

Job Aids

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IS-1.a: Emergency Manager: An Orientation to the Position

Emergency Management Principles	
<p>Emergency management principles help us identify a set of agreed-upon ways the emergency management profession will operate. Before March 2007, there was no agreed-upon definition of principles that could form a basis for emergency management.</p> <p>The Emergency Management Institute's Higher Education Project working group agreed on eight principles that will be used to guide the development of a doctrine of emergency management.</p>	
Comprehensive	Emergency managers consider and take into account all hazards, all phases, all stakeholders, and all impacts relevant to disasters.
Progressive	Emergency managers anticipate future disasters and take protective, preventive, and preparatory measures to build disaster-resistant and disaster-resilient communities.
Risk-Driven	Emergency managers use sound risk management principles (threat/hazard identification, risk analysis, and impact analysis) in assigning priorities and resources.
Integrated	Emergency managers ensure unity of effort among all levels of government and all elements of a community.
Collaborative	Emergency managers create and sustain broad and sincere relationships among individuals and organizations to encourage trust, advocate a team atmosphere, build consensus, and facilitate communication.
Coordinated	Emergency managers synchronize the activities of all relevant stakeholders to achieve a common purpose.
Flexible	Emergency managers use creative and innovative approaches in solving disaster challenges.
Professional	Emergency managers value a science- and knowledge-based approach based on education, training, experience, ethical practice, public stewardship, and continuous improvement.

Additional information is available from:

- Principles of Emergency Management Supplement
<http://www.iaem.com/publications/documents/PrinciplesofEmergencyManagement.pdf>
- EMI Emergency Management Principles Web Site
<http://training.fema.gov/EMIWeb/edu/emprinciples.asp>

National Preparedness System

The National Preparedness System is an integrated set of guidance, programs, and processes that enables the whole community to achieve the National Preparedness Goal. This System is comprised of the following six major components:



Identifying and Assessing Risk

Developing and maintaining an understanding of the variety of risks faced by communities and the Nation, and how this information can be used to build and sustain preparedness, are essential components of the National Preparedness System. A risk assessment collects information regarding the threats and hazards, including the projected consequences or impacts.

Estimating Capability Requirements

To fully understand capability requirements, each community, organization, and level of government must consider single threats or hazards as well as the full range of risks they may face. Using the results from a risk assessment in the context of the desired outcome(s) for each mission area, the required types and levels of capability can be estimated.

Building and Sustaining Capabilities

After completing the estimation process, existing and needed capabilities can be analyzed and gaps identified. These gaps can be prioritized based on a combination of the desired outcomes, risk assessments, and the effects of not addressing the gaps.

Working together, planners, government officials, and elected leaders can develop strategies to allocate resources effectively, as well as leverage available assistance to reduce risk. These strategies consider how to both sustain current levels of capability and address gaps in order to achieve the National Preparedness Goal.

Planning to Deliver Capabilities

The whole community contributes to reducing the Nation's risks. Planning for low-probability, high-consequence risks—such as a terrorist attack with nuclear or biological weapons or a catastrophic earthquake affecting multiple jurisdictions—will be a complex undertaking and involve many partners.

Federal efforts, therefore, must complement planning at other levels of government, which is often focused on more likely risks. These shared planning efforts form a National Planning System by which the whole community can think through crises, determine capability requirements, and address the collective risk identified during the risk assessment process.

A key element of that system is a set of five national planning frameworks—one for each mission area:

- National Prevention Framework
- National Protection Framework
- National Mitigation Framework
- National Response Framework
- National Disaster Recovery Framework

National Preparedness System (Continued)

Validating Capabilities

Measuring progress toward achieving the National Preparedness Goal will provide the means to decide how and where to allocate scarce resources and prioritize preparedness. This validation process can be done through exercises, remedial action management programs, and assessments.

Reviewing and Updating

The Nation's security and resilience will be strengthened as it employs the components of the National Preparedness System. Changes in a community's exposure and sensitivity can and do occur, however, whether from evolving threats and hazards, aging infrastructure, shifts in population, or changes in the natural environment. On a recurring basis, capabilities, resources, and plans should be reviewed to determine if they remain relevant or need to be updated.

Emergency Management Core Functions Checklist

During emergencies, emergency managers should carry out the following core functions:

- Direction, Control, and Coordination:** Ensure the jurisdiction's responders can coordinate with mutual aid partners to use all resources efficiently and effectively.
- Communications:** Provide for the systems and procedures that responders and other emergency personnel use to communicate with each other (i.e., not with the public) during emergencies.
- Warning:** Ensure that warning information is available to the public and pre-scripted messages have been prepared for identified threats and hazards.
- External Affairs/Emergency Public Information:** Ensure that information is provided to the whole community before, during, and after an emergency.
- Population Protection:** Provide for ensuring the safety of people threatened by the threats and hazards (e.g., through evacuation or in-place sheltering).
- Mass Care, Emergency Assistance, Housing, and Human Services:** Take actions to protect evacuees and others from the effects of the event, including sheltering, food distribution, medical care, clothing, and other essential life support needs of those who have been displaced by a threat/hazard.
- Public Health and Medical Services:** Provide for health and medical services in emergencies, including emergency medical, hospital, public health, environmental health, mental health, and mortuary services.
- Logistics Management and Resource Support:** Implement procedures for identification of probable resource needs, and a description of how additional resources will be acquired and distributed.

Emergency Management Program Functions Checklist

During day-to-day operations, emergency managers should carry out the following program functions:

- Threat/hazard monitoring:** Monitor information sources on natural, technological, and human-caused threats that could impact the jurisdiction. If a threat emerges, increase the intensity of monitoring so the jurisdiction remains ready to take action when needed.
- Plan development and revision:** Ensure that the jurisdiction has developed plans for building and sustaining capabilities through its comprehensive mitigation plan, emergency operations plan, and other planning documents and that all plans are kept current.
- Staff recruitment and training:** Ensure that staffing is available for routine and emergency responsibilities, and provide training to all personnel with assigned emergency management responsibilities.
- Planning and coordination of exercises:** Take charge of the jurisdiction's emergency management exercise program, through which the EOP is exercised on a regular basis. Include an evaluation and corrective action program to ensure that lessons learned from exercises are incorporated into plans and operations.
- Budgeting, accounting, and grant writing:** Prepare and submit budget requests and accounts for expenditures. Write grant applications for emergency management funding distributed by the Federal Government through the State.
- Relationship building:** Always remain in a relationship-building mode to build the foundation for cooperation when partners will need to work as a team. Ensure that the whole community—including individuals and households, nonprofit and private-sector organizations, and all levels of government—works together to keep the community safe.
- Public education:** Participate in community outreach programs before, during, and after emergencies to ensure that the public is well informed about the risks they face and the actions they can take to ensure their safety. This day-to-day function also enables the jurisdiction to implement emergency public information during an incident.
- Organizing for hazard mitigation:** Demonstrate leadership in identifying threats and hazards faced by the community and in planning strategies to reduce the effects of hazards that cannot be eliminated. Building community support for hazard mitigation projects takes time but reaps long-term rewards.
- Soliciting input on recovery planning:** Actively seek the input of the community on recovery plans as a means of meeting the needs of a diverse population and obtaining their buy-in for long-term recovery goals.
- Documenting, reporting, and managing information:** Ensure that operations are carefully documented and reported, that information privacy is maintained, and that a system is in place to share vital information with response partners during response operations.

Code of Ethics and Professional Conduct

The International Association of Emergency Managers (IAEM) is an international organization dedicated to promoting the goals of saving lives and protecting property by mitigating, preparing for, responding to, and recovering from disasters/emergencies. IAEM sponsors the Certified Emergency Manager® (CEM®) and Associate Emergency Manager (AEM) Program to maintain professionalism through the certification process.

The Code of Ethics and Professional Conduct must be embraced and upheld by all individuals who are awarded the CEM®/AEM designation. The promise to uphold the Code signifies the assumption that the emergency manager will act prudently and responsibly beyond the requirements of law and codes.

The Code of Ethics and Professional Conduct embodies the certification program philosophy and objectives. Each CEM®/AEM promises to adhere to the Code.

Preamble

Maintenance of public trust and confidence is central to the effectiveness of the emergency management profession. The members of the International Association of Emergency Managers (IAEM) adhere to the highest standards of ethical and professional conduct. This Code of Ethics and Professional Conduct for IAEM members reflects the spirit and proper conduct dictated by the conscience of society and commitment to the well-being of all. The members abide by the association's core values of respect, commitment, and professionalism.

Values

- **Respect:** Respect for supervising officials, colleagues, associates, and most importantly, for the people we serve is the standard for IAEM members. We comply with all laws and regulations applicable to our purpose and position, and responsibly and impartially apply them to all concerned. We respect fiscal resources by evaluating organizational decisions to provide the best service or product at a minimal cost without sacrificing quality.
- **Commitment:** IAEM members commit themselves to promoting decisions that engender trust and those we serve. We commit to continuous improvement by fairly administering the affairs of our positions, by fostering honest and trustworthy relationships, and by striving for impeccable accuracy and clarity in what we say or write. We commit to enhancing stewardship of resources and the caliber of service we deliver while striving to improve the quality of life in the community we serve.
- **Professionalism:** IAEM is an organization that actively promotes professionalism to ensure public confidence in emergency management. Our reputations are built on the faithful discharge of our duties. Our professionalism is founded on education, safety, and protection of life and property.

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(Source: IAEM Web site – <http://www.iaem.com/about/IAEMCodeofEthics.htm>)

The SELF Test

One way to ensure that you are making ethical decisions consistently is to use the “SELF” test.

Do my decisions withstand . . .	<u>S</u>CRUTINY?	By: <ul style="list-style-type: none"> ▪ Whole community ▪ Media
Do my decisions . . .	<u>E</u>NSURE COMPLIANCE?	With: <ul style="list-style-type: none"> ▪ Laws ▪ Policies
Do my decisions show . . .	<u>L</u>EADERSHIP?	Through: <ul style="list-style-type: none"> ▪ Integrity ▪ Accountability ▪ Consistency
Are my decisions . . .	<u>F</u>AIR?	To: <ul style="list-style-type: none"> ▪ Those we serve ▪ Staff and stakeholders ▪ Myself

Questions to ask yourself when applying the SELF test to an ethical decision:

S	<ul style="list-style-type: none"> ▪ Will I be proud of my decision? ▪ Will my decision reflect honesty, integrity, fairness, and truthfulness?
E	<ul style="list-style-type: none"> ▪ Will my decision or conduct comply with the law? ▪ Will my decision or conduct create value? ▪ Will my decision or conduct reflect and promote the core values of my organization?
L	<ul style="list-style-type: none"> ▪ Am I being pressured or unduly influenced by others? ▪ Am I being driven by my emotions? ▪ Have I filtered out my ego needs and my own self-interests? ▪ Are there other alternatives I should consider?
F	<ul style="list-style-type: none"> ▪ Will my decision be judged fair now and in the future? ▪ Have I considered the needs and interests of those who might be affected by my decision or conduct? ▪ What will be the consequences of my decision? ▪ Who could be harmed by my decision? ▪ Who will benefit from my decision?

IS-1.a: Emergency Manager: An Orientation to the Position

Typical Emergency Manager Responsibilities by Incident Phase	
Pre-Incident	<ul style="list-style-type: none"> <input type="checkbox"/> Determine overall capabilities. <input type="checkbox"/> Plan for emergencies that may arise and keep the emergency operations plan (EOP) up to date. <input type="checkbox"/> Provide support and advice to elected officials in establishing and carrying out policy. <input type="checkbox"/> Educate the public. <input type="checkbox"/> Plan, develop, conduct, and evaluate training and exercises. <input type="checkbox"/> Identify resource needs and sources of resources.
Incident Response	<ul style="list-style-type: none"> <input type="checkbox"/> Establish and maintain a common understanding of the situation. <input type="checkbox"/> Coordinate with other agencies, jurisdictions, and levels of government on resource allocation, communications and information management, and public information. <input type="checkbox"/> Advise elected and appointed officials on policy. <input type="checkbox"/> Provide off-site support to the Incident Command (typically a small part of the emergency manager's role).
Post-Incident and Recovery	<ul style="list-style-type: none"> <input type="checkbox"/> Initiate damage assessments. <input type="checkbox"/> Coordinate with agencies providing food and shelter. <input type="checkbox"/> Coordinate with agencies to restore essential services (power, roads, etc.). <input type="checkbox"/> Conduct the after-action evaluation and develop an improvement plan. <input type="checkbox"/> Determine how emergency management and response can be better integrated. <input type="checkbox"/> Fully document incident activities and related costs. <input type="checkbox"/> Ensure that all bills are paid. <input type="checkbox"/> Replenish supplies. <input type="checkbox"/> Initiate long-term recovery plans. <input type="checkbox"/> Implement mitigation plans. <input type="checkbox"/> Oversee long-term recovery efforts.

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Emergency Management Tasks	
Predisaster Tasks	
Planning	<ul style="list-style-type: none"> <input type="checkbox"/> Develop and update emergency operations plans. <input type="checkbox"/> Develop special plans (e.g., mitigation, continuity of operations, other). <input type="checkbox"/> Develop standard operating procedures (SOPs) and coordinate SOPs with emergency plans. <input type="checkbox"/> Ensure that mutual aid agreements and other incident-related documents are up to date and implemented. <input type="checkbox"/> Identify strategies to mitigate risk.
Response Readiness	<ul style="list-style-type: none"> <input type="checkbox"/> Recruit volunteers. <input type="checkbox"/> Conduct training. <input type="checkbox"/> Identify resource needs and sources of resources. <input type="checkbox"/> Coordinate training and exercises with other participating organizations. <input type="checkbox"/> Verify that all systems and equipment function as intended. <input type="checkbox"/> Keep the Emergency Operations Center (EOC) fully stocked. <input type="checkbox"/> Monitor information sources on severe weather and other hazards. <input type="checkbox"/> Validate policies, plans, and procedures through exercises.
Administrative Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Attend meetings. <input type="checkbox"/> Handle personnel matters (interviews, hiring, firing, personnel reviews, making work assignments, etc.). <input type="checkbox"/> Prepare/review correspondence. <input type="checkbox"/> Manage the budget. <input type="checkbox"/> Write grant applications. <input type="checkbox"/> Prepare and present briefings. <input type="checkbox"/> Do financial reporting.
Logistical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure interoperability of communications and information management systems. <input type="checkbox"/> Gain authorization for (or approve the purchase of) supplies and equipment. <input type="checkbox"/> Oversee installation of new systems and equipment. <input type="checkbox"/> Ensure ongoing maintenance of systems and equipment. <input type="checkbox"/> Arrange training and exercise logistics. <input type="checkbox"/> Ensure that transportation and other needs are arranged.
Relationship Building	<ul style="list-style-type: none"> <input type="checkbox"/> Build and maintain relationships with: <ul style="list-style-type: none"> <input type="checkbox"/> Other levels of government. <input type="checkbox"/> Response agencies in the jurisdiction. <input type="checkbox"/> Other agencies and departments. <input type="checkbox"/> Other jurisdictions. <input type="checkbox"/> Elected and appointed officials. <input type="checkbox"/> Volunteer organizations. <input type="checkbox"/> Businesses and nonprofits in the community.
Public Relations and Outreach	<ul style="list-style-type: none"> <input type="checkbox"/> "Sell" the program to all stakeholders, including other EOC staff members. <input type="checkbox"/> Develop and deliver preparedness information for the public. <input type="checkbox"/> Attend public meetings and other venues to discuss emergency management-related issues. <input type="checkbox"/> Develop and maintain an emergency management Web site. <input type="checkbox"/> Provide information to media representatives.

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Emergency Management Tasks (Continued)	
Incident Response Tasks	
Coordination	<input type="checkbox"/> Act as a liaison with other jurisdictions and levels of government. <input type="checkbox"/> Support communications/messaging. <input type="checkbox"/> Help to resolve conflicting policies. <input type="checkbox"/> Provide and prioritize resource allocation. <input type="checkbox"/> Manage public information issues and media requests.
Providing Off-Site Support	<input type="checkbox"/> Provide legal and financial support. <input type="checkbox"/> Authorize emergency expenditures, when appropriate.
Recovery Tasks	
Rebuilding	<input type="checkbox"/> Initiate damage assessments. <input type="checkbox"/> Initiate short- and long-term recovery plans. <input type="checkbox"/> Coordinate mitigation planning.
Financial and Legal Tasks	<input type="checkbox"/> Pay invoices (bills for everything from equipment leases to plastic sheeting and bottled water must be paid for as agreed). <input type="checkbox"/> Audit financial records to ensure that expenditures were made where appropriate and that no unauthorized funds were expended. <input type="checkbox"/> Provide full incident documentation. <input type="checkbox"/> Have a legal review of the incident records performed by the jurisdiction's legal counsel.
Resource Management	<input type="checkbox"/> Coordinate with agencies provide food and shelter. <input type="checkbox"/> Coordinate with agencies to restore essential services (power, roads, etc.). <input type="checkbox"/> Provide critical incident stress debriefings before releasing personnel from an incident involving extremely long working hours, high-risk response efforts, or serious injuries or fatalities. <input type="checkbox"/> Oversee repair, refurbishment, and/or return of equipment. <input type="checkbox"/> Ensure that destroyed, worn out, and expendable equipment is replaced. <input type="checkbox"/> Restock the Emergency Operations Center.
Post-Incident Tasks	
Lessons Learned	<input type="checkbox"/> Conduct incident debriefing. <input type="checkbox"/> Implement corrective action planning and plan revisions. <input type="checkbox"/> Coordinate implementation of Federal assistance. <input type="checkbox"/> Train and exercise to ensure that functions, processes, and procedures work as intended. <input type="checkbox"/> Implement mitigation plans.

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Working With Partners in Preparedness	
Partnering With Elected or Appointed Officials	<ul style="list-style-type: none"><input type="checkbox"/> Ensure that officials:<ul style="list-style-type: none"><input type="checkbox"/> Understand the connection between whole community preparedness and successful disaster response and recovery.<input type="checkbox"/> See the value of lending their support to that process.<input type="checkbox"/> Help officials prepare for their emergency roles by educating them about differences in responsibilities, regulations, authorities, and public expectations during an emergency.
Partnering With Nonprofit and Private Sectors	<ul style="list-style-type: none"><input type="checkbox"/> Encourage these groups to:<ul style="list-style-type: none"><input type="checkbox"/> Develop contingency plans.<input type="checkbox"/> Work with State and local planners to ensure their plans are consistent with pertinent plans, national planning frameworks, and the National Incident Management System.<input type="checkbox"/> Include them on the emergency planning team for the community.
Partnering With Individuals and Households	<ul style="list-style-type: none"><input type="checkbox"/> Identify target populations and their interests.<input type="checkbox"/> Identify channels through which target populations can be reached.<input type="checkbox"/> Reach out and educate them about their roles and responsibilities.<input type="checkbox"/> Identify opportunities for volunteerism and training.

Planning Checklist

Emergency managers should use a planning process that:

- Is capabilities based.** This approach focuses on a jurisdiction's capacity to take a course of action. Capabilities-based planning answers the question, "Do I have the right mix of training, organizations, plans, people, leadership and management, equipment, and facilities to perform a required emergency function?"
- Is community based.** Planning must be representative of the actual population within the community and must involve the whole community in the planning process. Understanding the composition of the population—such as accounting for people with disabilities or others with access and functional needs, and for the needs of children—must occur from the outset of the planning effort.
- Includes senior officials** throughout the process to ensure both understanding and approval. Senior official buy-in helps the planning process meet requirements of time, planning horizons, simplicity, and level of detail.
- Manages risk.** In the risk management process, we define context; identify and assess risks; and analyze, decide upon, implement, monitor, and evaluate courses of action for managing those risks. As part of the process, planning is a tool that allows for systematic risk management to reduce or eliminate risks in the future.
- Considers both the art and the science.** Planning is influenced by time, uncertainty, risk, and experience. Successful planners are able to draw from both operational experience and an understanding of emergency management principles, but also are intuitive, creative, and have the ability to anticipate the unexpected. Because this activity involves judgment and the balancing of competing demands, plans should not be overly detailed—to be followed by the letter—or so general that they provide insufficient direction.
- Uses a logical and analytical problem-solving process** to help address the complexity and uncertainty inherent in potential threats and hazards. By following a set of logical steps that includes gathering and analyzing information, determining operational objectives, and developing alternative ways to achieve the objectives, planning allows a jurisdiction to work through complex situations.
- Considers all threats and hazards.** While the causes of emergencies can vary greatly, many of the effects do not. Planners can address common operational functions in their basic plans instead of having unique plans for every type of threat or hazard. An all-threats/hazards approach ensures that, when addressing emergency functions, planners identify common tasks and those responsible for accomplishing the tasks.
- Is flexible enough to address both traditional and catastrophic incidents.** Scalable planning solutions are the most likely to be understood and executed properly by the operational personnel who have practice in applying them.
- Does not unnecessarily start from scratch.** Planners should take advantage of the experience of other planners, as well as plans generated by other jurisdictions and the State. Examples of available resources include Threat and Hazard Identification and Risk Assessments (THIRAs), State standards and guidance, FEMA-provided guidance and training, and plans produced by key infrastructure owners.

Types of Exercises

Discussion-Based Exercises	
Discussion-based exercises familiarize participants with current plans, policies, agreements, and procedures, or may be used to develop new plans, policies, agreements, and procedures.	
Type	Description
Seminar	A seminar is an informal discussion, designed to orient participants to new or updated plans, policies, or procedures (e.g., a seminar to review a new evacuation standard operating procedure).
Workshop	A workshop resembles a seminar, but is employed to build specific products, such as a draft plan or policy (e.g., a training and exercise plan workshop is used to develop a multiyear training and exercise plan).
Tabletop Exercise (TTX)	A tabletop exercise involves key personnel discussing simulated scenarios in an informal setting. TTXs can be used to assess plans, policies, and procedures.
Game	A game is a simulation of operations that often involves two or more teams, usually in a competitive environment, using rules, data, and procedures designed to depict an actual or assumed real-life situation.

Operations-Based Exercises	
Operations-based exercises validate plans, policies, agreements, and procedures; clarify roles and responsibilities; and identify resource gaps in an operational environment.	
Type	Description
Drill	A drill is a coordinated, supervised activity usually employed to test a single, specific operation or function within a single entity (e.g., a fire department conducts a decontamination drill).
Functional Exercise	A functional exercise examines and/or validates the coordination, command, and control between various multiagency coordination centers (e.g., Emergency Operations Center or Joint Field Office). A functional exercise does not involve any “boots on the ground” (e.g., first responders or emergency officials responding to an incident in real time).
Full-Scale Exercise (FSE)	A full-scale exercise is a multiagency, multijurisdiction, multidiscipline exercise involving functional (e.g., Joint Field Office and Emergency Operations Center) and “boots on the ground” response (e.g., firefighters decontaminating mock victims).

Source: Homeland Security Exercise and Evaluation Program (HSEEP)

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Mitigation Roles	
Individuals, Families, and Households	<ul style="list-style-type: none"> <input type="checkbox"/> Obtain insurance. <input type="checkbox"/> Ensure that a tornado safe room or shelter is quickly and easily accessible. <input type="checkbox"/> Take measures to harden their properties against hazard damage. <input type="checkbox"/> When necessary after a disaster, rebuild in safe areas.
Private Sector	<ul style="list-style-type: none"> <input type="checkbox"/> Support and comply with zoning and land use regulations. <input type="checkbox"/> Use disaster-resistant building practices. <input type="checkbox"/> Take other necessary measures to reduce or eliminate damage from known hazards. <input type="checkbox"/> Provide expertise. <input type="checkbox"/> Take precautions to safeguard property and products, such as: <ul style="list-style-type: none"> <input type="checkbox"/> Moving paperwork, machinery, and products that can be damaged by floodwaters to higher floors. <input type="checkbox"/> Storing backup computer files away from the main location of the business. <input type="checkbox"/> Support mitigation efforts through: <ul style="list-style-type: none"> <input type="checkbox"/> Investment in mitigation projects. <input type="checkbox"/> Donations of materials, funding, and services. <input type="checkbox"/> Assistance to homeowners. <input type="checkbox"/> Help protect critical infrastructure.
Nonprofit Organizations	<ul style="list-style-type: none"> <input type="checkbox"/> Undertake mitigation measures in their own facilities. <input type="checkbox"/> Enter into partnerships. <input type="checkbox"/> Do outreach with their constituents in support of mitigation goals.
Local Governments	<ul style="list-style-type: none"> <input type="checkbox"/> Do everything possible to protect their citizens from hazard risks, including: <ul style="list-style-type: none"> <input type="checkbox"/> Enacting and enforcing building codes and zoning ordinances. <input type="checkbox"/> Making the public aware of hazards and risk reduction measures. <input type="checkbox"/> Complying with regulations designed to reduce losses. <input type="checkbox"/> Achieve risk reduction through: <ul style="list-style-type: none"> <input type="checkbox"/> Floodplain management ordinances that guide development in the floodplain. <input type="checkbox"/> Mitigation projects that reduce risk to existing structures. <input type="checkbox"/> Disaster-resistant building practices that make new structures resistant to events that pose the greatest risks to the community. <input type="checkbox"/> Participation in the National Flood Insurance Program. <input type="checkbox"/> Have a FEMA-approved or approvable mitigation plan and be ready to implement some or all of the actions in the mitigation strategy. <input type="checkbox"/> Be aware of the roles of Federal, State, and local governments in disaster recovery, and the resources available for local mitigation after a Presidential disaster declaration.
Local Emergency Manager	<ul style="list-style-type: none"> <input type="checkbox"/> Participate in the mitigation planning team. <input type="checkbox"/> Identify community threats/hazards and risks. <input type="checkbox"/> Identify existing mitigation measures and propose additional measures. <input type="checkbox"/> Coordinate mitigation goals with other community goals. <input type="checkbox"/> Identify incentives and resources. <input type="checkbox"/> Create and maintain a mitigation plan. <input type="checkbox"/> Increase awareness about the public's role in mitigation.

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Mitigation Roles (Continued)	
State and Tribal Governments	<ul style="list-style-type: none"><input type="checkbox"/> Be responsible for the public safety, security, health, and welfare of the people who live in the jurisdiction.<input type="checkbox"/> Serve an integral role as a conduit for vertical coordination between Federal agencies and local governments.<input type="checkbox"/> Uphold Federal regulations intended to reduce hazard losses and provide resources to achieve these goals.<input type="checkbox"/> Emphasize to constituents the importance of substantial risk reduction.<input type="checkbox"/> Conduct an evaluation of existing natural hazards statewide, and the risks that they pose. States use the mitigation planning process to set short- and long-range mitigation goals and objectives.<input type="checkbox"/> Manage the HMGP and serve as FEMA's mitigation liaison.
Federal Government (FEMA)	<ul style="list-style-type: none"><input type="checkbox"/> Partner with State, tribal, and local governments to:<ul style="list-style-type: none"><input type="checkbox"/> Assess hazards and identify risk reduction opportunities.<input type="checkbox"/> Develop and implement mitigation strategies.<input type="checkbox"/> Educate the public.<input type="checkbox"/> Promote mitigation planning.<input type="checkbox"/> Support and encourage local mitigation efforts by:<ul style="list-style-type: none"><input type="checkbox"/> Assisting communities in administering the National Flood Insurance Program (NFIP).<input type="checkbox"/> Providing grants to fund predisaster and postdisaster mitigation projects.<input type="checkbox"/> Assessing the performance of ongoing mitigation activities.

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Requesting Federal Assistance Under the Stafford Act

When a disaster happens it may escalate in its need for support. The steps for requesting assistance under the Stafford Act are summarized below.

Step 1	FEMA/Federal and State representatives complete a Preliminary Damage Assessment (PDA). The PDA: <ul style="list-style-type: none">• Documents the impact of the event and estimates initial damage.• Establishes a foundation for the Governor to request assistance.• Provides background for FEMA's analysis of the request.
Step 2	The Governor requests assistance. The Governor's request, by law, must: <ul style="list-style-type: none">• State that the Governor has taken appropriate action and directed execution of the State emergency operations plan.• Certify that the incident is of such severity and magnitude that State and local resources are inadequate.• Include a damage estimate.• Describe the State and local resources committed to response and recovery.• Describe the assistance being requested and agree to cost-sharing provisions.
Step 3	FEMA reviews the request and makes a recommendation. <ul style="list-style-type: none">• The Governor's request is addressed to the President through the FEMA Regional Administrator.• The FEMA regional office completes its analysis and recommendation.• FEMA Headquarters reviews to ensure the request meets Stafford Act requirements.• The FEMA Administrator then recommends a course of action to the President.
Step 4	The President makes a major disaster declaration, if warranted. <ul style="list-style-type: none">• The President decides whether to declare that a major disaster exists.• If a declaration is issued, assistance is made available under the Stafford Act.

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Recovery Activities: Examples by Recovery Period			
Predisaster Preparedness	Short-Term Recovery	Intermediate Recovery	Long-Term Recovery
<ul style="list-style-type: none"> • Predisaster recovery planning • Mitigation planning and implementation • Community capacity and resilience building • Conducting disaster preparedness exercises • Partnership building • Articulating protocols in disaster plans for services to meet the emotional and health care needs of adults and children 	<ul style="list-style-type: none"> • Mass Care/Sheltering: <ul style="list-style-type: none"> ○ Provide integrated mass care and emergency services • Debris: <ul style="list-style-type: none"> ○ Clear primary transportation routes • Business: <ul style="list-style-type: none"> ○ Establish temporary or interim infrastructure to support business reopenings ○ Reestablish cash flow • Emotional/Psychological: <ul style="list-style-type: none"> ○ Identify adults and children who would benefit from counseling or behavioral health services and begin treatment • Public Health and Health Care: <ul style="list-style-type: none"> ○ Provide emergency and temporary medical care and establish appropriate surveillance protocols • Mitigation Activities: <ul style="list-style-type: none"> ○ Assess and understand risks and vulnerabilities 	<ul style="list-style-type: none"> • Housing: <ul style="list-style-type: none"> ○ Provide accessible interim housing solutions • Debris/Infrastructure: <ul style="list-style-type: none"> ○ Initiate debris removal ○ Plan immediate infrastructure repair and restoration • Business: <ul style="list-style-type: none"> ○ Support reestablishment of businesses where appropriate ○ Support the establishment of business recovery one-stop centers • Emotional/Psychological: <ul style="list-style-type: none"> ○ Engage support networks for ongoing care • Public Health and Health Care: <ul style="list-style-type: none"> ○ Ensure continuity of care through temporary facilities • Mitigation Activities: <ul style="list-style-type: none"> ○ Inform community members of opportunities to build back stronger 	<ul style="list-style-type: none"> • Housing: <ul style="list-style-type: none"> ○ Develop permanent housing solutions • Infrastructure: <ul style="list-style-type: none"> ○ Rebuild infrastructure to meet future community needs • Business: <ul style="list-style-type: none"> ○ Implement economic revitalization strategies ○ Facilitate funding for business rebuilding • Emotional/Psychological: <ul style="list-style-type: none"> ○ Followup for ongoing counseling, behavioral health, and case management services • Public Health and Health Care: <ul style="list-style-type: none"> ○ Reestablishment of disrupted health care facilities • Mitigation Activities <ul style="list-style-type: none"> ○ Implement mitigation strategies

Predisaster Recovery Planning Tasks

Assessment

- Identify threats and hazards; assess risks and vulnerabilities.
- Identify limitations in recovery capacity, and means to supplement this capacity.
- Identify areas of potential financial challenges.

Communication and Outreach

- Develop outreach and communications strategies for use during postdisaster recovery.
- Ensure community participation of underserved and disadvantaged populations.
- Ensure effective communications for all participants, including individuals with disabilities and individuals with limited English proficiency.

Stakeholders

- Identify sectors of the community to participate in predisaster and postdisaster recovery planning and coordination.

Partnerships

- Develop predisaster partnerships that ensure engagement of all potential resources and issues.
- Encourage full engagement of the public and recovery stakeholders.
- Organize connections and interface with the local government.

Principles, Priorities, and Organizational Framework

- Determine principles to guide recovery decisionmaking.
- Explore how priorities are determined following a disaster.
- Incorporate sustainability into overall planning guidance.
- Establish clear leadership, coordination, and decisionmaking structures throughout all levels of government.

Concept of Operations

- Establish the operational framework that will be followed immediately after a disaster occurs.
- Establish maintenance procedures for updating predisaster and postdisaster recovery plans.

Process To Be Used for Postdisaster Recovery Planning

- Identify how mitigation, comprehensive and regional sustainability planning, and other policy positions are connected.
- Identify how the community will work together after a disaster to develop its plan for recovery.
- Establish a multihazard approach to recovery planning and preparedness that:
 - Evaluates the likely conditions and needs after a disaster.
 - Sets recovery goals and objectives.
 - Measures progress against those goals and objectives.
- Identify priority recovery and redevelopment activities.
- Identify specific planning considerations that must be taken into account in the development of a recovery plan, including but not limited to place-based mitigation issues such as wild/rural/urban interfaces, floodplain management, coastal zones, seismic areas, and historic and cultural properties, districts, and landscapes.

Exercise

- Test predisaster planning, preparation, and staff capabilities by implementing recovery exercises.
- Evaluate performance and revise predisaster recovery plans accordingly.

Postdisaster Recovery Planning Tasks

Assessment

- Assess the need created by the disaster to determine where recovery issues are present geographically by sector (e.g., housing, health care, infrastructure, environment, economy).
- Determine areas of future risk and mitigation opportunities, such as reviewing past federally funded mitigation activities for effectiveness and use as baseline for new recovery planning and assessment needs.

Leadership and Support

- Identify an individual or group as well as supporting structures to lead the process in a manner that complies with all relevant laws, including civil rights laws.
- Coordinate with all community leaders to ensure participation in and validity of the process.
- Identify outside financial and technical resources that provide support to the overall recovery effort.

Communication, Outreach, and Consensus Building

- Establish a process for exchanging information between the public and leadership.
- Develop a communications map to ensure all sectors of the community are engaged in the process.
- Use nontraditional communications outlets to reach as much of the community as possible.
- Ensure effective communications for all participants, including individuals with disabilities and individuals with limited English proficiency.
- Work together to move recovery forward.
- Continue to engage the community and reach out to new stakeholders.
- Identify and address conflict.

Recovery Issues, Vision, and Goals

- Use mitigation, comprehensive, and other community plans to guide the identification of priority redevelopment and reconstruction within recovery.
- Determine the areas of concern and the impact they have on recovery.
- Identify areas of opportunity in recovery planning as well as areas that strengthen and revitalize the community.
- Develop the recovery vision and goals.
- Solicit public participation in the development and confirmation of the vision and goals.
- Evaluate projects and programs to determine their impact on recovery, feasibility, public support, sustainability initiatives, effective use of resources, and other criteria as determined by the community.

Plan Writing

- Document the vision, goals, projects, and programs.
- Provide a draft to stakeholders.
- Revise based on feedback.

Strategy and Implementation

- Use existing plans and guidance to develop strategies, projects, and programs to meet the recovery vision and goals created by the community.
- Determine the implementation plan and priorities for recovery projects.
- Identify key leaders responsible for undertaking next steps or moving recovery strategies forward.

Funding

- Use existing public and private resources and new funding streams to creatively package resources.
- Phase large projects to allow for more flexible application of funding.

Update

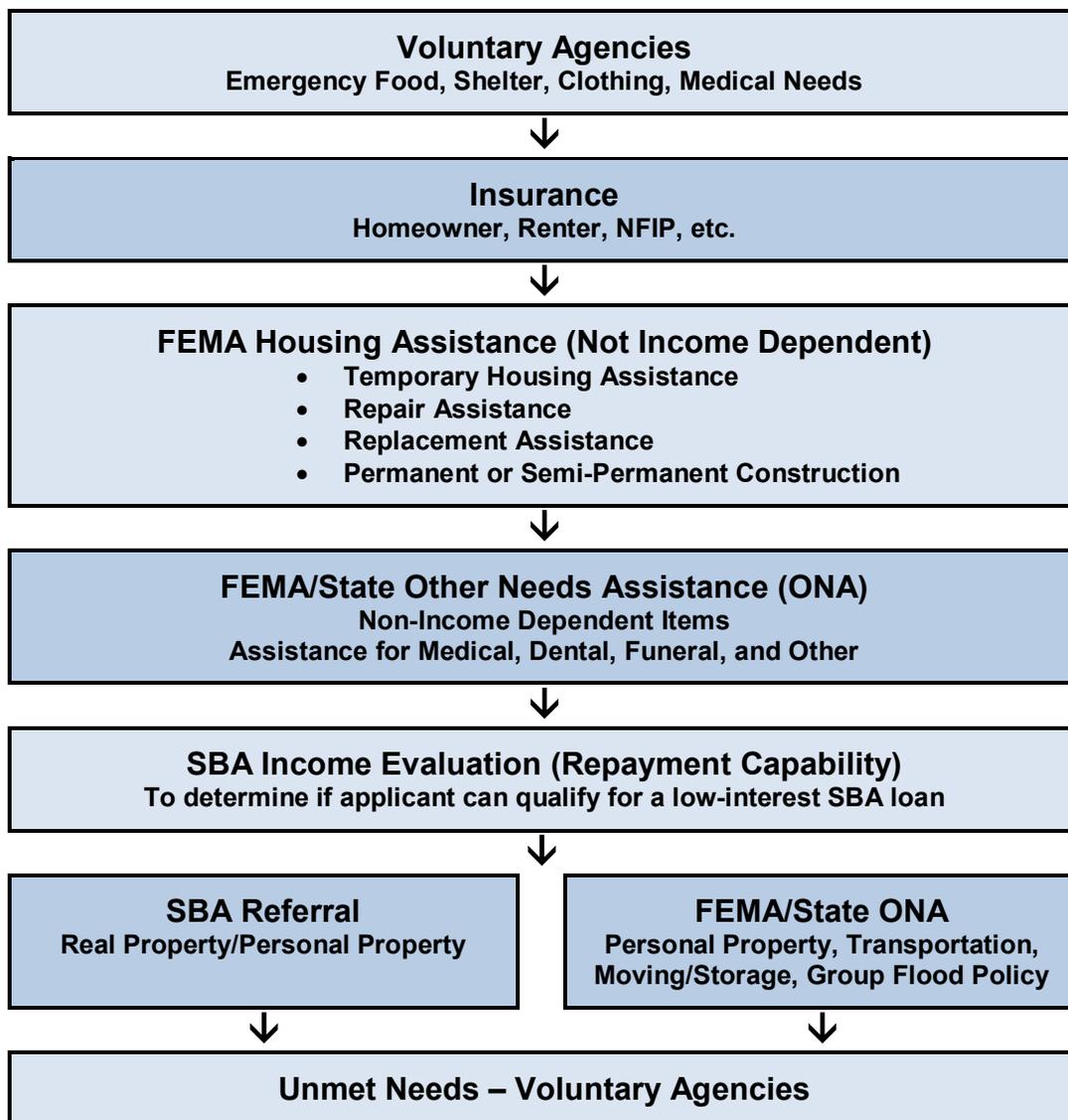
- Remain flexible. Revise plans as needed to meet changing recovery needs and priorities.
- Continue to update and engage the broader stakeholder population on next steps.
- Monitor progress and convey achievements to all stakeholders.

Individual Assistance

When people lose their homes and possessions because of a disaster, FEMA’s Individual Assistance (IA) programs provide the funding and alternatives to help people return to a normal life. IA programs include:

- Individuals and Households program.
- Other Needs Assistance.
- Crisis Counseling.
- Disaster Case Management.
- Small Business Administration (SBA) and U.S. Department of Agriculture (USDA) programs.
- Disaster Unemployment Assistance.
- Veterans Assistance.
- Disaster Legal Services.

Delivery of assistance to individuals and families follows a sequence:



IS-1.a: Emergency Manager: An Orientation to the Position

Public Assistance	
<p>The purpose of the Public Assistance (PA) program is to help State, tribal, and local governments and certain private nonprofit organizations recover from a declared disaster. The major forms of assistance are as follows:</p>	
Debris Removal	<p>Removal of trees and woody debris, building components or contents, sand, mud, silt, or gravel. The removal must be necessary to eliminate threat to lives, public health, safety, or improved property; ensure economic recovery of a community; or mitigate risk by removing substantially damaged structures.</p>
Permanent Work	<p>Required to restore a damaged facility, through repair or restoration, to its predisaster design, function, and capacity in accordance with applicable codes or standards. Examples include permanent work on:</p> <ul style="list-style-type: none"> • Roads and bridges. • Water control facilities. • Buildings and equipment. • Utilities. • Parks, recreational, and other facilities.
Emergency Protective Measures	<p>Must be performed to reduce or eliminate an immediate threat to life, protect public health and safety, or protect improved property that is threatened in a significant way as a result of a disaster. Examples of emergency protective measures include:</p> <ul style="list-style-type: none"> • Warning of risks and hazards. • Search and rescue. • Security forces (police and guards) in the disaster area. • Construction of temporary levees. • Provision of shelters and emergency mass care. • Provision of emergency medical care. • Sandbagging. • Bracing/shoring damaged structures. • Provision of food, water, ice, and other essential needs at distribution points for use by the local population. • Emergency repairs. • Emergency demolition. • Removal of health and safety hazard.

Strategies for Emotional Recovery	
Disaster Phase	Strategies
Predisaster	<ul style="list-style-type: none"> <input type="checkbox"/> Work with NGOs and local groups to ensure that an educational program is in place to: <ul style="list-style-type: none"> <input type="checkbox"/> Educate the community about the emotional impact of disasters and emotional healing. <input type="checkbox"/> Make sure that people understand what kinds of emotional response are “normal” in the wake of a disaster so they can recognize if their symptoms are “crossing the line” into something more serious. <input type="checkbox"/> Promote psychological resilience through healthy lifestyles such as exercise, hydration, talking with coworkers, and meditation—all of which can reduce stress.
Disaster and Postdisaster	<ul style="list-style-type: none"> <input type="checkbox"/> Take preventive measures with response personnel, such as rotating personnel and enforcing rest schedules. <input type="checkbox"/> Provide qualified personnel (e.g., Crisis Management Teams, NGOs) to provide “psychological first aid” to trauma survivors and workers. This may include: <ul style="list-style-type: none"> <input type="checkbox"/> Listening to concerns, conveying compassion, assessing needs, ensuring that basic physical needs are met, and protecting the individual from further harm. <input type="checkbox"/> Normalizing postdisaster emotions, and conveying what recovery looks like. <input type="checkbox"/> Affirming the strength and resilience of the human psyche. Hope is a great healer. <input type="checkbox"/> Attend to your own emotional health. Get rest, eat properly, and seek out an empathetic ear when needed. Be attuned to signs of stress in yourself. <input type="checkbox"/> Encourage individual stress reduction. Discuss healthy and unhealthy approaches to reducing stress. <input type="checkbox"/> Encourage people to engage in their own emotional healing by taking charge of physical recovery, planning for personal safety, staying informed, and using a support network. <input type="checkbox"/> Provide information about where to get help with physical, financial, and emotional recovery.

Privacy Laws	
Privacy Act of 1974	<p>The Privacy Act of 1974 establishes a code of fair information practices that governs the collection, maintenance, use, and dissemination of personally identifiable information (PII) about individuals that is maintained in records systems of Federal agencies. The act:</p> <ul style="list-style-type: none"> • Restricts disclosure of personally identifiable records maintained by agencies. • Grants individuals greater access to their own records. • Provides for individuals to get their own records changed when they are inaccurate, irrelevant, out of date, or incomplete. • Establishes fair information practices for collection, maintenance, and dissemination of records.
E-Government Act of 2002 (Pub. L. 107-347, 44 U.S.C. § 101)	<p>This law, among other things, is intended to promote the use of the Internet and electronic government services, to make the Federal Government more transparent and accountable, and to provide enhanced access to Government information consistent with protection of personal privacy, national security, records retention, access for persons with disabilities, and other relevant laws.</p> <p>The law requires that all Federal agencies conduct a privacy impact assessment for all new or substantially changed technology that collects, maintains, or disseminates PII, and for new collections of such information.</p>
Health Insurance Portability and Accountability Act of 1996 (HIPAA)	<p>The HIPAA Privacy Rule provides privacy protections for individually identifiable health information held by a covered entity or by its business associate. At the same time, it permits the disclosure of such information when needed for patient care and other important purposes.</p> <p>An example of the application of HIPAA to emergency management would be when coordinating patient care with others (such as emergency relief workers or others that can help in finding patients appropriate health services).</p> <p>The act also specifies various administrative, physical, and technical safeguards to be used to ensure the confidentiality, integrity, and availability of electronic protected health information.</p>

Personally Identifiable Information (PII)

According to the Department of Homeland Security, “PII is any information that permits the identity of an individual to be directly or indirectly inferred, including any information which is linked or linkable to an individual. Some PII is not sensitive, such as that found on a business card. Other PII is **Sensitive PII**, which if lost, compromised, or disclosed without authorization, could result in substantial harm, embarrassment, inconvenience, or unfairness to an individual. Sensitive PII requires stricter handling guidelines.”

Examples of information that may be considered PII include:

- **Name**, such as full name, maiden name, mother’s maiden name, or alias.
- **Personal identification number**, such as Social Security number (SSN), passport number, driver’s license number, taxpayer identification number, patient identification number, and financial account or credit card number.
- **Address** information, such as street address or email address.
- **Asset** information, such as Internet Protocol (IP) or Media Access Control (MAC) address or other host-specific persistent static identifier that consistently links to a particular person or small, well-defined group of people.
- **Telephone** numbers, including mobile, business, and personal numbers.
- **Personal characteristics**, including photographic image (especially of face or other distinguishing characteristic), x-rays, fingerprints, or other biometric image or template data (e.g., retina scan, voice signature, facial geometry).
- **Information identifying personally owned property**, such as vehicle registration number or title number and related information.
- **Information about an individual that is linked or linkable** to one of the above (e.g., date of birth, place of birth, race, religion, weight, activities, geographical indicators, employment information, medical information, education information, financial information).

More information on safeguarding PII is available

at: http://www.dhs.gov/xlibrary/assets/privacy/privacy_safeguarding_pii_fact_sheet.pdf

Types of Information Security	
Type of Security	Description
Physical Security	<p>The first threat to an organization’s information systems and data is unauthorized access to sensitive areas or information by persons, equipment, or materials. Areas of concern include anyplace where information is stored—on paper, on computers, or in other forms. The following are examples of physical security measures:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Limit the number of building access points. <input type="checkbox"/> Use access identification systems such as employee badges, card readers, keypads, and biometric identification. <input type="checkbox"/> Restrict access to information storage areas. <input type="checkbox"/> Control delivery and removal of materials, equipment, or supplies. <input type="checkbox"/> Train employees in security and vigilance.
Cybersecurity	<p>A vulnerability in the cyber world is a “hole” through which a threat gains access to protected information that is stored electronically. Common cyber vulnerabilities include hackers, malicious code (viruses, spyware, worms, etc.), peer-to-peer software (file sharing, Internet meeting, or chat messaging programs), loss of removable media, and passive threats (natural hazards, power failures, software glitches, human error). Use measures such as the following for cyber protection:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Firewalls and virus protection systems. <input type="checkbox"/> Information encryption software. <input type="checkbox"/> Computer access control systems. <input type="checkbox"/> Computer security staff background checks (at initial hire and periodically). <input type="checkbox"/> Password procedures. <input type="checkbox"/> Backup systems and disaster recovery plans.
Data Security	<p>All employees play an integral role in data security—keeping their organization’s information from ending up in the wrong hands. The following are suggested measures for handling data:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Store sensitive information where access control measures prevent unauthorized access. <input type="checkbox"/> Never leave sensitive information on communal printers or email it to unauthorized individuals. <input type="checkbox"/> Minimize and control print copies that could fall into the wrong hands. <input type="checkbox"/> Avoid discussing cases or sensitive data on elevators where you might be overheard by other passengers.