York County Local Emergency Management Coordinator's Handbook

January 1, 2013

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Preface

The York County Local Emergency Management Coordinator's Handbook is designed for use by local Emergency Management Coordinators as a quick-reference for developing their emergency management program, and as an orientation tool for new coordinators. The information contained within was accurate at the time of publishing. For the most up to date information, visit the York County Office of Emergency Management website at http://www.ycdes.org/index.php/oem. Corrections or additions should be sent to York County Office of Emergency Management, Attention: Municipal Planner, 120 Davies Drive, York, PA 17402. Special thanks to the Chatham County, Georgia Emergency Management Agency. This handbook is based on documents and concepts found on their website.

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Contents

Section 1: What is York County OEM? 1-1

Section 2: What is Emergency Management? 2-1

Section 3: What is an Emergency? 3-1

Section 4: Four Phases of Emergency Management 4-1

Section 5: All Disasters are Local 5-1

Section 6: Media and Emergency Management 6-1

Section 7: Training and Exercises 7-1

Section 8: Community Emergency Response Teams 8-1

Section 9: Voluntary Organizations Active in Disaster 9-1

Section 10: The National Incident Management System 10-1

Section 11: Critical Incident Stress Management 11-1

Section 12: Grant Management 12-1

Section 13: PEMA Emergency Management Certification Program 13-1

Section 14: Emergency Manager's Toolkit 14-1

Section 15: Preparedness Toolkit 15-1

Preparedness Checklist 15-3

Sample Hazard Identification Survey 15-5

The Local Emergency Operations Plan 15-9

Sample Intergovernmental Cooperation Agreement 15-12

Working with the County Coordinator 15-15

Section 16: Response Toolkit 16-1

Response Checklist 16-3

Notifying the OEM Duty Officer in an Emergency 16-5

Declaring a Local Emergency 16-7

Sample Declaration 16-9

Submitting a Local Situation Report 16-10

ICS 209 Situation Report 16-11

Submitting an Initial Damage Assessment Report 16-13

Section 17: Recovery Toolkit 17-1

Recovery Checklist 17-3

Stafford Act Declaration Process 17-5

Initial Damage Report Worksheet 17-13

Infrastructure Damage Report 17-14

Water Damage Guide 17-16

Section 18: Mitigation Toolkit 18-1

Section 19: Media Toolkit 19-1

Media Checklist 19-3

Public Information Officer Assistance 19-4

News Releases 19-4

Emergency Public Information Checklist 19-6

Media Interview Tips 19-9

Section 20: Communications Toolkit 20-1

Public Safety Radio Communications 20-3

Lost or Stolen Radios 20-5

Basic Rules for Voice Operations 20-5

Emergency Conditions 20-5

Emergency Button Activation …… 20-7

Talk Groups …… 20-8

Amateur Radio …… 20-11

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What is York County OEM?

Disasters are going to happen despite our best efforts. Knowing how to deal with them helps to reduce loss of life and property now and in the future.

The York County Office of Emergency Management (OEM), a division of the York County Department of Emergency Services (DES), administers the Emergency Management Program (EMP). This program is a County-wide system that provides for management and coordination of prevention, mitigation, preparedness, response, and recovery activities for all hazards. The system encompasses all organizations, agencies, departments, and individuals having responsibilities for these activities. York County OEM is led by the Emergency Management Coordinator (EMC) appointed by the Governor based upon the recommendation of the County Commissioners. The coordinator is an employee of the county and is responsible for implementing the program.

York County OEM Vision

It is the vision of the York County Office of Emergency Management to be recognized as the most professional, well respected, proactive, community and customer oriented municipal emergency management agency in the Commonwealth of Pennsylvania.

York County OEM Mission

York County Office of Emergency Management is charged with protecting the community by coordinating and integrating all activities necessary to build, sustain and improve the capability to mitigate, prepare for, respond to, and recover from threatened or actual natural disasters, acts of terrorism or other man-made disaster.

We undertake this mission with clear customer-focus and recognition that people are the most valuable asset. We value the contributions and dedication of the personnel who staff the emergency response and management systems. We employ and deploy the best available technologies in support of our mission.

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What is Emergency Management?

Emergency management is the process of preparing for, mitigating, responding to and recovering from a disaster or an emergency.

Emergency management is a dynamic process. Planning, though critical, is not the only component. Training, conducting drills, testing equipment and coordinating activities with the community are other important functions.

Emergency Management is a legal responsibility and function of local, county, state and federal government.

Federal and state laws were amended to include natural, technological and man-made disaster mitigation, preparedness, response, and recovery programs. National attention to emergency management began in the early 1950s with emphasis on civil defense or enemy attack preparedness.

Pennsylvania's Emergency Management Services Code (35 Pa. C. S. Section 7101-7707) became law in 1978 and replaced the State Council of Civil Defense Act of 1951. The 1978 Act consolidated existing state laws and updated the role of emergency management within the Commonwealth. Amendments to this Act in 1988 and 1989 further focused the role of emergency management personnel, organizations and responsibilities. It directs and authorizes every political subdivision (i.e., county, city, borough, incorporated town, and township) to have an emergency management program that includes a trained Emergency Management Coordinator (EMC), an Emergency Operations Plan (EOP), and a functioning Emergency Operations Center (EOC) with a trained staff.

This state law requires that every county and municipal government develop and maintain an emergency management program consistent with the state and federal emergency management program.

The York County Office of Emergency Management is authorized to administer the program on behalf of the County of York. The County EMC is authorized to develop and execute the program. York County Resolution number 105 dated October 5, 1988 charges the County Emergency Management Coordinator (EMC) to develop the County EOP and coordinate the preparation of supporting standard operating checklists.

York County OEM is headquartered at the Emergency Services Center located at 120 Davies Drive in Springettsbury Township. It is organized with a Director, an Operations/Training Officer

who serves as Deputy Director, an Administrative Assistant, a SARA Planner/Trainer, a Radiological Planner/Trainer, a Municipal Planner/Trainer, and a Public Information Officer. The staff is supplemented with a cadre of volunteers who support the Emergency Operations Center.

What is an Emergency?

York County's geographical diversity, from hills to valleys, means that the County is open to a variety of natural disasters, ranging from severe thunderstorms to winter storms, from hurricanes to floods.

In addition, we must prepare for manmade threats, such as radiological and hazmat incidents and terrorist incidents.

The table below identifies the hazards mostly likely to affect York County and their associated risks. For more detailed information, see York County Hazard Mitigation Plan, Chapter 4 Risk Assessment.

Table 4.4.2-1: Hazard Prioritization Matrix

Hazard Risk	Hazard	Risk Assessment Category					Risk Factor
		Probability	Impact	Spatial Extent	Warning Time	Duration	
High	Winter Storms	3.3	1.8	3.6	1.4	2.6	2.7
	Nuclear Incidents	1.5	2.7	3.5	3.6	3.6	2.7
	Environmental Hazards	3.3	1.8	1.9	3.8	1.7	2.5
	Flood/Flash Flood/Ice Jam	2.6	2.2	2.8	1.8	2.6	2.5
Moderate	Pandemic	1.9	2.5	3.1	1.4	3.6	2.4
	Extreme Temperatures	2.7	1.5	3.6	1.2	3.1	2.4
	Lightning	3.5	1.8	1.9	3.2	1.0	2.4
	Tornado	2.7	1.9	2.3	3.3	1.4	2.3
	Terrorism	1.7	2.5	2.3	3.7	2.3	2.3
	Urban Fires/Explosions	2.8	1.8	1.6	4.0	1.8	2.3
	Radon	2.6	1.6	2.4	1.6	3.6	2.2
	Drought	2.5	1.5	2.8	1.2	3.7	2.2
	Hurricane/Tropical Storm/Nor'Easter	2.1	1.8	3.5	1.1	2.5	2.2
	Dam Failure	1.4	2.0	2.2	3.3	2.1	2.0
	Hailstorm	2.6	1.3	2.0	3.0	1.0	2.0
	Wildfire	1.9	1.6	1.7	3.7	1.7	1.9
	Invasive Species	1.9	1.4	1.9	1.1	3.6	1.8
Low	Subsidence/Sinkhole	2.0	1.3	1.5	3.3	2.0	1.8
	Civil Disturbance	1.5	1.5	1.6	3.0	1.6	1.6
	Earthquake	1.3	1.3	1.7	4.0	1.1	1.6
	Landslide	1.2	1.2	1.3	3.6	1.5	1.5

Some hazards are more likely to occur in some regions more than others so it's important for each locality to assess the risk of each hazard to its own jurisdiction.

See the Preparedness Toolkit for the Hazard Identification Survey.

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Four Phases of Emergency Management

Disasters are going to happen despite our best efforts. Knowing how to deal with them helps to reduce loss of life and property now and in the future. Emergency Management can be divided into four phases.

Preparedness

Planning and training are keys to effectively dealing with different types of disasters. Emergency plans are developed as blueprints for response to a variety of scenarios and assist communities in developing localized emergency operations plans.

York County OEM prepares and maintains the Emergency Operations Plan (EOP) for the county. The EOP describes the hazards, vulnerabilities, emergency management situations, and assumptions that affect the county, the concept of operations during an emergency, and the various roles and assignments of the elected officials, EMC, and other emergency response personnel, whether paid or volunteer. The county EOP is consistent with NIMS and the Pennsylvania State EOP.

The local EMC is responsible for preparing and maintaining the municipal EOP at the local level. See the York County OEM website for a planning guide and sample plan.

York County OEM also prepares by working with the two nuclear power plants in the area to develop the Radiological Emergency Response Plan.

York County OEM works with the Local Emergency Planning Committee (LEPC) to prepare the Facility Off-site response plan for SARA facilities.

York County OEM also coordinates and works with local nursing homes, assisted living facilities, schools, daycares, and dams to ensure their plans are current.

York County OEM offers training four times a year through the Local EMC Quarterly Training Program. The training program will be consistent with the PEMA requirements for EMCs. The OEM will also provide additional training in emergency management. This training, and other training offerings, is posted on the training calendar located on the OEM website.

Preparedness training and exercises are a comprehensive way to achieve full and sustainable performance by key leaders, emergency responders and citizens in response to emergencies and disasters involving:

- planning,
- organizational,
- operational, and
- technical measures

The ultimate goal of training and exercise programs is to achieve a standard of performance from the individual to the organizational level that is repeatable.

That standard may define first time skills or sustain proficiency in previously acquired skills. Regardless, each of those standards must be framed in the context of real world operations.

We must train as we intend to function in putting those skills to use.

The Pennsylvania Emergency Management Agency (PEMA) offers training courses in emergency management, hazardous materials response and search and rescue to prepare local responders to effectively deal with disasters and their aftermath. Exercises and drills conducted across the Commonwealth offer opportunities to put these skills into practice in a controlled setting.

Response

When citizens face an emergency situation, they call 911. When local governments need assistance in responding to a crisis, they call York County OEM. The county coordinates with other municipalities as well as the South Central Task Force to provide resources needed to handle a disaster. The county may activate the EOC to help coordinate the response. If needed, the County will turn to the Commonwealth, through PEMA, to coordinate response efforts. If warranted, the Governor will declare a disaster emergency and ask for assistance through the Federal Emergency Management Agency (FEMA). The President of the United States may issue a disaster declaration that clears the way for federal disaster assistance.

Recovery

After disaster strikes, citizens are anxious to return to their normal lives as quickly as possible. Under a federal declaration, victims should contact FEMA to register for disaster assistance.

A number of basic state and federal financial aid programs may be available to displaced residents in these areas. York County OEM staff works with PEMA and FEMA to coordinate and administer these programs. In most instances, the federal government pays 75 percent of the cost, and the state and localities cover the 25 percent non-federal share.

York County OEM is partnered with the York County Volunteer Agencies Active in Disaster (VOAD) that offers a wide variety of services. The York/Adams Long Term Recovery Committee (LTRC) LTRC will work together to provide physical, emotional and spiritual resources to individuals affected by disaster that are not met by other disaster recovery and relief systems.

Mitigation

Emergency management goes beyond helping communities recover from a disaster. Preventive measures now can help mitigate or lessen future losses. Many repairs can incorporate steps that will reduce or eliminate potential damage.

York County OEM works with local municipalities to assist them in designing effective, all-hazard mitigation plans to address hazards specific to their communities. The York County Planning Commission, in conjunction with OEM, developed the York County Hazard Mitigation Plan.

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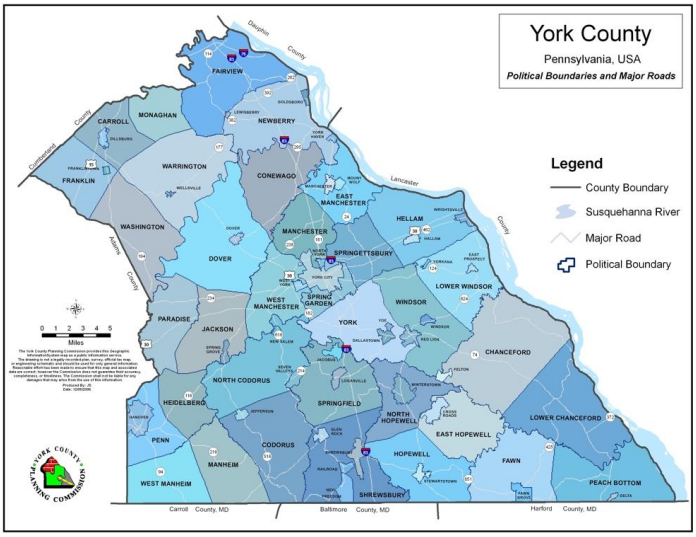
All Disasters are Local

Local governments are the first line of defense against disasters and emergencies in their communities. They are primarily responsible for managing the response to emergencies and disasters.



Local governments are responsible for:

- Warning citizens,
- Containing the emergency,
- Protecting people and property, and
- Minimizing damage.

In accordance with Title 35, a municipal coordinator is appointed by the Governor upon the recommendation of the executive officer or governing body of the municipality. The coordinator shall be professionally competent and capable of exerting leadership, planning, training and effecting coordination among operating agencies of government and controlling coordinated operations. Without a doubt, the most important responsibility of municipal officials, and the municipal coordinator, is to coordinate disaster response in the first 24-72 hours after any emergency. The EMC has a major role to play in helping the community and residents achieve the proper level of preparedness, response, recovery and mitigation activities for whatever may affect the municipality. The EMC must create interest, motivate and involve the community in these activities and keep elected officials informed and involved with these preparations. Each EMC should use the resources available at the county and state level and within the community to assist with these responsibilities.

Before a disaster ever strikes, in order to ensure that a local government can meet the needs of its citizens, local EMCs should:

- Develop and maintain an Emergency Operations Plan, to include:
  - Basic Plan (reviewed every two years),
  - Functional Checklists (reviewed every two years), and
  - Notification and Resource Manual (reviewed every year and updated every 90 days)
- Exercise this plan to identify and fix any shortcomings,
- Identify hazards and vulnerabilities that may affect the municipality,

- Participate in the County Hazard Mitigation Team and assist in pre-disaster mitigation planning and grant submission efforts,
- Develop, maintain and ensure certification of trained staff to work in the municipal EOC when activated,
- Compile cost figures for the conduct of emergency operations,
- Coordinate long-term recovery and mitigation efforts,
- Obtain important information on special needs residents living in their communities,
- Identify resources within the municipality that can be used to respond to a major disaster or emergency and request needed resources from the county OEM,
- Attend training, workshops and seminars provided by municipal, county, state and other sources to maintain proficiency and currency in emergency management,
- Attain certification in accordance with PEMA Directive 2011-02 and Title 35,
- Participate in all tests, drills and exercises as scheduled by the county and Commonwealth,
- Maintain current plans, procedures, guidance and laws issued by the county, PEMA and the Commonwealth within the EOC,
- Have knowledge of the federal and state required plans for the jurisdiction and coordinates with all applicable agencies dealing with emergencies at dams, chemical and nuclear facilities, schools, daycares, hospitals, prisons, nursing home facilities and special events,
- Participate in the integrated flood warning systems program as applicable for the municipality,
- Develop mutual aid agreements, as applicable, with adjacent municipalities,
- Ensure the municipality is compliant with NIMS, and
- Perform other duties as assigned by the municipal elected officials.

During a disaster, the local EMCs should:

- Provide immediate aid to its citizens through fire, police, medical and rescue,
- Mobilize the EOC and act as the Command function within the ICS structure,
- Respond to the location of a disaster as requested by municipal officials or the county EMC,
- Encourage and ensure municipal officials declare disaster emergencies when needed and submits the signed declaration to the county OEM,
- Ensure public order and security,
- Restore essential, vital services,
- Assist individuals and families in need,

- Assist those with special needs,
- Request help from the county when needed,
- Communicate emergency information to the public in a timely and accurate manner,
- Provide prompt, accurate information regarding disaster emergencies to the county OEM,
- Maintain coordination with the County OEM, and
- Conduct damage reporting and expeditiously (within 24 hours of a disaster) provide the information to the county OEM.

Common Mistakes to Avoid:

A combination of field experience and research has identified the following common mistakes made in managing emergency operations. Each mistake is coupled with a suggested tactic for avoiding that mistake.

- Lack of a viable disaster plan.

  Suggestion: Do your homework in planning. Planning provides the foundation and blueprint for all emergency response.

- No knowledge of disaster resources.

  Suggestion: Know your resources. Be aware of all the resources that are available with specialized capabilities and limitations noted. Improper use and designation of resources ranks high as a major complication in disaster operations.

- Lack of visible leadership.

  Suggestion: Ensure that somebody runs the show. The larger and more complicated a disaster becomes, the fewer the individuals who want to step forward and assume a leadership role. Establish the positions ahead of time during the planning process to provide viable leadership either through a committee or an individual.

- Bad decisions make the situation worse.

  Suggestion: Don’t make it worse. While this suggestion seems simple, logical, true, and obvious, it is hard to grasp its full significance under a crisis situation. Think about your decisions, get a good grip on the situation, and do not let people take foolish chances.

- Trying to obtain too much information, while neglecting the information flow.

Suggestion: Maintain control of the information flow. Reliable filters must be established to provide some isolation from all the input information clamoring for attention.

- Establish a pattern for information flow, and frequently monitor how well the right information is getting to the right people.
- Check for information reliability.
- Create an efficient plan to pass on information to the outside world. (People outside the affected area need an overview of what is going on.)

- Focusing on the insignificant.

  Suggestion: Prioritize the problems—don't be drawn into trivia. Plan ahead which types of problems will need to be handled first. Keep your focus on important issues and refuse to deal with anything else.

- Unknown Emergency Operations Center staff.

  Suggestion: Know the emergency staff before the disaster occurs. Test the staff through a competency exercise program, and learn their capabilities during a non-emergency time.

Source: New Director's Orientation Notebook, National Emergency Management Association.

Media and Emergency Management

Managing the media is a key component of any effective emergency management plan. It could well determine how your organization is viewed by customers, employees and of course the public. This could equally influence your chances of full recovery following an incident.

Tips for dealing with the media in a disaster or emergency

1. Establish good relations with the local media—before a disaster or emergency.

By cultivating good relationships with the media prior to an emergency, you'll get better support from the media during the hectic hours of responding to an emergency. You want to cultivate a situation where the media feels it can contribute a vital role during the response efforts. The media, when supportive, can convey important information to the public about such issues as evacuations and disaster-assistance information.

2. Responding to Questions.

- Answer all questions as directly and completely as possible.
- If you don't know the answer to a question, say so. Don't risk a guess. Erroneous information can damage your credibility and the public's perceptions of your ability to tell the truth and convey accurate information. Ask the reporter to leave his or her name and telephone number so that you can provide an answer.
- Do not exaggerate the facts. Give the facts as you know them and cite your own sources. In an emergency or disaster, the information you reveal could threaten lives if it is incorrect.
- Tell the truth and avoid using "no comment." No comment gives the impression that you have something to hide. Never give "off-the-record" information—it could come back to haunt you.
- Never argue with reporters or lose your cool. Don't be rude even if the interviewer or reporter appears to doubt your credibility.
- If you are interrupted, wait for the interrupter to finish and then proceed with your answer. You may wish to repeat the original question to bring the audience back on track.
- Challenge any efforts to put words in your mouth. If you don't, you may end up appearing to agree with something you actually disagree with.
- Don't act evasive. Your evasiveness may be interpreted as an attempt to hide something.
- Be alert. Avoid answering speculative "what if" questions. Be prepared to lead the interview from problems and negatives to positive points you want to make.

3. Delivery of Your Message

- Speak naturally.
- Avoid using "jargon" or terminology that isn't familiar to those working outside of emergency management.
- Avoid long, rambling responses—be succinct and clear in your responses. Say the most important thing first, then elaborate if necessary. Make one point at a time. Speak in simple, rather than compound sentences.
- If you must read a prepared statement, read in a relaxed manner—avoid stilted, halting speeches.
- Be believable. Credibility is vital to getting your message across. Be personable and conversational.

4. During the early stages of an emergency or disaster, hold frequent briefings or press conferences. These briefings and conferences help to fill the information void that the media may experience during the early stages of the disaster and satisfies the media's need to speak with an authority or official about the situation.

5. Establish a joint information center (JIC) during the early stages of the disaster response. Be sure to set up accommodations for the press (seating areas, phone lines, faxes, etc.). Identify the lines of responsibility in the JIC so all know their jobs and have a team management approach to handling the situation. There is no place in disaster management for personality disputes.

6. Appoint a public information officer (PIO) to deal with the media. The PIO then becomes a centralized voice for the event thus eliminating confusion and conflict about which source of information is correct, etc.

7. Be available and visible to the press as much as possible. If you plan to deny reporters' access to the damage site, then be available to explain why and offer alternatives.

8. Institute an official "rumor control" plan. An effective mechanism is the use of a hot-line where persons can call to report a rumor and seek confirmation or disconfirmation.

9. Plan for good intergovernmental relations to present a clear picture to the press of who is in charge. You want to avoid presenting a scenario where different levels of government are "at odds" over who is governing the emergency or disaster.

10. After the disaster, consult with media personnel to find out what could have been done better—and act on it!

Training and Exercises

Exercises allow homeland security and emergency management personnel, from first responders to senior officials, to:

- Train and practice prevention, protection, response, and recovery capabilities in a realistic but risk-free environment,
- Assess and improve performance, and
- Demonstrate community resolve to prepare for major incidents.

Through exercises, EMCs obtain objective assessments of their capabilities so that gaps, deficiencies, and vulnerabilities are identified and remedied prior to a real incident.

The Homeland Security Exercise and Evaluation Program (HSEEP) is a capabilities- and performance-based exercise program.

The intent of HSEEP is to provide common exercise policy and program guidance capable of constituting a national standard for all exercises.

HSEEP includes consistent terminology that can be used by all exercise planners, regardless of the nature and composition of their sponsoring agency or organization.

HSEEP Doctrine

The HSEEP Volumes, a series of program and reference manuals, integrate language and concepts from the National Response Framework (NRF), formerly the NRP, the National Incident Management System (NIMS), the National Preparedness Goal, the Universal Task List (UTL), the Target Capabilities List (TCL), existing exercise programs, and representative prevention and response protocols from all levels of government.

The HSEEP policy and doctrine is organized into the following volumes:

HSEEP Volume I: HSEEP Overview and Exercise Program Management provides guidance for building and maintaining an effective exercise program and summarizes the planning and evaluation process described in further detail in Volumes II through V.

HSEEP Volume II: Exercise Planning and Conduct helps planners outline a standardized foundation, design, development, and conduct process adaptable to any type of exercise.

HSEEP Volume III: Exercise Evaluation and Improvement Planning offers proven methodology for evaluating and documenting exercises and implementing an improvement plan.

HSEEP Volume IV: Sample Exercise Documents and Formats provide sample exercise materials referenced in HSEEP Volumes I, II, III, and V.

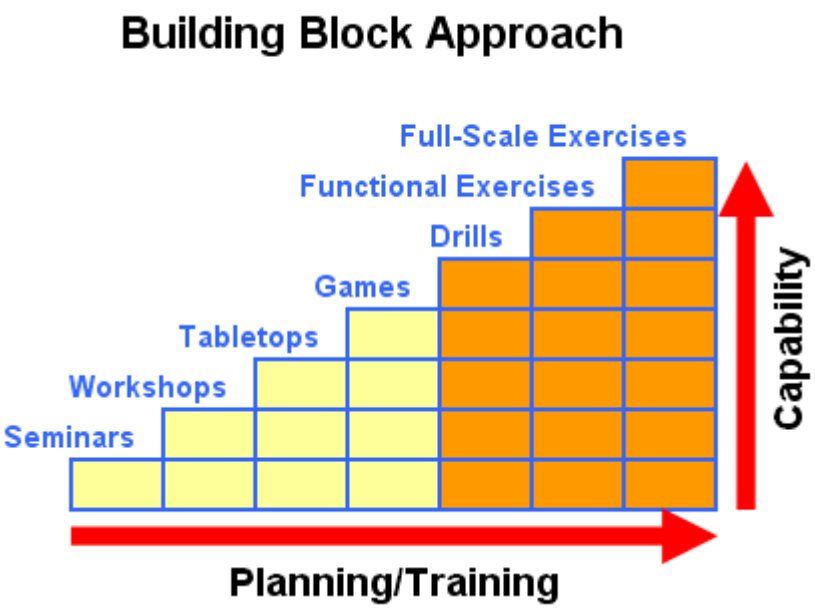
HSEEP Volume V: Prevention Exercises contains guidance consistent with the HSEEP model to assist jurisdictions in designing and evaluating exercises that test pre-incident capabilities such as intelligence analysis and information sharing.

HSEEP reflects lessons learned and best practices of existing exercise programs, and can be adapted to a variety of scenarios and events (e.g., natural disasters, terrorism, technological disasters). HSEEP is compliant with, and complements, several historical and current Federal directives and initiatives. Some of these directives and policies include the following:

- National Strategy for Homeland Security
- HSPD-5, Management of Domestic Incidents
- HSPD-8, National Preparedness
- National Exercise Program (NEP)
- National Preparedness System
- NIMS

The following elements are part of the exercise methodology:

- A cycle of exercise activity that includes exercises of increasing levels of complexity (building-block approach, Figure 1 below);
- Threat-based, realistic, and accurate exercise scenarios;
- Exercises that involve players from multiple disciplines to test interagency relationships and agreements;
- A means of evaluation and improvement planning for each exercise;
- A method to share best practices and lessons learned with the Homeland Security community;
- Each jurisdiction's level of preparedness to assess a proper starting point in the cycle of exercises.



All exercises should begin with planning and exercise design meetings of some fashion that are coordinated between the planners and trainers, exercise specific expertise within the agency, and other stakeholders, to lay out the exercise goals, objectives, and timelines.

There are seven types of exercises defined within the HSEEP program.

- The first four of these (shown in yellow) are considered discussion-based exercises, which include planning and training.
- The last three (shown in orange) are operations-based exercises.

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Community Emergency Response Teams (CERT)

Following a major disaster, first responders who provide fire and medical services will not be able to meet the demand for these services. Factors as number of victims, communication failures, and road blockages will prevent people from accessing emergency services they have come to expect at a moment's notice through 911. People will have to rely on each other for help in order to meet their immediate lifesaving and life sustaining needs.

One also expects that under these kinds of conditions, family members, fellow employees, and neighbors will spontaneously try to help each other. This was the case following the Mexico City earthquake where untrained, spontaneous volunteers saved 800 people. However, 100 people lost their lives while attempting to save others. This is a high price to pay and is preventable through training.

If we can predict that emergency services will not meet immediate needs following a major disaster, especially if there is no warning as in an earthquake, and people will spontaneously volunteer, what can government do to prepare citizens for this eventuality?

First, present citizens the facts about what to expect following a major disaster in terms of immediate services. Second, give the message about their responsibility for mitigation and preparedness. Third, train them in needed lifesaving skills with emphasis on decision making skills, rescuer safety, and doing the greatest good for the greatest number. Fourth, organize teams so that they are an extension of first responder services offering immediate help to victims until professional services arrive.

The Community Emergency Response Team (CERT) Program educates people about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations. Using the training learned in the classroom and during exercises, CERT members can assist others in their neighborhood or workplace following an event when professional responders are not immediately available to help. CERT members also are encouraged to support emergency response agencies by taking a more active role in emergency preparedness projects in their community.

CERT teams are managed at the local level. York County OEMS's Municipal Planner/Trainer coordinates CERT for the County.

The class IS-317 Introduction to CERT can be found at http://www.citizencorps.gov/cert/IS317/

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Voluntary Organizations Active in Disaster (VOAD)

VOAD is a national non-operational umbrella organization that gives each of its members the privilege of independently, but cooperatively, providing and implementing its resources when responding to disasters. VOAD is committed to the philosophy that the time to train, prepare, and become acquainted with each other is best achieved prior to the time of actual disaster response.

The member organizations of York County VOAD offer a wide variety of services.

- Incident Canteen service
- Sheltering
- Housing (short term / long term)
- Clothing
- Mass feeding (1000 + capable with notice)
- Storm damage / debris cleanup / basement muck out
- Two-way radio communications (Public event safety, backup emergency communications)
- Warming / Cooling stations
- Counseling
- Threat and Risk Assessment (for business, schools, public buildings)
- Special Event planning
- Crowd / perimeter control
- Light Search & Rescue
- C.A.R.E. / Lost child search / Amber Alert support
- First Aid Station
- Assistance from county agencies (Meals on Wheels, MCU, etc.)

Local resources should be used. If there is still an unmet need, then turn to the American Red Cross. If the need still exists, they will coordinate activation of VOAD through OEM.

The following organizations are current active members of York County VOAD:
American Red Cross - York-Adams Chapter, Hanover Chapter
Bell Social Services
Salvation Army of York Pennsylvania
United Way of York County F.I.R.S.T.

Community Progress Council
York's Helping Hands for the Homeless
St. Andrews Episcopal Church
Temple Baptist Church - Southern Baptist Conv. Disaster Relief
York County Council of Churches
Lutheran Social Services of south central PA
The Church of Jesus Christ of Latter-day Saints, York PA Stake
Rabbit Transit
York County Office of Emergency Management
York County CERT
York ARES/RACES/SKYWARN Axillary Communications Services
York County REACT
York County Area Agency on Aging

Long Term Recovery Committee

Another organization associated with VOAD is the York Long Term Recovery Committee (LTRC).

The LTRC mission is "The York County LTRC will work together to provide physical, emotional and spiritual resources to individuals affected by disaster that are not met by other disaster recovery and relief systems."

The LTRC Short –Term Objective: The priority of the York County LTRC is provision of services to elderly, physically disabled and/or low income families needing assistance with recovery. Services will be provided on a case-by-case basis to the extent resources are available.

Long – Term Objectives:

- Provide coordinated management of the long-term recovery to the disaster.
- Provide additional long-term assistance to individuals affected by the disaster who do not have adequate personal resources for basic needs as a result of the disaster.
- Advocate for ongoing preparedness within the faith community and cooperation with governmental and Voluntary Agencies Active in Disaster (VOAD).
- Provide assistance on a case-by-case basis to the extent resources are available.

The National Incident Management System

The National Incident Management System (NIMS) came to life from Homeland Security Presidential Directive (HSPD) 5.

In 2004, the Department of Homeland Security published the first version of the National Incident Management System. In December, 2004, Governor Rendell signed a proclamation, mandating that NIMS is utilized for all incident management in the Commonwealth.

This system is designed to create a core set doctrine, concepts, principles, terminology, and organizational processes that enables effective, efficient, and collaborative incident management across all emergency management and incident response organizations and disciplines.

In other words, NIMS is a system in which an all hazards approach is taken to manage and mitigate an emergency event. Additionally, the system is flexible and adaptable to natural, man- made, small, or large scale events.

National Response Framework

The National Response Framework (NRF) is the guide utilized to direct the nation on how to respond to catastrophes with an all-hazards approach.

Within the NRF, response principles, key roles, responsibilities, and structures which organize national response are discussed in detail. The framework binds local, state, federal, private sector, and non-government partners together.

Furthermore, the framework presents discussion to address special circumstances in which the Federal government may play a larger role while responding to incidents of federal interest or where states require significant response resources.

Finally, the framework ensures government executives, private sector and non-governmental organization (NGO) leaders, and emergency management practitioners across the nation understand their domestic incident response roles, responsibilities, and relationships in order to respond more effectively to any type of incident.

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Critical Incident Stress Management

The South Central Pennsylvania CISM Team consists of over 50 volunteers who are trained to debrief or defuse emergency workers after a critical incident. The team is comprised of emergency medical technicians, paramedics, nurses, first responders, firefighters, sheriffs, police officers, dispatchers, and others with emergency services' background. These team members serve as peers to their fellow emergency workers who are having difficulty dealing with the stress from a critical incident. The team also includes mental health clinicians who facilitate debriefings and assist with other interventions. Although a stand-alone, non-profit organization, the South Central PA CISM Team is administered through the York County Office of Emergency Management.

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Grant Management

PEMA administers several grant programs. The following apply to local governments:

Flood Mitigation Assistance Program

The Flood Mitigation Assistance Program (FMAP) is a pre-disaster mitigation program. FMAP is funded annually; a federal disaster declaration is not required. FMAP funding comes from the National Flood Insurance Program (NFIP). Only NFIP-insured homes and businesses are eligible for mitigation in this program. Funding for the FMAP is very limited. Applications must come from local governments or other eligible organizations; individuals cannot apply directly for the program. Applications for the FMAP are done electronically through FEMA's e-Grants System. The federal cost share for an FMAP project is 75 percent. At minimum, a FEMA-approved local flood mitigation plan is required before a project can be approved. Some funding is available for planning.

Pre-Disaster Mitigation Program

The Pre-Disaster Mitigation Program (PDM) is an annually funded nationwide competitive grant program; a federal disaster declaration is not required. As with the FMAP, the program is open to any local governments or eligible organizations; individuals cannot apply directly for the program. Applications for the FMAP are done electronically through FEMA's e-Grants System. The federal cost share for an FMAP project is 75 percent. At minimum, a FEMA-approved local flood mitigation plan is required before a project can be approved. Some funding is available for planning.

Because PDM is a nationwide program, applications from across the United States compete for available funds. The information required to compete a PDM application can be extensive because of the level of competition for funds. PEMA mitigation staff is available to assist local applicants with those demands and completing their e-Grant applications.

Repetitive Flood Claims Program

The Repetitive Flood Claims Program (RFC) is an annually funded competitive grant program; a federal disaster is not required. As with other non-disaster grants (FMA, PDM, SRL) the program is open only to local governments or eligible organizations; individuals cannot apply directly for the program. Only mitigation projects for acquisition of insured properties that have one or more claim payments for flood damages, and either demolition or relocation of structures, with conversion of property to deed restricted open space uses are eligible. Applications for RFC are done electronically through FEMA's e-Grants System. The federal cost share for an RFC project is 100 percent, if local governments can certify that they do not have the management capacity and that non-federal cost share funds are not available. At minimum, a FEMA-approved all hazard mitigation plan is required before a project can be approved.

Because RFC is a nationwide program, applications from across the United States compete for available funds. The information required to compete an RFC application can be extensive because of the level of competition for funds. PEMA mitigation staff is available to assist local applicants with those demands and completing their e-Grant applications.

Severe Repetitive Loss Program

The Severe Repetitive Loss Program (SRL) is an annually funded competitive grant program; a federal disaster is not required. As with other non-disaster grants (FMA, PDM, RFC) the program is open only to local governments or eligible organizations; individuals cannot apply directly for the program. Eligible mitigation projects include acquisition (buyout), relocation, elevation of insured properties and minor flood control projects. Properties must meet the following criteria, be selected by NFIP to be eligible, and appear on the SRL validated list to participate in the program:

- 4 claims of $5,000 or more within past 10 years, or
- 2 claims totaling 100% of the cost of the structure within the past 10 years

Applications for SRL are done electronically through FEMA's e-Grants System. The federal cost share for an SRL project is 90 percent. At a minimum, a FEMA-approved all hazard mitigation plan is required before a project can be approved.

SRL is a nationwide program. Applications from across the United States compete for available funds. The information required to compete a SRL application can be extensive because of the level of competition for funds. PEMA mitigation staff is available to assist local applicants with those demands and completing their e-Grant applications.

Radiological Emergency Response Fund

The Radiological Emergency Response Fund (RERF), supported by fees assessed to nuclear power plants, is designed to provide financial assistance to the 26 designated risk and support counties, municipalities, school districts, volunteer organizations and State agencies in order to carry out the purposes of the Radiological Emergency Response Program.

The Radiological Emergency Response Program provides for the development of a detailed fixed nuclear emergency response plan for areas surrounding each nuclear electrical generation facility, nuclear fabrication and away-from-reactor storage facility located in the Commonwealth, the training and equipping of State and local emergency response personnel, the periodic exercise of the accident scenarios designated in the Nuclear Regulatory Commission emergency response plan applicable to each fixed nuclear facility, and the procurement of specialized supplies and equipment.

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COMMONWEALTH OF PENNSYLVANIA

Emergency Management Certification Program

Emergency Management Training and Education Administration Manual

The Pennsylvania Emergency Management Agency
2605 Interstate Drive
Harrisburg PA 17110 - 9364

11/8/2011

Table of Contents

PURPOSE 13-3

AUTHORITY 13-3

LOCAL CERTIFICATION 13-3

ALL LOCAL EMERGENCY MANAGEMENT CERTIFICATION LEVELS 13-4

STAFF PROMOTION 13-4

JURISDICTION CHANGE 13-4

COUNTY CERTIFICATION 13-4

BASIC COUNTY EMERGENCY MANAGEMENT CERTIFICATION 13-4

ADVANCED COUNTY EMERGENCY MANAGEMENT CERTIFICATION 13-5

PROFESSIONAL COUNTY EMERGENCY MANAGEMENT CERTIFICATION 13-6

JURISDICTIONAL CHANGE 13-6

PROMOTIONS 13-7

OTHER 13-7

APPLICATION PROCEDURE 13-8

PURPOSE

The intent of this directive is to describe the process required to review applications for certification under the Pennsylvania Emergency Management Agency Emergency Management Certification Program, as required under Directive 2011-02. This guide is intended to be used by the PEMA Area Offices and PEMA Headquarters staff.

AUTHORITY

Title 35, Subsection 7313 (5) of the Emergency Management Services Code, tasks the Pennsylvania Emergency Management Agency (PEMA)…"*To establish and operate or assist political subdivisions in establishing and operating training programs and programs of public information."* Subsection 7502 identifies a county coordinator as being recommended by the county commissioners, endorsed by the PEMA director, and appointed by the governor. At the local level, the coordinator is appointed by the Governor upon the recommendation of the local officials. Subsection 7502 specifies that each coordinator shall complete two phases of the Career Development Program, and attend seminars, workshops and training conferences and that *"failure to attend the instruction…for a period of two consecutive years shall be cause for replacement."* Subsection 7502 further states, *"Responsibility for the professional in-service training of each coordinator rests with each successive higher political subdivision than the one in* which the coordinator is functioning."

LOCAL CERTIFICATION

All Local Emergency Management Certification Levels

Basic, advanced, or professional local certification requires the completion of all coursework identified within PEMA Directive 2011-02. To be considered for certification, all applicants must complete the associated checklist with all pertinent information, including dates of completion for each course listed. Additionally, the applicant must include proof of completion of each course identified within the checklist. This proof can come in the form of a transcript from the delivering agency or an acceptable copy of the student's class completion certificate.

Finally, the applicant is required to provide a letter of recommendation from the sponsoring agency. Recommendation letters are based on position and include the following:

- Applicants applying as the appointed emergency management coordinator are required to provide a letter of recommendation from the jurisdiction's chief elected official or manager.
- Applicants applying as a deputy emergency management coordinator or a staff member are required to provide a letter of recommendation from the jurisdiction's appointed emergency management coordinator.

Applicants applying for advanced or professional level of certification are required to have one year of service at the prior level of certification. Applications that are submitted prior to their one year anniversary at the prior level of certification should be returned.

Note: All local applications must submit the completed packet to their county emergency management agency for review prior to being received at the PEMA Area Office.

Any questions or request for clarification on any of the above requirements for approval should be directed to the PEMA Training and Exercise Division.

Staff Promotion

Local emergency management certification is granted based on the applicant's completion of appropriate training, and the recommendation of the jurisdiction and/or appointed coordinator. Individuals certified under the local level program may transfer the certification from one jurisdiction to another, or may be promoted from staff to deputy coordinator or from deputy coordinator to appointed coordinator through the following process. Personnel being promoted from staff or deputy coordinator to deputy coordinator or appointed coordinator shall file the appropriate certification checklist for their current highest level of certification. The applicant shall check the appropriate box for deputy coordinator or appointed coordinator. The applicant shall provide a letter of recommendation from the appointed coordinator (if seeking deputy coordinator status) or from the chief elected official (if seeking appointed coordinator status). The application shall be filed appropriately.

Jurisdiction Change

An individual certified in one local municipality wishing to transfer certification to another local municipality may apply for the same level of certification at the new municipality by submitting the appropriate certification checklist and a letter from the appointed coordinator or chief elected official, as appropriate. An individual certified as basic, advanced, or professional at the local level is not required to have 1 year of consecutive experience in order to transfer certification to a new municipality. Certification documents detailing the new jurisdiction will be issued displaying the original date the applicant obtained the certification level.

COUNTY CERTIFICATION

Basic County Emergency Management Certification

Basic County Certification requires the completion of all coursework specified within PEMA Directive 2011-02. To be considered for certification, all applicants must complete the associated checklist with all pertinent information, including dates of completion for each course listed. Additionally, the applicant must include proof of completion of each course identified within the checklist. This proof can come in the

form of a transcript from the delivering agency or an acceptable copy of the student's class completion certificate.

Finally, the applicant is required to provide a letter of recommendation from the sponsoring agency. Recommendation letters are based on position and include the following:

- Applicants applying as an appointed county emergency management coordinator are required to provide a letter of recommendation from the county's board, chief elected official, or county administrator/manager.
- Applicants applying as a deputy emergency management coordinator or a staff member are required to provide a letter of recommendation from the jurisdiction's appointed emergency management coordinator.

Appointed county emergency management coordinators and deputy coordinators, are required to successfully pass a written, comprehensive emergency management exam. This exam is proctored by the PEMA area offices and shall be completed prior to the processing of the application for certification.

Following the completion of the exam, appointed county emergency management coordinators are required to successfully complete a comprehensive functional exercise. This functional exercise is coordinated through the appropriate PEMA area office. Upon completion of these two additional requirements, the appointed county emergency management coordinator is able to submit his/her application for basic certification.

Advanced County Emergency Management Certification

Advanced County Certification requires the completion of all coursework identified within PEMA Directive 2011-02 and one year of experience at the county basic certification level. To be considered for certification, all applicants must complete the associated checklist with all pertinent information, including dates of completion for each course listed. Additionally, the applicant must include proof of completion of each course identified within the checklist. This proof can come in the form of a transcript from the delivering agency or an acceptable copy of the student's class completion certificate.

Finally, the applicant is required to provide a letter of recommendation from the sponsoring agency. Recommendation letters are based on position and include the following:

- Applicants applying as an appointed county emergency management coordinator are required to provide a letter of recommendation from the county's board, chief elected official, or county administrator/manager.

- Applicants applying as a deputy emergency management coordinator or a staff member are required to provide a letter of recommendation from the jurisdiction's appointed emergency management coordinator.

Appointed county emergency management coordinators are also required to participate in an emergency management program review. This review shall be coordinated with the PEMA area office and is required to be complete prior to submission of application.

Professional County Emergency Management Certification

Professional county certification requires the completion of all coursework identified within PEMA Directive 2011-02 and one year of experience at the advanced county certification level. To be considered for certification, all applicants must complete the associated checklist with all pertinent information, including dates of completion for each course listed. Additionally, the applicant must include proof of completion of each course identified within the checklist. This proof can come in the form of a transcript from the delivering agency or an acceptable copy of the student's class completion certificate.

Finally, the applicant is required to provide a letter of recommendation from the sponsoring agency. Recommendation letters are based on position and include the following:

- Applicants applying as an appointed county emergency management coordinator are required to provide a letter of recommendation from the county's board, chief elected official, or county administrator/manager.
- Applicants applying as a deputy emergency management coordinator or a staff member are required to provide a letter of recommendation from the jurisdiction's appointed emergency management coordinator.

Jurisdictional Change

Staff and Deputy County Coordinator

Certified staff and deputy county coordinators moving from one county to another shall submit the appropriate checklist with a letter of recommendation from the new jurisdiction's appointed county coordinator. No additional coursework will be required for a staff member or deputy coordinator to transfer from one county to another, regardless of when the certification level was achieved. Additionally, the deputy coordinator shall not be required to retake the comprehensive emergency management exam. Certification documents detailing the new jurisdiction will be issued displaying the original date the applicant obtained the certification level.

Appointed County Coordinator

Certification for appointed county coordinators is based on more than the appropriate coursework. When an appointed county coordinator is certified at the basic level, the individual must successfully complete a functional exercise involving the emergency

operations center prior to certification. Similarly, when an appointed county coordinator is certified at the advanced level, the PEMA area office must approve a program review conducted for the individual. Therefore, a certified and appointed county coordinator moving from one jurisdiction to another shall initiate the process at the basic certification level in the new jurisdiction. An applicant is required to successfully complete a functional exercise and shall have a baseline program review conducted to receive certification at the basic level in the new county. Additional coursework shall not be required if the applicant was previously awarded basic county certification.

Once an appointed county coordinator has successfully completed the required functional exercise in the new county jurisdiction, the individual shall submit the basic certification checklist documenting the date of the functional exercise. In addition, the application shall include a letter of recommendation from the appropriate chief elected official or county administrator/manager.

Applicants with advanced certification are required to serve in the new county at the basic level for 1 year and must receive a successful program review in order to transfer to another jurisdiction. The individual shall submit the advanced certification checklist documenting the date of the successful program review, along with a letter of recommendation from the appropriate chief elected official or the county administrator/manager.

Additional coursework will not be required to transfer any current certification level to a new county jurisdiction. Certification documents detailing the new county jurisdiction will be issued displaying the date the applicant obtained the certification level for the new jurisdiction.

Promotions

At the county level, an individual applying for promotion from staff to deputy coordinator must pass the exam for basic certification. The applicant shall complete the checklist (marking the deputy coordinator box), obtain the signature of the appointed coordinator, and complete the date the applicant successfully passed the certification exam. This checklist shall then be submitted to the PEMA area office. Prior to obtaining advanced certification, the applicant must serve 1 year at the basic level, receive the signature of the appointed coordinator, and send the completed advanced certification checklist to the PEMA area office.

Other

Other situations will be dealt with by the state training officer on a case-by-case basis.

APPLICATION PROCEDURE

Upon completion of required training programs, as identified above, an applicant must fill out the appropriate certification checklist that is associated with the level of certification they are applying for. Information require on this form include:

- Name
- Title
- Agency
- Last four digits of the applicants social security number
- Dates of completion for each program
- Proof of completion for each program
- Letter of recommendation
- Signature from representing jurisdiction

Once complete, local applicants shall send their application package to the county emergency management agency for review, once the county has reviewed the application and found the application complete, the package shall be forwarded to the appropriate PEMA area office. County applications shall be submitted to the PEMA area office for review.

The PEMA area office will provide a review based upon the above listed guide and return any application deemed incomplete. If the application package is found to be complete, the area office shall forward the application package to the state training officer for review and final disposition.

It is recommended that all applicants maintain a copy of the complete application to ensure the process will not end if the original application is misdirected or lost.

After completing the training, complete the following forms. Submit the checklists and the letter to the Municipal Planner/Trainer at York County OEM.

CHECKLIST

BASIC LOCAL CERTIFICATION

Name:

Title:

Agency:

Last Four of SS: XXX-XX-

Applicant Position: ☐ Appointed Coordinator ☐ Deputy Coordinator ☐ Staff

Course	Date Completed	Certificate Enclosed
1. **County Program Orientation**		
2. **Duties & Responsibilities**		
3. **Initial Damage Reporting**		
4. **IS - 100.b** Introduction to Incident Command System		
5. **IS - 200.b** ICS for Single Resources and Initial Action Incidents		
6. **IS - 230.a** Fundamentals of Emergency Management*		
7. **IS - 235.a** Emergency Planning Course*		
8. **IS - 240.a** Leadership and Influence Course*		
9. **IS - 700.a** National Incident Management System: An Introduction		
10. **IS - 775** EOC Management and Operations		
11. **IS - 800.b** National Response Framework: An Introduction		

**FEMA Professional Development Series Course*

Municipal/County Agency Recommendation

Signature:

Name, Title (Print):

Agency:

Date:

PEMA Area Office Recommendation

Signature:

Name, Title (Print):

Agency:

Date:

pennsylvania
EMERGENCY MANAGEMENT AGENCY

CHECKLIST

BASIC LOCAL CERTIFICATION (con't)

PEMA State Training Officer

Approved ☐
Denied ☐

Signature: _____

Name, Title (Print): _____

Agency: _____

Date: _____

pennsylvania
EMERGENCY MANAGEMENT AGENCY

CHECKLIST

ADVANCED LOCAL CERTIFICATION

Name:

Title:

Agency:

Last Four of SS: XXX-XX-

Applicant Position: ☐ Appointed Coordinator ☐ Deputy Coordinator ☐ Staff

Course	Date Completed	Certificate Enclosed
1. **IS - 3** Radiological Emergency Management		
2. **IS - 5.a** An Introduction to Hazardous Materials		
3. **IS - 241.a** Decision Making and Problem Solving*		
4. **IS - 242.a** Effective Communication*		
5. **IS - 244.a** Developing and Managing Volunteers*		
6. **IS - 271** Anticipating Hazardous Weather and Community Risk		
7. **IS - 547.a,** Introduction to Continuity of Operations		
8. **IS - 702.a** National Incident Management Systems (NIMS) Public Information Systems *or* **G - 289** Public Information Officer Awareness		
9. **G - 191** ICS/EOC Interface Workshop		
10. **ICS 300** Intermediate ICS for Expanding Incidents		

**FEMA Professional Development Series Course*

Municipal/County Agency Recommendation

Signature:

Name, Title (Print):

Agency:

Date:

PEMA Area Office Recommendation

Signature:

Name, Title (Print):

Agency:

Date:

pennsylvania EMERGENCY MANAGEMENT AGENCY

CHECKLIST

ADVANCED LOCAL CERTIFICATION (con't)

PEMA State Training Officer

Approved ☐

Denied ☐

Signature: _____

Name, Title (Print): _____

Agency: _____

Date: _____

pennsylvania
EMERGENCY MANAGEMENT AGENCY

CHECKLIST

PROFESSIONAL LOCAL CERTIFICATION

Name:

Title:

Agency:

Last Four of SS: XXX-XX-

Applicant Position: ☐ Appointed Coordinator ☐ Deputy Coordinator ☐ Staff

Course	Date Completed	Certificate Enclosed
1. **IS - 15.b** Special Events Contingency Planning ***or*** **IS - 366** Planning for the Needs of Children in Disasters		
2. **IS - 139** Exercise Design and Evaluation*		
3. **IS - 703.a** NIMS Resource Management		
4. **G - 235** Emergency Planning		
5. **G - 290** Basic Public Information Officer		
6. **ICS 400** Advanced ICS		

**FEMA Professional Development Series Course*

Municipal/County Agency Recommendation

Signature:

Name, Title (Print):

Agency:

Date:

PEMA Area Office Recommendation

Signature:

Name, Title (Print):

Agency:

Date:

PEMA State Training Officer

Approved ☐

Denied ☐

Signature:

Name, Title (Print):

Agency:

Date:

pennsylvania
EMERGENCY MANAGEMENT AGENCY

(Date)

(Director Name)
Director
York County Office of Emergency Management
120 Davies Dr.
York, PA 17402

Dear (Director Name),

I am interested in applying for the Municipal Coordinator (Level) certification through PEMA. I have enclosed copies of the required certificates for your records. After receiving this certification, I look forward to working with you in the future to achieve both the advanced and the professional certifications.

Thank you for your consideration

(Your Name)

(Title and Municipality)

Emergency Manager Toolkit

Welcome to the Emergency Manager Toolkit. This toolkit contains many resources that can be used to build emergency management capabilities.

The toolkit is divided into sections by topic. Each topic includes a number of resources. The topics include:

Preparedness Toolkit

Response Toolkit

Recovery Toolkit

Mitigation Toolkit

Media Toolkit

Communications Toolkit

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Preparedness Toolkit

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Preparedness Checklists

The checklists provide a guide to actions during the preparedness phase of an emergency and an overview of what a local emergency management program should address.

Review the Contents of the EOP.

- ❑ Review threat assessment - flood plains, storm surge areas, etc.
- ❑ Develop, identify and implement preparatory actions.
- ❑ Check and list critical forms needed - Declaration, IDA, Sitrep
- ❑ Determine likely area(s) of impact.

Verify Communications Pathways (Up, Down, Lateral).

- ❑ Surrounding localities.
- ❑ Supporting agencies.
- ❑ Operations components--fire, police, PW, RACES, emergency cell support, etc.
- ❑ Public information plan/hotlines.
- ❑ Establish and Test Information Resources (in and out).
  - ❑ Internet/Web site.
  - ❑ Weather.
  - ❑ Media, Print, TV, Cable and Radio.

Establish Briefing Schedules.

- ❑ Executives--watches/warnings, Declaration process, activation of EOP, etc.
- ❑ Elected officials.
- ❑ Public safety elements.
- ❑ Emergency Operations Center participants.

Determine Staffing Levels.

- ❑ EOC augmentation/activation/recall.
- ❑ Shift changes for public safety and other response personnel.
- ❑ Estimate shelter demands (ARC Chapter, volunteers, RACES, etc.).
- ❑ Establish public facility closing and opening times.

Check Critical Systems Readiness.

- ❑ EOC--critical staff, resources and reports.
- ❑ Public safety.
- ❑ Utilities/PW/private/LEPC.
- ❑ Media.
- ❑ Mass care/schools/public health (food holdings/power).
- ❑ Power generation--service ability/fuel levels.
- ❑ Review and confirm contracted services.
- ❑ Accounting and cost capture processes.

❑ Review Continuity of Operations Plan (COOP)/Continuity of Government (COG) Plan.

❑ Declare a Local Emergency.

❑ Activate Staff and Logistical Support for the EOC.

❑ Prepare for Response.

Sample Hazard Identification Survey

HAZARDS

Every county in Pennsylvania must identify and prioritize natural and human-made hazards and risks and identify the appropriate mitigation actions for reducing losses. To be sure that York County's risk assessment is accurate, current, and relevant, this worksheet has been developed. Hazards will be evaluated in terms of frequency and severity, as shown.

Frequency	
HIGH	One (1) or more events per year
MODERATE	Multiple events within ten (10) years
LOW	One (1) or no event every ten (10) or more years

Severity	
HIGH	high risk condition with highest priority for mitigation and contingency planning; examples of losses include fatalities, complete shutdown of facilities and critical services for >30 days; more than 50% of property located in an affected area is severely damaged
MODERATE	mitigation and contingency planning requires prompt action; examples of losses include severe injury/illness, complete shutdown of facilities and critical services for > 14 days, more than 25% of property in affected area is severely damaged
LOW	mitigation contingency planning is advisory in nature; examples of losses include treatable first aid injury, complete shutdown of facilities and critical services for one week or less; less than 10% of property in affected area is severely damaged

Completed by:_____ on __/__/__

York County Risk Assessment Worksheet

Place a check mark (√) to indicate your assessment of each listed hazard based on frequency and severity.

HAZARD	Frequency			Severity			
	Low	Moderate	High	Low	Moderate	High	
Natural Hazards							
Drought							
Earthquake							
Extreme Temperature							
Flood, Flash Flood, Ice Jam							
Hailstorm							
Hurricane, Tropical Storm, Nor'easter							
Invasive Species							
Landslide							
Lightning Strike							
Pandemic and Infectious Diseases							
Radon Exposure							
Subsidence, Sinkholes							
Tornado, Windstorm							
Wildfire							
Winter Storm							

HAZARD	Frequency			Severity			
	Low	Moderate	High	Low	Moderate	High	
Human-Made Hazards							
Civil Disturbance (crowds/mobs, protests, riots, prison breaks/disturbance)							
Dam Failure							
Environmental Hazards (hazmat release, spills, mining incidents)							
Levee Failure							
Nuclear Incident							
Terrorism							
Transportation Accident (railway and roadway and aircraft)							
Urban Fire and Explosion							
Utility Interruption (electric, natural gas, water, waste)							

The Local Emergency Operations Plan

Section 7503(1) of the Emergency Management Services Code (the Code) (35 Pa. C.S. Section 7101 et seq.) mandates that "each political subdivision" in the Commonwealth "…prepare, maintain and keep current" an emergency operations plan "…for the prevention and minimization of injury and damage caused by disaster" within the municipality. Each municipality shall prepare and adopt its own emergency operations plan or, through an Inter-governmental Cooperation Agreement (ICA – sample attached), prepare and adopt an emergency operations plan with one or more other political subdivisions located within the same county. This directive highly encourages multi-jurisdiction planning and ICAs.

PEMA also wants to encourage all municipalities to shift their attention and efforts away from the "plan" to a more comprehensive and meaningful "planning process" that includes not only an EOP but also a more dynamic set of checklists and a complete and accurate notification and resource manual. By placing more emphasis on a municipality's planning process instead of on the preparation of its written plan, PEMA believes that all elected officials, emergency management coordinators and their staffs will be better prepared to respond to, recover from and mitigate actual or potential disaster emergencies within their municipalities. This will, in turn, better protect the health, safety and welfare of the municipality's citizens.

Local Emergency Operations Plan

The document is promulgated by a municipality's elected body, through the passage of a resolution, which describes the hazards, vulnerabilities, emergency management situations and assumptions that affect the municipality, the concept of operations during an emergency, and the various roles and assignments of the elected officials, emergency management coordinator and other emergency response personnel, whether paid or volunteer. The local EOP is consistent with the National Incident Management System (NIMS) and the Pennsylvania State Emergency Operations Plan. The local EOP is a public document.

The municipal elected body is responsible for review and approval/promulgation of the EOP.

A local EOP must be re-promulgated when a majority of the municipality's elected body decides to make any substantive changes to the municipal EOP.

The local EOP must be reviewed at least every 24 months, if not re-promulgated sooner. The review may be done by the elected board or any person designated by the board (e.g. the Emergency Management Coordinator) to do the review. The review will assure that the plan is consistent with current laws and doctrine, that assumptions in the plan are still valid and that the plan is still workable. The review will be appropriately documented. Should the review

indicate that substantive changes to the plan are in order, a recommendation to this effect will be made to the board of elected officials.

Local emergency response functional checklists

The checklists are a separate document that is intended to supplement the local EOP by establishing a detailed list of emergency response actions to be performed by elected officials, the emergency management coordinator and other emergency response personnel during the occurrence of an actual or potential disaster emergency within the community. The checklists are reviewed and revised by the emergency management coordinator or another individual selected by the elected officials. This review will occur after the political subdivision, county or state conducts an emergency management exercise or drill or based upon recommendations contained in exercise or real event after-action reports. The checklists may contain personal information that is not subject to Pennsylvania's Right-to-Know Law and does not need to be formally promulgated.

The municipal emergency management coordinator, her/his designee, or another person selected by the elected officials is responsible for review of the checklists.

Even if circumstances do not warrant a change in the local EOP, the person responsible for evaluating the effectiveness of the municipality's functional checklists must review the checklists and make any necessary updates and revisions based upon the following:

- At least every 24 months, a review of the checklists for changes in personnel, procedures, doctrine, demographics or available resources.
- Observations or lessons learned after a state, county and/or municipality-sponsored exercise or drill and/or any recommendations contained in an after-action report of an exercise or drill
- Observations or lessons learned during or after the occurrence of an actual emergency response incident within the municipality or county.

Notification and Resource Manual

The Notification and Resource Manual (NARM) is a separate document that is intended to supplement the local EOP and the local emergency response checklists by providing contact information for those who need to be notified during an emergency, and by establishing a comprehensive list of emergency response personnel, equipment, supplies and other resources that can be mobilized and used during an actual or potential disaster emergency. The Notification and Resource Manual is consistent with and uses terminology from the NIMS. The

Notification and Resource Manual is periodically reviewed and updated by the emergency management coordinator or another individual selected by the elected officials. As a result, this document is subject to frequent content changes. It may contain personal information that is not subject to Pennsylvania's Right-to-Know Law and does not need to be formally promulgated.

The emergency management coordinator, his/her designee, or another person selected by the municipality's elected officials is responsible for maintenance and update of the NARM.

Even if circumstances do not warrant a change in the EOP, the person responsible for evaluating the effectiveness of the municipality's NARM must review the checklists and make any necessary updates and revisions based upon the following:

- At least every three months, an update of the manual for any necessary changes, additions or deletions to the notification and resource lists is conducted. Changes are reported to the elected officials when deemed appropriate.

- At least every 12 months, a thorough review of the notification and resource manual for any serious deficiencies, lack of personnel or other resources or other related problems is conducted. These are reported to the elected officials and the appropriate county emergency management agency.

A sample of the Local Emergency Operations Plan can be found on the PEMA website.

Sample Municipal ICA

CITY/BOROUGH/TOWNSHIP OF _____
_____ COUNTY, PENNSYLVANIA*
ORDINANCE NO. ___

AN ORDINANCE OF THE CITY/BOROUGH/TOWNSHIP OF _____, _____ COUNTY, PENNSYLVANIA, PROVIDING FOR ENTERING INTO AN INTERGOVERNMENTAL COOPERATION AGREEMENT WITH OTHER MUNICIPALITIES LOCATED WITHIN _____ COUNTY, PENNSYLVANIA, FOR THE PURPOSE OF ESTABLISHING ONE JOINT EMERGENCY OPERATIONS PLAN FOR THOSE PARTICIPATING MUNICIPALITIES.

WHEREAS, certain municipalities located within _____ County, Pennsylvania, desire to enter into an Intergovernmental Cooperation Agreement to adopt a joint Emergency Operations Plan as their municipal operations plan; and

WHEREAS, said municipalities, for the purpose of carrying the provisions of the Intergovernmental Cooperation Act into effect, deem it appropriate to enter into such agreement; and

WHEREAS, said municipalities have determined that the residents of each municipality will be best served by adopting the joint Emergency Operations plan as their own plan rather than having numerous, separate emergency operations plans in each of the respective municipalities.

NOW THEREFORE, be it Ordained and Enacted by the Council/Board of Supervisors/Commissioners of the City/Borough/Township of _____, of _____, County, Pennsylvania, by the authority of and pursuant to the provisions of 53 Pa. C.S.A., Chapter 23, and pursuant to the authority and the provisions of the Emergency Management Services Code, 35 Pa. C.S. 7101-7707, as amended, as follows:

Section 1 – Title

This resolution shall be known as the _____ *city/borough/township* regional emergency management agency ordinance.

Section 2 – Parties and Purpose

The *city/borough/township* of _____, hereby resolves to enter into an intergovernmental cooperation agreement with the *city/borough/township* of _____, *city/borough/town-ship* of _____, and *city/borough/township* of _____, and such other municipalities as would desire to enter into an intergovernmental cooperation agreement in the future, and

hereby agree that the *joint* emergency operations plan will serve as the emergency operations plan for each municipality that signs the intergovernmental cooperation agreement.

Section 3 – Conditions of Agreement

The conditions of the intergovernmental cooperation agreement to be entered into between the participating municipalities and the county are described as follows:

A. The municipalities agree that they shall adopt and declare the *joint* emergency operations plan to be the emergency operations plan of each of their municipalities for the purpose of fulfilling the requirement in subsection 7503(1) of the emergency management services code to prepare, maintain and keep current a disaster emergency management plan for each of their municipalities.

B. Each municipality's emergency management coordinator shall annually review the *joint* emergency operation plan and recommend changes, improvements or additional information to the plan in order to ensure that the plan adequately addresses the public safety and welfare needs of each municipality's residents.

Section 5 – Repeal of Inconsistent Resolutions and Ordinances

All resolutions and ordinances, or parts of either, which are inconsistent herewith, are hereby repealed to the extent of such inconsistency.

Section 6 – Invalidity

The invalidity of any part of this ordinance shall not affect the validity of any other part of this ordinance.

Section 7 – Registration with County

A copy of this ordinance shall be filed with the county Emergency Management Agency and shall remain in effect unless amended. Any amendments shall also be filed with the county emergency management coordinator.

Section 8 – Effective Date

This ordinance shall become effective upon enactment by the *city/borough/township* board of elected officials of all participating municipalities.

Resolved and enacted by the *city/borough/township council/board of Supervisors/ Commissioners* of _____, _____ County Pennsylvania, on this ____ day of _____, 20__.

_____ *city/borough/township*

by: _____

president/chairman of board of elected officials

Attest: _____

Secretary

Approved by the _____, this ____ day of _____, 200_

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Working with the County Coordinator

The County Emergency Management Coordinator is one of the most versatile positions within York County OEM, and has knowledge about all programs within York County OEM. This allows the County Coordinator to represent each of the divisions within OEM.

The County Coordinator often works through the Municipal Planner to work directly with the municipal EMC. Any correspondence with OEM from a municipal EMC level should go through the Municipal Planner. The Municipal Planner serves as the primary point of contact on a daily basis for OEM and its programs, and is usually the first person that a local emergency manager contacts when they have a question or need guidance. The daily working relationship builds a level of trust that strengthens this relationship

There are two primary modes that the Municipal Planner operates under in relationship to municipalities, routine operations and emergency operations.

Routine Operations

On a daily basis, the Municipal Planner communicates with the local EMC, usually by telephone, email, or face to face. The Municipal Planner should meet face to face at least once per quarter, but usually will do so more frequently, i.e., office visits, routinely scheduled meetings, training events, etc.

Training events, workshops and conferences provide excellent opportunities to interface with the Municipal Planner and discuss various topics, both work related and non-work related. These opportunities help to build on the bond between the local coordinator and the Municipal Planner, which help to build trust.

The Municipal Planner is a good place to start if you have a general question about any of OEM's or PEMA's programs or in emergency management in general. The Municipal Planner has a vast amount of knowledge and experience, and can be a good sounding board.

In the event that the Municipal Planner is unable to answer the question, he/she will likely either research the question from the appropriate program manager within OEM or refer you to that program manager.

The Municipal Planner is generally active with the local coordinator and depending on their strengths, can provide valuable guidance in emergency management activities such as planning, development of exercises, and other programmatic activities.

Emergency Operations

For more on interaction with your County Coordinator during an emergency, please see the Response Toolkit.

Response Toolkit

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Response Checklists

The checklists provide a guide to actions during the response phase of an emergency and an overview of what a local emergency management program should address.

- ❑ Establish Extent of Damage by Implementing Rapid Damage Assessment Plan
- ❑ Determine Response Capabilities and Priorities with respect to:
  - ❑ Deaths and injuries
  - ❑ Damage to critical areas—Communications, Transportation, Power, Public Safety
  - ❑ Damage to critical facilities
  - ❑ Agricultural damage
  - ❑ Extent of overall damage
- ❑ Determine Evacuation Requirements
- ❑ Determine Shelter Needs
- ❑ Identify Immediate Shortfalls in Resources and Capability
- ❑ Brief Officials
- ❑ Determine if Emergency Declaration is required
- ❑ Activate and Implement Mutual Aid Agreements
- ❑ Determine if PIO Assistance Required
- ❑ Formally Request Assistance from the county
- ❑ Alert Community Emergency Response Team (CERT) Coordinator
- ❑ Monitor Personnel and Material Resources Usage and Availability
- ❑ Prepare and Disseminate Situation Reports

- ❑ Maintain Public Awareness Programs
- ❑ Establish Re-Entry Priorities
- ❑ Determine Duration/Sustainment of Response Operations
- ❑ Determine Long-term Goals and Needs
- ❑ Prepare for Recovery

Notifying the OEM Duty Officer in an Emergency

During an emergency event, the OEM Duty Officer will generally be notified in one of two methods, either by direct notification of the local coordinator or by 911.

Depending on the event and its impact, the OEM Duty Officer will monitor, consult with the local coordinator by telephone, or respond to the locality to assist the local coordinator.

The local coordinator makes contact with the OEM Duty Officer by:

- Calling the Office of Emergency Management during business hours or,
- After hours, contacting 911 and asking that the on-call OEM Duty Officer be notified.

In the event that the OEM Duty Officer responds to the locality, depending on the type of event and where the local coordinator is, he/she will respond either to the scene or the locality's EOC.

If the local coordinator is in the EOC, the OEM Duty Officer will respond there, but might stop by the scene on the way to conduct a size-up. In those events where the local coordinator is positioned at the incident scene, the OEM Duty Officer will respond directly to the scene.

The OEM Duty Officer brings many capabilities and resources to the local coordinator. Your OEM Duty Officer can:

- Provide guidance based upon previous experience to the local coordinator, particularly those who are newer in the position, in a potentially stressful environment;
- Provide a calming and reassuring environment for the local coordinator;
- Often expedite resource requests from outside of the locality;
- Serve as the primary point of contact for the locality for the County EOC in those cases where the local coordinator is preoccupied with other tasks; and
- Provide feedback from the locality directly to OEM.

During widespread events such as a hurricane, winter storm, or other events where a large number of localities are impacted, the OEM Duty Officer will typically reach out to check on the status of the localities' impact from the event. Depending on the availability and/or workload of the OEM Duty Officer, the EOC, typically via the Municipal Planner, will assist the OEM Duty Officer, or depending on the situation, handle the outreach. This connection will always be coordinated with the OEM Duty Officer.

The OEM Duty Officer brings to the locality several technological capabilities including:

- Satellite telephone capability for remote areas without cellular coverage and,
- Laptop with air card for internet capability in the field.

If the event appears to be of long duration and/or high profile, he/she can request the Mobile Command Unit (MCU) to respond. This vehicle provides a small mobile EOC, dispatch capability, the ability to print documents, photographs, maps, etc. from the field, and interoperable communications.

Declaring a Local Emergency

Referenced from Title 35 Health and Safety Part V. Emergency Management Services:

"**Local emergency.**" The condition declared by the local governing body when in their judgment the threat or actual occurrence of a disaster is or threatens to be of sufficient severity and magnitude to warrant coordinated local government action to prevent or alleviate the damage, loss, hardship or suffering threatened or caused thereby. A local emergency arising wholly or substantially out of a resource shortage may be declared only by the Governor, upon petition of the local governing body, when he deems the threat or actual occurrence of a disaster to be of sufficient severity and magnitude to warrant coordinated local government action to prevent or alleviate the damage, loss, hardship or suffering threatened or caused thereby.

Declaration of disaster emergency.--A local disaster emergency may be declared by the governing body of a political subdivision upon finding a disaster has occurred or is imminent. The governing body of a political subdivision may authorize the mayor or other chief executive officer to declare a local disaster emergency subject to ratification by the governing body. The declaration shall not be continued or renewed for a period in excess of seven days except by or with the consent of the governing body of the political subdivision. Any order or proclamation declaring, continuing or terminating a local disaster emergency shall be given prompt and general publicity and shall be filed promptly with the agency. The effect of a declaration of a local disaster emergency is to activate the response and recovery aspects of any and all applicable local emergency management plans and to authorize the furnishing of aid and assistance

Contracts and obligations.--In carrying out the provisions of this part, each political subdivision shall have the power to enter into contracts and incur obligations necessary to disaster emergency management, response and recovery.

Temporary suspension of formal requirements.--Each political subdivision included in a declaration of disaster emergency declared by either the Governor or the governing body of the political subdivision affected by the disaster emergency is authorized to exercise the powers vested under this section in the light of the exigencies of the emergency situation without regard to time-consuming procedures and formalities prescribed by law (excepting mandatory constitutional requirements) pertaining to the performance of public work, entering into contracts, the incurring of obligations, the employment of temporary workers, the rental of equipment, the purchase of supplies and materials, the levying of taxes and the appropriation and expenditure of public funds.

Points in this document are basic. All local Emergency Management Coordinators should obtain a copy of the Pennsylvania Emergency Management Services law, as Amended, and refer to it for further reference.

A copy of a locally approved 'Declaration of a Local Emergency' should be available.

Advise York County OEM immediately when a Local Emergency is declared. Fax a copy to OEM as soon as possible.

DECLARATION OF DISASTER EMERGENCY

WHEREAS, on or about _____ a has caused or threatens to cause injury, damage, and suffering to the persons and property of _____ (City/Township/Borough); and

WHEREAS, the (disaster) has endangered the health, safety and welfare of a substantial number of persons residing in _____(City/Township/Borough), and threatens to create problems greater in scope than _____(City/Township/Borough) may be able to resolve; and

WHEREAS, emergency management measures are required to reduce the severity of this disaster and to protect the health, safety and welfare of affected residents in _____ (City/Township/Borough):

NOW, THEREFORE, we, the undersigned Commissioners/Supervisors/Mayor of _____ (City/Township/Borough), pursuant to the provisions of Section 7501 of the Pennsylvania Emergency Management Services Code, (35 PA C.S., Section 7501), as amended, do hereby proclaim the existence of a disaster emergency in _____(City/Township/Borough)

FURTHER, we direct the _____ (City/Township/Borough) Emergency Management Coordinator to coordinate the activities of the emergency response, to take all appropriate action needed to alleviate the effects of this disaster, to aid in the restoration of essential public services, and to take any other emergency response action deemed necessary to respond to this emergency.

STILL FURTHER, we authorize officials of _____ (City/Township/Borough) to act as necessary to meet the current demands of this emergency, namely: by the employment of temporary workers, by the rental of equipment, by the purchase of supplies and materials, and by entering into such contracts and agreements for the performance of public work as may be required to meet the emergency, all without regard to those time-consuming procedures and formalities normally prescribed by law, mandatory constitutional requirements excepted.

This Proclamation shall take effect immediately.

(COMMISSIONERS/SUPERVISORS/MAYOR/COUNCIL)

_____	_____
(Chairman/President/Mayor)	(member)
_____	_____
(Vice Chairman/President)	(member)
_____	_____
(Secretary)	(member)

Attest:_____ Date:_____

Submitting a Local Situation Report

In the event of a major disaster or emergency in the County, emergency responders at the local level of government will initially assess the situation and identify the need for response operations.

However, there are instances when an emergency or a disaster situation is greater than the response capabilities of local government. In the event of such an emergency, the York County Office of Emergency Management is the county agency that local governments may contact to begin the process of effectively securing resources.

To begin this process, local government must accurately prepare and submit a Local Situation Report (ICS 209) in a timely manner. The Situation Reports from local governments will be used by the EOC to determine the scope of the problem and to begin the process of obtaining supplemental state and federal disaster assistance.

Initial Reports are to be submitted to the EOC within 24 hours after the start of the emergency and afterwards daily reports are submitted until a final report is submitted to the EOC. You can fax or email the report to the EOC.

If the previous pathways are not a viable option, you may call the EOC and have your report taken over the telephone. When calling it in, have your report prepared and refer to the report sections when you talk to the report taker.

When resources are requested, be as specific as possible. Request items by their type e.g. wheel loader backhoe as opposed to heavy equipment. For ease of ordering and tracking, response assets need to be categorized via resource typing. Resource typing is the categorization and description of resources that are commonly exchanged in disasters via mutual aid, by capacity and/or capability. Through resource typing, disciplines examine resources and identify the capabilities of a resource's components (i.e., personnel, equipment, and training). During a disaster, an emergency manager knows what capability a resource needs to have to respond efficiently and effectively. Resource typing definitions will help define resource capabilities for ease of ordering and mobilization during a disaster. As a result of the resource typing process, a resource's capability is readily defined and an emergency manager is able to effectively and efficiently request and receive resources through mutual aid during times of disaster.

A copy of the ICS form follows.

SITUATION REPORT	INCIDENT	OPERATIONAL PERIOD DATES: TIMES:	REPORTING UNIT	FORM – 04/09 **ICS 209 -Short**

The following reports on activities for the period shown:

- **CURRENT SITUATION**

- **PROJECTED SITUATION:** (Are things in general, getting better or worse? Explain)

- **CRITICAL ISSUE**

- **CASUALTY REPORT** (Civilian/Federal)

- **ACCOMPLISHMENT**

- **RESOURCES ASSIGNED**

- **PLANNED ACTIVITIES** (next 24 – 72 hours)

- **ADDITIONAL INFORMATION**

	DISTRIBUTION:

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Submitting an Initial Damage Assessment Report

The importance of the initial local assessment of damages cannot be over emphasized. This process is essential in determining:

- What happened and how it has affected individuals and communities.
- How residential, business and infrastructure property has been affected.
- Which areas were hardest hit.
- Which situations must be given response priority.
- What types of assistance are needed (e.g., local, state, or federal).

Accurate and timely damage reporting is crucial to successfully requesting and receiving federal assistance in the form of either low-interest loans or grants to help Pennsylvania's citizens, businesses and infrastructure recover from a disaster. The recovery process begins with the identification of damages at the local level and the expeditious reporting of those damages within the emergency management channels:

- Individuals and businesses report property damages to the community's Emergency Management Coordinator.
- Elected Officials report municipal property and infrastructure damages to the community's Emergency Management Coordinator.
- Community Emergency Management Coordinators report damages to residential, business and municipal property and infrastructure within their community to the County Emergency Management Coordinator.
- County Emergency Management Coordinators report overall damages to residential, business and municipal property and infrastructure within their county to PEMA using the Initial Damage Reporter function of the automated Pennsylvania Emergency Information Reporting System (PEIRS).

PEMA analyzes the damage information it receives from the county(s) to determine if the event warrants requesting assistance from either FEMA or the SBA.

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Recovery Toolkit

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Recovery Checklist

- ❑ Review responsibilities and authorities with legal counsel and ensure existing laws/ordinances provide the capability to implement the necessary actions to ensure the health, safety and welfare of citizens while addressing critical issues in support of recovery process (e.g., protective measures, access restrictions, reentry policies, curfews, price controls, public nuisance and other emergency rules of operation etc.).

- ❑ Review and brief department staff on disaster assistance available under the Stafford Act, SBA and other applicable disaster assistance programs, and explain associated program requirements relating to cost reimbursement, documentation and procurement.

- ❑ Review existing financial system policies, procedures and supporting infrastructure to ensure framework is structured to effectively capture and track disaster costs being generated by all departments as soon as response and recovery activities are initiated (e.g., personnel, equipment, supplies, contract services, travel etc.), and facilitates the sorting, retrieving and packaging of this information and associated documentation for cost reimbursement purposes.

- ❑ Request all departments review staffing requirements and develop plan to fulfill anticipated needs (e.g., other departments, Mutual aid, statewide mutual aid, volunteers, local hires, contract services).

- ❑ Develop/provide the necessary pre-event as well as Just-In-Time training to ensure the effective and timely implementation of disaster recovery plans.

- ❑ Review/revise overtime and compensatory time policies to support recovery operations

- ❑ Develop pre-scripted announcements to support recovery process

- ❑ Review current resource inventories and contracts in place in context of anticipated department needs, and develop resource management plan that defines strategy to fulfill disaster recovery resource needs (e.g., establish additional contracts; mutual aid; Statewide Mutual Aid; donations etc.)

- ❑ Develop plan to effectively manage and distribute donations during recovery period.

- ❑ Identify staff to support local damage assessment teams and provide the appropriate training to prepare teams to accomplish task in an effective and timely manner.

- ❑ Develop the necessary forms, procedures, and plans to support damage assessment process, and identify the necessary resources teams will need to perform work.

- ❑ Prepare debris management plans for community to ensure timely debris clearance of key roads, access to critical facilities/infrastructure pre-identified during planning process, and the elimination of debris-related threats to public health and safety

- ❑ Pre-establish local debris contracts to enhance capabilities to execute plans and address debris removal needs in a timely and effective manner.

- ❑ Include representation from critical facilities/infrastructure, utilities, voluntary organizations and appropriate private sector partners etc. in planning process to ensure effective communications, coordination and interface during recovery operations.

- ❑ Develop capability to effectively monitor all contract services employed to support response and recovery operations utilizing internal and external resources (e.g., monitoring contract, mutual aid etc.).

- ❑ Develop access/re-entry plan to area impacted by disaster that addresses health and safety issues as well as resident and business needs.

- ❑ Develop plan to facilitate permit/code compliance during recovery period

- ❑ Continually assess needs, monitor progress and develop plan to transition back to normal operations at the appropriate time.

- ❑ Conduct an After-Action Review (AAR) of Response and Recovery Operations and develop plan to enhance operations and address shortfalls.

Stafford Act Declaration Process

Local jurisdictions impacted by a disaster may declare a local emergency pursuant to the authority provided to them Title 35 Health and Safety Part V. Emergency Management Services. The declaration allows the locality to request and receive the necessary assistance and support from the state, the federal government and other local government agencies in partnership with private and non-profit organizations, in an expeditious, effective and timely manner.

Once the life-safety issues are addressed, one of the most critical tasks of the community is to effectively develop and submit the necessary information that accurately characterizes the severity and magnitude of a disaster's impact on the community in a timely manner.

This information is vital in assisting all levels of government in determining the best course of action for obtaining and providing assistance to disaster victims either under the Stafford Act or from other sources such as the SBA, state agencies and non-governmental private/non-profit organizations etc.

This determination is accomplished through the damage assessment process which is comprised of two components:

- The Initial Damage Report which is performed by the jurisdiction; and

- The Preliminary Damage Assessment which is performed by a team of federal, state and local officials.

Initial Damage Reporting (IDR)

The damage assessment process must be looked at as a continuum with the initial damage report providing the first description of the type and scope of damages and associated impacts sustained by the community from the event. When this information is submitted to the York County EOC it is forwarded to PEMA for evaluation.

Consider using what's called a Windshield Assessment. A windshield survey is a quick visual overview of the affected area performed within the first 24 hours after the disaster. The purpose of the survey is to

- determine what happened,
- determine where it happened, and
- determine the extent of the damages by viewing as much of the affected area as possible.
- affected, minor, major, destroyed

Additional information might be requested as necessary to ensure the information submitted adequately captures what happened, the impact to the communities involved, unmet needs and the areas hardest hit. This information will assist in identifying the types of resources/assistance needed as well as community priorities.

It is critical that the information provided in the IDR accurately reflects the damages and impacts sustained by the community, as the decision to request a Preliminary Damage Assessment and seek a presidential disaster declaration is made on the basis of this information.

Preliminary Damage Assessment (PDA)

If the information received supports seeking a Presidential declaration, the Commonwealth will make a request to FEMA Region III to conduct a Preliminary Damage Assessment (PDA) in coordination with the state and localities impacted, to verify the damages and estimate the amount of supplemental assistance that will be needed. If FEMA concurs with the state's assessment, teams of inspectors for the potential applicable federal disaster assistance programs available under the Robert T. Stafford Act as amended (e.g., Individual Assistance, Public Assistance and Hazard Mitigation) will be deployed to the state.

The county is responsible for providing a representative to take the state and federal representatives to the damaged sites. The jurisdiction should have sites identified and illustrated on maps to facilitate the process.

Information in regard to applicable insurance in force, cost estimates, site photographs, budget and other supporting documentation should be gathered or developed, to the extent possible between the time of the IDA and the PDA, and made available to the teams to assist them in their assessment process. The tour itinerary should be established prior to the teams arriving beginning with the worst sites first.

Once the PDA is completed, the FEMA PDA team representative will submit a report to FEMA Region III with their findings.

IDAs are always performed by a locality after a disaster event because it is the process by which the locality determines the extent of damages to the community. PDAs are only performed when the evaluation of IDAs by OEM indicates that damages are significant enough that it is likely federal assistance will be approved, if requested.

Not all disaster events will result in the request for or approval of federal assistance under the Stafford Act.

Declaration Request

If the PDA verifies that there may be sufficient damage to the affected communities to warrant a presidential declaration, the Governor will send a letter to the President through the FEMA Region III Regional Director (RD) requesting an emergency or major disaster declaration. The letter will include, but not be limited to, the following: a description of the disaster event that generated the request; the characteristics of the area; the impact on the affected communities; the protective measures employed; the resources committed; the economic impact precipitated by the event; as well as the preliminary damage assessment results. The RD will review the request and prepare a summary report with a recommendation to the Director of FEMA/FEMA Headquarters, who in turn makes a recommendation to the President.

If the Governor's federal declaration request is approved, the declaration will specify the federal assistance programs that will be made available to the state, as well as the jurisdictions included in the action. After the initial declaration, the individual designated by the Governor as the Governor's Authorized Representative (GAR) may request additional jurisdictions to be eligible for assistance or for additional types of assistance as deemed necessary. In certain circumstances, when the magnitude of the disaster event warrants, the President may expedite the declaration process.

If the federal declaration request is denied, the Governor may file an appeal to the President through the FEMA Regional Director in accordance with federal requirements, within thirty days of the date of the letter denying the request. The appeal must include any new information developed following the initial request to support and justify reconsideration of the denial.

Public Assistance Process

Public Assistance is a grant program funded by FEMA that assists state and local government and certain private non-profit (PNP) entities with the response to and recovery from disasters.

Once a disaster occurs, each locality should do an initial damage assessment. This information will help the state determine if there is enough damage to begin the public assistance process. Below the steps of the process are outlined.

Preliminary Damage Assessment

The Preliminary Damage Assessment (PDA) is a joint assessment used to determine the magnitude and impact of an event's damage. A FEMA/state team will usually visit local applicants and view their damage firsthand to assess the scope of damage and estimate repair costs. The state uses the results of the PDA to determine if the situation is beyond the combined capabilities of the state and local resources and to verify the need for supplemental federal assistance. The PDA also identifies any unmet needs that may require immediate attention.

Presidential Disaster Declaration

Once a disaster has occurred, and the state has declared a state of emergency, the state will evaluate the recovery capabilities of the state and local governments. If it is determined that the damage is beyond their recovery capability, the Governor will normally send a request letter to the President, directed through the Regional Director of the appropriate FEMA region. The President then makes the decision whether or not to declare a major disaster or emergency.

After a presidential declaration has been made, FEMA will designate the area eligible for assistance and announce the types of assistance available. FEMA provides supplemental assistance for state and local government recovery expenses, and the federal share will always be at least 75 percent of the eligible costs.

Applicants' Briefing by Grantee

The Applicants' Briefing is a meeting conducted by the State to inform prospective applicants of available assistance and eligibility requirements for obtaining Federal assistance under the declared event. The meeting is held as soon as practicable following the President's declaration.

- During the briefing, the State will present the incident period and a description of the declared event.

- The State will also discuss funding options, record keeping and documentation requirements, and Special Considerations issues.

- Applicant, work, and cost eligibility will be reviewed and the project formulation process will be introduced.

- Typically, applicants will prepare and submit their Requests for Public Assistance form during the briefing.

Submission of Request for Public Assistance by Applicant

The Request for Public Assistance is FEMA's official application form that public and private nonprofit organizations use to apply for disaster assistance. It is a simple, short form with self-contained instructions. "The Request" (FEMA form 90-49) asks for general information which identifies the applicant, starts the grant process and opens the Case Management File, which contains general claim information as well as records of meetings, conversations, phone messages and any special issues or concerns that may affect funding.

The Request must be submitted to the State Public Assistance Officer within 30 days of the date of designation of an area. The form may be delivered in person at the Applicants' Briefing, sent by mail, faxed.

Kick-off Meeting with Public Assistance Coordinator (PAC)

The first meeting between the applicant, the Public Assistance Coordinator (PAC) and Applicant Liaison is called the Kick-off Meeting. A Kick-off Meeting is held with each applicant to assess the applicant's individual needs, discuss disaster related damage, and set forth a plan of action for repair of the applicant's facilities. The Liaison will provide State specific details on documentation and reporting requirements. Both the PAC and Liaison help in identifying Special Considerations.
October

Project Formulation and Cost Estimating

Project formulation is the process of documenting the damage to the facility, identifying the eligible scope of work and estimating the costs associated with that scope of work for each of the applicant's projects.

Project formulation allows applicants to administratively consolidate multiple work items into single projects in order to expedite approval and funding, and to facilitate project management. A project is a logical method of performing work required as a result of the declared event. More than one damage site may be included in a project.

Project Review and Validation

The purpose of validation is to confirm the eligibility, compliance, accuracy, and reasonableness of small projects formulated by an applicant, and to ensure that the applicant receives the maximum amount of assistance available under the law.

The process reviews approximately 20% of the small projects formulated by the applicant. This 20% sampling applies to all small projects, including emergency work, permanent work, and small projects with Special Considerations. All aspects of the projects are reviewed including the sites, estimating methods, and documentation related to the project.

The process of approval, as outlined above, begins with the PAC's review of PWs for completeness. Once the PWs are reviewed and processed through validation and Special Considerations review as appropriate, the PWs are ready for approval and funding.

The PAC has the authority to approve projects up to $100,000. Therefore, any project below this threshold will be approved by the PAC and forwarded for funding. Projects over this threshold will be forwarded by the PAC to the PAO with a recommendation for approval. Once the PAO has approved the PW, it will then be forwarded for funding.

Obligation of Federal Funds and Disbursement to Subgrantees

FEMA and the grantee share responsibility for making Public Assistance Program funds available to the subgrantees. FEMA is responsible for approving projects and making the Federal share of the approved amount available to the grantee through a process called obligation.

Through obligation FEMA notifies the grantee that the federal funds are available but reside in a Federal account until the grantee is ready to award grants to the appropriate subgrantees. The grantee is responsible for providing the grantee portion of the non-federal share of the grant amount and for notifying the subgrantee that funds are available.

Payment for small projects is made on the basis of the estimate prepared at the time of project approval. The grantee is required to make payment of the Federal share to the subgrantee as soon as practicable after FEMA has obligated the funds.

Large projects are funded on documented actual costs. Because of the nature of most large projects, work typically is not complete at the time of project approval; therefore, FEMA will obligate grants based on an estimated cost. Such monies may not be immediately drawn down by the State. Instead, progress payments are made to the applicant as actual costs are documented.

Upon completion of a large project, an applicant must submit documentation to account for all incurred costs to the grantee. The grantee is responsible for ensuring that all incurred costs are associated with the approved scope of work and for certifying that work has been completed in accordance with FEMA standards and policies. The grantee then submits documentation of project costs to FEMA for review. FEMA may conduct a final inspection as part of this review. Once the review is complete, FEMA determines whether funds should be obligated or deobligated for the project.

Appeals and Closeout

The appeals process is the opportunity for applicants to request reconsideration of decisions regarding the provision of assistance. There are two levels of appeal:

- The first level appeal is to the Regional Director.
- The second level appeal is to the Assistant Director at FEMA Headquarters.

The applicant must file an appeal with the Grantee within 60 days of receipt of a notice of the action that is being appealed. The applicant must provide documentation to support the appeal. This documentation should explain why the applicant believes the original determination is wrong and the amount of adjustment being requested.

The purpose of closeout is to certify that all recovery work has been completed, appeals have been resolved and all eligible costs have been reimbursed. Closeout is an important last step in the Public Assistance Program process.

Categories of Work

To facilitate the processing of Public Assistance Program grants, FEMA has divided disaster related work into seven, Categories of Work. These categories are listed below.

Emergency Work

Category A: Debris Removal

Clearance of trees and woody debris; building wreckage; sand, mud, silt, and gravel; vehicles; and other disaster-related material deposited on public and, in very limited cases, private property.

Category B: Emergency Protective Measures

Measures taken before, during, and after a disaster to save lives, protect public health and safety, and protect improved public and private property.

Permanent Work

Category C: Roads and Bridges

Repair of roads, bridges, and associated features, such as shoulders, ditches, culverts, lighting and signs.

Category D: Water Control Facilities

Repair of irrigation systems, drainage channels, and pumping facilities. Repair of levees, dams, and flood control channels fall under Category D, but the eligibility of these facilities is restricted.

Category E: Buildings and Equipment

Repair or replacement of buildings, including their contents and systems; heavy equipment; and vehicles.

Category F: Utilities

Repair of water treatment and delivery systems; power generation facilities and distribution lines; and sewage collection and treatment facilities.

Category G: Parks, Recreational Facilities, and Other Items

Repair and restoration of parks, playgrounds, pools, cemeteries, and beaches. This category also is used for any work or facility that cannot be characterized adequately by Categories A-F/

Initial Damage Report Worksheet

Name of Event: **Date:**

County: _____ **Municipality:** _____ **Time of Report:** _____

Disaster Declared: Yes/No Date & Time: _____ **EOC Activated: Full/Partial/None Time:** _____

Person Completing This Report: _____ **Phone No:** _____

Casualties		***IA***	***Damages*** ***Destroyed***	***Major***	***Minor***	***Affected***	***Inaccessible***
Fatalities	_____	**Single Family**	_____	_____	_____	_____	_____
Major Injuries	_____	**Multi-Family**	_____	_____	_____	_____	_____
Minor Injuries	_____	**Mobile Homes**	_____	_____	_____	_____	_____
Missing	_____	**Businesses**	_____	_____	_____	_____	_____

Human Impact		***PA***	***Destroyed***	***Major***	***Minor***
Hospitals	_____	**Bridges & Culverts**	_____	_____	_____
No. Evacuated	_____	**Debris Removal**	_____	_____	_____
No. Sheltered	_____	**Emergency Protective Measures**	_____	_____	_____
No. Hospitalized	_____	**Fire/EMS Facility**	_____	_____	_____
		Hospital	_____	_____	_____
		Nursing Home	_____	_____	_____
Comments:		**Other**	_____	_____	_____
_____		**Park**	_____	_____	_____
_____		**Power Supply**	_____	_____	_____
_____		**Public Building**	_____	_____	_____
_____		**Roads**	_____	_____	_____
_____		**Sanitary Sewer**	_____	_____	_____
_____		**School**	_____	_____	_____
_____		**Sewer treatment**	_____	_____	_____
_____		**Storm Sewer**	_____	_____	_____
_____		**Water Control Facility**	_____	_____	_____
_____		**Water Supply**	_____	_____	_____
_____		**Water Treatment**	_____	_____	_____

Disaster Damage Assessment
(Infrastructure Damage – Public Property)

COUNTY: _____ MUNICIPALITY_____

NAME: _____

STREET ADDRESS (Location): _____

CITY: _____, PA, ZIP _____, MUNICIPAL CODE: _____

Damaged Infrastructure

Bridge/Culvert	☐	Public Building	☐
Fire/EMS Facility	☐	Road	☐
Hospital	☐	Sanitary Sewer	☐
Nursing Home	☐	School	☐
Park/Recreational Area	☐	Sewer Treatment	☐
Utility (Type)		Storm Sewer	☐
Telephone	☐	Water Control Facility	☐
Electric	☐	Water Supply	☐
Gas	☐	Water Treatment	☐
Water	☐	Other_____	☐
Sewer	☐	Other _____	☐

Damage Category (Check one box only)		Estimated Repair Cost
Not Functional, Not Repairable (Destroyed)	☐	
Not Functional, But Repairable (Major Damage)	☐	$ _____
Functional with Light Damage (Minor Damage)	☐	

Detailed Information

Describe the damage: _____

_____

_____

Describe adverse impact on essential facilities and services: _____

_____

_____

Name of Assessor: _____ Date: _____

Detailed Information

Name Field: In the name field, the corresponding company name and/or owner of the infrastructure damage, the owner of the business or residence should be entered. If the residence is occupied by a business, renter, or leaser please annotate that information in the name field and then enter the owner's information in the "describe impact on citizens or business field.

Location Field: The location field is one of the most important fields that is on the detail form and is the sole source for ensuring the property or structure is correctly accounted for. This field should be filled with the exact street address if one can be obtained. If an address cannot be obtained the reporting individual should use all means to annotate as much information as possible so the property or structure can later been identified. This can be accomplished by several means; some examples are to obtain a street intersection, or know distance from a street/route intersection, a known mile marker, or even a known land mark.

Describe the Damage Field: In the describe the damage field a general synopsis of all damages should be given, to include as much relative information to the property as possible. This could include the loss of a bridge, public buildings damaged, roadway washed out, or even underground utility pipes that have been damaged.

Describe adverse impacts on essential facilities or services field: This field should capture any additional information that has not previously been received in one of the other fields. Some examples of information to be entered into this field is if emergency equipment could no longer gain access into a location due to a roadway or bridge being destroyed or if municipal owned buildings are damaged to include schools, libraries, utility garages, court houses, etc. If traffic must be diverted to another street or route, then the alternate route should be provided.

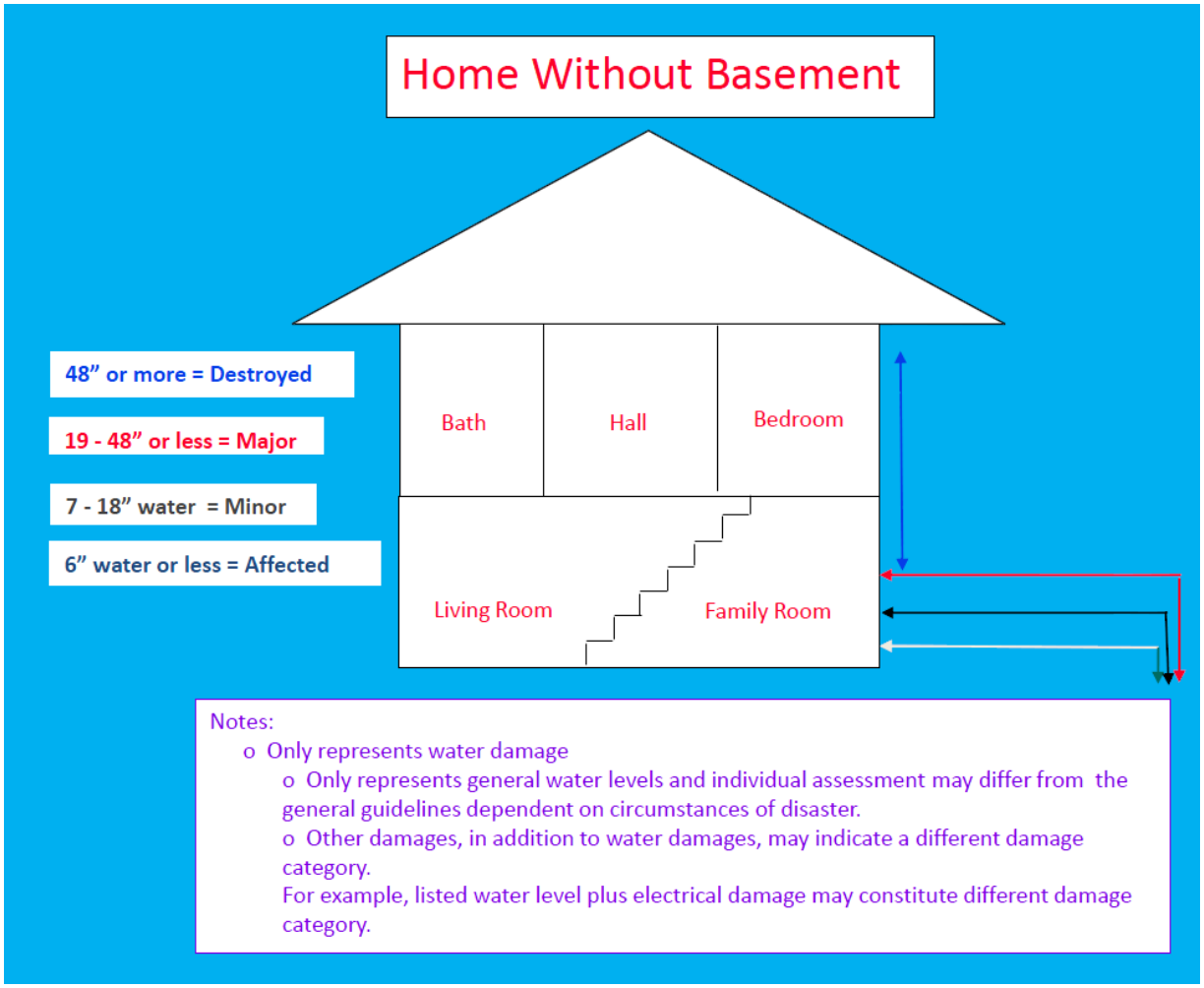
Damage Categories - Definitions

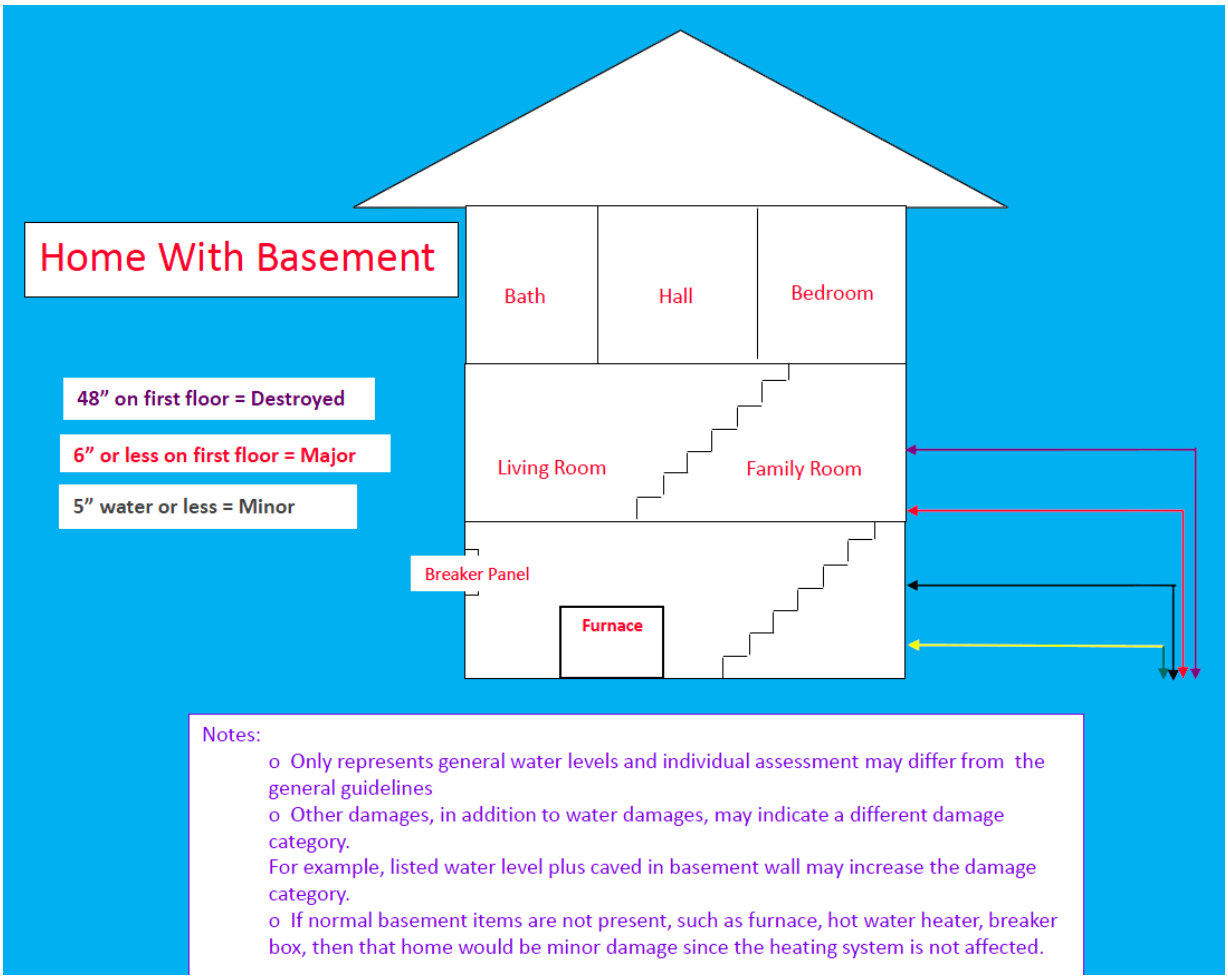
Functional with Light Damage: The infrastructure item can still be used for its intended purpose, however, some minor repairs must be accomplished to restore it to full service or original use.

Not Functional, But Repairable: This category would be used when the infrastructure item cannot be used at this time but will be usable within a short period of time (days) after restoration or repair to its original condition.

Not Functional, Not Repairable: Use of this category would indicate that the infrastructure item cannot be used and will require extensive repair (months) or replacement prior to future use.

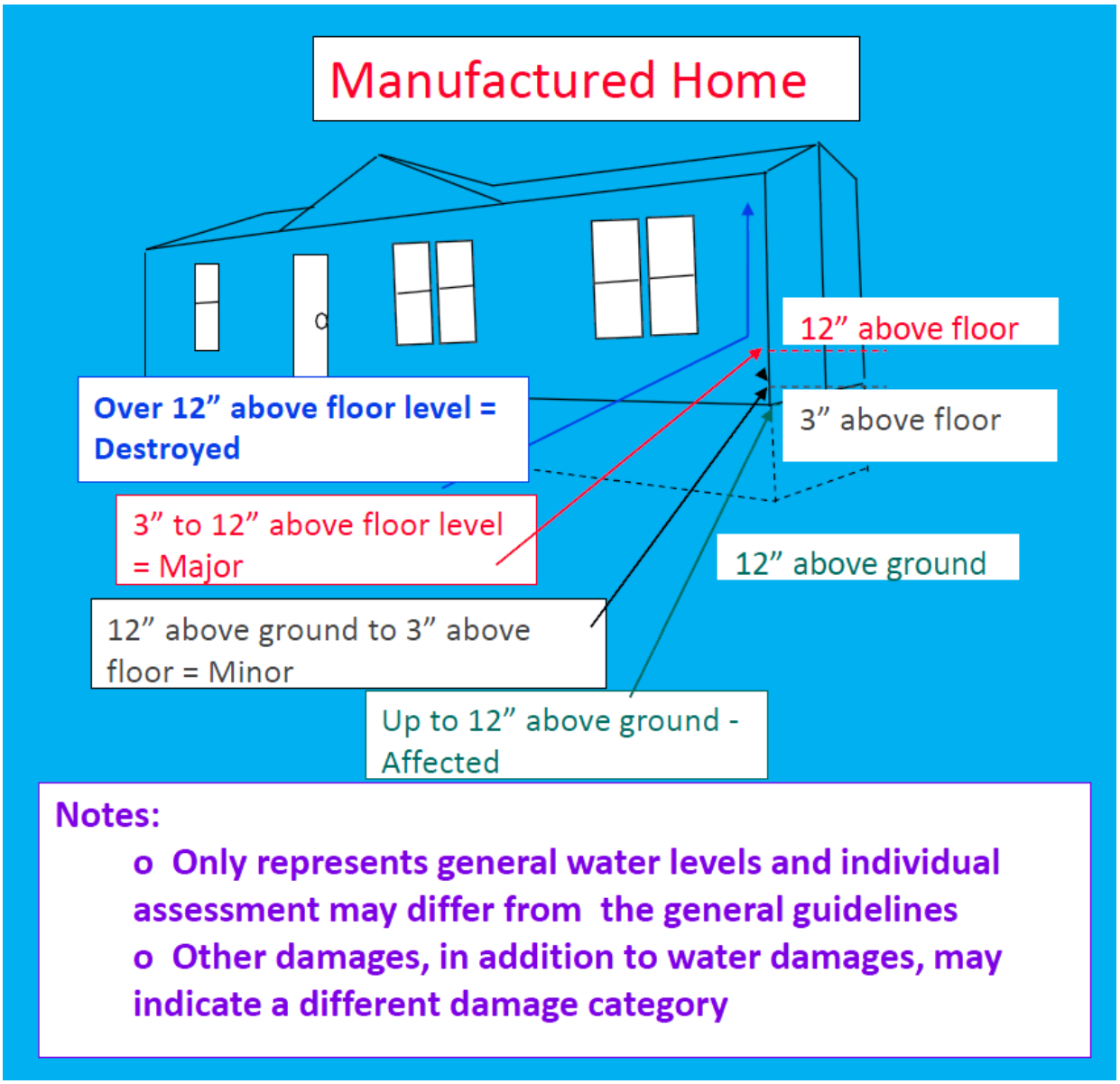
Water Damage Guide





Notes:

- o Only represents general water levels and individual assessment may differ from the general guidelines
- o Other damages, in addition to water damages, may indicate a different damage category.
  For example, listed water level plus caved in basement wall may increase the damage category.
- o If normal basement items are not present, such as furnace, hot water heater, breaker box, then that home would be minor damage since the heating system is not affected.



Notes:

- **Only represents general water levels and individual assessment may differ from the general guidelines**
- **Other damages, in addition to water damages, may indicate a different damage category**

Mitigation Toolkit

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Hazard Mitigation

Hazard mitigation has been called the cornerstone of emergency management. It is defined as any sustained actions that reduces or eliminates injury to people, damages to property and supports continuity of critical societal operations during natural or human-caused disasters.

Mitigation involves keeping homes away from floodplains, flood proofing flood-prone structures, installing shutters in hurricane and wind zones, and creating and enforcing effective zoning ordinances and building codes. It also includes elevating homes and items within the homes to keep them dry in case of flooding.

The Commonwealth’s hazard mitigation program is directed through PEMA. PEMA has created a number of tools to assist counties with hazard mitigation planning. Pennsylvania's All-Hazard Mitigation Planning and Project Identification Toolkit (HM Toolkit) is a culmination of all "tools" created to standardize, streamline and simplify the hazard mitigation planning process in the Commonwealth. "Tools" within the HM Toolkit include:

- Pennsylvania's All-Hazard Mitigation Planning Standard Operating Guide (SOG)
- Pennsylvania's All-Hazard Mitigation Tool (PA Tool)

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Media Toolkit

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Media Checklist

- ❑ Reach out for assistance in your community for PIO assistance.
- ❑ Write news releases and hold news conferences as needed.
- ❑ Develop talking points for call centers, interviews and news conferences.
- ❑ Coordinate publicly released information within your organization and with your partners.
- ❑ Share publicly released information with the county PIO.
- ❑ Videotape and photograph on-scene damage as needed.
- ❑ Monitor the TV news and Internet for rumors, trends and inaccuracies.

PIO Assistance

Every emergency manager should become familiar with the resources in their own communities.

Send personnel to a Basic PIO class such as IS-29 -Public Information Officer Awareness Training, reach out to partner organizations and regional counterparts to learn how they can help you with public information during a crisis.

York County's PIO might be able to help in certain situations, depending on availability.

News Releases

A news release is one way to get information to the public. News releases are written in the form of a newspaper article, using the inverted pyramid style (most important information first).

Whether during routine or disaster operations, a news release is a proactive way to establish a relationship with members of the media, and it can get the message to the widest audience, generate follow-up coverage and establish your credibility as a source of information.

Writing Tips

- Use simple words. Say "best use," not "optimum utilization."
- Use words that best describe exactly what you want to say. These often are concrete rather than abstract words. If you are writing about a fire truck, call it a fire truck, not an emergency response vehicle.
- If you must use a technical term, explain it.
- Write in a conversational style.
- Use short sentences.
- Start with your conclusion or a summary that tells the whole story. Tell the reader up front who, what, when, where, why and how, and then spend the rest of the writing expanding on those facts.
- When you come to the end, stop. There is no need for a conclusion at the end.
- Write in the active voice. Say, 'The hurricane caused more than a million dollars in damage," not "More than a million dollars in damage was caused by the hurricane."
- Avoid imprecise words like "substantial" or "significant."
- Use expressive, meaningful verbs. Say, "Tax revenues decreased 10 percent" rather than "Tax revenues were negatively impacted."

Talking Points

Talking points are a reference sheet that outlines the main messages a speaker wants to cover, usually formatted as a bulleted list of one or two lines per point. They are helpful guidelines for news conferences, call centers and interviews.

Coordinating and Sharing Information

It is extremely important during particularly newsworthy incidents to keep the county PIO apprised of the public information you are giving to your local media and the community.

This coordination is helpful to prevent conflicting messages and to inform the PIO about your situation. Sharing your news releases with the PIO is in no way intended to be an approval process, simply information sharing.

If the county EOC is activated, the PIO will share their news releases with local governments as well.

Emergency Public Information Checklist

Instructions: This checklist includes planning considerations for the emergency public information function.

EMERGENCY PUBLIC INFORMATION CHECKLIST
Purpose: To describe the means, organization, and process by which local government will provide timely, accurate, and useful information and instructions to area residents throughout an emergency.
Situation and Assumptions ❑ Which emergencies require activation of the emergency public information response organization ❑ Means of dissemination available. ❑ Principal means of dissemination (warning systems; TV; radio; cable; newspapers; specially printed material). ❑ Coverage by each means (broadcast area, readership, etc.). ❑ Vulnerability of dissemination systems. ❑ Dependency on outside media. ❑ Audience characteristics: Special-needs groups. Preparedness (ongoing preparedness efforts). ❑ Assumptions about the media. Examples of these assumptions are: Local media will cooperate on placing emergency public information ahead of regular news coverage. External media interest will create heavy demands on the emergency public information organization. ❑ Assumptions about the audience. An example of these assumptions is that people will want more information and will call to get it, if possible.

EMERGENCY PUBLIC INFORMATION CHECKLIST
Concept of Operations ❑ Who activates the emergency public information function? ❑ How the emergency public information function is notified. ❑ Where emergency public information personnel should report. ❑ Priorities for emergency public information activity (e.g., production and dissemination of emergency public information, response to public inquiry, monitoring and rumor control, media relations). ❑ Emergency public information general policies (e.g., single emergency public information release point, focus on specific types of information, provision of reassuring information when possible). ❑ Actions and message content for phased activity (increased readiness, limited warning available, post-impact). ❑ How emergency public information will be coordinated internally (coordination among Administrators, Public Information Officers (PIO), and other government entities). ❑ Procedures for verifying and authenticating information and for obtaining approval to release information. ❑ How the community will deal with media convergence. ❑ Provisions for coordination (local-local, local-National).
Organization and Assignment of Responsibility ❑ Emergency public information function in chart form. ❑ Specific emergency public information responsibilities that are assigned to ministries, organization chiefs, and individuals.
Administration and Logistics ❑ General support requirements for the emergency public information function. ❑ Reporting and information flow for emergency public information.

- ❑ How core emergency public information staff will be augmented, when necessary.
- ❑ Facilities to be used for emergency public information, and how additional facilities will be obtained, if necessary.
- ❑ Reference to standard operating procedures for setting up emergency public information facilities.
- ❑ Special equipment needs for emergency public information, and how they will be met.
- ❑ Agreements with suppliers (e.g., printers), including contact points.

MEDIA INTERVIEW TIPS

A media interview is a communication opportunity. No matter what topic the interviewer has in mind, you have the opportunity to make your own key points. Here are a number of tips to help you stay in control of the interview process.

Before

- Track all media inquiries and note the reporter's name, organization, date and purpose.
- If possible, review the scope of the interview with the reporter so you may anticipate what might be asked.
- Provide background information that helps the reporter understand the issues.
- Identify the points that you want to communicate during the interview and make sure these facts come to mind easily.
- Identify a message that you can incorporate into your first and last remark (e.g., Reporter opens interview saying "Thanks for talking with us today." You answer: "I'm proud to speak on behalf of this unified response effort," or "Thank you for this chance to promote flood insurance.")
- Dress appropriately.

During

- Listen to the entire question before answering.
- Avoid speculation.
- Beware of false assumptions and erroneous conclusions.
- Avoid hypothetical questions.
- Be alert to multiple questions, and address them individually.
- Be confident and concentrate on delivering your message.
- Keep your answers simple and direct.
- Speak in "sound bites" (concise, memorable explanations).

- Never repeat inaccurate or damaging information spoken within a reporter's question. Instead, state the information in a positive manner within your answer.
- Do not refer to the reporter by name during your answers, as the reporter may not be included when the interview is aired.
- Treat all questions seriously.
- NEVER speak "off the record."
- While answering questions, be attuned to opportunities to promote *your* messages.
- When you have answered well, stop speaking. Resist the urge to "fill the silences."
- If you are being recorded or taped and botch an answer, simply begin the answer again. If taped, the exchange will most likely be edited.
- Avoid nervous gestures.
- Display good posture and maintain eye contact.
- If you wear glasses, ensure they are not slipping downward. Remove dark glasses.
- Avoid wearing stripes and red
- Do not overuse hand gestures.
- If seated, ensure that your jacket does not ride-up by sitting on the coattails.
- Leave all equipment concerns to reporter or sound technician.

After

- Obtain any information you promised to supply.
- Provide written background information, and be available to the reporter for follow-up questions.
- If the story is publicized with inaccuracies, call the reporter and politely point out the errors.

Communications Toolkit

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Public Safety Radio Communications

Communications ensures the provision of County telecommunications resources and services necessary to support emergency response or recovery operations or other disaster assistance initiatives.

Communications support includes providing land-line, modem, cellular, and radio assistance or resources for emergency response or assistance missions, as well as coordinating the use of resources to facilitate an effective, efficient, and appropriate result.

Potential operations include: receiving and transmitting messages, issuing alert and warning messages or notifications, ensuring technical support and equipment exists that enable functional Countywide communications systems, implementing lease agreements for commercial services or equipment, and identifying government or private sources that can render communications assistance from outside the affected area.

The County Office of Emergency Management maintains open, reliable, and redundant communication systems.

The County emergency management personnel monitor national reporting services that indicate present and impending weather conditions.

The extent of damage to the communications infrastructure of the affected area, in addition to the peculiarities of the telecommunications network in the area, will influence the strategy for assistance offered by service providers.

Siren systems exist in some jurisdictions and are the responsibility of various entities and jurisdictions.

The County via the Pennsylvania Emergency Management Agency (PEMA) has the ability to activate the Emergency Alert System for local, regional, or countywide public announcements.

Warnings or notifications will be made through the County's primary warning point or via the County Emergency Operations Center when activated and emergency information is disseminated from that facility.

Public service announcements, as well as warnings for the hearing impaired or other special needs populations, will be disseminated in the most appropriate and effective manner to reach the largest audiences, consistent with the technology or resources available for use.

Local EMCs will operate on EMA1 on the county radio system. In addition, the SE/Admin talk groups are available for municipalities to use. Coordinate use with OEM or the 911 Shift Supervisor so there is no conflict with other agencies. During a county-wide disaster, OEM may also designate other talk groups for municipalities to use.

Local EMAs will use their municipality name and EMA as their radio call sign. Example: Windsor Twp EMA; West Central EMA.

The York County Communications System will be used only for the transaction of official business by authorized persons in accordance with the procedures described in this manual. Nothing in these procedures will prohibit the use of wired or wireless telephone facilities where their use may be more practical and effective. All operators will comply with the regulations of the Federal Communications Commission.

All communications will be clear and concise. The use of slang is prohibited. Federal law prohibits the use of profane and indecent language. Pronounce words carefully, giving proper form to each sound in every word. Keep a natural conversational rhythm. Speak calmly, clearly and distinctly. Do not shout into the radio. Pleasantries or personal greetings will not be exchanged.

York County DES utilizes the NATO Phonetic Alphabet:

Alpha	Juliet	Sierra
Bravo	Kilo	Tango
Charlie	Lima	Uniform
Delta	Mike	Victor
Echo	November	Whiskey
Foxtrot	Oscar	X-Ray
Golf	Papa	Yankee
Hotel	Quebec	Zulu
India	Romeo	

York County DES utilizes the 24-hour time system.

York County DES utilizes clear speech and plain English. No 10-codes will be used.

Lost or Stolen Radios

If a radio is lost or stolen contact the dispatch supervisor immediately. The radio system manager will disable and remove that radio from the system database.

If a lost or stolen radio is recovered, the EMC will contact the 911 Telecommunications Administrator.

Basic Rules for Voice Operations

The manner in which radio messages are handled is often a measure of the efficiency of an organization and the attitude of its individuals. Observing simple basic rules will expedite message handling and improve working relationships among all concerned. Application of the DO'S and DON'TS outlined here, plus specific procedural examples shown elsewhere, will lead to professional performance.

- Listen before transmitting to make certain the talk group is clear of traffic, and organize your thoughts before transmitting. On a trunked radio system, only ONE person can transmit at a time on a talk group.
- Keep all transmissions brief and to the point. Avoid longwinded descriptions and unnecessary repetition. Accuracy, brevity is all important and they should be considered in that order.
- Speak distinctly and pronounce words carefully. Speak at moderate speed using your conversational tone of voice with natural emphasis and rhythm. Messages should be spoken by phrases, not one word at a time.
- Avoid transmitting when sirens are operating at a high level.
- Use authorized unit and equipment designations in all transmissions. Use of partial designations is not acceptable.
- The use of so-called "10-Codes" is not authorized for Fire, EMS and EMA Communications. This is to avoid potential confusion with unit or personnel designations.
- During all radio operations, remain calm. Be careful to avoid uncivil, angry, abusive, derogatory or sarcastic remarks or language. When faced with such a situation, maintain control. Don't attempt to retaliate - proceed with the business at hand.

Emergency Conditions

Emergency Conditions may be implemented during any extended period of overwhelming call volume, to include but not limited to: large scale incidents, mass casualties, or severe weather.

Emergency Conditions may be declared by the 911 Shift Supervisor on duty when deemed necessary. The phases of Emergency Conditions listed below may be implemented in any order and the phase of operations can be changed as the situation warrants. All communication center personnel and field units should understand that during periods of Emergency Conditions, emergency services of York County are excessively taxed and the current needs outweigh the available resources.

Phase I: During periods of Phase I Emergency Conditions the following operating procedures will be followed. In addition the following announcement should be made on all dispatch talk groups:

(5 second warble tone) "York to all units, York is now operating under Phase I of Emergency Conditions, Time."

A mobile cad message and countywide all-call of digital pagers will be sent with the above message along with a brief description of the phase.

- Radio traffic will be kept to an absolute minimum.
- Non-emergency communications will not be taken via phone or radio, i.e. request for times, report numbers, road closings, status changes with public service calls.

Phase II: During periods of Phase II Emergency Conditions, the following operation procedures will be followed in addition to all procedures of Phase I.

York County 911 will activate the countywide "all call" and announce for personnel to report to their respective stations:

(5 second warble tone) "York to all units, York is now operating under Phase II Emergency Conditions, All personnel should report to your stations."

A mobile cad message and countywide all-call of digital pagers will be sent with the above message along with a brief description of the phase.

- Once individual stations are staffed, one person should contact the communications center and identify themselves as the duty officer with their rank.
- Police, Fire, and EMS stations are encouraged to have at least one person in station as a primary contact.
- All non-emergency calls will be "stacked" for the first due station. Items such as trees down and other low priority calls will be phoned in groups to the duty officer or main contact for each department. Each department may handle the low priority calls when

time permits. This will eliminate these calls from the radio and allow for proper dispatch of emergency incidents.

Emergency Button Activation

Responder safety is a top priority of York County DES. Each portable radio is equipped with an emergency button to alert all users on the network of an emergency. All radios with the trunked radio system transmit a unique radio identifier (ID) on each push to talk (PTT). The ID appears on each radio that is set to the same talk group as well as the Dispatcher's console. The emergency button is to be used as a last resort. Mayday procedures should be used first if possible.

Emergency Activation

- Press and hold for 2 ½ seconds
- Radio will BEEP and will display TX EMER
- GIVE YOUR LOCATION
- Radio transmits for 10 seconds – hands free
- Emergency condition will be displayed at the console position with audible as well as visual display.
- Other field unit radios will display RX EMER

The Dispatcher will treat all activations as an emergency until verified by transmitting the following message:

"Unit # Check your Display."

- If no response - it will be handled as an emergency
- Back up units will be dispatched

Accidental Activation

- Radio will BEEP
- Display will show TX EMER
- Radio will be locked
- DO NOT TURN THE RADIO OFF
- Call the dispatcher and advise them that it was an accidental activation and wait for the dispatcher to clear the radio.
- Field units CAN NOT clear the radio. The Dispatcher must clear the radio.

Talk Groups

Not all talk groups are monitored by the Dispatch Center, however all are recorded. The talk groups are designated **Monitored by Dispatch, Monitored if assigned to an Incident by Dispatch and Not Routinely Monitored.** The general public can monitor the radio traffic if they have the proper monitoring equipment. During a county-wide disaster, OEM will designate talk group assignments.

Special Events Talk Groups

There are four Special Event/Administrative Talk Groups:

SE-ADMIN A

SE-ADMIN B

SE-ADMIN C

SE-ADMIN D

These are used for special events (e.g. Fair, Carnivals or other Special Events), trainings or other administrative reasons and are not monitored by the Communications Center. Contact the 911 Shift Supervisor by phone for permission to use these talk groups. If an Agency wants these channels to be monitored they should provide a written request one week in advance of the event to the 911 Director or his/her designee. These talk groups could be used in conjunction with the Mobile Communications Unit (MCU).

They may also be assigned during an incident. If assigned, any administrative users will be moved to another talk group. Depending on the incident, the talk group may or may not be monitored.

Other Talk Groups

Talk Group	**Used for**	**Transmit**
DISPATCH	Used for Ops dispatching	No
EMA 1	Command assignment for local EMAs to communicate with County OEM	Yes
TMI	Used for an event at TMI (incident, training, etc.)	Yes

PBAPS	Used for an event at Peach Bottom (incident, training, etc.)	Yes
CITY 1	York City Police, West Manchester Twp PD, West York Boro PD	No
METRO 2	Not used	No
NORTH 3	Northern PD units	No
EAST 4	Eastern PD units	No
WEST 5	Western PD units	No
SHERIF7	Sheriff units	No
OPS 2 to 16	Fire/EMS Ops	Yes
FP 2 to 16	Fire Police Ops	Yes
EMS Disp	Not used	No
EMS 1 to 5	Not used	Yes
FD/PD 1 to 3	Used for communication between FD units and PD units	Yes
MUNIC 1 to 8	Used for municipalities as they are added to the system	Yes

UTAC- Universal Talk Around Channel (UTAC 40 to 43)

These are used for interoperable communications when working with radio users on a different system.

Talk Around (T/A) T/A 1 to 8

These are used for radio to radio communications when off the system.

Subscriber Equipment Trouble Reporting Contact Information

Harris's Harrisburg Service Center's Telephone numbers are:

- 800-806-0949
- 717-930-1010

The Harrisburg Service Center's normal business hours are Monday – Friday 08:00 to 16:30. The Service Center is closed for Harris corporate holidays. After hours and holiday, service needs are covered by an answering service.

The above numbers can be used when requesting the following service activities:

- New Radio Installation
- Radio Programming
- Radio Removal
- Radio Installation
- Radio Transfer – Removal/Installation
- Trouble reporting
- Warranty Repairs

When contacting the Service Center a Harris representative will ask a few general questions including:

- Agency/Department Name:
- Contact Information:
- Call Back Number:
- Customer Email Address
- Type of Service Requested:
    - Installation Related
        - Radio Type – Trunk Mount, Dash Mount, Control Station
        - Location where service is to be performed
        - Vehicle ID & Type of Vehicle
        - Contact at installation location
    - Equipment Trouble Reporting
        - Type of Radio – Mobile/Portable
        - Serial Number of Radio
        - Programming configuration
          (Provided By County System Administrator)
        - Vehicle ID – If applicable
        - Location where service is to be performed
        - Description of problem:
        - Equipment Programming
        - Type of Radio – Mobile/Portable
        - Vehicle ID – If applicable
        - Location where programming is to be performed

Amateur Radio

Additionally, York County OEMS works with Radio Amateur Civil Emergency Services (RACES) during local, regional, and national civil emergencies and natural disasters.

RACES is administered by local county and state emergency management agencies and is supported by FEMA. RACES provides radio communications for civil preparedness purposes only during local, regional or national civil emergencies and natural disasters.

The York County EOC maintains 5 amateur radio positions, staffed and maintained by volunteer licensed radio operators.

Paging

Local Emergency Management Coordinators (EMC) and staff will be notified via pager of the following PEIRS-reportable incidents occurring in their jurisdiction:

Adverse Weather

- Flood/Flash Flood
- Ice Jam
- Severe Thunderstorm/ High Winds
- Tornado

Fire/ Rescue

- Building Collapse
- CAP Mission
- Confined Space
- Emergency Locator Transmitter (ELT) (Confirmed incident)
- Explosion
- Missing Person/ Personal Locator Beacon (PLB) (Confirmed incident)

Infrastructure

- Dam/ Reservoir Incident

Railroad Incident

Other Unspecified

Free Text Entry

Situational Awareness

Special Events

Urban Search and Rescue

Public Health Emergency

Critical Care Facility Shutdown

Water Supply Shortages

Depending on the incident, most notifications will be for situational awareness only. **There will be no need to respond to the page or activate your EOC. If there is a specific need, the page will indicate this with further instructions.**

A typical page for an incident looks like this:

01: MOUNT WOLF BORO GEORGIA PACIFIC PAPER COMPANY 25 WALNUT ST S MAIN ST / MAPLE ST VEH ACC TRAIN fuel tanks ruptured need evacuation 22-01 EMA NORTHEASTERN 13:06 01/03/12 EMA NORTHEASTERN

Explanation:

01: ***Page number***

MOUNT WOLF BORO GEORGIA PACIFIC PAPER COMPANY 25 WALNUT ST S MAIN ST / MAPLE ST: ***Location of incident.*** In this example there is a business name (Georgia Pacific Paper Company), an address (25 WALNUT ST) and cross streets (S MAIN ST / MAPLE ST).

VEH ACC TRAIN: ***Call for Service (CFS) type***

fuel tanks ruptured need evacuation: ***Specific message***

22-01: ***Fire box number***

EMA NORTHEASTERN: ***Unit assigned to the call***

13:06: ***Time of the page***

01/03/1***3 Date of the page***

EMA NORTHEASTERN: ***Name of the capcode***

You may get a page that is not associated with a particular call for service. In that case, the narrative on the page will look like a regular message with no call information.

This would look like this:

01: This is a test of the EMA pager. EMA Windsor Twp 14:36 01/03/13