

# ***If Disaster Strikes Today***

**A GOVERNOR'S PRIMER ON ALL-HAZARDS EMERGENCY MANAGEMENT**

## ***Are You Ready to Lead?***



**National Emergency Management Association**





### ***Acknowledgements***

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# ***If Disaster Strikes Today Are You Ready to Lead?***

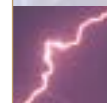
*The protection and safety of citizens is one of the most critical responsibilities of a governor. Disasters and emergencies do not respect transition periods for new administrations. Terrorists strike when we least expect it.*

***Don't be caught unprepared for the next emergency in your state!***

## **Critical Action Items for New Governors:**

- Meet with the state emergency management director as soon as possible;
- Request a briefing regarding current perceived public safety threats in your state;
- Evaluate the status of the state emergency management program;
- Know your role in your state's emergency management program and structure, the process for declaring a state of emergency, and requesting a presidential disaster declaration;
- Familiarize yourself with the governor's emergency authorities;
- Visit the state emergency operations center and see firsthand how the response to a disaster is managed;
- Request an in-depth briefing on the disaster response expectations of citizens and state and local officials; and
- Consider utilizing the criteria for appointing a state emergency management director that is available from the National Emergency Management Association, National Governors' Association and the Federal Emergency Management Agency. Knowledge and experience count!

*As a newly elected governor, will you be prepared to lead your state government in response to any of these events during your first days in office? Do you know your state's capabilities to respond? Are you prepared to communicate crisis information without raising public fear? If disaster strikes today, are you ready to lead?*



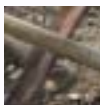
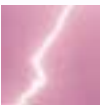
## **Potential Threats to the State**

- Natural Disasters
- Man-made & Technological Disasters
- Domestic Terrorism
- Bioterrorism
- Agricultural Terrorism
- International Terrorism/Border & Port Security
- Cyber Attack
- Foreign Animal Disease, West Nile Virus, etc.
- Civil Unrest

# Are You Ready?

## Introduction

*This primer on all-hazards emergency management is intended to highlight for new governors, and their staff, the importance of maintaining a viable emergency management program. It will also provide an overview of the roles and responsibilities of the state emergency management agency and the resources and capabilities that exist to maintain a coordinated, statewide, emergency preparedness, response and recovery system.*



**T**raditionally, new governors look to their colleagues or former governors for advice in the early days of their administration. Based upon their own experiences, the advice given by many governors will be to schedule a briefing with the state emergency management director as soon as possible after taking office to ensure that the state has a viable emergency preparedness, response and recovery program in place. "It is important for the Governor and all key staff members to know their emergency management personnel, have confidence in their abilities and build a strong working relationship with them," said Montana Gov. Judy Martz when asked what counsel she would give a new governor.



***Iowa Gov. Tom Vilsack helps fill sandbags to protect against rising floodwaters.***

Governors have learned that a disaster can strike anywhere at any time, and that the public's expectation is that government should be prepared to respond quickly and provide all assistance necessary to help them recover. During and following a disaster or emergency, a governor will be called upon to make difficult and oftentimes controversial decisions in order to save lives and protect property. During and after a disaster or emergency a governor has extraordinary powers. These typically include the authority to activate the National Guard, order evacuations, access emergency resources, including emergency funding, seize property and suspend state laws and regula-

tions. Effective emergency management efforts coupled with judicious use of these authorities enhance the public's perception of the governor and his emergency management program. A slow or mismanaged disaster response can turn the tide of public opinion even before the floodwaters recede.



## **All-Hazards Emergency Management**

The mission of emergency management agencies today is much broader than the mission given the predecessor “civil defense” agencies of the 1950s and ‘60s. Today emergency management agencies respond to almost all disasters and emergencies that may occur. These include natural disasters such as flooding, fires, wind, earthquakes, and disease, as well as man-made and “homeland security” type incidents. In addition, the emergency management agency becomes involved in activities such as planning for school safety, providing interagency coordination for large-scale public events like the Olympic games, and lending planning assistance and resource support to law enforcement agencies for events such as the International Monetary Fund and World Bank meetings.

An all-hazards approach to emergency management ensures effective and consistent response to any disaster or emergency that threatens the citizens and communities of a state. The foundation of the all-hazards approach is the concept of Comprehensive Emergency Management (CEM). The four phases of CEM are: mitigation/prevention, preparedness, response and recovery.



Photo courtesy of FEMA

Within a state an effective emergency management program requires coordination among all state departments and agencies and local government. State emergency management agencies regularly plan and coordinate with local governments, and state agencies responsible for transportation, environmental protection, natural resources, agriculture, fire fighting/safety, health and human services, law enforcement, education and others with roles in disaster preparedness, response and recovery.

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*Flooded home in  
Olivehurst, California.*



Photo courtesy of FEMA

*In the aftermath of a  
disaster, the emergency  
management agency  
administers the provision  
of disaster relief in  
cooperation with local  
governments, the federal  
government and  
volunteer agencies.*

State emergency management agencies also coordinate with volunteer organizations including the American Red Cross and the Salvation Army to ensure that these organizations are included in and familiar with the state emergency operations plan. Interface with the private sector is also a critical function of emergency management. This ensures that the business community is engaged in disaster mitigation and planning to protect its facilities, critical infrastructure and employees. It is essential that government and the private sector work together to assist businesses in recovering as quickly as possible following a disaster to ensure rapid restoration of essential services and economic stability in a community.

### ***Role of the State Emergency Management Agency***

The state emergency management agency is responsible for developing emergency operations plans and procedures for all disasters and emergencies, training personnel, and conducting drills and exercises with local governments, other state agencies, volunteer agencies, and the federal government. The emergency management agency is also responsible for coordinating and facilitating the provision of resources and supplemental assistance to local governments when events exceed their capabilities. In the aftermath of a disaster or emergency the emergency management agency administers the provision of disaster relief in cooperation with local governments, the federal government and volunteer agencies.

Following a disaster, the emergency management agency is responsible for coordinating public education, information and warning, damage assessment, resource management and logistics, facilitating mutual aid, sheltering and mass care, transportation and evacuation, incident management, and emergency operations center management.



Photo courtesy of FEMA

## ***Crisis Communications***

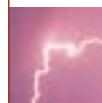
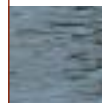
Your state emergency management agency can also assist with crisis communications. It is critical that state government be able to promptly and accurately inform the public and the media about the seriousness of the event and that their governor is fully informed and directing the response with every available state government resource. Effective crisis communications is essential in assuring the public that state government is organized and reacting quickly to respond to and recover from the event. Emergency management can assist the governor's press secretary and communications staff in coordinating crisis communications.

One of the most recent and best examples of effective crisis communications was demonstrated during the coal mine workers rescue operation at the Quecreek Mine in Pennsylvania. Former Gov. Mark Schweiker kept the media informed on a round-the-clock basis with detailed and specific information on the status of the rescue. He provided factual information without extensive speculation, answered all media questions as openly and honestly as possible, and, perhaps most importantly, he projected a calmness that resonated with rescuers, victim's families, and the public.

The value of effective crisis communications cannot be underestimated. The state emergency management agency can support this effort. Your emergency management agency's public information officer, your planning and preparedness staffs, your operations personnel and your staff in the governor's office should develop not only plans and procedures but also a rapport that enables such effective communication.



*Pa. Gov. Mark Schweiker receives an update on the coal mine workers rescue effort.*



## ***A System You Can Count On***

The existing emergency management system provides the organizational structure that is critical to any state or local government's ability to prepare for, respond to and recover from disasters and emergencies, including homeland security threats.

*The state emergency management agency provides critical support to the governor by:*

- Developing and maintaining emergency operations plans and statewide strategies and evaluating them regularly through exercises;
- Maintaining an integrated statewide emergency response structure;
- Assessing the resources and capabilities of the state;
- Conducting hazard and vulnerability assessments and devising appropriate plans and strategies;
- Leveraging state and federal resources to build an enhanced statewide response capability for all hazards;
- Serving as the coordinator and facilitator for all state resources and assistance to local government;
- Serving as the Governor's Authorized Representative during the disaster recovery effort by coordinating federal aid and assistance to impacted citizens and jurisdictions; and
- Administering the federal and state funded disaster recovery and mitigation programs that provide funds to lessen the impact of future disasters.



*La. Gov. Mike Foster receives briefings on Hurricane Lili from the state emergency operations center.*





*The state emergency management agency also supports local & tribal governments by:*

- Providing direct support to local emergency management programs as requested;
- Facilitating the acquisition of state and federal resources to support local emergency management programs;
- Facilitating regional planning and the establishment of local mutual aid agreements for resource sharing and capability enhancement;
- Providing technical assistance and support for implementation of state and federal disaster assistance programs; and
- Administering federal emergency preparedness grant programs and other specialized grant programs.

The emergency management agency may not be the lead agency for every type of event that may occur in your state. For example, the department of agriculture may be the lead agency for animal health emergency preparedness. The public health agency may coordinate the response to infectious disease outbreaks. The natural resources agency may be responsible for water safety. However, the emergency management agency provides operational, logistical and resource support for these agencies and others for all disasters or emergencies within the state, whatever the type. The emergency management system is designed to ensure an effective response by state government as a whole.

### ***Homeland Security and the All-Hazards Approach***

The attacks on the World Trade Center and the Pentagon increased public awareness of the potential for domestic terrorism incidents and hastened preparedness efforts by all levels of government. The challenge facing all states is to integrate homeland security planning and response activities into their existing emergency management and response systems.

Prior to the tragedies of September 11, 2001 many states had taken steps to prepare for domestic terrorism. Terrorism preparedness was being incorporated into state emergency operations plans; threat, risk and needs assessments were completed to identify resource requirements; emergency exercises were conducted; interagency task forces and committees were established to develop and implement strategic plans; and equipment and training were being provided for first responders.



*Some states have  
developed specific  
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Homeland security presents several unique challenges for emergency management. These include the need for information sharing and increased coordination among law enforcement, emergency management, public health and the medical community; preserving evidence and investigating the criminal aspect of terrorism while simulta-

neously saving lives and restoring essential services; and the need for specialized training and equipment to respond to events involving weapons of mass destruction and the possibility of mass casualties caused by a weapons of mass destruction event.



At least twenty-three states have integrated terrorism into an all-hazards emergency operations plan. Others have developed a terrorism annex to their all-hazards plan. Some states have developed specific response plans that augment their emergency operations plan and provide support in response to a

terrorist attack. Examples of those plans include hazardous materials plans, critical target protection plans, emergency animal response plans, major aircraft crash plans and regional emergency radiological response plans. Most of these more hazard-specific plans were in place prior to September 11, 2001, and have since been reviewed or will undergo review. All-hazards emergency management plans assure the most effective and consistent response to all disasters or emergencies, including homeland security.



## ***Interagency Coordination***

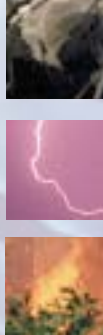
The relationship between emergency management and public health has been strengthened significantly since the two disciplines and law enforcement joined together during the 2001 anthrax attacks to respond to threats and hoaxes, to issue guidelines and procedures for suspicious mail, to provide ongoing information to the general public and to review and revise state plans and capabilities to deal with bioterrorism. State public health and emergency management agencies are coordinating planning efforts through the Centers for Disease Control bioterrorism preparedness grant program. Support is also being provided to private hospitals and medical facilities to deal with biological or chemical attacks. As emergency management agencies review and update their emergency plans and statewide strategies, they will ensure public health is appropriately addressed.

The relationship between emergency management and law enforcement agencies has also been strengthened as information sharing about potential threats has increased and improved. State emergency management officials need access to intelligence information on a compartmentalized, need-to-know basis. This will ensure a quick response should an event occur. The ability to anticipate and prepare for a potential event is a critical component of emergency management. To allow greater information sharing, the federal government is issuing security clearances to state emergency management officials. This will facilitate the day-to-day working relationship between law enforcement and emergency management. When a catastrophic event does occur the relationships will have been established, information sharing protocols will be in place, and roles and responsibilities will have been defined and understood.

State emergency management agencies have their own expertise to share with public health and law enforcement. In order to respond to frequent and multiple disasters occurring anytime and anywhere in the state, it is important that all state agencies operate within a clear and consistent organizational structure. The agencies must work together effectively to protect lives, property and the environment during disasters. The use of a standardized incident command/management system facilitates the setting of priorities, interagency cooperation, and the efficient flow of resources and information. Emergency management is well versed in use of the

***Mont. Gov. Judy Martz  
addresses National Guard  
troops before deployment  
for the 2000 wildfires.***





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incident command system and can help integrate public health and law enforcement into the state's designated incident management system. Joint training and exercises facilitated through the state emergency management agency can assist in this effort.

### ***Think Regionally***

State emergency management agencies provide expertise in regional planning and the use of mutual aid to enhance overall emergency preparedness, response and recovery capabilities. The key to regional planning and mutual aid is placing specialized assets, equipment and overall response capabilities to provide maximum accessibility to all local governments within that region at the time they are needed. Most states do not have the resources or the need to build a similar, complete response capability in every community, and the risks vary around every state. For example, a community located along an earthquake fault line has a greater need for search and rescue capabilities than other parts of the state.



A community located adjacent to a shoreline may require water rescue capabilities while inland communities do not. The emergency management agency conducts regional planning on a regular basis, assesses the response needs and capabilities of each region of the state and directs available resources to build and maintain the

appropriate capabilities statewide. Regional planning includes outreach to bordering states that may share similar threats. Interstate mutual aid is a key component to building a state regional response capability and is addressed later in this Primer.



## Lessons Learned

Incorporating homeland security into all-hazards emergency management allows years of experience and lessons learned from past disasters to be applied to domestic terrorism events. Emergency management agencies have developed expertise in mitigating disasters, planning, training, exercising, using standardized incident management systems, and implementing mutual aid to prepare for, respond to and recover from disasters. This same emergency management infrastructure, expertise and organizational structure is easily applied to any disaster or emergency, including an incident of terrorism. The successes noted by state and local governments in the response to the September 11 terrorist attacks were attributed mainly to their experience with natural disasters and their familiarity with the existing emergency response system.

The state of North Dakota has experienced some of the nation's worst flood disasters. "Our emergency management system had proven itself even before September 11. In 1997 a devastating spring flood with recovery costs well over a billion dollars, untold loss of productivity and enormous human hardship struck Grand Forks," Gov. Hoeven recalls. "Our emergency management division was on the spot, facilitating critical support to local agencies and comfort to those affected." Natural disasters and acts of terrorism both take their toll on the safety and well being of private citizens and communities. Governors can be assured their emergency management agency will do whatever is required to assist citizens during their time of need.

Current fiscal conditions in most states require the leveraging of resources to achieve maximum results. The federal government is providing significant funding for homeland security in the areas of planning, training, exercises and equipment acquisition. States should take a strategic approach to leveraging all available funds – federal, state and local - to achieve an enhanced overall capability to respond to any catastrophic event, not just terrorism. An integrated, all-hazards approach provides the best available protection for communities, citizens and responders – regardless of the threat.



**N.D. Gov. John Hoeven:**  
*"The only predictable feature of a disaster is that it will be unpredictable."*



**N.Y. Gov. George Pataki visits the site of a non-terrorism related airplane crash.**

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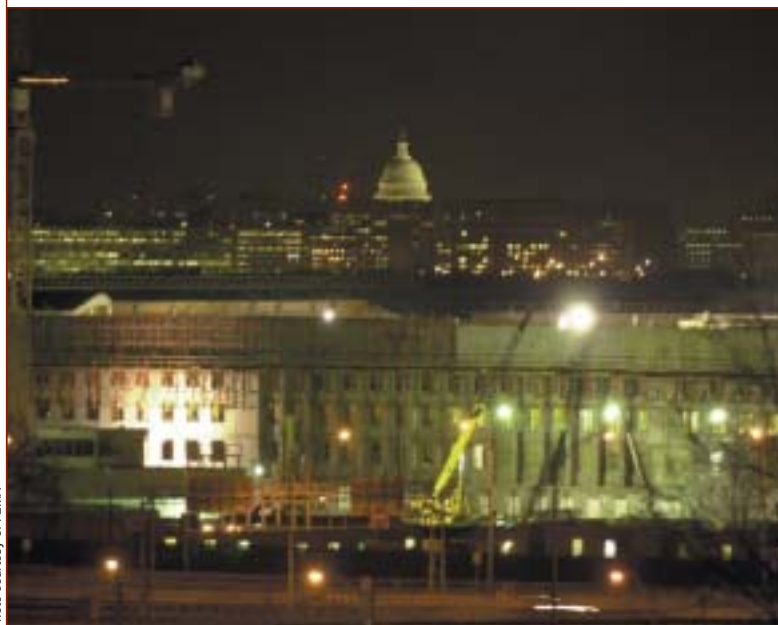
## ***The Price of Preparedness***

Funding for emergency management programs has not kept pace with new missions. Federal funds for basic preparedness activities have been stagnant for the last decade. As states struggle to balance their budgets, emergency management programs have rarely been the recipients of additional resources despite the increased national focus on public safety and growing public expectations. In fiscal year 2003, agency budgets ranged from \$459,000 to \$637 million, including disaster appropriations. The national average was \$52.6 million – less than one percent of total state government budgets. These budgets support an average of 62 full-time employees. Staffing levels in individual agencies range from 13 to 512 full-time employees (see Table 1 State Emergency Management: Agency Structure, Budget and Staffing).

Most new federal funds are being directed specifically toward homeland security activities while ignoring the needs of basic public safety systems. The nation's emergency management and response system can support homeland security efforts, but must be made more robust and then maintained over the long-term. States need the flexibility to direct funds where they are needed most - whether it be to develop a specialized response capability to deal with particular threats or to enhance overall emergency preparedness within the state.

*A night time view of the Pentagon building shows the progress made in the reconstruction of the area damaged by the terrorist attack on the Pentagon on September 11, 2001.*

Photo courtesy of FEMA



## ***Saving for a Rainy Day***

No state is immune to disaster. Therefore, governors, state legislators and budget officials must find ways to enhance and pay for mitigation, preparedness, response, and recovery efforts. Even those events that receive a presidential disaster declaration, which triggers federal assistance, require a cost-share by the state, sometimes totaling millions of dollars. Governors and their states have devised several strategies to pay for disasters. Most states appropriate funds immediately following a disaster. Twenty-three states have a separate disaster fund, although many of these funds have been used to balance budget deficits over the past year. Other states have established a trust fund based on revenue received from specified sources, such as a tax on insurance policies (see Table 2 State Disaster Funding Sources).



Photo courtesy of FEMA



***Ohio Gov. Bob Taft talks with the media after a tornado struck Xenia.***

While federal disaster assistance can be available for large-scale disasters and emergencies, most events never receive a presidential disaster declaration and must be handled by state and local government. To ensure that sufficient resources are available to assist local jurisdictions and disaster victims, at least 14 states have established their own disaster-assistance programs. The programs vary in terms of eligibility requirements, local government contributions, scope and level of assistance. Each is tailored to meet the specific needs of the state.

Ohio Gov. Bob Taft found the need to establish such a program in his state. “I soon discovered that when I declared an emergency, but the event did not qualify for a disaster declaration from the President, the state of Ohio could not offer assistance beyond that of volunteer agencies.” Ohio has since implemented a limited individual assistance program to offer critical recovery assistance to disaster victims.

Having a state-funded disaster recovery program in place allows the governor to provide assistance that will help individuals and families repair damaged homes, small businesses to reopen their doors and government to provide for its citizens during times of crisis.

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resources they need to  
resources  
handle a given situation.*

*Va. Gov. Mark Warner (middle)  
prepares to board a state  
helicopter to assess disaster  
damage. Virginia has an  
effective statewide mutual aid  
system in place.*



## **States Helping States**

The sharing of resources and assistance through mutual aid is an excellent way to enhance a state's overall emergency response capability. The Emergency Management Assistance Compact (EMAC) is a national interstate mutual aid agreement that allows states to share resources during times of disaster. EMAC has been in existence since 1992. To date, 47 states, 2 territories and the District of Columbia are signatories to EMAC. Membership requires that the compact legislation be enacted by the state legislature and signed into law by the governor. It is a legally binding agreement that addresses the critical issues of liability, worker's compensation coverage, and reimbursement of expenses.



EMAC is a proven national system for mutual aid and has been utilized in some of the nation's largest disasters including the September 11 terrorist attack on the World Trade Center. Members base the success of EMAC on a common approach to mutual aid. Training is required for state personnel with designated EMAC responsibilities, standardized response protocols are utilized, activations for large scale disasters are reviewed on a regular basis to identify lessons learned, and refinements are made to the EMAC mutual aid system as needed.

For those states that are not members of EMAC, the exchange of mutual aid can be accomplished in governor-to-governor agreements at the time of the disaster. Many states are also members of regional compacts that provide for interstate assistance.



In addition, there is a national movement underway to implement intrastate mutual aid agreements whereby all local jurisdictions would have established agreements to provide resources and assistance in time of need. Intrastate mutual aid agreements may be a future prerequisite for eligibility to receive federal homeland security funding. An intrastate mutual aid system can help with decision-making and resource allocation when considering equipment acquisition through the President's First Responder Grant Program. Not every community requires the same type of equipment or response capability, but each should have access to whatever resources they need to handle a given situation. Having formal mutual aid agreements in place prior to a disaster ensures a quicker and more efficient response. When implementing local mutual aid agreements it is a good idea to link to the state's EMAC agreement to ensure resources can be shared between jurisdictions and across state lines as defined in state statute, and that standardized protocols are in place.



*A hurricane approaches and south Florida nursing home patients are evacuated with the help of the North Carolina Air Guard.*



*Hurricane Andrew, FL, August 24, 1992 – Many houses, businesses and personal effects suffered extensive damage from one of the most destructive hurricanes ever recorded in America. One million people were evacuated and 54 died in this hurricane.*

Photo courtesy of FEMA

*Through NEMA, state  
emergency management  
agencies have the  
opportunity to provide input  
on the development and  
implementation of national  
emergency management  
and homeland security  
policy  
policy and programs.  
programs*

## **NEMA As A Resource**

The National Emergency Management Association (NEMA) is the professional association of and for state emergency management directors.

NEMA's mission is to:

- Provide national leadership and expertise in comprehensive emergency management.
- Serve as a vital emergency management information and assistance resource.
- Advance continuous improvement in emergency management through strategic partnerships, innovative programs, and collaborative policy positions.

NEMA's membership also includes state emergency management staff, federal agencies, national non-profit organizations, local government entities, the private sector and concerned individuals.

State emergency management directors and their agencies receive services and support from NEMA such as:

- Regular reports on national legislation, policy and program developments impacting emergency management;
- National conferences and other forums for advancing the issues of comprehensive emergency management programs;
- Liaison with the Administration, Congress and the federal government on emergency management issues;
- Networking and information exchange between states on common issues and best practices;
- Administration of the Emergency Management Assistance Compact;
- Professional development and training opportunities; and
- Technical assistance on state specific issues or initiatives.

NEMA is an affiliate organization of The Council of State Governments (CSG), a national nonprofit organization whose membership includes state executive, legislative and judicial branch officials. NEMA also works closely with the National Governors' Association on national emergency management policy positions as well as other organizations representing state and local government. Most state emergency management directors are appointed directly by the governor. NEMA recognizes the importance of coordination with NGA and collaborates regularly on emergency management and homeland security issues.

In addition to emergency managers, other state officials and organizations such as adjutants general, attorneys general, public safety directors, health directors and state legislators partner with NEMA on a variety of issues of mutual interest.

NEMA also works closely with the Department of Homeland Security and federal agencies such as the Federal Emergency Management Agency, U.S. Department of Justice, U.S. Department of Defense, U.S. Department of Transportation and others with emergency management programs and responsibilities. Through NEMA, state emergency management agencies have the opportunity to provide input on the development and implementation of national emergency management and homeland security policy and programs.

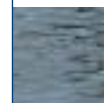
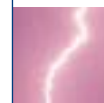
Governors may consider NEMA as a resource for their staff on national legislation and emergency management policy, state trends in disaster preparedness, agency organizational structures, budget and staffing data, homeland security, and much more. A new resource for states is the Center for State Homeland Security. Established by NEMA, the Adjutants General Association of the United States, CSG and Mitretek, the Center exists to help state and local governments to evaluate, plan, implement and coordinate emergency management improvements and simultaneously meet the homeland security needs across the country.

The Emergency Management Accreditation Program (EMAP) is a voluntary accreditation process for state and local emergency management programs. EMAP was developed collaboratively by a group of national organizations led by NEMA, the International Association of Emergency Managers (IAEM), FEMA, NGA, National Conference of State Legislatures, the U.S. Department of Justice Office of Justice Programs (OJP), U.S. Department of Transportation (USDOT), individual states, and others. EMAP offers states a mechanism for building capabilities and improving accountability in emergency management at the state and local levels. To learn more about EMAP go to [www.emaponline.org](http://www.emaponline.org).

*This small fishing community was hard hit by a seven foot tidal surge that accompanied Hurricane Lili.*



Photo courtesy of FEMA





*Even after flood waters recede, large chunks of ice still litter the lawns of homes in Cleveland, IL, one of three small communities that had to be evacuated when a seven-mile ice jam formed on the Rock River in early March 2001*

## ***NEMA Resources on All-Hazards Emergency Management***

National Emergency Management Association

*White Paper on Domestic Preparedness*

Lexington, KY, 2001.

National Emergency Management Association

*States' Principles for a National Domestic Preparedness Strategy*

Lexington, KY, 2000.

National Emergency Management Association

*State Director Handbook*

Lexington, KY, 2001.

National Emergency Management Association

*State Emergency Management Funding and Structures Report*

Lexington, KY, 2001.

National Emergency Management Association and The Council of State Governments

*State Organizational Structures for Homeland Security*

Lexington, KY, 2002.

National Emergency Management Association

*Trends in State Terrorism Preparedness*

Lexington, KY, 2001.

National Emergency Management Association

*Emergency Management Assistance Compact Guidebook and Standard Operating Protocols*

Lexington, KY, 2002.

The Council of State Governments

*The Book of the States, Volume 34*

Lexington, KY, 2001.

*"The States United,"* State Government News (October 2001).

Sydney J. Freedberg, Jr. "No Disaster This Compact Can't Handle"

*National Journal*, Washington, DC April 6, 2002 Number 14.

Additional resources are available through the NEMA web site at [www.nemaweb.org](http://www.nemaweb.org).



Table 1

# **State Emergency Management: Agency Structure, Budget and Staffing**

<i>State or other jurisdiction</i>	<i>Position appointed</i>	<i>Appointed/ selected by</i>	<i>Reports to</i>	<i>Organizational structure</i>	<i>Agency budget FY 2003* (dollars in thousands)</i>	<i>Full-time employee positions</i>
Alabama .....	★	G	G	Governor's Office	\$67,957	41
Alaska.....	★	G	ADJ	Military Department	\$6,500	45
Arizona.....	★	ADJ	ADJ	Military Affairs	\$5,500	43
Arkansas.....	★	G	G	Governor's Office	\$173,000	77
California.....	★	G	G	Governor's Office	\$637,088	512
Colorado .....	...	CS	ED	Department of Local Affairs	\$7,665	23
Connecticut .....	★	G	ADJ	Military Department	3,301	31
Delaware .....	★	SPS	SPS	Department of Public Safety	3,700	32
Florida .....	★	G	GO	Department of Community Affairs	279,117	116
Georgia .....	★	G	G	Governor's Office	7,100	100
Hawaii .....	★	ADJ	ADJ	Department of Defense	1,500	25
Idaho .....	...	ADJ	ADJ	Military Division	2,423	21
Illinois .....	★	G	G	Governor's Office	12,546	76
Indiana.....	★	G	G	Governor's Office	1,337	46
Iowa .....	★	G	DPD	Department of Public Defense	3,700	51
Kansas .....	★	ADJ	ADJ	Adjutant General	5,837	22
Kentucky .....	★	G	ADJ	Adjutant General	11,500	80
Louisiana .....	★	G	G	Governor's Office	200,000	36
Maine.....	★	ADJ	ADJ	Adjutant General	1,000	18
Maryland .....	★	ADJ	ADJ	Adjutant General	1,887	39
Massachusetts.....	★	G	SPS	Office of Public Safety	31,852	75
Michigan .....	...	CS	DSP	Department of State Police	14,400	49
Minnesota .....	★	CPS	CPS	Department of Public Safety	60,000	57
Mississippi .....	★	G	G	Governor's Office	95,872	60
Missouri.....	★	ADJ	ADJ	Department of Public Safety	6,600	70
Montana.....	...	ADJ	ADJ	Adjutant General	1,890	21
Nebraska.....	★	ADJ	ADJ/G	Military Department	2,900	27
Nevada.....	★	G	G	Department of Public Safety	2,500	18
New Hampshire.....	★	G	G	Governor's Office	5,500	46
New Jersey .....	★	SPS	SPS	Department of Law & Public Safety	9,909	54
New Mexico.....	★	G	G	Department of Public Safety	12,542	27
New York .....	★	G	G	Adjutant General	36,786	113
North Carolina.....	★	CC/SPS	SPS	Crime Control & Public Safety	10,400	150
North Dakota.....	★	ADJ	ADJ	Adjutant General	459	20
Ohio.....	★	G	DPS	Department of Public Safety	35,568	96
Oklahoma .....	★	G	G	Governor's Office	445,000	32
Oregon.....	★	G	G	Governor's Office	87,000	32
Pennsylvania.....	★	G	G	Governor's Office	75,516	167
Rhode Island .....	★	ADJ	ADJ	Military Department	1,300	16
South Carolina.....	★	ADJ	ADJ	Adjutant General	2,045	46
South Dakota.....	★	ADJ	ADJ	Adjutant General	1,900	19
Tennessee .....	★	G	ADJ	Adjutant General	20,000	96
Texas .....	★	CA	CA	Department of Public Safety	3,500	74
Utah.....	★	CPS	CPS	Department of Public Safety	11,000	45
Vermont .....	★	CPS	CPS	Department of Public Safety	3,400	13
Virginia .....	★	G	SPS	Department of Public Safety	8,271	78
Washington .....	★	G	ADJ	Adjutant General	80,703	75
West Virginia .....	★	G	SPS	Military Affairs/ Public Safety	108,698	28
Wisconsin .....	★	G	ADJ	Adjutant General	19,000	46
Wyoming .....	...	ADJ	ADJ	Adjutant General	1,100	24
District of Columbia .....	★	M	DM	Department of Public Safety	2,800	39
Puerto Rico .....	★	G	G	Governor's Office	7,100	0
U.S. Virgin Islands.....	★	G	ADJ	Adjutant General	1,034	22

Source: The National Emergency Management Association, February 2003.

Note: \*These figures include disaster appropriations.

Key:

★ - Yes

... - No

G - Governor

GO - Governor's Office

ADJ - Adjutant General

M - Mayor

DM - Deputy Mayor

SPS - Public Safety Secretary

SCA - Secretary of Community Affairs

CPS - Commissioner of Public Safety

CA - Chief of Administration

CS - Civil Service

CC - Crime Control/Public Safety Secretary

DPD - Director of Department of Public Defense

DPS - Director of Public Safety

DSP - Director of State Police

ED - Executive Director of Local Affairs

Table 2  
**State Disaster Funding Sources**

<i>State</i>	<i>Legislative appropriation (a)</i>	<i>Separate fund (b)</i>	<i>Trust fund (c)</i>	<i>Multiple funds</i>	<i>Other (d)</i>
Alabama .....	★	...	...	...	...
Alaska .....	★	★	...	★	...
Arizona .....	...	★	...	...	...
Arkansas .....	★	★	★	...	...
California .....	★	...	...	...	...
Colorado .....	★	★	...	★	...
Connecticut .....	★	...	...	...	...
Delaware .....	★	...	...	...	★
Florida .....	★	...	★	★	...
Georgia .....	★	...	...	...	★
Hawaii .....	★	★	...	...	...
Idaho .....	★	★	...	...	...
Illinois .....	...	★	...	...	...
Indiana .....	...	...	...	...	★
Iowa .....	...	...	...	★	...
Kansas .....	★	...	...	...	★
Kentucky .....	★	...	...	...	...
Louisiana .....	★	...	...	...	...
Maine .....	★	...	...	...	...
Maryland .....	★	...	...	...	...
Massachusetts .....	★	...	...	...	...
Michigan .....	★	...	...	...	...
Minnesota .....	★	...	...	...	...
Mississippi .....	...	★	...	...	...
Missouri .....	★	...	...	...	...
Montana .....	...	★	...	...	...
Nebraska .....	...	★	...	...	...
Nevada .....	★	...	...	★	...
New Hampshire .....	★	★	...	...	★
New Jersey .....	★	★	...	...	...
New Mexico .....	...	...	...	...	★
New York .....	★	...	...	...	...
North Carolina .....	★	...	...	...	★
North Dakota .....	★	...	...	★	★
Ohio .....	...	★	...	...	...
Oklahoma .....	...	...	...	...	★
Oregon .....	★	...	...	...	★
Pennsylvania .....	★	★	...	...	...
Rhode Island .....	...	...	...	...	★
South Carolina .....	★	...	...	...	...
South Dakota .....	...	★	...	...	★
Tennessee .....	...	★	...	...	...
Texas .....	...	★	...	★	...
Utah .....	★	★	...	...	★
Vermont .....	...	★	...	...	...
Virginia .....	★	...	...	...	...
Washington .....	...	★	...	...	...
West Virginia .....	...	★	...	...	...
Wisconsin .....	...	...	...	★	...
Wyoming .....	...	★	...	...	...

Source: The National Emergency Management Association, February 2003.

Key:

★ - Yes

... - No

(a) Legislative appropriation: Funds are appropriated by the legislature for specific incidents after each major disaster occurs.

(b) Separate fund: A separate disaster fund exists and funds are appropriated as needed to maintain adequate funding at all times.

(c) Disaster trust fund: A disaster trust fund exists in which revenues from specified sources are deposited and used as needed for a specific purpose. Examples include a tax on insurance policies or a certain percentage of tax receipts.

(d) Other: More than one fund exists and money is obligated from each fund depending upon the type of disaster or situation that has occurred.



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