
4. Additional information needed when making request:
  - Quantity of radios requested
  - Type of incident or event
  - Duration of incident or event
  - Any Technical assistance needed

## Mobile Communications Support Trailer



**MEMA**

### **NOTES:**

#### **The MEMA Mobile Communications Support Trailer (MCST):**

- Is a specialized interoperable communications resource that can:
  - Provide communications support to during incidents or planned events.
  - Provide communications in areas with limited coverage.
  - Provide on-scene communications support.
  - Serve as a “re-trans” trailer for extended radio coverage.
  - Serve as a Wi-Fi “hotspot” and cellular and satellite telephone service hub.
  - Be requested by any community or agency in the Commonwealth through a MEMA regional office or MEMA Headquarters.

## Unit 5 Review (1 of 4)

This unit covered the following topics:

- **Response Mission Area**
- **National Response Framework (NRF)**
- **Local EMD Response Role**
- **Emergency Operations Centers (EOC)**
- **WebEOC**
- **Situational Awareness/Common Operating Picture**
- **Rapid Assessment Teams**



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## Unit 5 Review (2 of 4)

This unit covered the following topics:

- **Public Information**
  - **Joint Information System (JIS)**
  - **Joint Information Centers (JIC)**
  - **Public Information Officer (PIO)**
  - **Social Media**
  - **Mass 211**
- **Resource Management**



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## Unit 5 Review (3 of 4)

This unit covered the following topics:

- **Community Points of Distribution (CPOD)**
- **Mutual Aid and Assistance Agreements**
- **Declaration of a State of Emergency**
- **Emergency Procurement**
- **Debris Management (Phase-I)**
- **MEMA Deployable Resources**



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## Unit 5 Review (4 of 4)

This unit covered the following topics:

- **Interoperability**
- **Redundancy**
- **Public Alert and Warning Systems**
- **MEMA Communications/Fleet Unit**
  - **24/7 Dispatch Center**
  - **Communications Support**
  - **Deployable Communications Resources**



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# **Massachusetts Emergency Management Director Essentials Program**

## **Unit 6 Recovery**



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## Recovery Topics (1 of 2)

This unit covers the following topics:

- Recovery Mission Area
- National Disaster Recovery Framework (NDRF)
- Local Recovery
- Long-term Recovery
- Volunteer Management
- Donations Management
- Public Assistance



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## Recovery Topics (2 of 2)

This unit covers the following topics:

- Initial Damage Assessment
- Preliminary Damage Assessment
- Cost Thresholds
- Requests for Federal Assistance
- Actions Subsequent to a Disaster Declaration
- Debris Management (Phase-II)
- Individual Assistance (IA)
- Small Business Administration Loans



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## **Recovery Mission Area (1 of 2)**

**The Recovery Mission Area includes the capabilities needed to assist a community to recover from incident.**

**The goal of recovery is to return the community's systems and activities to normal.**

**Recovery efforts start once an incident occurs.**

**Some recovery activities may be concurrent with the response operations.**



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## **Recovery Mission Area (2 of 2)**

**Recovery involves more than restoration of physical structures. It also includes:**

- **Restoration of public records**
- **Stabilization critical infrastructure**
- **Implementation housing solutions**
- **Restoration of government services**
- **Restoration of economic and business activities**
- **Restoration of health and social services networks**



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## National Disaster Recovery Framework

**The National Disaster Recovery Framework (NDRF):**

- Is a concept of operations for disaster recovery.
- Establishes Recovery Support Functions (RSF).
- Emphasizes effective decision making.
- Stresses Unity of Effort to accomplish common consensus-based objectives by:
  - State Disaster Recovery Coordinator (SDRC)
  - Local Disaster Recovery Manager (LDRM)



**MEMA**

### **NOTES:**

Federal Recovery Support Functions (RSF) are established by the NDRF to integrate with the federal Emergency Support Functions (ESF) employed during response operations in order to better support local government:

- Community Planning and Capacity Building RSF
- Economic RSF
- Health and Social Services RSF
- Housing RSF
- Infrastructure Systems RSF
- Natural and Cultural Resources RSF

Copies of descriptions of the Recovery Support Functions (RSF) are included as a handout in the back of this student manual.

Copies of descriptions of the responsibilities of the Local Disaster Recovery Manager (LDRM) and the State Disaster Recovery Coordinator (SDRC) are included as a handout in the back of this student manual.

The National Disaster Recovery Framework (NDRF) can be accessed at:

[http://www.fema.gov/media-library-data/20130726-1820-25045-5325/508\\_ndrf.pdf](http://www.fema.gov/media-library-data/20130726-1820-25045-5325/508_ndrf.pdf)

## Local Disaster Recovery Manager Role

Local Disaster Recovery Manager (LDRM) role as primary disaster recovery Point-of-Contact (POC):

- Pre-Disaster Recovery Planning
- Post-Disaster Recovery Planning
- Disaster Recovery Management
- Develop surge capacity for:
  - Planning
  - Grant writing
  - Code enforcement



MEMA

### NOTES:

Pre-disaster recovery planning:

- Continuity of Operations (COOP) Plan
- Continuity of Government (COG) Plan
- Local Disaster Recovery Plan:
  - Appointment of Disaster Recovery Manager
  - Develop surge capacity for:
    - Code enforcement
    - Grant writing
    - Planning

Post-disaster recovery planning:

- Set recovery objectives (reached by consensus with the State Disaster Recovery Coordinator).
- Define recovery outcomes.
- Identify recovery:
  - Actions
  - Projects
  - Priorities

## Local Recovery (1 of 2)

Disaster recovery operations vary with the type, scope and duration of the disaster. Recovery topics the EMD should consider include:

- Care for survivors
- Building Inspection
- Damage Assessment
- Volunteer Management
- Donations Management
- Community redevelopment



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## Local Recovery (2 of 2)

Recovery topics the EMD should consider include:

- Support for business recovery
- Restoration of:
  - Services
  - Facilities
  - Infrastructure
- Documentation of:
  - Costs
  - Disaster operations



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## Long-Term Recovery

Local government has the primary role in planning and managing all aspects of local recovery. A community's individuals, families and businesses look to their local government for their recovery needs. The EMD may:

- Manage and coordinate the disaster recovery effort.
- Establish or coordinate a local recovery task force.



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### NOTES:

Although community leaders are ultimately responsible for the recovery of their community, they rely on the emergency management team in general, and the EMD specifically, to manage and coordinate the disaster recovery effort.

Some jurisdictions establish a local Recovery Task Force, often led by the EMD, to guide the community through recovery. If a Recovery Task Force has not been created by a community, the responsibility for managing and coordinating recovery resources and activities still often falls to the EMD.

In this capacity, the EMD will not direct or control the resources of other members of the emergency management team; rather, the EMD coordinates those resources to help ensure their efficient use.

An article about local government responsibility for disaster recovery is available at:

[http://icma.org/en/international/about/publications/insights/Article/101969/Disaster\\_Recovery\\_A\\_Local\\_Government\\_Responsibility](http://icma.org/en/international/about/publications/insights/Article/101969/Disaster_Recovery_A_Local_Government_Responsibility)

## **Volunteer Management (1 of 2)**

**Volunteers are valuable and when properly coordinated:**

- **They can be part of the essential human resources needed to respond to and recover from disasters.**
- **Volunteer skills are best utilized as part of trained established functions.**



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### **NOTES:**

**Things to consider when coordinating volunteers:**

- **Training**
- **Evaluation**
- **Mobilization**
- **Tracking volunteer hours**

**Volunteers can:**

- **Work in an EOC.**
- **Help with donations management.**

**Volunteers can help to run or manage:**

- **Shelters.**
- **Community Point of Distribution (CPOD).**

## Volunteer Management (2 of 2)

Work with municipal legal counsel regarding:

- Background checks
- Proper documentation
- Liability issues of using volunteers
- Union contract issues of using volunteers



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**NOTES:**

An online training course for recruiting, training and managing volunteer groups:

[IS-244.B Developing and Managing Volunteers](#)

## Donations Management (1 of 2)

Donations management is a comprehensive process that organizes the giving, receiving and distribution of both solicited and unsolicited donated goods.



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### NOTES:

The mission of donations management is to provide a comprehensive process that organizes the giving, receiving and distribution of both solicited and unsolicited donated goods so that the maximum benefit is derived for the disaster survivors or people in crisis.

Donations management activities span the four phases of emergency management (preparedness, response, recovery and mitigation). During the mitigation and preparedness phases there are needs for planning, equipping, organizing, training, and exercising. Most donations are offered early in the response phase but it is during the recovery phase that the needs can be the greatest and when planning for utilizing donations is most crucial.

The direct recipients of donated goods could be any or all of the following:

- Disaster survivors
- Volunteer organizations
- Community-based organizations (CBOs)
- Government:
  - Local
  - State
  - Federal.

## Donations Management (2 of 2)

The EMD should:

- Be ready for unsolicited donations.
- Remain in the loop as part of the donations team (even if not directly involved).



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### NOTES:

Communities sometimes receive donations such as:

- Bottled water for residents during a water main break.
- Tarps and plywood for homes, businesses, and government buildings before or after a hurricane or other wind event.
- Equipment from a local excavation company to help move storm debris.
- Money raised by a non-profit organization to purchase equipment to replace Fire Department equipment destroyed during a disaster.

A community may or may not be directly involved in donations management, but should be in the loop as a part of the “team”.

Prepare for unsolicited donations. Think of a place for these goods to go (such as a warehouse). Make it clear to whom people can donate, and that cash donations are preferred. The community should have a plan for whom they will rely on to manage and distribute donations if it is not going to be the community itself.

For more information:

[http://www.nvoad.org/library/cat\\_view/8-donations-management](http://www.nvoad.org/library/cat_view/8-donations-management)

## Public Assistance (PA)

Public Assistance (PA) is a FEMA grant program that provides assistance to state/tribal/local governments, and to some private non-profit organizations, to help them to recover from major disasters. PA may:

- Repair to pre-disaster conditions damages to:
  - Publically-owned facilities
  - Some privately-owned non-profit facilities
- Provide supplemental grant assistance for:
  - Debris Removal
  - Emergency Protective Measures



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### NOTES:

FEMA has created an online course designed specifically for familiarizing emergency management personnel with the public assistance program:

[IS-634 Introduction to FEMA's Public Assistance Program](#)

## **Initial Damage Assessment (IDA)**

The initial Damage Assessment (IDA) report is a tool used to collect cost and impact information:

- **Public Damage Costs:**
  - Debris Management
  - Public infrastructure damage restoration
  - Initial protective measures (DPW/Fire/Police)
- **Residential/Business Property Damage:**
  - Damaged property
  - Destroyed property



**MEMA**

### **NOTES:**

IDA is a damage assessment tool used by MEMA to determine if a specific incident meets the requirement for Massachusetts to request federal disaster assistance. This is usually done by sending an IDA form to each local EMD.

## **Preliminary Damage Assessment (PDA)**

The Preliminary Damage Assessment (PDA) is an on-scene assessment of the most severely damaged areas to verify and estimate damage and unmet needs in an effort to qualify for federal funds. The PDA is a joint assessment conducted by:

- FEMA (and sometimes other federal agencies)
- MEMA (and sometimes other state agencies)
- EMD (and sometimes other local officials)

PDA is not to be confused with the Rapid Assessment Team survey conducted during the response phase.



**MEMA**

### **NOTES:**

PDA teams visit the most severely damaged areas in the most severely damaged communities.

The PDA team must move quickly in order to cover as much ground as possible each day in an effort to meet a specified damage estimate threshold in a few days. PDA teams often focus on specific types of damage, and may not be interested on other damage the EMD wants to show them.

Elected officials sometimes attach themselves to a PDA team, but they should be discouraged from doing so. Elected officials must stop and listen to each resident's story. A PDA team must keep moving and cannot wait for the elected official to do this.

## **Rapid Assessment Teams (RAT) (Review)**

RAT are deployed prior to or immediately after a large-scale incident to conduct a rapid survey in order to:

- Assess local/regional damage and needs.
- Gain situational awareness in the field.

RAT surveys are usually “windshield” surveys. MEMA will notify and coordinate with the EMD before, during, and after an assessment.

RAT survey is used by the MEMA SEOC to:

- Provide resources to meet identified needs.
- Prioritize resource allocation to communities.



**MEMA**

### **NOTES:**

A Rapid Assessment Team (RAT) is a cadre of trained personnel from:

- Massachusetts Emergency Management Agency (MEMA)
- Massachusetts Department of Public Safety (Mass DPS)
- Massachusetts Department of Transportation (Mass DOT)
- Massachusetts Coastal Zone Management Team (CZM)
- Massachusetts National Guard (MANG)
- Other local and state agencies as needed

## **PDA Team: FEMA (Federal) Role**

**PDA Team members from FEMA and other federal agencies:**

- **Provide programmatic and technical expertise.**
- **Prepare summary reports for each public entity surveyed.**
- **Develop project-specific repair and/or replacement cost estimates.**
- **Document impact on the community.**



**MEMA**

## **PDA Team: MEMA (State) Role**

**PDA Team members from MEMA and other state agencies:**

- **Brief the EMD and other local officials.**
- **Document financial and other impacts on the community.**
- **Report progress and changes of schedule to the MEMA Disaster Recovery Coordinator.**
- **Transport some PDA team members.**
- **Report damage to federal-aid roads.**



**MEMA**

## **PDA Team: EMD (Local) Role (1 of 2)**

**The EMD or other local member of the PDA Team:**

- **Provides a complete list of known damages. The list includes actual and estimated costs for emergency protective measures and permanent work.**
- **Provides a list of the worst-damaged sites, so the PDA Team can visit and inspect them.**
- **Guides the PDA Team through the community to visit the most severely damaged sites.**



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## **PDA Team: EMD (Local) Role (2 of 2)**

**The EMD or other local member of the PDA Team:**

- **Informs the PDA Team of historical issues.**
- **Informs the PDA Team of environmental issues.**
- **Provides any available photographs of the damage.**
- **Provides representatives who have knowledge of damage from DPW or other municipal departments.**



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## Requests for Federal Assistance

Primary factors in a request for federal assistance:

- Estimated cost of assistance (statewide / by county)
- Frequency of recent disasters
- Insurance coverage for public facilities
- Dispersion or concentration of damage
- Impact on infrastructure and critical facilities
- Imminent threats to public health/public safety
- Impact on essential government services/functions
- State and local resources committed due to previous undeclared disasters.



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## Cost Thresholds

Preliminary estimated costs for a major declaration for public damages under the Stafford Act:

- Mass. Statewide Cost Threshold (2013): \$8,970,251.
- Mass. County Cost Thresholds:

Barnstable:	\$755,608	Hampshire:	\$553,280
Berkshire:	\$459,266	Middlesex:	\$5,260,797
Bristol:	\$1,918,997	Nantucket:	\$35,602
Dukes:	\$57,872	Norfolk:	\$2,347,975
Essex:	\$2,601,056	Plymouth:	\$1,732,216
Franklin:	\$249,802	Suffolk:	\$2,527,080
Hampden:	\$1,622,215	Worcester:	\$2,794,932



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## **Actions Subsequent To Declaration (1 of 2)**

**When a disaster is declared:**

- **FEMA establishes a Joint Field Office (JFO) near the damaged communities.**
- **Applicant briefings are held in each declared county.**
- **Kick-off Meeting: Local EMD from communities in declared counties meet with the FEMA Project Specialist for Public Assistance to review the scope of work and costs for which each community is requesting reimbursement.**



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## **Actions Subsequent To Declaration (2 of 2)**

**When a disaster is declared:**

- **FEMA starts to write up Project Worksheets (PW) for Public Assistance (PA).**
- **Approved Project Worksheets (PW) are sent from MEMA with a state standard contract package to be signed and returned.**
- **Federal funds are distributed by FEMA through MEMA for eligible recovery work.**



**MEMA**

## Debris Management: Phase II

During the second phase of Debris Management you:

- Monitor debris (documentation of everything done!)
- Remove debris.
- Dispose of debris.

Communities:

- Establish a Debris Management Site (DMS).
- Contract for removal and monitoring of debris when not using in-house work force to do it.
- Follow procedures to maximize potential FEMA reimbursement.



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### NOTES:

Online FEMA course for Debris Operations:

[IS-632.A Introduction to Debris Operations](#)

The course focuses on:

- Roles and Responsibilities for Debris Operations
- Strategies and Procedures for Debris Removal
- Key Issues for Debris Operations

To maximize potential for reimbursement, locals must document all debris monitoring and removal operations. FEMA will only be able to determine eligible costs based on the documentation locals provide to FEMA post-incident. Detailed documentation must include ALL work related to managing debris (“from cradle to grave”) including the who-when-what-where-why for all debris managed.

Photos and GPS locations of debris can help document the debris that is being managed.

## Debris Monitoring During Phase-II

During Debris Monitoring you:

- Monitor contractors (if used).
- Keep account of eligible expenses.
- Monitor in-house work force (if used).
- Ensure compliance with applicable requirements.



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## Debris Removal During Phase-II

During Debris Removal:

- Establish the Debris Management Site(s) (DMS).
- Clear debris.
- Collect debris.
- Transport debris to the Debris Management Site(s).
- Segregate debris.
- Recycle or dispose of debris.
- Close temporary Debris Management Site(s) when no longer needed.



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## Individual Assistance (IA)

Individual Assistance (IA) is a FEMA program that provides disaster assistance to:

- Families
- Individuals

Individual Assistance (IA):

- Covers some losses not covered by insurance.
- Is NOT intended to restore property to its pre-disaster conditions.



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### **NOTES:**

Most federal government assistance comes through low-interest loans from the Small Business Administration (SBA).

<http://www.fema.gov/what-disaster-assistance>

A good online resource for IA is the IS-403 course. This course is intended to provide emergency management personnel with an understanding of the IA process:

[IS-403 Introduction to Individual Assistance \(IA\)](#)

## SBA Disaster Loans (1 of 2)

The Small Business Administration (SBA) is a federal agency that makes low-interest loans after federally declared disasters (or smaller localized incidents that meet SBA guidelines).

Who may be eligible for SBA low-interest loans (for real estate, inventory, machinery, or equipment):

- Renters (for personal property)
- Businesses
- Homeowners
- Private Non-profit organizations



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## SBA Disaster Loans (2 of 2)

What types of SBA low-interest loans may be available:

- Home loans
- Personal property loans
- Economic injury disaster loans
- Business physical disaster loans
- Military reservist economic injury loans

Most federal government disaster assistance for individuals is in the form of low-interest SBA loans.

[www.sba.gov](http://www.sba.gov)



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## Unit 6 Review (1 of 2)

This unit covered the following topics:

- Recovery Mission Area
- National Disaster Recovery Framework (NDRF)
- Local Recovery
- Long-term Recovery
- Volunteer Management
- Donations Management
- Public Assistance



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## Unit 6 Review (2 of 2)

This unit covered the following topics:

- Initial Damage Assessment
- Preliminary Damage Assessment
- Cost Thresholds
- Requests for Federal Assistance
- Actions Subsequent to a Disaster Declaration
- Debris Management (Phase-II)
- Individual Assistance (IA)
- Small Business Administration Loans



MEMA

# **Massachusetts Emergency Management Director Essentials Program**

## **Unit 7 Mitigation**



**MEMA**

## Mitigation Topics

This unit covers the following topics:

- Mitigation Mission Area
- Hazard Mitigation Definition
- National Mitigation Framework
- Hazard Mitigation Goal
- Hazard Mitigation Plan
- Hazard Mitigation Grants



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## Mitigation Mission Area

The Mitigation Mission Area includes the capabilities needed to reduce loss of life and property by lessening the impact of disasters.

These are capabilities needed to:

- Reduce vulnerability to incidents.
- Reduce or eliminate risk to persons or property.

Mitigation activities take place prior to, during and after an incident.



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## Hazard Mitigation Definition

Hazard Mitigation is any sustained action taken to reduce or eliminate long-term risk to people and property from hazards and the effects of hazards.

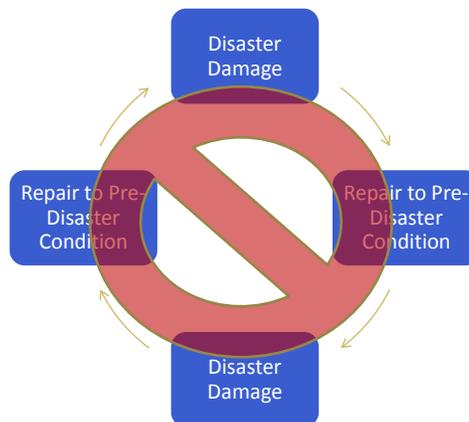
The goal of Hazard Mitigation is two-fold:

- To protect people, structures and infrastructure from future hazards.
- To minimize the costs of disaster response and recovery at the local, state and federal levels of government.



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## Hazard Mitigation Breaks the Cycle



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## National Mitigation Framework (1 of 2)

### National Mitigation Framework core capabilities:

- Threats and hazard identification
- Risk and disaster resilience assessment
- Planning
- Community resilience
- Public information and warning
- Long-term vulnerability reduction
- Operational coordination

See FEMA Information Sheet for definitions.



MEMA

### **NOTES:**

**A National Mitigation Framework Information Sheet is included as a handout in the back of this student manual, and can be accessed at:**

[http://www.fema.gov/media-library-data/20130726-1914-25045-7721/final\\_informationsheet\\_mitigation\\_framework\\_20130501.pdf](http://www.fema.gov/media-library-data/20130726-1914-25045-7721/final_informationsheet_mitigation_framework_20130501.pdf)

**The National Mitigation Framework can be accessed at:**

[http://www.fema.gov/media-library-data/20130726-1914-25045-9956/final\\_national\\_mitigation\\_framework\\_20130501.pdf](http://www.fema.gov/media-library-data/20130726-1914-25045-9956/final_national_mitigation_framework_20130501.pdf)

## National Mitigation Framework (2 of 2)

### Local mitigation considerations:

- Economy
- Housing
- Health
- Social services
- Infrastructure
- Natural resources
- Cultural resources



MEMA

### NOTES:

A table showing local government mitigation responsibilities in relation to state and federal government responsibilities is included as a handout in the back of this student manual.

## Hazard Mitigation Goal

A goal of all Hazard Mitigation efforts is risk reduction:

- Hazard Mitigation emphasizes actions that lessen the dependence and costs of other phases of emergency management.
- Hazard Mitigation is long-term and sustainable.

Floodwall vs. Sandbagging →



MEMA

### NOTES:

The emphasis on *sustained* actions to reduce long-term risk differentiates mitigation from preparedness and response tasks, which are required to survive a disaster safely.

Mitigation is an essential component of emergency management. Effective mitigation actions can decrease the impact, the requirements, and the expense of an incident.

Ask yourself: “What can we do to lessen the risk of a hazard or remove it completely?”

FEMA Hazard Mitigation programs focus on planning and grant funds for natural hazards only. Locally, you plan for all hazards.

Hazard Mitigation breaks the cycle...

The goal of hazard mitigation is two-fold:

- To protect people, structures and infrastructure from future hazards.
- To minimize the costs of disaster response and recovery at local, state, and federal levels of government.

Online courses available on mitigation include:

[IS-318 Mitigation Planning for Local and Tribal Communities](#)

[IS-393.A Introduction to Hazard Mitigation](#)

## Hazard Mitigation Planning

- Convene a Local Planning Team.
- Map the hazards.
- Identify the risks:
  - What structures are located in hazard zones?
  - How likely are these structures to be damaged?
  - What is the potential damage?
  - How critical to disaster response and recovery are these structures?

**\$4 is saved for every \$1 spent on mitigation!**



**MEMA**

### NOTES:

Local Planning Team should include city/town officials and all other stakeholders:

- DPW Director
- Town Planner
- Fire Chief (or designee)
- Police Chief (or designee)
- Emergency Management Director
- Chamber of Commerce
- Citizens of the city/town

## Hazard Mitigation Plan

- What is already being done to mitigate potential damage?
- What is not being done?
  - Where are the gaps in protection?
- What actions can be taken?
  - Evaluate actions and alternatives.
- What are our priorities?
  - Select actions.



MEMA

### NOTES:

How to implement:

- Develop a strategy.
- Adopt the plan.
- Monitor the plan.

## Hazard Mitigation Grants

### Grants to be discussed:

- Hazard Mitigation Grant Program (HMGP)
- Flood Mitigation Assistance (FMA) Grant Program
- Pre-Disaster Mitigation (PDM) Grant Program



**MEMA**

### **NOTES:**

A Word document application for HMGP grants is available on the MEMA website:

[www.mass.gov/mema](http://www.mass.gov/mema)

Online application for FMA/PDM grants:

[eGrants](#)

## HMGP Grants (1 of 2)

The Hazard Mitigation Grant Program (HMGP) is a FEMA-funded grant program that:

- Is NOT nationally competitive.
- Is a 75% federal and 25% non-federal cost share.
- Is generally available statewide in Massachusetts.
- Is for mitigation planning and projects.
- Is only available after a major/presidential disaster declaration.



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## HMGP Grants (2 of 2)

Hazard Mitigation Grant Program (HMGP) grants are for hazard mitigation planning and projects including:

- Structural retrofits
- Infrastructure retrofits
- Elevation of structures
- Drainage improvements
- Acquisition of structures



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## FMA Grants (1 of 2)

The Flood Mitigation Assistance (FMA) Grant Program is for projects that reduce or eliminate damage to the structures insured under the National Flood Insurance Program (NFIP).

FMA Grants are:

- Annual
- FEMA-funded
- Nationally competitive



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## FMA Grants (2 of 2)

Flood Mitigation Assistance (FMA) Grant Program grants fund:

- Elevation of structures
- Acquisition of structures

Up to 100% federal funding is available for severe repetitive loss structures



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## PDM Grants (1 of 2)

The Pre-Disaster Mitigation (PDM) Grant Program is for all-hazard mitigation planning and projects.

PDM grants are:

- Annual
- FEMA-funded
- Nationally competitive
- Cost share 75% federal and 25% non-federal



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## PDM Grants (2 of 2)

Pre-Disaster Mitigation (PDM) Grant Program grants fund all-hazard mitigation planning and projects including:

- Planning
- Structural retrofits
- Infrastructure retrofits
- Elevation of structures
- Drainage improvements
- Acquisition of structures



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## Unit 7 Review

This unit covered the following topics:

- Mitigation Mission Area
- Hazard Mitigation Definition
- National Mitigation Framework
- Hazard Mitigation Goal
- Hazard Mitigation Plan
- Hazard Mitigation Grants

What are your questions regarding these topics?



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## EMD-102 Course Summary

This course covered the following topics:

- The Role of the EMD in the Response Mission Area
- The Role of the EMD in the Recovery Mission Area
- The Role of the EMD in the Mitigation Mission Area

What are your questions regarding these topics?



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