

First Draft

Proposed Tinytown Emergency Management Program

Tinytown is a small city led by an elected mayor with its own small police force and fire department. The first responders completed all NIMS training requirements and Tinytown has a plan to train new hires. Responders are well trained and regularly conduct drills. However, the command structure is not strong because of poor plans and conflicts between the police and fire chief regarding who is in charge. As such, the city hasn't conducted a functional or full-scale exercise in years. The mitigation plan is out of date and staff never heard of the National Disaster Recovery Program. Following the recent flooding disaster, the after action report indicated the existing emergency management program was ineffective. Therefore, I have been given the responsibility to design and implement a disaster/emergency management program for Tinytown.

The Problem

After some research, I know Tinytown has an emergency management program, and single resource response is strong. However, recent events demonstrated the overall program is ineffective. The emergency management plan is out of date, the EOC needs updating, and the command and control structure does not work well for large or expanding events.

The Objective

This is an ambitious undertaking requiring multiple objectives. The first objective is to update the current emergency management plan ensuring it includes all four phases of emergency

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management, incorporates an all-hazards approach, and includes all stakeholders involved in our emergency management program. The second objective is to develop a mitigation action plan FEMA will approve. The third objective is to conduct additional training on and evaluating procedures for managing large and expanding events culminating in an HSEEP-compliant full-scale exercise for the city.

Necessary Actions

Preparedness activities are my first priority. To update the emergency plan we will follow the process described in CPC 101 and create a new comprehensive emergency management plan. It is a six-step process – form a planning team, understand the situation, determine goals and objectives, develop the plan; prepare, review, and approve the plan; and implement and maintain the plan. The team needs to incorporate the standards in NFPA 1600, version 2013, and provisions of the revised Stafford Act, National Disaster Response Framework, and National Disaster Recovery Framework. It will review state and local rules, ordinances, and plans to ensure our procedures are compliant and interoperable. Finally, the processes and procedures will be NIMS compliant and the city will officially adopt NIMS and ICS.

Response and recovery procedures will mimic the FEMA response and recovery frameworks as much as Tinytown's organizational culture and ordinances allow. There probably will be some modifications because the frameworks are only guides and not regulatory requirements.

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The mitigation plan will use a different planning team. They will follow the process described in FEMA 386-3, *How to develop the Mitigation Plan*. This is a four-step process — develop goals and objectives; identify and prioritize actions; prepare an implementation strategy; and document the mitigation planning process. Following this process should ensure state and FEMA acceptance of the plan. The THIRA becomes the basis for the Basic Plan's all-hazards analysis.

The plans are only part of the emergency management program and the preparedness phase. Training and exercising is important too. We will develop a building block approach according to HSEEP standards, which will culminate in a full-scale exercise of our plans. An after action review/report and improvement plan will follow each training event and exercise so we can maintain constant improvement. NIMS and ICS training along with some decisions by the policy group regarding incident command and unified command will go a long way to improving Tinytown's ability to manage large and expanding events effectively.

For an effective and efficient response we still need improvements in our EOC and our EOC procedures. The state uses WebEOC, so we too. I will reach out to other EOCs to get copies of their "boards" for use/modification in our WebEOC. Our computers, such as we have are very old. We will seek to upgrade and/or replace them and install a faster internet connection. Our display boards will be enhanced too. In addition, our EOC team will develop position-specific SOP's.

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Prevention activities are good in TINYTOWN. Our police are connected to the state fusion center and the FBI counterterrorism group. The police chief developed an effective intelligence-gathering unit and intelligence sharing is ongoing, so I don't see a need to make any changes at this time. One change I will make, however, is to increase our emergency management safety awareness program regarding all-hazards for both TINYTOWN's staff and local residents.

Intended Outcome

My analysis indicated TINYTOWN needed an *updated emergency plan* and a *new mitigation action plan*. It also needs an *effective emergency operations center*. In addition, staff needed a plan for managing multi-resource events. Finally, staff must be trained on the new program and the plans evaluated through a progressive exercise program. Therefore, I will develop an effective emergency management program that builds upon existing plans and structure, meets state and federal standards, and fixes the command and control structure. We will declare success when the city is responding to emergencies and disasters in a timely and controlled manner, particularly when managing multi-resource events.

Human Resources

I cannot accomplish these objectives alone. They require knowledge and expertise I do not have, but others do. So I will put together multi-functional planning teams consisting of selected stakeholders such as emergency management, police, fire, EMS, hospital, public health, public works, various critical infrastructure owners, Utility operators, education, agriculture, animal control, social services, childcare, child welfare, juvenile justice facilities,

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National Guard, and civic, social, faith-based, educational, professional, and advocacy organizations. I will attempt to engage immigrant and limited English constituencies, voluntary organizations, private service providers, and local and regional corporations. The public will be invited to various meetings too.

Our senior department heads and elected officials are key members of the policy group. They will be engaged at appropriate times with status briefings and decision briefs. I will need access to them throughout the process.

Various subject matter experts and selected trusted agents will form the exercise planning teams as well as exercise controllers, evaluators, and simulators. Over time, we will engage different staff for these positions so all get to participate as players in the exercises.

Much of the required training will be done internally, though some will be conducted by the state and by FEMA. Specialized training will have to come from selected contractors. Our local university may be able to assist with some training too.

Material and Financial Resources

The planning teams will need admin support. Since I don't have any admin staff in the emergency management office, I will have to borrow them from various departments. I will need the department heads' support for this as well as for allowing selected members of their staff to participate in the planning meetings.

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Right now I see the emergency management office has a small operating budget under current funding sources. With your permission, I will work with the regional planning group and the state to obtain available grant monies such as EMPG, HMGP, pre-disaster mitigation, Homeland Security, Department of Justice, grants to firefighters, and any other grant sources as may be available to support our needs. In the meantime, I will need funding support from the various department heads to fund these activities until you can increase my budget in the next fiscal year. This will pay for admin support, supplies, mailings, reproduction of documents, meeting rooms, some travel, and food/refreshments during the meetings.

Some of our training needs will be covered by the state and by FEMA. I will work with the industry leaders in Tinytown and our mutual aid partners to garner support from them. And to reduce the cost of our exercise program while enhancing the training value, I will seek opportunities to integrate our staff and exercise requirements into exercises conducted by other entities. Doing this will improve our abilities and enhance our interoperability at the least cost.

Improving and upgrading the EOC will require money and other resources. Some of the tasks my office will be able to complete within the existing budget. However, I will need budget approval to purchase a license for WebEOC. IT may be able to switch out our old computers with newer ones recycled from departments that upgraded their computers recently. Since we use business licensing from Microsoft, obtaining additional licenses from them is doable within my current budget.

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Following this proposed course of action should result in Tinytown responding to emergencies and disasters in a timely and controlled manner according to our new emergency management program incorporating the tenets of NIMS and ICS.

“I verify that I have independently completed this essay.”

(Your Name)

(Your Signature)