

Characteristics of Effective Emergency Management Organizational Structures

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Public Entity Risk Institute

The Public Entity Risk Institute's mission is to serve public, private, and nonprofit organizations as a dynamic, forward thinking resource for the practical enhancement of risk management. PERI pursues its mission by:

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- Serving as a resource center and clearinghouse for risk management, environmental liability management, and disaster management information.
- Operating an innovative, forward-looking grant and research program in risk management, environmental liability management, and disaster management.

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Evaluation -- *Characteristics of Effective Emergency Management Organizational Structures*

PERI's mission is to help organizations improve the practice of risk management. Your assessment of our efforts is important in helping us fulfill this mission. After you have reviewed and/or used this manual, please complete this evaluation and return it to PERI.

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About *Characteristics of Effective Emergency Management Organizational Structures*:

1. How useful is the information in *Characteristics of Effective Emergency Management Organizational Structures* in helping your organization prepare for an emergency?

- ☐ Not useful
- ☐ Somewhat useful
- ☐ Useful
- ☐ Very useful

2. How usable is *Characteristics of Effective Emergency Management Organizational Structures*?

- ☐ Difficult to use
- ☐ Somewhat difficult to use
- ☐ Easy to use
- ☐ Very easy to use

3. Overall, how would you rate *Characteristics of Effective Emergency Management Organizational Structures* for its information, value, usefulness, and ease of use?

- ☐ Poor
- ☐ Fair
- ☐ Good
- ☐ Excellent

4. What aspect of *Characteristics of Effective Emergency Management Organizational Structures* was most valuable to you? Why?

5. Which person (title) within the organization worked the most with this product?

6. Please provide any comments you have about *Characteristics of Effective Emergency Management Organizational Structures*, or your risk management needs, that you feel will help us in developing future products and services:

About your risk management needs:

7. In which areas of your organization do you feel you most need to improve your risk management?

- a. _____
b. _____
c. _____

About your organization:

8. Please provide the following information about your organization:

Type of organization:

- | | |
|---|--|
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| <input type="checkbox"/> County | <input type="checkbox"/> Other government |
| <input type="checkbox"/> Town | <input type="checkbox"/> Risk pool |
| <input type="checkbox"/> Village | <input type="checkbox"/> Private firm |
| <input type="checkbox"/> Township | <input type="checkbox"/> Community nonprofit |
| <input type="checkbox"/> School/school district | |

If a local government, population served: _____

If a community nonprofit, annual operating budget: _____

Individual completing this evaluation (optional):

Name: _____
Title: _____
Organization: _____
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How to submit this evaluation:

Mail or Fax your completed evaluation to:

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Thank you!

Foreword

Dear Reader:

The terrorist attacks on the World Trade Center Towers and the Pentagon have made us all feel very vulnerable, and call into question whether or not as public officials we have done all we can to prepare our communities for a disaster.

Disasters are, by definition, unusual, extreme events that cause extensive harm to life and property. Disasters can happen anywhere, and even the smallest town or rural county should have a current disaster response and recovery plan.

Paper plans, however, are only as good as the people and organizations for which they are written. Providing leadership during a time of severe crisis is challenging. It is next to impossible if you don't have a good understanding of what your specific role is during a disaster -- either as an elected official or as a manager. We watched with admiration as New York Mayor Giuliani provided leadership to the citizens of his city; he did the things that, if properly rehearsed and exercised, every local government local elected official should be prepared to do.

Citizens expect their local leaders to:

- Provide information on alerting signals, action to take, and the like, in advance of the disaster.
- Quickly and accurately assess the magnitude of an emergency and keep the public informed throughout the incident.
- Provide for the rapid restoration of services, even when specific services are not the direct responsibility of the local government, such as with private utilities.
- Provide for (or help provide access to) recovery services, such as family reunification, insurance claim preparation, tax counseling, etc.
- Provide information on, and specific action steps toward, mitigating the impact of future emergencies.

Characteristics of Effective Emergency Management Organizational Structures is a self-assessment tool that was prepared especially for use by the chief administrator (elected or appointed) of a local government. It originated from research conducted by the International City/County Management Association (ICMA) in the late 1970s for the Defense Civil Preparedness Agency, a forerunner of today's Federal Emergency Management Agency (FEMA). The research, in which I as a young ICMA staff member took part, was led by Lisa Stevenson, at that time ICMA's Director of Contract Research, and Harvey Ryland, formerly president of Ryland Research, Inc., and now President of the Institute for Business and Home Safety (IBHS).

The research consisted of reviewing the operations of more than 300 local government emergency management agencies, and developing dozens of on-site case

studies of local government emergency management operations. The end result was the development of 20 key characteristics that were found to contribute to an effective local government emergency management organizational structure.

The material contained here was subsequently used in more than 60 FEMA/ICMA workshops from 1982-1990, during which 2-person teams of local government administrators and emergency managers completed these exercises.

Today, these key characteristics for effective emergency management are as relevant as they were 25 years ago. The Public Entity Risk Institute (PERI) staff has dusted them off, reviewed them, and republished them for your use. You, as the chief executive officer of your community, have the responsibility to provide for the protection of lives and property of your community's residents. Are you prepared to meet this responsibility? It is my hope that you will take the time to work through this manual, and thus be ready for any emergency event.

Chief administrative officers interested in determining the capabilities of his or her jurisdiction's emergency management organization, and the areas that have potential for improvement, can review the *Manager's Checklist*, which begins on page 3. This self-assessment checklist can be helpful in pinpointing areas that department heads and staff can address.

Gerard J. Hoetmer
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PERI
October 2001

Characteristics of Effective Emergency Management Organizational Structures

Case studies conducted by the International City/County Management Association (ICMA) of numerous local government emergency management programs led to the identification of organizational characteristics that contribute to "effective" emergency management programs. An effective emergency management organization is defined to be one that:

"when applied during a disaster, will provide the levels of protection for life and property, and recovery assistance, which are acceptable to the citizens of the community."

It is impossible to determine what levels of service are acceptable to citizens of any given community -- in fact, the citizens themselves probably do not know what is or is not acceptable until a disaster has occurred. However, it is possible to state certain subjective, qualitative conclusions concerning what is and what is not acceptable.

Generally, citizens expect their local governments to:

- Provide information on alerting signals, action to take, etc., in advance of the disaster.
- Quickly and accurately assess the magnitude of an emergency and keep the public informed throughout the incident.
- Provide for the rapid restoration of services, even when specific services are not the direct responsibility of the local government, such as private utilities.
- Provide for (or provide access to) recovery services, such as family reunification, insurance claim preparation, tax counseling, and the like.
- Provide information on, and specific action steps toward, mitigating the impact of future emergencies.

The twenty characteristics which follow are reflective of the preceding definitions of "acceptable levels of service" as well as generally accepted "good" management practices. Because each community has unique requirements, certain characteristics may not apply to your situation. Therefore, it is important to remember that the absence of a particular characteristic may not necessarily mean that there is a deficiency within your emergency management organization. Additionally, if you have difficulty completing that exercises for a particular characteristic, it may mean that:

- The characteristic is not present,
- The characteristic is present, but you are not aware of it, or
- The presence or absence of the characteristic (and related information) are not within your area of concern.

About the 20 Characteristics

To organize for comprehensive emergency management, you should determine the relationship of each of the twenty characteristics that follow to your own community and judge whether that particular characteristic will contribute to the effectiveness of your organization.

Each of the chapters on a characteristic is organized as follows:

- Each characteristic is described briefly.
- A "caution sign" about each characteristic identifies a potential problem which could occur in the absence of the characteristic.
- Procedures for analyzing the characteristic follow as worksheets. By completing the analysis procedure for each characteristic, you can determine:
 - Your community's status relative to that characteristic, and
 - The process necessary to incorporate that particular characteristic (if you desire to) into your organizational structure.
- "Additional Thoughts" follow the Analysis Procedure and present comments on the characteristic for consideration. These comments are intended as suggestions only and may or may not be applicable to your situation.

How Prepared is Your Community for Its Next Emergency: A Manager's Checklist

You, as the Chief Administrative Officer of your community, have the responsibility to provide for the protection of the lives and the property of your community's residents. Are you prepared to meet this responsibility?

Although the potential for some type of disaster exists in most communities, under normal conditions few citizens place a high priority on emergency management. These same citizens, however, do expect their local government leaders to effectively manage a disaster should one occur in their community. In fact, citizens expect their local government to:

- Provide information on alerting signals, action to take, etc., in advance of the disaster.
- Quickly and accurately assess the magnitude of an emergency and keep the public informed throughout the incident.
- Provide for the rapid restoration of services, even when specific services are not the direct responsibility of the local government, e.g., private utilities.
- Provide for (or access to) recovery services, such as family reunification, insurance claim preparation, tax counseling, etc.
- Provide information on, and specific action steps toward mitigating the impact of future emergencies.

To fulfill your responsibility to the citizens of your community, you must ensure that your local government is prepared to respond to disasters.

Effective local emergency management involves the mitigation of, preparedness for, response to, and recovery from all types of disasters: natural disasters (e.g., floods, hurricanes, and earthquakes); man-made disasters (e.g., hazardous materials spills, power outages, and contaminated water supply problems); radiological incidents (e.g., leaks from nuclear power plants); as well as a terrorist attack.

Is your community prepared to respond to a disaster? Find out by completing the checklist in this section.

This checklist has been prepared especially for use by the Chief Administrative Officer (CAO) of a city, county, or other unit of local government. Answering the

questions, which follow, will enable a Chief Administrative Officer to quickly determine:

1. the capabilities of his or her local emergency management organization; and
2. the areas that have potential for improvement.

The checklist can also be used as a vehicle for a newly appointed Chief Administrative Officer to become familiar with (and review) the emergency management program in his or her new community.

The questions in this checklist are based upon the set of twenty organizational characteristics covered in this manual, and which have been found to contribute to an effective emergency management organizational structure.

Each characteristic in this *Manager's Checklist* is identified and described, followed by a series of corresponding questions. These questions address the concerns (and level of detail) appropriate for a Chief Administrative Officer.

All questions are phrased so that they can be answered "yes," "no," or "do not know." Thus, the checklist is simple to complete; and your answers can be easily reviewed to determine what follow-up action, if any, is needed.

Manager's Checklist

[1] ROLES OF ELECTED OFFICIALS DEFINED

The roles of elected local government officials should be specifically defined in the emergency management organizational structure. These officials will, of course, have key roles in representing their respective constituencies during the emergency situation; however, they are frequently assigned additional functions within a disaster operation. Such additional emergency assignments should be clearly represented within the organizational structure.

Self Assessment Questions:

- a) Have the official and unofficial roles and responsibilities been designated for the community's elected officials (mayor, council members, supervisors, commissioners, sheriff, etc.)?

(Examples of official responsibilities include: Director of Emergency Management, declaration of disaster, request county/state/federal assistance, etc. Examples of unofficial responsibilities include: policy development, liaison with news media, liaison with constituency, etc.)

Yes ____ No ____ Do Not Know ____

- b) Have specific facilities (e.g. room, desk, etc.) been designated for use by elected officials during a disaster situation?

Yes ____ No ____ Do Not Know ____

Manager's Checklist

[2] STRONG AND DEFINITIVE LINES OF COMMAND

The organizational structure should clearly delineate lines of authority and responsibility for all phases of a disaster operation, specifically:

1. Planning and preparation,
2. Monitoring and alerting,
3. Operations, and
4. Recovery.

Specific lines of command in emergency management are especially important considering the fact that a number of governmental agencies may be involved in the disaster situation. Furthermore, all individual personnel should know of the established lines of command.

Self Assessment Question:

- a) Do you know the official emergency management responsibilities of the Chief Administrative Officer (i.e., as specified in the city charter, ordinance, etc.)?
Yes ____ No ____ Do Not Know ____
- b) Do you know the unofficial responsibilities of the Chief Administrative Officer?
Yes ____ No ____ Do Not Know ____
- c) Do you know the general responsibilities and authorities of the Incident Commander (e.g., alert the public, rescue, remove debris, control crowds, provide human services, etc.)?
Yes ____ No ____ Do Not Know ____

[3] SIMILAR ROUTINE / DISASTER ORGANIZATIONAL STRUCTURES

The organizational structure that is implemented for disaster situations should be similar to the structure that is used for day-to-day emergencies; that is, as much as possible, the disaster organizational structure should be an extension and expansion of the routine emergency structure -- adding special functions (e.g., damage assessment) and lines of coordination (e.g., with volunteer organizations) as needed. To the extent possible, personnel should continue to work with the supervisor and associates that they work every day.

Self Assessment Questions:

- a) Do you know who is legally responsible for emergency management?
Yes ____ No ____ Do Not Know ____
- b) Do you know who is responsible for emergency management planning?
Yes ____ No ____ Do Not Know ____
- c) Do you know who is responsible for directing municipal resources during a disaster?
Yes ____ No ____ Do Not Know ____
- d) Is the emergency management organizational structure fundamentally the same as the routine municipal structure?
Yes ____ No ____ Do Not Know ____
- e) Are personnel assignments and working relationships consistent with day-to-day activities/work, functions/responsibilities?
Yes ____ No ____ Do Not Know ____

[4] EMERGENCY MANAGEMENT PROCEDURES ARE AS CLOSE TO ROUTINE OPERATIONAL PROCEDURES AS POSSIBLE

The organizational structure should provide for the integration of emergency management functions into the day-to-day operations of the community; that is, emergency planning should be a part of routine activities and not something that is “taken off the shelf” when a disaster occurs. Furthermore, personnel in the organization should be generally acquainted with others with whom they will be working during a disaster.

Self Assessment Question:

- a) Are emergency management functions and procedures similar to those used in day-to-day operations?

Yes ____ No ____ Do Not Know ____

[5] GOOD INTERPERSONAL RELATIONSHIPS

The organizational structure should recognize the fact that the effectiveness of emergency management operations is dependent upon personalities and interpersonal interdepartmental relationships – and, that these relationships may change as specific individuals are assigned into, and out of, the organization.

Self Assessment Question:

- a) Do rivalries or jealousies exist between or among key individuals and departments within the emergency management organization?

Yes ____ No ____ Do Not Know ____

[6] EMERGENCY MANAGEMENT PLANNING IS AN ONGOING ACTIVITY

The emergency management planning function should be established within the overall local government organization in such a way as to provide the status and authority necessary to obtain the attention, cooperation, and respect of other agency personnel. To the maximum extent possible, the planning function should be integrated into the daily operations of a local government; that is, organizational relationships should be established which require frequent contact between planning personnel and other local government personnel.

Self Assessment Questions:

- a) Do you know who is responsible for emergency planning?
Yes ____ No ____ Do Not Know ____
And his/her immediate supervisor?
Yes ____ No ____ Do Not Know ____
- b) Do you know his/her authorities and responsibilities?
Yes ____ No ____ Don Not Know ____
- c) Does he/she regularly attend department head or senior staff meetings?
Yes ____ No ____ Do Not Know ____
- d) Does he/she frequently and intensively work with other departments and community groups in performing the planning functions?
Yes ____ No ____ Do Not Know ____
- e) Has your Community adopted emergency management goals and objectives?
Yes ____ No ____ Do Not Know ____

Manager's Checklist

[7] ALL HAZARD APPROACH

[natural, man-made, radiological accident/ incident, terrorist attack]

A local government emergency management organizational structure (and detailed plans) should be designed to deal with the types of disasters which are most likely to occur (such as natural disasters and industrial accidents; not just terrorist attack), so as to have an emergency management capability which both meets anticipated needs and attracts strong participation and support from municipal employees and the general public.

Self Assessment Question:

- a) Does your community's emergency management plan reflect the potential hazards faced by the community – natural (e.g., hurricane), manmade (e.g., severe power outage), and terrorist incident (e.g., biological threat)?

Yes ____ No ____ Do Not Know ____

[8] DISASTER PREVENTION AND MITIGATION

Advance actions can be taken to either prevent the occurrence of an emergency situation, or to mitigate the consequences of a disaster should one occur. For example, strictly enforced controls on the transport of hazardous materials may prevent a disaster from occurring; an incentive program to discourage construction in a flood plain may not prevent a flood, but could minimize the consequences of the event.

Disaster prevention activities can also be conducted after a disaster has occurred, i.e. prior to reconstruction. For example, houses might be reconstructed in a different area or incorporate storm-resistant features.

Self Assessment Questions:

- a) Do you know that recent court decisions indicate that municipalities and officials may be liable for damages if prevention/mitigation steps are not taken for known hazards?

Yes ____ No ____

- b) Does your community have procedures to prevent a major emergency; or, minimize the consequences should one occur?

For example:

- no homes in flood plain
- special building codes
- restricted use of wood shingle roofs
- public education (to foster a degree of self reliance)
- reduce secondary damage

Yes ____ No ____ Do Not Know ____

**[9] MOTIVATION PROVIDED FOR INVOLVEMENT IN THE
EMERGENCY MANAGEMENT PROGRAM**

The organization should include motivation for participation in the emergency management program. Such motivation can apply to both individuals and organizations, and can consist of recognition, status, acknowledgement of capability, etc.

Self Assessment Question:

- a) Do motivations (or incentives) currently exist to encourage active participation in all aspects of emergency management (planning, training, response, recovery)?

For example:

- tax deductions/credits
- additional compensation
- recognition
- feelings of usefulness, personal satisfaction
- status
- acknowledged capability
- private use of municipal equipment during off hours
- paid overtime
- job requirement

Yes ____ No ____ Do Not Know ____

[10] CITIZEN INVOLVEMENT

Residents of the community should be included in the emergency management program. In fact, they have a number of responsibilities, including:

1. recognizing alerting signals,
2. knowing what to do when an alert occurs,
3. knowing how to personally cope with minor injuries and damage, and
4. being generally prepared for possible disasters.

In addition, citizens may serve as volunteers in the emergency management effort – either directly with your jurisdiction, or indirectly through community volunteer organizations.

Self Assessment Questions:

- a) Does your emergency management program include public education components?

Yes ____ No ____ Do Not Know ____

- b) Are you confident that a significant portion of the population has the knowledge required for a disaster situation?

Yes ____ No ____ Do Not Know ____

[11] STRONG COORDINATION AMONG PARTICIPATING AGENCIES

Emergency management is a community responsibility, not just a local government responsibility. It is necessary for the organizational structure to clearly identify those individuals (or organizations) who have the responsibility to coordinate (rather than command) resources which are outside of the direct control of the unit of local government, e.g., other public and private organizations such as the American Red Cross.

Self Assessment Questions:

- a) Is someone responsible for ensuring that participating organizations are involved in all phases of emergency management?

Yes ____ No ____ Do Not Know ____

- b) Were representatives of these organizations involved in developing the emergency plan?

Yes ____ No ____ Do Not Know ____

- c) Do the coordinators and representatives of these organizations meet on a regular basis to review emergency management procedures, update phone numbers, etc.?

Yes ____ No ____ Do Not Know ____

[12] PUBLIC/PRIVATE COOPERATION

The emergency management organizational structure should include the entire community, not just local government employees. Emergency management is a community responsibility and the corresponding organization and planning must include public and private organizations, adjacent cities, the county, the Salvation Army, associations for the handicapped, associations of insurance agents, etc. In addition, the organization should incorporate organizational resources and networks that already exist within the community; that is, organizations which are currently providing a given service (e.g., assisting the blind) should be used to provide that service (e.g., alerting the blind) in a disaster situation whenever appropriate. Use of these in-place networks provides three major benefits:

1. A unit of local government does not have to directly provide that service.
2. Cooperation from the public is maximized by utilizing familiar networks.
3. The more community organizations are made a part of the emergency management organization, the greater will be the depth and breadth of support for the emergency management program in general.

Self Assessment Questions:

- a) Are private and voluntary organizations and individuals involved in the emergency management planning effort?

Yes ____ No ____ Do Not Know ____

- b) Do they have specific roles (advisory, technical assistance, approval, decision making, etc.)?

Yes ____ No ____ Do Not Know ____

- c) Do they have any influence in the decision making process?

Yes ____ No ____ Do Not Know ____

- d) Is their involvement welcomed, encouraged, and returned?

Yes ____ No ____ Do Not Know ____

- e) Do private and voluntary organizations have assigned responsibilities in incident operations and recovery?

Yes ____ No ____ Do Not Know ____

[13] MULTIPLE USE OF RESOURCES

The organizational structure should promote the use of emergency management resources for routine governmental functions. For example, emergency management training resources could be used for general governmental employee training in cardio-pulmonary resuscitation (CPR).

Self Assessment Question:

- a) Are your emergency management resources being used to the fullest extent for other functions (when not needed for disasters)?

Examples:

- day-to-day communication/dispatching
- general training
- general public information service
- emergency management staff office space

Yes ____ No ____ Do Not Know ____

[14] PUBLIC INFORMATION FUNCTION CLEARLY DEFINED

The organizational structure should include a designated disaster public information function, to provide disaster-related information to the general public and coordination with the news media. The disaster public information function should be the focal point for the release of all information concerning the disaster and should coordinate the activities of all other (i.e., nondisaster) public information functions. Ideally, the routine overall government public information function (if it exists) should be the same as the disaster public information function.

Self Assessment Questions:

- a) Do the news media have an official role in each aspect of emergency management (Planning, Training, Response, Recovery)?

Yes ____ No ____ Do Not Know ____
- b) Is someone responsible for coordinating with the media during each aspect of emergency management?

Yes ____ No ____ Do Not Know ____
- c) Are elected officials involved in the public information program?

Yes ____ No ____ Do Not Know ____
- d) Have facilities been designated for use by the news media during a disaster?

Yes ____ No ____ Do Not Know ____

[15] ON-GOING MONITORING FOR POTENTIAL DISASTERS

The organizational structure should provide for an emergency management monitoring function staffed on a 24-hour per day basis. The purpose of this function is to monitor the development of potential disaster situations so that governmental employees, and the general public, can be placed on various stages of alert as appropriate. In addition, this function assists the community in rapidly establishing an accurate and complete understanding of the nature and magnitude of a particular situation.

Self Assessment Questions:

- a) Are weather and other indicators of potential emergencies continually monitored?

Yes ____ No ____ Do Not Know ____

- b) If a disaster occurred in your community would it be immediately detected no matter when and where it occurred?

Yes ____ No ____ Do Not Know ____

Manager's Checklist

[16] INTERNAL ALERTING PROCEDURES

The emergency management organization should provide for the alerting of key officials and personnel in times of disaster, including during non-duty hours, and when the public telephone system is not operational.

Self Assessment Questions:

- a) Would your key emergency personnel (both the jurisdiction's and community organizations) be rapidly notified of a disaster, or potential disaster, situation?

Yes ____ No ____ Do not Know ____

- b) Is the notification network dependent upon the public telephone system?

Yes ____ No ____ Do Not Know ____

- c) Do you have procedures to follow if a key individual is out of town?

Yes ____ No ____ Do Not Know ____

[17] ABILITY TO ALERT THE PUBLIC MAXIMIZED

A public alerting function should be included within a local government emergency management organizational structure. This alerting function should be operational for all types of natural and manmade disasters faced by a community. Furthermore, provisions should exist to alert all segments of the community, e.g., those with handicaps and non-English speaking residents.

Self Assessment Questions:

- a) Is someone responsible for alerting the general public considering an actual or potential emergency situation?

Yes ____ No ____ Do Not Know ____
- b) Has the role of the news media in alerting the public been coordinated with media representatives?

Yes ____ No ____ Do Not Know ____
- c) Has the general public been educated as to the meaning of alerting signals, and corresponding actions to take?

Yes ____ No ____ Do Not Know ____
- d) Do you have special provisions for alerting particular population groups such as those with handicaps, institutionalized, non-English speaking, etc.

Yes ____ No ____ Do Not Know ____

[18] ACTIVE INTERGOVERNMENTAL COORDINATION

The emergency management organizational structure should be designed to effectively interface with neighboring communities and state and federal emergency management organizations.

Self Assessment Questions:

- a) Do formal and/or informal cooperative agreements (such as mutual aid) exist between your jurisdiction and other units of government (municipal, county, state, federal) for assistance?

Yes ____ No ____ Do Not Know ____

- b) Does your jurisdiction routinely alert neighboring jurisdictions concerning potential or actual disasters?

Yes ____ No ____ Do Not Know ____

- c) Do you know who has the authority to request assistance for your jurisdiction from other levels or units of government?

Yes ____ No ____ Do Not Know ____

- d) Do you know how your jurisdiction can formally declare a “disaster” and request a corresponding declaration from the state and federal governments?

Yes ____ No ____ Do Not Know ____

- e) Do you know who has the legal authority to make this declaration for your jurisdiction?

Yes ____ No ____ Do Not Know ____

[19] ABILITY TO MAINTAIN COMPREHENSIVE RECORDS DURING A DISASTER

The organizational structure should provide for the collecting and recording of disaster-related information, including financial data on governmental expenditures. Information should be maintained in accordance with state and federal requirements for reimbursement in case an official "disaster" is declared.

Self Assessment Questions:

- a) Have procedures been developed and implemented to capture and record disaster-related information?

Yes ____ No ____ Do Not Know ____

- b) Have person(s) or position(s) been assigned the responsibility for obtaining and recording necessary information?

Yes ____ No ____ Do Not Know ____

[20] ELIGIBILITY FOR STATE AND FEDERAL SUBSIDIES CONSIDERED

A jurisdiction that is seeking state or federal subsidies for emergency management operations should consider corresponding applicable requirements related to its organizational structure.

Self Assessment Questions:

- a) Are you generally familiar with requirements and procedures for receiving state and federal reimbursements and other disaster related aid?

Yes ____ No ____ Do Not Know ____

- b) Do you know who has the authority (and responsibility) to apply for this assistance?

Yes ____ No ____ Do Not Know ____

- c) Do you have procedures to ensure that the required information is captured and maintained, to support the request for assistance?

Yes ____ No ____ Do Not Know ____

UNDERSTANDING YOUR ANSWERS

Your Score At A Glance

“No” may mean that there is a deficiency within your current emergency management organization.

“Do Not Know” may be a signal of a potential problem.

“Yes” may mean that your jurisdiction is capable of providing effective emergency management services.

The characteristics and questions included in the checklist are based upon research conducted by the International City/County Management Association. Case studies of numerous local government emergency management programs led to the identification of organizational characteristics, which contribute to “effective” emergency management programs. Because each jurisdiction has unique requirements, certain characteristics may not apply to your situation. Therefore a “no” answer does not always signal a deficiency.

Of course, effectiveness is in the eye of the beholder; therefore, a particular program was considered effective if there was a feeling shared by citizens and officials that adequate emergency management services were being provided.

The checklist questions were phrased so that a “no” answer always indicated the absence of a particular characteristic. The absence of a characteristic is not always a deficiency; however, it might represent an area for improvement and should at least be reviewed.

A “do not know” answer may mean that:

1. the characteristic is not present;
2. the characteristic is present, but you are not aware of it; or
3. the presence/absence of the characteristic (and related information) are not within your area of concern.

Count the number of answers you checked in each category and list below:

Yes _____

No _____

Do Not Know _____

If you checked a significant number of “no” answers, it may mean that you (or your staff) need to conduct a more detailed review of your local emergency management

organization. The results of this detailed review will indicate if changes in the emergency management organizational structure are needed.

A number of “do not know” answers indicates that you may wish to obtain additional information concerning your program.

When the information is obtained, the answers can then be changed to “yes” or “no,” and a determination of the need for a detailed review can be made.

If you checked a significant number of “yes” answers you probably have an effective emergency management organization. However, if you want to ensure that this level of capability is maintained, and possibly even strengthened, you may still want to conduct a more detailed review.

If you decide that an overall detailed review is not necessary, you may wish to pursue the need for improvements associated with any individual “no” answers.

* * *

Organizational Characteristic 1
Roles of Elected Officials
Defined

Caution!

Elected officials have not conducted a comprehensive review of emergency management within the past three years.

Description of Characteristic

The roles of elected local government officials should be specifically defined in the emergency management organization structure. These officials will, of course, have key roles in representing their respective constituencies during the emergency situation; however, they are frequently assigned additional functions within a disaster operation. Such additional emergency assignments should be clearly presented within the organizational structure.

Organizational Characteristic 1
Roles of Elected Officials
Defined

Analysis Procedures

1. Identify the official and unofficial roles and responsibilities of the community's elected officials (mayor, council members, supervisors, commissioners, sheriff, etc.)

Elected Position	Emergency Management Official Responsibilities	Unofficial Responsibilities

Examples of official responsibilities include: Director of Emergency Management, declaration of disaster, request county / state / federal assistance, etc.

Examples of unofficial responsibilities include policy development, liaison with news media, liaison with constituency, etc.

Organizational Characteristic 1
Roles of Elected Officials
Defined

2. Identify facilities (e.g., room, desk, etc.) that have been designated for use by elected officials during a disaster situation.

Elected Position	Facilities

Organizational Characteristic 1
Roles of Elected Officials
Defined

3. Identify the person responsible for alerting each official concerning a potential disaster; and, then the person responsible for keeping him/her informed throughout a disaster situation.

Elected Position	Person Responsible For Alerting	Person Responsible for Subsequent Information

4. Review results of previous steps and determine:
- a) which responsibilities need to be officially assigned to elected officials,
 - b) which responsibilities need to be unofficially assigned to elected officials,
 - c) if officials have designated facilities for their use during a disaster, and
 - d) what additional actions are necessary to ensure that officials will be alerted on a timely basis and kept informed throughout a disaster situation.

Organizational Characteristic 1
Roles of Elected Officials
Defined

Additional Thoughts

- Elected official should have an active concern for emergency management (especially because of the potential political consequence of a disaster) – if they do not, then an education and motivation programs may be needed.
- Officials should perform a comprehensive review of emergency management on a periodic basis (e.g., every 2 – 3 years, or so).
- Roles and responsibilities of elected officials should recognize their political objectives and needs (e.g., conducting press conferences, maintaining communities with constituency, etc.).

Organizational Characteristic 2 Strong and Definitive Lines of Command

Caution!

The individual assigned to direct the community's resources during a disaster situation does not have the corresponding authority

Description of Characteristic

The organizational structure should clearly delineate lines of authority and responsibility for all phases of a disaster operation, specifically:

1. Planning and preparation,
2. Monitoring and alerting,
3. Operations, and
4. Recovery.

Specific lines of command in emergency management are especially important considering the fact that a number of governmental agencies may be involved in the disaster situation. Furthermore, all individual personnel should know of the established lines of command.

**Organizational Characteristic 2
Strong and Definitive Lines
of Command**

Analysis Procedures

The following exercise is provided to assist you in:

- a) identifying and understanding the current lines of authority and responsibility (official and unofficial),
- b) evaluating current lines of command,
- c) identifying areas of weakness to be improved in a revised emergency management organization.
 - 1. List the official emergency management responsibilities of your jurisdiction's Chief Administrative Officer (i.e., as specified in the charter, ordinance, etc.). You will probably have to check with your jurisdiction's attorney to answer this question.

- 2. List the unofficial responsibilities of the Chief Administrative Officer.

**Organizational Characteristic 2
Strong and Definitive Lines
of Command**

3. Check the appropriate box, which indicates the official who has the authority to direct municipal resources during a disaster.

a)

Official	Incident Commander
Chief Administrative Officer (CAO)	
Assistant CAO	
Emergency Management Director	
Fire Chief	
Police Chief	
Other	

b) Incident Commander
Not Designated ☐

4. Is the responsibility for directing resources delegated to someone else when a disaster occurs (either officially, or “defacto”)?

Yes ☐ No ☐

a) if yes, identify the person(s) or position(s)

Person(s)	Position(s)

5. Does the responsibility vary by type of disaster?

Yes

No

If yes, identify the Incident Commander for the types of disasters included in the emergency management plan. Use lines 19-20 to indicate potential disasters not already listed which pose a hazard to your community.

Type of Incident
1. Tornado
2. Flood
3. Hazardous Materials
4. Civil Disorders
5. Radiological Incident
6. Major Fire (incl. high rise)
7. Major Power/Energy/Fuel Shortage
8. Ice Storm/Snow Storm
9. Fallen Aircraft
10. Major Bomb Threat
11. Terrorist Attack
12. Water Supply Contamination
13. Hurricane
14. Tsunami (Tidal Wave)
15. Earthquake
16. Volcano
17. Drought
18. Biological Hazard
19.
20.

Incident Commander

**Organizational Characteristic 2
Strong and Definitive Lines
of Command**

6. Indicate the authorities of the Incident Commander (e.g., authority to direct all resources during all phases of a disaster situation) and the responsibilities of the Incident Commander (e.g., alert the public, search and rescue, remove debris, control crowds, provide human services, etc.)

Authorities	Responsibilities

**Organizational Characteristic 2
Strong and Definitive Lines
of Command**

7. Does the emergency management director (and/or Incident Commander) have written authority to direct resources of other units of government (e.g., adjacent cities) during a disaster situation?

Yes ☐ No ☐

- a) If yes, identify the other units of government and conditions under which authority may be exercised.

Units of Government	Conditions

8. Indicate the level of confidence in the line of command

	Very High	High	Satisfactory	Low	Very Low
a) As expressed by the CAO	_____	_____	_____	_____	_____
b) As expressed by key municipal officials	_____	_____	_____	_____	_____

- 9) Examine the answers to the above questions, and

- a) Identify any current weaknesses in the current emergency management line of command, and

- b) List potential solutions for each of these weaknesses.

**Organizational Characteristic 2
Strong and Definitive Lines
of Command**

Additional Thoughts

- It is very important that emergency management command personnel be very strong leaders, and have the respect of other key officials. List your jurisdiction's personnel who meet these requirements, along with candidate emergency management assignments

Name	Candidate Assignment

Organizational Characteristic 3 Similar Routine / Disaster Organizational Structures

Caution!

Under the disaster plan, responsibility for crowd control is transferred from the police department to the public works department.

Description of Characteristic

The organizational structure that is implemented for disaster situations should be similar to the structure that is used for day-to-day emergencies; that is, as much as possible the disaster organizational structure should be an extension and expansion of the routine emergency structure -- adding special functions (e.g., damage assessment) and lines of coordination (e.g., with volunteer organizations) as needed. To the extent possible, personnel should continue to work with the supervisor and associates that he/she works with on a day-to-day basis.

**Organizational Characteristic 3
Similar Routine / Disaster
Organizational Structures**

Analysis Procedures

1. Sketch your community's current emergency management organization in the form of a chart. Show only key position and main lines of authority; however, be sure to include the following:
 - a) person legally responsible for emergency management,
 - b) person responsible for emergency management planning,
 - c) person responsible for directing municipal resources during a disaster, and
 - d) persons responsible for key functions such as monitoring/alerting; evacuation; damage assessment; public information; rescue and medical; human services; temporary housing; coordination with other units of local government; etc.

Your Community's Current Emergency Management Organization

Organizational Characteristic 3
Similar Routine / Disaster
Organizational Structures

2. List key emergency management functions, and the agency (municipal or private) which has the corresponding day-to-day responsibility, as well as the agency that has responsibility during a disaster situation.

Function	Day-to Day Responsibility	Responsibility During a Disaster

3. Compare the agencies having day-to-day responsibility for key functions with those having that responsibility during a disaster, and complete the following questions:

a) Does responsibility for key functions differ significantly?

Yes ☐ No ☐

b) If yes, circle in red on the chart the functions, which do not have similar routine/disaster organizational structure.

c) Do the structures for these functions have to be different?

Yes ☐ No ☐

Organizational Characteristic 3
Similar Routine / Disaster
Organizational Structures

d) Are emergency management personnel assignments consistent with day-to-day activities and responsibilities?

Yes ☐ No ☐

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

Yes ☐ No ☐

f) List the emergency management organization arrangement and personnel assignment procedures that could be revised to coincide with day-to-day operations.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Organizational Characteristic 3 Similar Routine / Disaster Organizational Structures

Additional Thoughts

- The emergency management organization could vary by the type of incident to permit the department that is directing the majority of resources associated with a particular disaster to assume authority for directing all municipal resources if such an incident occurred (i.e., serve as incident commander).

For example, the Fire Chief would be designated Incident Commander for a conflagration, the Police Chief for a riot, the Water Department Director for a water supply contamination, and the director of the street department would command operations during a snowstorm.

- The position of Incident Commander could be assigned on a permanent basis to the director of a department, which has significant day-to-day emergency responsibilities; for example, the police or fire chief. In this case, the same Incident Commander would direct municipal resources in all types of disasters.
- The position of Incident Commander could be filled on a permanent basis by the Director of Public Safety, who has authority over the law enforcement, fire protection, and rescue medical services.
- The position of Incident Commander could be assumed by the Chief Administrative Officer, who has permanent authority over all municipal resources. (This concept may be impractical for large communities).

**Organizational Characteristic 4
Emergency Management
Procedures are as Close to
Routine Operational
Procedures as Possible**

Caution!

The Emergency Management Plan requires that personnel switch to special operating procedures during a disaster (under stress, people tend to revert to first learned behavior).

Description of Characteristic

The organization structure should provide for the integration of emergency preparedness functions into the day-to-day operations of the community. Emergency planning should be a part of routine activities and not something that is “taken off the shelf” when a disaster occurs. Furthermore, personnel in the organization should be generally acquainted with others with whom they will be working during a disaster.

Organizational Characteristic 4
Emergency Procedures =
Routine Procedures

Analysis Procedures

1. Identify major functions that are common to both routine and disaster situations.
For example: Fire suppression, crowd control, debris removal, traffic control, emergency medical services, protection of people and property, etc.

Organizational Characteristic 4
Emergency Procedures =
Routine Procedures

2. On this chart, compare the routine procedures for accomplishing each function used in disaster situations.

Function	Routine Procedure	Procedure in Disaster

Organizational Characteristic 4
Emergency Procedures =
Routine Procedures

3. Draw a line through those functions for which the routine and disaster procedures are essentially similar
4. For the remaining functions, do the two sets of procedures have to be different?
Yes ☐ No ☐
5. List those procedures which are candidates for revision:

- a) Routine Procedures Might Be Revised to Coincide with Disaster Procedures:

- b) Disaster Procedures Might Be Revised to Coincide with Routine Procedures:

Organizational Characteristic 4
Emergency Procedures =
Routine Procedures

Additional Thoughts

- ◆ Using similar procedures could:
 - save lives and reduce property damage (especially secondary effects),
 - reduce errors,
 - reduce training requirement, and
 - reduce the amount of resources required to perform a function.
- ◆ Personnel who will be performing disaster functions could be involved in the development of procedures and plans.

Organizational Characteristic 5
Good Interpersonal
Relationships

Caution!

Emergency management coordinator and key department heads (individually) have not spent more than five minutes in face-to-face conversation during the past year.

Description of Characteristic

The organizational structure should recognize the fact that the effectiveness of emergency management operations is dependent upon personalities and interpersonal interdepartmental relationships. These relationships may change as specific individuals are assigned into, and out of, the organization.

Organizational Characteristic 5
Good Interpersonal
Relationships

Analysis Procedures

1. Do rivalries or jealousies exist between, or among, key individuals and departments with the emergency management organization?

Yes ☐ No ☐

2. Identify staff members with leadership strengths who are not effectively used in the emergency management organization.

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

3. Which staff members are highly respected by other officials but are not now effectively utilized in the emergency management organizations?

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Organizational Characteristic 5
Good Interpersonal
Relationships

Additional Thoughts

- If personnel do not get along well on a daily basis, they may not be able to work together at all during a crisis – (cooperation under stress requires good day-to-day relationships).
- Emergency management personnel might want to use every excuse to meet with key municipal (and participating organizations) officials. For example, a new emergency management response kit could be transmitted via interoffice mail

Or

an appointment could be made with the Police Chief to deliver the kit, and provide an opportunity for establishing, or reinforcing, good working relationships.

- Maintaining good interpersonal relationships could frequent personal contact.
- Training exercises could facilitate the development of good interpersonal relationships.

Organizational Characteristic 6
Emergency Management
Planning = Ongoing Activity

Caution!

Emergency management planning is considered to be the responsibility of only the emergency management department of the community.

Description of Characteristic

The emergency management planning function should be established within the overall local government organization in such a way as to provide the status and authority necessary to obtain the attention, cooperation, and respect of other agency personnel. To the maximum extent possible, the planning function should be integrated into the daily operations of a local government; that is, organizational relationships should be established which require frequent contact between planning personnel and other government personnel.

**Organizational Characteristic 6
Emergency Management
Planning = Ongoing Activity**

Analysis Procedures

1. Sketch the current management planning (only) organizational structure in the space below.

2. Identify the person responsible for emergency planning:

And his/her immediate supervisor:

Organizational Characteristic 6
Emergency Management
Planning = Ongoing Activity

3. List the authorities and responsibilities of the person responsible for emergency planning.

Authorities	Responsibilities

4. Does he/she regularly attend department head or senior staff meetings?

Yes ☐ No ☐

5. How frequently and intensively does he/she work with other departments and community groups in performing the planning functions?

Daily ☐ Weekly ☐ Monthly ☐ Infrequently ☐ Never ☐

6. Are these contacts encouraged, welcomed, and returned?

Yes ☐ No ☐

**Organizational Characteristic 6
Emergency Management
Planning = Ongoing Activity**

7. Identify and list personnel assigned to emergency management planning:

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

8. Identify and list emergency management resource personnel provided by other departments of local government.

Name/Department	Approx. Number of Person-Hours

Organizational Characteristic 6
Emergency Management
Planning = Ongoing Activity

9. Identify and list any volunteers or personnel or participating organizations and the number of person-hours they contribute.

Name	Approx. Number of Person-Hours

10. Do individual departments prepare their own plans detailing responsibilities during disaster?

Yes ☐ No ☐

11. Are these plans interdepartmentally coordinated and critiqued?

Yes ☐ No ☐

12. Do the emergency management plans reflect the kinds of disasters to which your community is most prone?

Yes ☐ No ☐

13. Have goals and objectives for emergency management been adopted by the community?

Yes ☐ No ☐

Organizational Characteristic 6
Emergency Management
Planning = Ongoing Activity

a) If yes, list the key goals/objectives

14. Are the above resources (dollars, person-hours of labor, equipment, and facilities) sufficient to develop and implement a plan to meet these goals and objectives?

Yes ☐ No ☐

a) If “no,” list by program, activity, or objective the additional resources required.

Activity	Resources Required

Organizational Characteristic 6
Emergency Management
Planning = Ongoing Activity

15. What (if any) identifiable performance measures or indicators (other than objectives) are used to gauge success or failure of your emergency management program?

Organizational Characteristic 6
Emergency Management
Planning = Ongoing Activity

Additional Thoughts

- All participating organizations should be involved in the planning process.
- Disaster exercises should be held on a regular basis with participation by all involved organizations.
- Emergency management plans should be reviewed and updated on a regular basis.
- Frequently, emergency management plans are too lengthy and complex for general use.
- An emergency management plan could be composed of a series of “response kits” and “checklists” for specific positions within the organization.
- Responsibility for maintaining various lists within the plan (e.g., names and phone numbers) could be assigned to specific individuals.
- Examples of community goals and objectives include:

Goals:

- Alerting all residents of the community,
- Keep residents informed throughout the situation, and
- Assist residents in recovering from a disaster.

Objectives:

- Provide emergency power for all fueling stations,
- Implement a personnel identification and recognition system, and
- Provide key city officials with emergency radios.

Organizational Characteristic 7 All Hazard Approach

Caution!

Emergency management plan does not include consideration of hazardous materials spills resulting from accidents on the highway.

Description of Characteristic

A local government emergency management organizational structure (and detailed plans) should be designed to deal with the types of disasters that are most likely to occur (such as natural disasters and industrial accidents; not just foreign attack). This provides an emergency management capability which both meets anticipated needs and attracts strong participation and support from municipal employees and the general public.

Organizational Characteristic 7 All Hazard Approach

Analysis Procedures

1. Identify the potential hazards faced by the community – include natural (e.g., hurricane), man-made (e.g., severe power outage), and terrorist-related (e.g., biological hazard). Use lines 19-20 to indicate potential disasters not already listed which pose a hazard to your community.

	Likely	Possible	Unlikely	Unsure
1. Tornado				
2. Flood				
3. Hazardous Materials				
4. Civil Disorder				
5. Radiological Incident				
6. Major Fire (Incl. high rise)				
7. Major Power/Energy/Fuel Shortage or Outage				
8. Ice Storm/Snow Storm				
9. Fallen Aircraft				
10. Major Bomb Threat				
11. Terrorist Attack				
12. Water Supply Contamination				
13. Hurricane				
14. Tsunami (Tidal Wave)				
15. Earthquake				
16. Volcano				
17. Drought				
18. Biological Hazard				
19.				
20.				

2. List those incidents that are not covered by the current emergency management plan.

Organizational Characteristic 7 All Hazard Approach

Additional Thoughts

- Many emergency management functions are similar for all (or several) types of disasters (e.g. providing food).
- Personnel may find it difficult to support an emergency management plan if they do not think that the disasters covered by the plan will ever occur.
- The local government and its officials may be liable if the emergency management plan does not cover known hazards.
- In the final analysis, the plan should enable the community to respond to any type of disaster – at least to some degree.

Organizational Characteristic 8 Disaster Prevention and Mitigation

Caution!

Your jurisdiction has not systematically reviewed each potential type of disaster to determine what, if anything, can be done to prevent that type of disaster from occurring.

Description of Characteristic

Advance actions can be taken either to prevent the occurrence of an emergency situation, or to mitigate the consequences of a disaster should one occur. For example, strictly enforced controls on the transport of hazardous materials may prevent a disaster from occurring. An incentive program to discourage construction in a flood plain may not prevent a flood, but could minimize the consequences of the event.

Disaster prevention activities can also be conducted after a disaster has occurred; that is, prior to reconstruction. For example, houses might be reconstructed in a different area or incorporate storm-resistant features.

Organizational Characteristic 8 Disaster Prevention and Mitigation

Analysis Procedures

1. Examine the list of potential disasters to identify those that could be prevented, or the consequences reduced, through advance activity

For example, a hazardous material incident might be preventable, but not a hurricane. However, the consequences of a hurricane could be minimized through proper zoning and building codes. Use lines 19-20 to indicate potential disasters not already listed which pose a hazard to your community.

	Could be Prevented	Could be Mitigated	Prevention/Mitigation Currently Implemented
1. Tornado			
2. Flood			
3. Hazardous Materials			
4. Civil Disorder			
5. Radiological Incident			
6. Major Fire (Incl. high rise)			
7. Major Power/Energy/Fuel Shortage or Outage			
8. Ice Storm/Snow Storm			
9. Fallen Aircraft			
10. Major Bomb Threat			
11. Terrorist Attack			
12. Water Supply Contamination			
13. Hurricane			
14. Tsunami (Tidal Wave)			
15. Earthquake			
16. Volcano			
17. Drought			
18. Biological Hazard			
19.			
20.			

Organizational Characteristic 8 Disaster Prevention and Mitigation

2. Circle in red those incidents that have the potential for prevention and/or mitigation.
3. Identify those incidents for which prevention/mitigation actions have been taken, and designate on the chart.
4. List those incidents that have the potential for prevention/mitigation but for which prevention/mitigation actions have not been taken. Identify a general approach for prevention/mitigation along with the single individual best qualified to be responsible for accomplishing the prevention/mitigation effort.

Examples of general approaches include:

- No homes in flood plain,
- Special building codes,
- Restricted use of wood shingle roofs,
- Public education to foster a degree of self-reliance among citizens, and
- Measures to reduce secondary damage.

Incidents with Potential for Prevention/Mitigation	General Approach	Responsible Individual

Organizational Characteristic 8 Disaster Prevention and Mitigation

Additional Thoughts

- A risk assessment could be undertaken in your community. Municipalities and officials may be liable for damages if prevention/mitigation steps are not taken for known hazards.
- In general, an effective emergency management program mitigates the consequences of any type disaster; however, there may be other specific actions which can be taken for a particular type of incident.
- Occasionally, disaster prevention/mitigation actions are particularly unpopular (e.g., some people like to have wood roofs on their houses).
- In some cases, state and/or federal regulations may require that certain prevention/mitigation actions be taken.
- Hazard mitigation could be built into the planning and review of new transportation and industrial developments.

Organizational Characteristic 9 Motivation Provided for Involvement

Caution!

The last time a community volunteer organization assisted, it did not receive a public “thank you.”

Description of Characteristic

The organization should include motivation for participation in the emergency management program. Such motivation can apply to both individuals and organizations, and can consist of recognition, status, acknowledgement of capability, and the like.

Organizational Characteristic 9 Motivation Provided for Involvement

Analysis Procedures

1. Check the categories of individuals and organizations that are participating in the emergency management program. Use the blank spaces to list categories not already stated.

Municipal employees	
Employees of other municipalities	
Volunteer organizations	
For-profit companies	
Special interest groups	
Individual volunteers	

2. Review each category to determine what motivations (or incentives) currently exist to encourage active participation in all phases of emergency management (planning, training, response, recovery). For example:
 - Tax deduction/credits,
 - Additional compensation,
 - Recognition,
 - Feelings of usefulness, personal satisfaction,
 - Status,
 - Acknowledged capability,
 - Private use of municipal equipment during off hours,
 - Paid overtime,
 - Job requirement, and
 - Periodic exercise/training to provide for opportunities to serve in a non-emergency period.

Organizational Characteristic 9
Motivation Provided for
Involvement

3. List the categories (individuals/organizations) which could be participating more actively; then, identify candidate techniques for increasing motivation for enthusiastic participation.

Category

Technique

Organizational Characteristic 9
Motivation Provided for
Involvement

Additional Thoughts

- An emergency management assignment as a job requirement may not be sufficient to ensure active enthusiastic participation.
- Volunteer organizations may be especially sensitive to receiving (or not receiving) recognition.
- To ensure that municipal employees remain on duty, and work effectively, it may be necessary for the organization to provide special care (e.g. evacuation, shelter, etc.) for their families.
- Individual volunteers could be given special tax deductions or credits if they buy and maintain particular items of equipment (e.g., 4-wheel drive vehicles) needed for emergency management.
- Special items of emergency management equipment could be assigned to individual volunteers for their personal use provided that it is maintained and supplied for use during a disaster.
- Training helps to keep volunteer organizations involved in program, so that they may be motivated to serve in emergencies.

Organizational Characteristic 10 Citizen Involvement

Caution!

Residents generally ignore tests of the community's warning system.

Description of Characteristic

Residents of the community should be included in the emergency management program. In fact, they have a number of responsibilities, including:

- Recognizing alerting signals,
- Knowing what to do when an alert occurs,
- Knowing how to personally cope with minor injuries and damage, and
- Being generally prepared for possible disasters.

In addition, citizens may serve as volunteers in the emergency management effort – either directly with the local jurisdiction or indirectly through community volunteer organizations.

Organizational Characteristic 10 Citizen Involvement

Analysis Procedures

1. List the public education components of the emergency management program, and
 - a) Identify the person responsible for conducting each component,
 - b) List the frequency of delivery for each component (monthly, quarterly, semi-annually, annually, etc.), and
 - c) Estimate the percent of the community population that has completed each component.

Examples of public education components include:

- Public schools,
- Emergency management courses,
- Weather spotting,
- Recognizing alerting signals, and
- First aid, CPR, etc.

Component	Individual Responsible	Frequency of Delivery	Percent

Organizational Characteristic 10

Citizen Involvement

Additional Thoughts

- Residents may not be aware of the hazards that are responsible.
- Residents may have to be motivated to be concerned about disasters – especially if they have not been through one before.
- A strong public education program might reduce the resources that have to be budgeted for the emergency management program.
- Without proper education, residents might have false expectations concerning the services that can be delivered by the jurisdiction during a disaster.

**Organizational Characteristic 11
Strong Coordination Among
Participating Agencies**

Caution!

The emergency management plan does not specifically designate an individual to work with the local office of the Salvation Army.

Description of Characteristic

Emergency management is a community responsibility, not just a local government responsibility. It is necessary for the organizational structure to clearly identify those individuals (or organizations) which have the responsibility to coordinate (rather than command) resources that are outside the direct control of the unit of local government. These resources include other public and private organizations such as the American Red Cross.

Organizational Characteristic 11
Strong Coordination Among
Participating Agencies

Analysis Procedures

1. Identify the person who is responsible for ensuring that participating organizations are involved in all phases of emergency management.

No person is designated ☐

2. On the following chart:
 - a) List the public and private community organizations that currently have significant roles in the emergency management program (organizations that are frequently involved in emergency management have been listed – draw a line through each one which does not apply).
 - b) List the general functions of each organization. Examples of such responsibilities include:
 - Communications
 - Transportation
 - Providing general resources
(personnel, supplies and equipment)
 - Public information
 - Alerting special groups of residents (handicapped, etc.)
 - Providing and/or managing shelters
 - Providing clothing, infant needs, medicine etc.
 - Family unification
 - c) Identify the person responsible for coordinating with each organization listed on the chart. Leave this line blank if the current organization does not specifically identify an individual to perform this coordination.

Organizational Characteristic 11
Strong Coordination Among
Participating Agencies

Organization	Functions	Coordinator
School Districts		
Transit Districts		
County Agencies		
Hospitals		
Medical Associations		
Neighboring Governments		
Utilities		
Military Installations		
Home Services		
Organizations for those with Handicaps		

**Organizational Characteristic 11
Strong Coordination Among
Participating Agencies**

Organization	Functions	Coordinator
Community Organizations		
Associations of General Contractors Labor Organizations		
Insurance Organizations		
Legal Organizations		
Taxi and Bus Companies		
Humane Society Weather Service News Media		
Supplies		

**Organizational Characteristic 11
Strong Coordination Among
Participating Agencies**

3. Identify community organizations, corresponding functions and coordination personnel that should be within the organizational structure.

Organization	Function	Coordinator

Organizational Characteristic 11 Strong Coordination Among Participating Agencies

4. Were representatives of these organizations involved in the developing the emergency plan?

Yes ☐ No ☐

5. How frequently do the coordinators and representatives of these organizations meet to review procedures, update phone numbers, etc?

Quarterly ☐ Semiannually ☐ Annually ☐
Other ☐ Never ☐

6. Have personnel of participating organizations been issued identifications and recognition devices (e.g., name badges; arm bands; vests; etc.)?

Yes ☐ No ☐

7. Have prerequisites for participation by each organization been identified and satisfied? For example:

- Health permit for public feeding,
- “Canned” public instructions for use by news media, and
- mutual aid agreements

Yes ☐ No ☐

8. Identify prerequisites that are required

Organization	Prerequisite

Organizational Characteristic 11 Strong Coordination Among Participating Agencies

Additional Thoughts

- Community organizations generally have resources that are needed for disaster operations, and are usually anxious to use the resources during a disaster situation. Use of these resources saves the jurisdiction from having to provide (and pay for) the corresponding services.
- If community organizations are not officially included in the emergency management organizations, they could still operate during a disaster without coordination, but to the detriment of all parties.
- Community organizations frequently have political connections that could be used to criticize the emergency management program.
- Community organizations should be included in all phases of emergency management (planning, training, operations, and recovery) as appropriate.
- All emergency management functions should be reviewed to identify those that can be satisfactorily accomplished by participating organizations; and those that could benefit from assistance from such organizations.
- To ensure effective operations during a disaster, the local government should maintain frequent contact with participating organizations prior to the incident.

Organizational Characteristic 12 Public/Private Cooperation

Caution!

Private companies included in the disaster plan do not know of their planned involvement.

Description of Characteristic

The emergency management organizational structure should include the entire community, not just local government employees. Emergency management is a community responsibility and the corresponding organization and planning must include public and private organizations, adjacent jurisdictions, the county, the Salvation Army, associations for the handicapped, associations of insurance agents, etc. In addition, the organization should incorporate organizational resources and networks that already exist within the community; that is, organizations that are currently providing a given service (e.g., assisting the blind) in a disaster situation whenever appropriate. Use of these in-place networks provides three major benefits:

1. A unit of local government does not have to directly provide that service.
2. Cooperation from the public is maximized by utilizing familiar networks.
3. The more community organizations that are made a part of the emergency management organization, the greater will be the depth and breadth of support for the emergency management program in general.

Organizational Characteristic 12
Public/Private Cooperation

Analysis Procedures

1. List public and private community organization (or examples) that are involved in the emergency management program and identify the general role of each organization, for example, advisory, technical assistance, approval, decision making, provide service, provide resources. Include the person responsible for coordinating with each organization.

Organization	Role	Coordinator

2. Are organizations involved in all applicable aspects (planning, training, response and recovery)?

Yes ☐

No ☐

Unsure ☐

Organizational Characteristic 12
Public/Private Cooperation

3. Identify organizations that could, but are not, participating in the emergency management program.

4. Identify emergency management functions, now assigned to local government personnel, which could be accomplished by community organizations and identify candidate organizations(s) for assuming each function.

Function	Candidate Organization

5. Determine the general influence of community organizations (if any) in the emergency management decision-making process.

Organizational Characteristic 12
Public/Private Cooperation

6. Determine if organization involvement is

- A one-time event ☐
- Active and continual ☐

7. Is the involvement of community organizations welcomed, encouraged, and returned?

- By local government Yes ☐ No ☐ Unsure ☐
- By organization personnel Yes ☐ No ☐ Unsure ☐

Organizational Characteristic 12

Public/Private Cooperation

Additional Thoughts

- The local telephone company could incorporate a “citizen survival guide” in the phone directory.
- Local stores could print emergency management information on paper bags.
- Shopping centers could sponsor emergency management demonstrations in the parking lot.
- Public acknowledgement of contributions of community organizations may be necessary to ensure continued participation.
- Contingency contracts may be awarded to supplies for use in disaster situations.
- Business or industries with a training capability may be willing to provide services in the public interest.

Organizational Characteristic 13 Multiple Use of Resources

Caution!

The EOC is used only for disasters and occasional training.

Description of Characteristic

The organizational structure should promote the use of emergency management resources for routine government functions. For example, emergency management training resources could be used for general governmental employee training in cardio-pulmonary resuscitation (CPR)

Organizational Characteristic 13
Multiple Use of Resources

Analysis Procedures

1. Identify major emergency management facilities and items of equipment, (e.g., EOC, mobile command positions, 4-wheel drive vehicles) and indicate the non-emergency use of each item (check if not used for any other purpose than emergency management).

<u>Facilities/Equipment</u>	<u>Non-Disaster Use</u>	<u>Not Used</u>
_____	_____	<input type="checkbox"/>
_____	_____	<input type="checkbox"/>
_____	_____	<input type="checkbox"/>
_____	_____	<input type="checkbox"/>

2. List emergency management personnel and identify additional functions they perform (if any).

<u>Name (or position)</u>	<u>Non-Emergency Management Activity</u>	<u>None</u>
_____	_____	<input type="checkbox"/>
_____	_____	<input type="checkbox"/>
_____	_____	<input type="checkbox"/>
_____	_____	<input type="checkbox"/>

Organizational Characteristic 13
Multiple Use of Resources

3. If emergency management resources are not being used to fullest extent, identify potential areas for further utilization.

Organizational Characteristic 13

Multiple Use of Resources

Additional Thoughts

- The use of emergency management resources for day-to-day activities could increase the emergency management awareness of all personnel.
- The emergency management command post could consist of an integrated set of departmental command vehicles that are used for routine operations.
- The EOC could be used for day-to-day operations of departments that have communications/dispatch functions.
- Personnel will not be confused by unfamiliar emergency management facilities/equipment if they are used on a day-to-day basis.
- Facilities and equipment might be better maintained if used on a routine basis.
- Cost savings might be realized if duplicate facilities/equipment do not have to be purchased and maintained.

Organizational Characteristic 14
Public Information Function
Clearly Defined

Caution!

Role of news media in disaster situations is not specified in the emergency management plan.

Description of Characteristic

The organizational structure should include a designated public information function in order to provide disaster-related information to the general public and to coordinate with the news media. The disaster public information function should be the focal point for the release of all information concerning the disaster and should coordinate the activities of all other (i.e., non-disaster) public information functions. Ideally, the routine overall government public information function (if it exists) should be the same as the disaster public information function.

Organizational Characteristic 14
Public Information Function
Clearly Defined

Analysis Procedures

1. Summarize the official role of the news media in each aspect of emergency management.

Aspect	Official News Media Role	Not Involved
Planning	_____	<input type="checkbox"/>
Training	_____	<input type="checkbox"/>
Response	_____	<input type="checkbox"/>
Recovery	_____	<input type="checkbox"/>

2. Summarize the unofficial role of the news media.

Aspect	Unofficial News Media Role	Not Involved
Planning	_____	<input type="checkbox"/>
Training	_____	<input type="checkbox"/>
Response	_____	<input type="checkbox"/>
Recovery	_____	<input type="checkbox"/>

3. Examine your answers to the previous questions and identify any areas where additional participation by the news media would be beneficial.

Aspect	Unofficial	Official
Planning	_____	_____
Training	_____	_____
Response	_____	_____
Recovery	_____	_____

Organizational Characteristic 14
Public Information Function
Clearly Defined

4. Identify the person who is responsible for coordinating with the media during each aspect of emergency management.

Aspect	Coordinator
Planning	_____
Training	_____
Response	_____
Recovery	_____

5. Is all emergency-related information released or channeled through the designated coordinator?

Yes ☐ No ☐

6. Are elected official involved in the public information program?

Yes ☐ No ☐

7. Have the emergency management roles of each departmental public information officer been defined?

Yes ☐ No ☐

8. Specify how information is released and transferred to the media during each aspect of an emergency:

Aspect	General Procedure
Planning	_____
Training	_____
Response	_____
Recovery	_____

Organizational Characteristic 14
Public Information Function
Clearly Defined

9. Identify the facilities that have been designated for use by the news media during a disaster.

10. Summarize the process to be used to keep the public informed in the event that the news media are not operational (i.e., newspapers, and television stations are not operating.)

Organizational Characteristic 14
Public Information Function
Clearly Defined

Additional Thoughts

- The news media will be involved in a disaster situation – this involvement can be planned, coordinated, and cooperative, or not.
- Representative of the news media could be involved in the planning process; providing information (and commitments) on when and how the media can assist in the program.
- The news media could be involved in training classes and disaster exercises to practice the procedures to be used in an actual disaster.
- Pre-established, “canned” alerting and self-help messages could be developed in advance and given to the media for use in the event of a potential or actual disaster. These messages could be prepared in several languages and be printed or recorded on audio and/or videotape.
- Departmental Public Information Officers could serve as the staff for the emergency management PIO.

Organizational Characteristic 15
Ongoing Monitoring for
Potential Disasters

Caution!

Emergency management officials were surprised the last time the community experienced severe weather.

Description of Characteristic

The organizational structure should provide for an emergency management monitoring function staffed on a 24-hour basis. The purpose of this function is to monitor the development of potential disaster situations so that governmental employees, and the general public, can be placed on various stages of alert as appropriate. In addition, this function assists the community in rapidly establishing an accurate and complete understanding of the nature and magnitude of a particular situation.

Organizational Characteristic 15 Ongoing Monitoring

Analysis Procedures

1. Are weather and other indicators of potential emergencies continually monitored?

Yes ☐ No ☐

2. If yes, indicate on the following chart (a) which of the potential disaster types are currently monitored, (b) the person or org.responsible for the monitoring effort (e.g., the police department dispatcher, the sheriff's office, the emergency management dept., etc.) and (c) the general procedure for gathering, recording, and reporting information concerning the extent/magnitude and location of an actual or potential disaster situation. For example, National Weather Service monitor, direct line to utility, etc.

Type of Incident	Currently Maintained	Person/Org Responsible	Summarize Procedure
1. Tornado			
2. Flood			
3. Hazardous Matrls.			
4. Civil Disorder			
5. Radiological Incident			
6. Major Fire (Incl. high rise)			
7. Major Power/Energy/Fuel Shortage or Outage			
8. Ice/Snow Storm			
9. Fallen Aircraft			
10. Major Bomb Threat			
11. Terrorist Attack			
12. Water Supply Contamination			
13. Hurricane			
14. Tsunami (Tidal Wave)			
15. Earthquake			
16. Volcano			
17. Drought			
18. Biological Hazard			
19.			
20			

Organizational Characteristic 15 Ongoing Monitoring

3. Rate the confidence in the timeliness, accuracy and completeness of the information currently being provided among the following groups of individuals.

	Very High	High	Satisfactory	Low	Very Low
Local Government					
Officials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emergency Mgmt.					
Personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General City					
Employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Identify any incidents which:

- Have potential for occurring in the community,
- Can be monitored,
- Are not currently being adequately monitored.

Organizational Characteristic 15

Ongoing Monitoring

Additional Thoughts

- Bus drivers, police officers, public works employees, and other personnel with radio-equipped vehicles could be trained and used as observers, e.g., “weather spotters.”
- Monitoring could be accomplished by a neighboring community on a cooperative or contract basis.
- The jurisdiction may be unaware that neighboring communities depend on it for the monitoring function.
- Warning indicators may not exist for some types of disasters – a mid-air collision, for example.
- It is possible for individual departments of a local government to know of a disaster potential or actual disasters (fire and police departments, for example), without the jurisdiction as a whole being aware of the situation.

Organizational Characteristic 16 Internal Alerting Procedures

Caution!

Key emergency management officials learn of the disaster situation from a commercial radio news report.

Description of Characteristic

The emergency management organization should provide for the alerting of key officials and personnel in times of disaster, including during non-duty hours and when the public telephone system is not operational.

Organizational Characteristic 16 Internal Alerting Procedures

Analysis Procedures

1. Determine how key emergency personnel (in municipal and community organizations) would find out/be notified of a disaster, or potential disaster, situation.

	Procedure	Responsible Party
Elected Officials		
Chief Administrative Officer		
Incident Commander		
Emergency Management Department Personnel		
Key Emergency Management Personnel		

2. Is the notification network dependent upon the public telephone system?

Yes ☐ No ☐

3. Summarize procedures to be followed if a key individual is out of town.

Organizational Characteristic 16 Internal Alerting Procedures

Additional Thoughts

- There may be situations where notification through the news media will occur, or is the best course of action. For example, a terrorist reports a bomb threat to the media.
- It may be advantageous to provide key emergency personnel with cell phones or radio devices for alerting purposes.
- Internal alerting may include key personnel who are not municipal employees, but are key officials of community organizations.
- Testing your system regularly and conducting alerting exercises may heighten the awareness of key officials regarding local emergency management.

Organizational Characteristic 17
Ability to Alert the Public
Maximized

Caution!

Alerting messages
are given only in the
English language.

Description of Characteristic

A public alerting function should be included within a local government emergency management organizational structure. This alerting function should be operational for all types of natural and man-made disasters faced by a community. Furthermore, provisions should exist to alert all segments of the community, such as those with handicapped and non-English speaking residents.

Organizational Characteristic 17
Ability to Alert the Public
Maximized

Analysis Procedures

1. Identify the person (or position) responsible for alerting the general public concerning an actual or potential disaster situation.
2. Specify how the public would be alerted to disasters posing a threat to your community.

Technique	Disaster Types
News media	_____
Sirens	_____
Cable television network	_____
Public address-equipped vehicles	_____
House-to-house contact	_____
Special radio monitoring devices	_____
Emergency broadcast system	_____
Community organizations	_____

3. Identify how the following special groups of residents are alerted.

Group	Technique	No Special Provision
Blind	_____	_____
Hearing-impaired	_____	_____
With handicaps	_____	_____
Non-English speaking	_____	_____
Confined to bed	_____	_____
Care facility patients	_____	_____
Institutionalized	_____	_____
Dependent on life-support equipment	_____	_____
Others	_____	_____

Organizational Characteristic 17
Ability to Alert the Public
Maximized

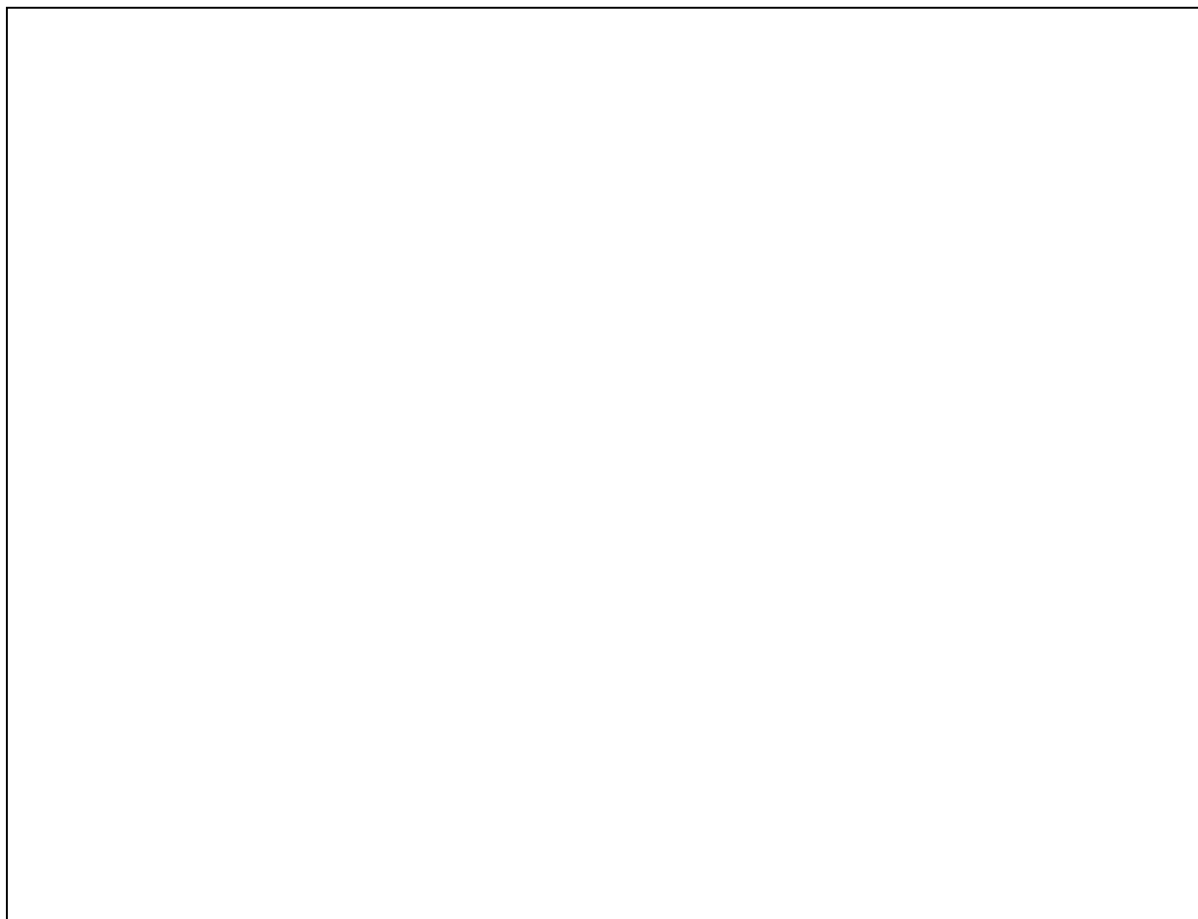
4. Has the role of the news media in alerting the public been coordinated with media representatives?

Yes ☐ No ☐

5. Identify the types of disasters for which “canned” public information packets have been prepared and given to the media

_____	_____	_____
_____	_____	_____
_____	_____	_____

6. If sirens are used for public alerting, sketch the community boundaries in the box that follows and place an “X” at the appropriate location of each siren.



Organizational Characteristic 17
Ability to Alert the Public
Maximized

7. Rate the capability of the sirens.

Adequate ☐ Inadequate ☐

8. How frequently is the alerting system tested?

Weekly ☐ Monthly ☐ Quarterly ☐ Semi-annually ☐

Annually ☐ Never ☐

a) Determine the percentage of the system that worked satisfactorily during the last test

_____ %

9. Has the general public been educated as to the meaning of alerting signals and corresponding actions to take?

Yes ☐ No ☐

10. Specify how often such education was accomplished within the past month _____, quarter _____, year _____, other _____.

11. How frequently do the public schools conduct disaster drills?

Weekly ☐ Monthly ☐ Quarterly ☐ Semi-annually ☐

Annually ☐ Never ☐

Organizational Characteristic 17
Ability to Alert the Public
Maximized

Additional Thoughts

- An alerting system is not adequate without a corresponding public education program.
- The local jurisdiction may not be aware of the fact that neighboring communities may depend upon your alerting system for notification of their residents.
- Use of a single alerting technique (e.g. sirens) may not be sufficient to reach all residents and may not be appropriate for all disasters.
- Responsibility for notifying special groups of residents may be assumed by community organizations (e.g., the association for the blind).

Organizational Characteristic 18
Active Intergovernmental
Coordination

Caution!

Surrounding
communities are
not mentioned in
the emergency
management plan.

Description of Characteristic

The emergency management organizational structure should be designed to effectively interface with neighboring communities and state and federal emergency management organizations.

Organizational Characteristic 18
Active Intergovernmental
Coordination

Analysis Procedures

1. Do formal and /or informal cooperative agreements (such as mutual aid) exist between your community and other units of government (municipal, county, state, Federal) for assistance?

Yes ☐ No ☐

2. If yes, list major cooperative agreements

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

3. Identify potential cooperative agreements that are needed but do not currently exist.

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

*e.g., written mutual aid, unwritten mutual aid, joint powers agreement, contract, etc.

Organizational Characteristic 18
Active Intergovernmental
Coordination

4. Does your community routinely alert neighboring communities concerning potential or actual disasters?

Yes ☐

No ☐

5. If yes, name the individual responsible for alerting neighboring communities about the danger.

-
6. Designate how the alerting is accomplished

Public telephone ☐

Direct telephone use ☐

Telephone link ☐

Computer link ☐

Radio telephone ☐

7. How does your community request assistance from other levels or units of government?

- a) Who has the authority to request such assistance?

- b) What medium is used for the request?

Oral ☐

Written ☐

Organizational Characteristic 18
Active Intergovernmental
Coordination

8. How does your community formally declare a “disaster” and request a corresponding declaration from the state and federal governments?

9. Who has the legal authority to make this declaration for your community?

Organizational Characteristic 18

Active Intergovernmental Coordination

Additional Thoughts

- Attempting to formalize informal mutual aid agreements might result in termination of the agreement.
- Sometimes the questions of liability must be resolved before cooperative agreements can be established.
- It is possible that an adjacent smaller community is dependent upon your jurisdiction for disaster monitoring and alerting – but your jurisdiction is not aware of this dependence.
- It is possible that your jurisdiction is not aware of the fact that the emergency management plan for an adjacent smaller community is to wait for help to arrive from your jurisdiction.
- Representatives of neighboring communities should be considered for participation in the development of the emergency management plan.
- Neighboring communities might also participate in disaster exercises.
- Your jurisdiction could perform the emergency management planning for neighboring communities on a contract basis.
- In general, assistance cannot be obtained from higher levels of government until all local resources are committed.

Organizational Characteristic 19
Ability to Maintain
Comprehensive Records
During a Disaster

Caution!

Your organization
does not maintain the
information needed
to defend itself in a
disaster-related
lawsuit.

Description of Characteristic

The organizational structure should provide for the collecting and recording of disaster-related information, including financial data on governmental expenditures. Information should be maintained in accordance with state and Federal requirements in case an official “disaster” is declared.

Organizational Characteristic 19
Ability to Maintain
Comprehensive Records

Analysis Procedures

1. Have information requirements been established for the following purposes?

- | | | | | |
|--|-----|--------------------------|----|--------------------------|
| a) General emergency management operations | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| b) Preparation of public information notices | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| c) Justification of requests for declaration of disaster | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| d) Justification of requests for state/federal reimbursement | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| e) Accountability of personal action | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| f) Defense in a disaster-related lawsuit | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| g) Prepare a listing of the situation | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |

2. Identify information requirement not currently being met.

3. Have procedures been developed and implemented to capture and record the necessary information?

Yes ☐ No ☐

4. Identify the person(s) or position(s) responsible for obtaining and recording necessary information.

Information	Responsible for Obtaining	Responsible for Recording
<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>

Organizational Characteristic 19
Ability to Maintain
Comprehensive Records

Additional Thoughts

- Request for reimbursement may be denied if the damage and/or costs or repair are not fully documented.
- It may be advantageous to designate one individual to be responsible for acquiring (from other emergency management personnel) and recording all disaster information.

Organizational Characteristic 20
Eligibility for State and
Federal Subsidies

Caution!

Local government
has few personal
contacts with state
and federal emer-
gency management
officials.

Description of Characteristic

A community that is seeking state or Federal subsidies for emergency management operations should consider corresponding applicable requirements related to its organizational structure.

Organizational Characteristic 20
Eligibility for Subsidies
Considered

Analysis Procedure

1. Identify the person (or position) who has the authority (an responsibility) to apply for state/federal subsidies.

2. Have specific procedures been developed to obtain the information needed to support a request, and properly submit a claim?

Yes ☐ No ☐

3. Do these procedures meet applicable state and Federal requirements?

Yes ☐ No ☐ Unsure ☐

4. List additional actions that need to be taken to ensure the jurisdiction receives all allowable funds.

Organizational Characteristic 20
Eligibility for Subsidies
Considered

Additional Thoughts

- Receipt of funds may be dependent upon following specified procedures and supplying adequate data.
- It may be advantageous for key officials (e.g., mayor, supervisor, members of council, and manager) to be generally aware of the requirements for receiving reimbursement.

Action Planning Worksheet

Tasks	What Needs to be Done	Who Has Responsibility	Organizational Strengths/Weaknesses	How Task will be Performed	Steps You Will Take