



Federal Emergency Management Agency

PARTNERSHIPS IN PREPAREDNESS

A Compendium of
Exemplary Practices in
Emergency Management

Volume IV

January 2000

Foreword

This *Compendium of Exemplary Practices in Emergency Management, Volume IV*, is a product of the emergency management community working in partnership in service to the public. It is the result of FEMA's continuing outreach initiative to identify the innovative ideas, emergency management talent, and abundant resources that exist throughout the country.

What is an exemplary practice? In the judgment of the emergency management partners who reviewed all entries for this edition, it is any idea, project, program, technique, or method in emergency management that has worked in one place and may be worthy of adopting elsewhere. This *Compendium* describes public- and private-sector emergency management practices that include unique coordination among organizations, volunteer projects, resource sharing, and other innovative approaches to emergency management.

In addition to describing the practices selected, the *Compendium* refers readers to knowledgeable individuals for further information. This book is not only being published in this printed format but is also available on the Internet at FEMA's World Wide Web site.

In keeping with FEMA's goals of building a strong and effective emergency management system, the search for exemplary practices is continuing. Instructions and a form for submitting additional innovative ideas can be found at the end of this volume, and we urge you to share your exemplary practices.

Sincerely,



James Lee Witt
Director
Federal Emergency Management Agency



Kay C. Goss
Associate Director for Preparedness
Federal Emergency Management Agency

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Emergency Management
Volume IV**



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January 2000

James Lee Witt
Director
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Kay C. Goss
Associate Director
Federal Emergency Management Agency
for the Preparedness Directorate

Acknowledgments

Many people contributed to this fourth edition of the *Compendium*. Their contributions include the critical executive support needed to make this initiative a reality: the memoranda, letters, and communications on the Internet encouraging nominations from throughout the emergency management community and the administrative tasks and correspondence involved in the nominations of exemplary practices in emergency management.

Under the policy guidance of Kay C. Goss, FEMA's Associate Director for Preparedness, *Partnerships in Preparedness* was implemented in the Preparedness Outreach Division under the direction of Thomas R. McQuillan. The project officer during the development of this fourth edition was Maria A. Younker.

However, the many ideas, suggestions, and encouraging words of support received from people throughout the public and private sectors of the emergency management community have given the effort vitality. All of the individual State, Tribal, and local emergency managers whose support and nominations are a part of this edition are acknowledged as contact people in the body of the *Compendium*.

The *Compendium* is an example of interagency cooperation between FEMA and the U.S. Department of Justice's National Institute of Justice (NIJ). NIJ's assistance was instrumental in establishing and applying a model of information sharing among local, State, and Federal agencies.

The individuals listed below played direct roles in developing this edition. We wish to thank everyone associated with launching this initiative and helping it grow.

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Introduction

Dear Partners:

When dealing with disasters, we can accomplish more together as a group than as individuals. Natural disasters permeate every corner of our communities. No individual, business, or organization is left untouched. For this reason, communities need to work together to become better prepared. They need to take action before the next earthquake, flood, hurricane, wildfire, or hazardous materials incident occurs.

Since 1995 the Preparedness Directorate has been producing *A Compendium of Exemplary Practices in Emergency Management*. The objective of FEMA's *Compendium* is to share information regarding innovative emergency management programs that have worked well so that these programs can be adopted elsewhere. By disseminating information on exemplary practices that have worked, communities can better prepare themselves to respond to the diversity of natural or man-caused disasters.

This volume contains various exemplary practices detailing how some communities have built partnerships and implemented innovative programs to address specific areas of emergency management. It is FEMA's goal that the methods and principles contained in this *Compendium* be applied in any community across the country to help build a safer and stronger America. By sharing your creative and innovative programs for dissemination through this *Compendium* to the emergency management community, we can create a network of "Partners in Preparedness."

As we create this network, it is important to remember that all individuals have a vital role in protecting our communities from the effects of disasters. It has become evident by our Nation's real-world events that emergency management preparedness is necessary at all age levels of our society. Integrating emergency management awareness education in our school curriculum promotes the development of an effective, comprehensive emergency management infrastructure. We have included in this volume of the *Compendium* several exemplary practices that are geared toward school-age youth in their primary and secondary years of study.

Project Impact is FEMA's initiative to help communities build capabilities to reduce the effects of disasters. The efforts undertaken by the Project Impact Communities are commendable and I am pleased that several of these communities are recognized in this volume of the *Compendium*.

Also, this year I am pleased to recognize that the *Compendium* includes an exemplary practice from one of our Tribal Government partners, the Prairie Island Indian Community. I have placed this exemplary practice first in the "Exemplary Practices in Emergency Management" section to recognize the unique relationship between Native American Tribal Governments and the United States Government. I hope to expand the *Compendium* to include a section for Tribal Governments in future volumes.

A panel of our partners from the public and private emergency management community reviewed all of the practices included in this volume; the practices have been certified as accurate by the submitters. FEMA is not responsible for misinformation.

All four volumes of the *Compendium* are also published on the Internet at www.fema.gov/library/lib07.htm.

The organization of this document responds to FEMA's goal to inform all interested individuals of innovative and promising approaches to emergency management. The sections are organized alphabetically by the State from which the exemplary practice was nominated. Under each State listing, the programs are organized alphabetically by project name. Each program listing provides data in the following categories: name of the program, contact person's name, address, e-mail address where available, phone, and fax numbers; program type; population targeted by the program; program setting; startup date; description of the program; evaluation information; annual

budget; sources of funding; and in some cases, additional sources for information. The categories are highlighted to help the reader peruse each listing for specific data. For example, check the Program Type description to get a quick overview of the program's purpose. Read the Program Description to learn more about the program's goals and operations. Check the Evaluation Information for indicators of its success.

Four indexes enable the readers to locate key information:

- **Contact.** The names of the program contacts are listed in alphabetical order to enable the reader to easily identify the individuals to write to or call for further information.
- **Title.** The program titles are listed in alphabetical order.
- **Subject.** Most programs have been indexed to more than a single subject heading. Subject headings include aspects such as the type of problem being addressed by the program (e.g., earthquakes, hurricanes), the program type (e.g., damage assessment), and solutions to problems (e.g., evacuation routes, emergency response teams).
- **Location.** This index enhances the Table of Contents by indicating the cities and counties within a State covered by the program. If a program is multistate, that information is listed first under the name of each involved State. If the program is operating throughout a single State, that information is provided next.

I hope that this *Compendium* is effective in helping you to take a step toward building a safer and stronger emergency management community in your neighborhood. With your dedication and involvement, we can work to prepare ourselves for tomorrow and build a more disaster-resistant America today.

I urge you to share your exemplary practices! We look forward to hearing from you.

Sincerely,



Kay C. Goss
Associate Director for Preparedness

Exemplary Practices in Emergency Management



Prairie Island Fire Engine Deployment

Contact:

Heather Westra
Emergency Planner
Prairie Island Indian
Community
5636 Sturgeon Lake Road
Welch, MN 55089
Tel: 651-385-2554, ext. 4285
Fax: 651-385-4110

Program Type:

Fire prevention.

Target Population:

Approximately 150 residents of the Prairie Island Indian Community and visitors to the Treasure Island Resort and Casino.

Setting:

Communitywide.

Project Startup Date:

1999.

Program Description:

The community is located on an island in the Mississippi River and is accessible by only one paved road, bisected by a railroad line. A train derailment or other road closure would result in the community's becoming isolated from fire protection by the Red Wing Fire Department, which is located approximately 13 miles away.

To prepare for such an emergency, the community has obtained a surplus fire engine and is training volunteers to respond. Community members are being trained as volunteer firefighters and they have been taught how to deploy the vehicle in the event of an emergency, which results in increased response capability and community involvement.

The fire engine was obtained by using U.S. Government surplus procedures. It is also available for use by the Red Wing Fire Department on request.

Evaluation Information:

The Red Wing Fire Department has expressed gratitude for the additional equipment and assistance.

Annual Budget:

Estimated at less than \$2,000.

Sources of Funding:

This program is funded through Prairie Island Indian Community revenue.

Black Pond Slough Detention Facility

Contact:

Terry Gray
Arkansas Office of Emergency
Services
P.O. Box 758
Conway, AR 72033
Tel: 501-730-9798
Fax: 501-730-9853
E-mail: terry.gray@
adem.state.ar.us

Program Type:

Flood mitigation.

Target Population:

Residents of the city of
McGehee.

Setting:

Residential area east of and
adjacent to Black Pond Slough.

Project Startup Date:

November 1995.

Program Description:

McGehee residents living east of and adjacent to Black Pond Slough had experienced flooding numerous times in the previous 10 years, with approximately 25 houses incurring damages in excess of \$1.1 million, or an annual average of \$150,000. Following severe flooding and designation of the neighborhood as a Federal and State disaster area on January 27, 1994, the city of McGehee surveyed local residents about flood damage and came up with a plan to mitigate future damage.

The city built a 17-acre detention basin to the west of the affected subdivision, as well as a containment levee on the east side of Black Pond Slough and the north side of the detention basin. Storm water flows into the detention basin and remains there until water in Black Pond Slough recedes. At that point, a storm water pump with the capacity to empty the 5-foot deep basin in 48 hours discharges water back into the slough. The system also reduces flood-water infiltration into the McGehee sewer system and damage to city streets.

The facility was completed in October 1998 and received its first test in January 1999 when 8.3 inches of rain fell in McGehee over a 3-day span. No homes were flooded and the detention facility averted an estimated \$200,000 in damages.

Arkansas is currently helping North Little Rock and Helena to construct similar facilities.

Annual Budget:

\$1,000 for maintenance.

Sources of Funding:

FEMA provided 75 percent (\$436,500) of needed funds, with State and local agencies contributing the remaining 25 percent (\$72,500 each).

Clay County Earthquake Preparedness and Mitigation Program

Contact:

Judge Gary Howell
151 South Second Avenue
Piggott, AR 72454
Tel: 870-598-2667
Fax: 870-598-5592

Program Type:

Earthquake mitigation.

Target Population:

Residents of Clay County, Arkansas.

Setting:

Countywide.

Project Startup Date:

September 1997.

Program Description:

The Clay County Disaster Resistant Community Council, a voluntary organization, uses its members' networking skills to promote earthquake preparedness and mitigation in an area that lies atop the New Madrid fault. More than 4,000 minor earthquakes, most too small to be felt, have been detected in the area since monitoring instruments were installed in 1974. Chances of an earthquake registering 6.0 or greater on the Richter scale occurring before 2000 have been estimated at 50 percent, and before 2040 at 90 percent.

Council members focus their efforts on meeting goals of safety and earthquake preparedness for schools, hospitals, and businesses, and citizen awareness and education. Toward those ends, the council has leveraged more than \$3 million in grants and completed the following projects:

- Installed earthquake-sensitive gas valves in all county school buildings.
- Completed a seismic engineering survey for the Piggott and Central Clay County school districts.
- Approved seismic retrofits for those two school districts.
- Completed applications for seismic retrofit grants for Corning School District and Piggott Hospital.
- Developed a Clay County Hazard Assessment and Hazard Mitigation Plan.

Evaluation Information

FEMA has named Clay County and its three largest cities—Corning, Piggott, and Rector—a Project Impact community. Only one city or county in each State receives this designation, which means FEMA provides technical assistance and support.

Annual Budget:

None given.

Sources of Funding:

FEMA grants have provided the majority of project funding. The council is seeking other funding sources, including a 12.5-percent local match.

Los Angeles Unified School District Earthquake and Safe Schools Training

Contact:

Dan Austin
Chief of Staff/ Assistant
Superintendent
Los Angeles Unified School
District
450 North Grand Avenue
Los Angeles, CA 90012
Tel: 213-625-6251
Fax: 213-485-0321
E-mail: mwong01@
lausd.k12.ca.us

Program Type:

Training.

Target Population:

Los Angeles Unified School
District staff.

Setting:

Throughout the school district.

Project Startup Date:

1995.

Program Description:

During two Shake Days held in November and April each year, every school in the Los Angeles Unified School District responds to a scenario involving a 6.0-magnitude earthquake that result in injuries, death, chemical spills, and other hazards. Students participate in drills, while school system employees enact their roles as members of teams for first aid, search and rescue, student assembly, fire suppression, security, and other tasks. All schools in the system maintain 72-hour supplies of food and water and a large cargo container filled with earthquake preparedness supplies, including search and rescue and first aid kits. These enactments allow school system employees to exercise the annual training they receive on rapid, effective response in the aftermath of a major earthquake or other disaster.

The training program is held each year in 27 locations convenient to the system's clusters of schools, and includes the use of updated training manuals and videos. In addition to the annual training, staff also hold a monthly discussion on a specific safety preparedness topic as part of faculty meetings.

Staff have not yet had to use the training in the aftermath of an actual earthquake, but several schools have had occasion to apply the training to other emergency situations, including school lockdowns following bank robbery attempts in which gunfire had crossed campuses.

School districts across the Nation have requested materials and assistance to use in modifying this training, which prepares all adult employees to protect and shelter students in the event of a major disaster. The training was developed by the school district's Office of the Superintendent, Office of Emergency Services, and Professional Development Collaborative/Office of Instructional Services. It also included contributions by the offices of Environmental Health and Safety, Maintenance and Operations, Communications, and School Mental Health, as well as the State of California Division of the State Architect. The content and procedural model of the training was based on earthquake preparedness training from the National Emergency Training Center in Emmitsburg, Maryland.

Evaluation Information:

After receiving training, 95 percent of participants evaluated the program as "excellent."

Annual Budget:

\$1.2 million.

Sources of Funding:

School district operating budget.

Montecito Emergency Response and Recovery Action Group (MERRAG)

Contact:

Herb McElwee
Chief
Montecito Fire Protection
District
595 San Ysidro Road
Santa Barbara, CA 93108
Tel: 805-969-7762
Fax: 805-969-3598
E-mail: gsimmons@
montecitofire.com

Program Type:

Mutual self-help organization.

Target Population:

In addition to the 13,000 residents of Montecito, a seasonal tourist and student population.

Setting:

Montecito.

Project Startup Date:

1987.

Program Description:

MERRAG uses the resources of its members and the community at large for cooperative community disaster recovery response within the critical first 72 hours. Initially formed by the Montecito Fire, Water, and Sanitary Districts, the group has since expanded to take in large private institutions, homeowners' associations, and individuals as members.

MERRAG's goals are to:

- Support the Fire District in its response to life-threatening situations.
- Coordinate support activities with outside emergency services agencies.
- Muster and organize local resources.
- Maintain a reliable communication system.
- Train District staff and community volunteers in disaster preparedness and recovery.
- Minimize property damage.
- Provide assistance in qualifying for disaster relief funds.

The group demonstrated its ability to meet these goals during the 1997 and 1998 El Niño floods, which caused damage throughout the community. MERRAG provided such services as traffic control where trees were downed and preparation and delivery of sandbags to homes threatened by flooding. MERRAG also offers ongoing training through monthly meetings and special training events.

The group became incorporated as a private nonprofit corporation in 1993, receiving a charitable designation from California and a 501(c)(3) designation from the Internal Revenue Service. This allows MERRAG to solicit tax-deductible donations, which have been used to purchase equipment and other resources.

Evaluation Information:

MERRAG was honored by the Montecito Association for its efforts during the 1997 and 1998 El Niño floods. Project Impact coordinators approached MERRAG and invited the organization to become a partner in Project Impact. The organization was asked to partner as an example of how a community can coordinate together to prepare for and recover from disasters.

Annual Budget:

\$2,000 for supplies.

Sources of Funding:

Institutions, homeowners' associations, and individuals pay membership fees to cover the annual budget. Donations cover additional expenses.

Public Education and Professional Outreach Programs for Disaster Preparedness

Contact:

Russell C. Coile
Disaster Coordinator/Emergency Program Manager
Pacific Grove Fire Department
600 Pine Avenue
Pacific Grove, CA 93950-3317
Tel: 831-648-3110
Fax: 831-648-3107
E-mail: russell@coile.com

Program Type:

Public education and professional outreach.

Target Population:

Residents of Pacific Grove.

Setting:

Citywide.

Project Startup Date:

1990.

Program Description:

The Pacific Grove Fire Department has developed comprehensive programs for educating local residents about disaster preparedness, including specific programs that focus on earthquakes, fire safety, other natural disasters, and oil spills.

Through its materials and presentations, the department promotes 72-hour self-sufficiency for local residents by encouraging them to keep supplies of medicine, food, drinking water, flashlights, and other essentials on hand. Another program, "Oil Spill!", is a four-act dramatization of the incident command system and how it operates during a spill incident. The fire department uses a portable two-story model house built to scale for a 6-year-old child to teach local kindergarten students about earthquake and fire safety. It also offers a 6-week training program for adult Volunteers in Preparedness (VIPs), the local community emergency response teams.

In the past 10 years, numerous presentations have been given to such groups as the Lions, Kiwanis, and Rotary clubs; the Pacific Grove Chamber of Commerce; the Pacific Grove School District; retirement communities and senior centers; homeowners' associations; the Boy Scouts; and the police department's Citizens' Police Academy.

Evaluation Information:

The fire department's emergency program manager has presented papers on programs at conferences given by various State, national, and international professional societies.

Annual Budget:

\$2,000 for disaster preparedness literature.

Sources of Funding:

Pacific Grove funds the ongoing program through its annual budget. The model house was built using a FEMA grant at a cost of \$42,000.

School-Based Disaster Mental Health Services for Children in the Laguna Beach Firestorm

Contact:

Merritt D. Schreiber, Ph.D.
Clinical Psychologist
Children and Youth Mental
Health Services
Orange County Health Care
Agency
3115 Redhill Avenue
Costa Mesa, CA 92626
Tel: 949-499-5346
Fax: 714-850-8492
E-mail: chipzhz@aol.com

Program Type:

Crisis counseling.

Target Population:

Children and adolescents
exposed to the Laguna Beach
firestorm and their families.

Setting:

All schools in Laguna Beach.

Project Startup Date:

October 1993.

Program Description:

On October 27, 1993, Santa Ana winds in excess of 45 miles per hour fanned an arson-induced fire into a firestorm that caused the evacuation of the entire city of Laguna Beach. The fire, which burned 16,682 acres, destroyed 366 homes while damaging 84 more. Residents were unable to return to their homes for 3 days, and schools were closed for an additional 5 days.

The Laguna Beach United School District asked Children and Youth Mental Health Services of Orange County to develop continuing mental health services to help children and adolescents cope with post-traumatic stress in the aftermath of the firestorm. These youth had to cope with events that included seeing flames and burning homes; being evacuated from schools and homes; being separated from parents for periods ranging up to 18 hours; trying to save parents, homes, neighbors, and pets; inability to return home to rescue pets or retrieve belongings; and losing their own homes or knowing someone who lost their home.

Using a collaborative school-based model, a partnership that included schools, the Orange County Health Agency, and private corporations provided services to parents and children at each school that included crisis assessment; individual, family, parent, group, and school counseling services; bilingual services; and specialized outreach to minority populations. Between October 27, 1993, and March 30, 1995, services were provided to approximately 500 children.

Annual Budget:

None given.

Sources of Funding:

FEMA and the Emergency Services Disaster Relief Branch at the U.S. Department of Health and Human Services, Center for Mental Health Services.

Adopt a House

Contact:

Ronald J. Ruback
Hazard Mitigation Coordinator
City of Deerfield Beach
150 Northeast Second Avenue
Deerfield Beach, FL 33441
Tel: 954-480-4249
Fax: 954-422-5812
E-mail: rruback@
deerfieldbch.com

Program Type:

Home renovation.

Target Population:

Low-income senior citizens.

Setting:

Deerfield Beach.

Project Startup Date:

1998.

Program Description:

The Adopt a House program provides storm shutters for the homes of low-income senior citizens. Local businesses adopt houses and pay for the shutters, which are installed by local high school students (who earn credit toward community service activity requirements) and employees of the businesses. These companies also provide drink and food for the volunteer workers.

To date, seven houses and one daycare center have received shutters under the program. Shutters for the first group of homes were installed during spring break 1998 and donated by the local Home Depot; the donation included one set that did not fit any of the qualifying homes, but did fit a nearby daycare center. When Home Depot stopped carrying the shutters, the city of Deerfield Beach began recruiting among local businesses for donations of additional shutters to continue the program.

Evaluation Information:

The entire hazard mitigation program of the city of Deerfield Beach recently received the Florida Emergency Managers Award for preparedness. Adopt a House has received positive publicity in the local media.

Annual Budget:

None given.

Sources of Funding:

Shutters will continue to be donated by local businesses.

Public/Private Emergency Management Communication Partnerships

Contact:

David Byron
 Director
 Community Information
 County of Volusia
 123 West Indiana Avenue
 DeLand, FL 32720
 Tel: 904-822-5062
 Fax: 904-822-5072
 E-mail: dbyron@co.volusia.fl.us

Program Type:

Public/private partnerships for crisis communication.

Target Population:

Residents of, and visitors to, Volusia County and surrounding areas.

Setting:

Volusia County Emergency Operations Center; local television and radio stations.

Project Startup Date:

1996.

Program Description:

Volusia County formed partnerships with WCEU, the local public broadcasting station, and Black Crow Broadcasting, the largest radio group in the area, to ensure that residents and visitors will have a dedicated information source before, during, and after a disaster.

The contract with WCEU makes the PBS station the Official Emergency Public Information Station and dedicates the resources of the station in the event of a widespread community disaster. Time and type of broadcasts vary according to need, and may include detailed maps of flood zones, tornado strikes, or other information. The two partners also split the \$10,406.50 cost of PictureTel LiveWare, a full-color, full-motion, simultaneous live video and audio communication software package that can be used to provide live updates from the County's Emergency Operations Center (EOC) on WCEU.

The agreement with Black Crow Broadcasting allows the company's four radio stations to call themselves the Official Emergency Public Information Stations of Volusia County. This enables Volusia County to provide immediate crisis communications to the area, while Black Crow Broadcasting has the only media person with permanent access to the EOC.

The overall effectiveness of Volusia County's public information during the wildfires of June and July 1998 is directly related to these public/private partnerships. It proved to be an effective low-cost way to give Emergency Management personnel an additional outlet for communicating with the public. Through online communication, WCEU has shared this agreement with other PBS stations, and two of these stations have formed similar partnerships in their communities.

Evaluation Information:

Volusia County Community Information received the 1998 Media Award from the Florida Emergency Preparedness Association for showing foresight in the advancement of public awareness and planning and response to wildfires. WCEU and Black Crow Broadcasting both received positive feedback from the public.

Annual Budget:

\$10,000.

Sources of Funding:

This is a line item in the county's Emergency Management budget, which is funded by local property tax revenue.

Community Disaster Information Web Page

Contact:

Holly E. Smith
Community Information
Specialist
Volusia County Community
Information
123 West Indiana Avenue
DeLand, FL 32720
Tel: 904-822-5062
Fax: 904-822-5072
E-mail: hsmith@co.volusia.fl.us.

Program Type:

World Wide Web site.

Target Population:

Citizens of Volusia County and nearby areas, and members of the media worldwide.

Setting:

The Internet.

Project Startup Date:

1998.

Program Description:

Volusia County uses its World Wide Web site to provide local residents who have Internet access with up-to-date evacuation, shelter, road closing, and other preparedness information during times of crisis. New organizations worldwide—as well as local residents who are temporarily out of the area or family members of local residents—also have direct access to timely information.

During the wildfires of June and July 1998—which burned 140,000 acres of land and threatened 29,000 residences—the site recorded 4.4 million hits and received 1,000 e-mails in 20 days. Peak usage took place on July 2, when 894,107 hits by 19,929 users were documented. The site's administrator, from a location inside the County Emergency Operations Center, posted up-to-the-minute information that included news releases, situation reports, maps, evacuation routes, and road openings and closings. County public information officers referred out-of-area media to <http://volusia.org>, which gave them more time to focus on the needs of local residents and local media.

Evaluation Information:

The Web site received the Savvy Award from the City, County, Communication and Marketing Association for best technical services and the 1998 Media Award from the Florida Emergency Preparedness Association for showing foresight in the advancement of public awareness and planning and response to wildfires. The National Association of County Information Officers has awarded the Web site a first-place award 2 years in a row.

In a post-fire survey of Central Florida news media, Volusia County received a rating of 8 of 10 for overall public information effectiveness. The *Orlando Sentinel* called the Web site the best in the State, saying: "Emergency officials everywhere should take note. This is a textbook example of how it should be done."

Annual Budget:

None given.

Sources of Funding:

Local tax revenue.

First Coast Disaster Council

Contact:

Carolyn E. Abell
Senior Emergency Preparedness
Planner
Office of Emergency
Preparedness
Jacksonville Fire and Rescue
Department
515 Julia Street
Jacksonville, FL 32202
Tel: 904-693-2472
Fax: 904-630-7820
E-mail: cabell@coj.net

Program Type:

Emergency preparedness and
response partnership.

Target Population:

Approximately 800,000 North-
east Florida residents.

Setting:

Any disaster location, especially
mass casualty incidents, in
Northeast Florida.

Project Startup Date:

November 1979.

Program Description:

The First Coast Disaster Council responds to the need for continuing and coordinated medical planning for disaster response in Northeast Florida. Member organizations include local hospitals, private ambulance companies, air ambulances, the Duval County Public Health and Emergency Preparedness Departments, military medical support organizations, Jacksonville Fire and Rescue, the Jacksonville Sheriff's Office, Jacksonville International Airport, the American Red Cross, and Amateur Radio Emergency Services.

Council goals include:

- Facilitating cooperation among local hospitals, medical professionals, industry, government organizations, and other agencies.
- Developing and documenting policies and procedures.
- Establishing a basis for the preparation and maintenance of detailed disaster plans for every hospital and emergency medical service.
- Disseminating information regarding hospitals' preparedness to handle mass casualty incidents.
- Establishing and maintaining links between hospitals and the onsite management of mass casualty incidents.
- Defining the duties, responsibilities, and functions for each member organization in a mass casualty incident.
- Supporting and promoting a countywide effort to establish, staff, equip, and maintain shelters designated for Special Medical Needs personnel during a hurricane or other disaster requiring either limited or general evacuation.

The council holds a Mass Casualty Exercise every October that provides a chance for the entire regional response system to rehearse its procedures. The exercise receives community support that includes volunteer "victims" from local schools, support from nursing school students and faculty, donations of food and beverages from local merchants, and provision of refreshments to participants by the Salvation Army and the Red Cross.

The council also served as the nucleus of the planning effort for development and implementation of the Metropolitan Medical Strike Team (MMST) to cope with terrorist use of weapons of mass destruction. MMST was designated and funded under the Federal Domestic Preparedness Program.

Evaluation Information:

During the 1997 Mass Casualty Exercise, independent evaluators rated the wide range of participating agencies and their knowledge of the regional response plan as excellent.

Annual Budget:

\$2,500.

Sources of Funding:

Area hospitals and the Jacksonville Port Authority pay annual dues that are prorated according to the size of the organization and range from \$130 to \$325.

Neighborhood Emergency Team Outreach

Contact:

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City of Deerfield Beach
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Deerfield Beach, FL 33441
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deerfieldbch.com

Program Type:

Neighborhood emergency teams.

Target Population:

The 50,200 residents of Deerfield Beach.

Setting:

Deerfield Beach.

Project Startup Date:

1999.

Program Description:

The city of Deerfield Beach holds block parties throughout the city to educate residents about Neighborhood Emergency Teams (NET) and recruit team members. Using a grid system to ensure coverage, the city plans to hold parties throughout the entire metropolitan area. In addition to having an enjoyable time at the party, residents learn about NET, training that they can take, and ways in which they can help. During the first 72 hours after a disaster, a specific area's NET will coordinate and triage resources, possibly put out small fires, and generally help the neighborhood to be self-sufficient. The program is based on the premise that most residents want to help after a disaster, but do not know what they can do.

Evaluation Information:

As a result of this program, 45 persons have taken CERT training and 41 have taken a CPR course in preparation for joining their local NET. The program has received positive feedback from residents.

Annual Budget:

\$5,000.

Sources of Funding:

FEMA, with donations of food from local businesses and residents.

Fayette County Government Industry Self-Assessment Program

Contact:

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Captain
Fayette County Local Emergency Planning Committee
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Fax: 770-460-6396
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admin.co.fayette.ga.us

Program Type:

Industrial self-assessment for mitigating, preparing for, responding to, and recovery from industrial accidents.

Target Population:

Industry, government responders, and the general public (100,000 residents).

Setting:

Industrial areas and manufacturing plants located in highly populated residential areas that could be affected by industrial accidents.

Project Startup Date:

1999.

Program Description:

The Fayette County Government Industry Self-Assessment Program assesses the level of emergency planning taking place among industries in Fayette County and also assists businesses with planning. The program takes an all-hazards approach to emergency planning at high-profile facilities at which an incident could have potentially catastrophic effects.

The program's goals and objectives are to:

- Ensure that businesses are planning for emergencies.
- Provide planning assistance to businesses as needed.
- Develop emergency plans that include hazardous materials response, terrorism reaction, evacuation, and emergency action plans; fire protection systems; training; and communication and coordination with first responders.
- Allow industries to identify and correct weaknesses in their overall emergency plans.

All businesses that successfully complete the assessment process receive an achievement award from the Fayette County Local Emergency Planning Committee (LEPC) and Resource Council. The LEPC and council committee have targeted 11 facilities. Five have completed the assessment process, while two more are in the midst of the process. Once the high-hazard businesses have completed the assessment, plans will be made to include other businesses in the process. These first-year scores, which averaged in the 90-percent range, are used to set a baseline standard on the safety of the industries' program. The businesses can use information in the assessment to improve from year to year and ultimately meet all of the goals and safety objectives.

The Self-Assessment Program decreases the likelihood of an industrial accident that could potentially affect the community. It has already reduced the number of responses—particularly for hazardous materials—in the industrial basin. The program is designed for all industries and can be replicated in any community. Members of the Fayette County Resource Council Board, a nonprofit organization created to identify resources in the event of an industrial incident, volunteer their time to develop, implement, and review the assessments.

Annual Budget:

\$2,000 for the self-assessment program.

Sources of Funding:

The program is administered by volunteers using LEPC and council funding.

School Safety Project

Contact:

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Georgia Emergency Management Agency
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gema.state.ga.us

Program Type:

School safety.

Target Population:

Local education, emergency management, and public safety agencies.

Setting:

Statewide.

Project Startup Date:

1998.

Program Description:

The School Safety Project includes nine programs that cover various aspects of emergency management as it affects schools. Each program includes a lesson plan, a program outline, handouts, slides, overheads, and instructor notes. Descriptions of each unit are available from the Georgia Emergency Management Agency (GEMA) and include program objectives, target audience, length, and an outline. Program titles are: "Building a Prevention Strategy," "Community's Role in School Safety," "Comprehensive School Emergency Management" (under development), "Contemporary Issues in Georgia Schools," "Crisis Response and Recovery," "Emergency Management for Schools," "Emergency Operations Planning for Schools," "School Bomb Threat Management," and "Visual Screening in the School Setting."

GEMA has also prepared *Emergency/Disaster Preparedness—A Planning Guide*, a comprehensive 50-page guide to assist local school systems and individual schools (both public and private), in reaching preparedness objectives through the development of a comprehensive emergency/disaster plan. The GEMA guide complements requirements and guidelines provided by the Georgia Department of Education, and covers the roles of various agencies and staff in planning and response, developing a plan, guidelines related to specific hazards and emergencies, and emergency preparedness education. Approximately 8,200 persons received training under this program in the last 12 months.

Evaluation Information:

This program was a finalist for the Council of State Governments Innovation award.

Annual Budget:

None given.

Sources of Funding:

None given.

Chemical Safety Awareness Week

Contact:

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Marion County Emergency
Management Agency
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Program Type:

Public education.

Target Population:

Residents of the city of Indianapolis and Marion County.

Setting:

Indianapolis and Marion County.

Project Startup Date:

1997.

Program Description:

Chemical Safety Awareness Week, a concentrated effort aimed at boosting overall public awareness of hazardous materials, takes place during the first week of November. The Local Emergency Planning Committee works in a nonprofit partnership with Industry Partners for Safety Awareness (IPSA), a consortium of local industrial firms dedicated to public safety education efforts and outreach, to plan the event. Chemical Safety Awareness Week goals include raising public awareness of chemicals handled, manufactured, and stored in the Marion County area, without increasing public concern, and educating the public about what to do in the event of a chemical emergency.

Chemical Safety Awareness Week 1998 focused on Sheltering-in-Place, a relatively new type of safety precaution. A 30-minute talk show on WCTY Channel 16, a local public safety television station, focused on Sheltering-in-Place, and was repeated several times in subsequent months. Other media exposure in 1998 included 13 television news interviews, five radio interviews, and two print articles in the *Indianapolis Star/News*.

The partnership uses existing educational materials and delivery methods when appropriate, but also creates new materials and methods as needed. The latter included the 1998 publication of emergency information in the front portions of the Ameritech Yellow Pages, placing information in the homes and businesses of approximately 800,000 local residents. The educational materials used are specific to the Marion County area, but the ideas and strategies used could be easily duplicated elsewhere.

Evaluation Information:

The program and some of its participants have been recognized by the Indiana State Emergency Response Commission.

Annual Budget:

None given.

Sources of Funding:

The first year of the program was funded by a U.S. Environmental Protection Agency grant. The second year was funded largely by IPSA.

Tippecanoe County Animal Care Referral Plan

Contact:

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 Director
 Tippecanoe County Emergency
 Management Agency
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Program Type:

Community coordination of emergencies involving animals.

Target Population:

The 140,000 residents of Tippecanoe County.

Setting:

Tippecanoe County, including the cities of Lafayette and West Lafayette.

Project Startup Date:

1996.

Program Description:

The Tippecanoe County Animal Care Referral Plan provides referrals to community resources, supply centers, and persons in the community who will provide care to animals whose owners have been affected by disaster. Calls regarding any emergency that affects animal victims are directed through a single contact phone number—publicized at trade shows, at the county fair, and in the local telephone directory—at the local dispatch center. The majority of calls are forwarded 24 hours a day to the local Humane Society, where trained volunteers are available to prioritize needs and contact appropriate local resources. Services available under the plan include temporary housing for pets and livestock, veterinary care, supervision of animals housed in community shelters, wildlife rehabilitation, temporary removal of pets from homes involved in domestic disputes, and mental health counseling for persons grieving the loss of an animal. The list of participating persons and agencies is updated as part of biannual training exercises by the Tippecanoe County Chapter of the American Red Cross.

The plan has been activated in response to several emergencies since its inception, including during blizzards in 1998 and 1999 when approximately 500 persons needed shelter. In 1988, 180 individuals and 13 families with pets were assisted; in 1999, two shelters housed a total of 500 persons, including 18 families with pets. It has also been activated in response to house fires, traffic accidents, and domestic disputes.

The plan was developed by a committee including representatives from the Tippecanoe County Emergency Management Agency, local law enforcement departments, local city and volunteer fire departments, the American Red Cross, the Humane Society, Animal Control, the Cooperative Extension Service, the Tippecanoe County Health Department, the American Kennel Club, the Cat Fanciers' Association, local veterinarians, and local horse and livestock owners. Similar programs could readily be developed in comparable communities.

Evaluation Information:

The plan has been endorsed by the Tippecanoe County sheriff's office and received recognition from the American Red Cross, National Headquarters, as a model working program to care for animals and their owners during disasters.

Local veterinarians, feed and pet stores, and breed associations have stated that this plan is an opportunity to improve responsible animal ownership.

Annual Budget:

None given.

Sources of Funding:

Local sponsors paid for the printing of public education brochures. Extraordinary expenses incurred by participating agencies are addressed as needs arise. To date, these expenses have been covered by local fundraising activities. Expenses might also be included in an agency's annual budget request or covered by matching State or Federal disaster funds. Volunteers provide assistance.

STORMWATCH

Contact:

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 Management
 Linn County Emergency
 Management Agency
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Program Type:

Mutual aid partnership.

Target Population:

The 190,000 residents of Linn County, Iowa.

Setting:

Countywide.

Project Startup Date:

1990.

Program Description:

Through this partnership, the Linn County Firefighters Association serves as the “eyes and ears” of the Linn County Emergency Management Agency (EMA) during weather-related and other emergencies. The EMA sends out one page that alerts more than 400 firefighters who set up STORMWATCH at predesignated locations throughout the county. The EMA provides general weather updates and other necessary information from the Emergency Operations Center while the firefighters report back on field conditions. Their reports help EMA decide when to activate indoor and outdoor warning systems.

Because EMA has access to communitywide information, the 20 participating volunteer fire departments have given the agency the authority to make call out and recall decisions, to site the crews through their respective fire chiefs, and to coordinate initial damage assessments during weather-related emergencies. Emergency radio traffic coordination switches from the county sheriff’s department dispatchers to EMA for the duration.

Under the partnership agreement, EMA also coordinates the acquisition of surplus equipment and material for the fire departments, and coordinates and conducts nonfire training such as mass casualty drills and hazardous materials training. EMA also provides information on additional training opportunities, while Firefighters Association representatives participate in discussions on training, equipment, exercises, and other emergency management issues that might affect rural areas.

EMA also coordinates emergency shelter for stranded motorists in designated fire stations along interstate and other major highways during severe winter weather.

This program can be duplicated anywhere that firefighting and emergency medical services radio frequencies are available to an emergency management association. Several neighboring counties have requested assistance in setting up similar partnerships.

Annual Budget:

\$1,000.

Sources of Funding:

This is a line item in the EMA operational budget.

Floodplain Compensation Basins

Contact:

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Metropolitan Sewer District
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Program Type:

Construction and operation of regional floodplain detention basins for stormwater management.

Target Population:

Residents and businesses located near floodplains.

Setting:

Countywide.

Project Startup Date:

1997.

Program Description:

Under the Floodplain Compensation Basins program, the Louisville and Jefferson County Metropolitan Sewer District (MSD) oversees the development and operation of regional floodplain detention basins constructed and paid for by private developers. Floodplain storage volume created under this program is sold to new developments to offset the impacts of filling in the floodplain and/or increases in runoff volume. This mitigation is required by the community's floodplain ordinance and development code, which allows it to be provided through floodplain "banks." To help offset existing flooding problems, 20 percent of the total volume created in the bank is reserved by the community and cannot be sold. MSD accepts ownership of the basin after the private developer sells the remaining 80 percent. MSD also reserves the option to purchase additional volume at market rates.

The basins are located in the most floodprone area of Jefferson County, where more than 5,000 structures are located. A minimum of 50 acre-feet in size, they are designed as sidesaddle basins adjacent to a major stream and also are designed to provide recreational, wetlands, and habitat functions. The wetlands are regulated by the U.S. Army Corps of Engineers. One basin has been built, a second is in the permit stage, and three others are being designed.

Evaluation Information:

The Metropolitan Sewer District has given presentations on the program to the U.S. Army Corps of Engineers, the U.S. Fish and Wildlife Service, the Association of State Floodplain Managers, the National Association of Flood and Stormwater Management Agencies, and the Project Impact Summit; all responded positively.

Annual Budget:

Since the basins are built with private investment funding, the program is expected to reduce flood damages at almost no cost to the community.

Sources of Funding:

The Economic Development Administration provided a \$1 million startup grant to help fund the cost of the first basin. MSD paid the remainder of the cost of that basin, but will be reimbursed as development occurs.

Kentucky Community Crisis Response Board (KCCRB) Crisis Intervention Team

Contact:

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Kentucky Community Crisis
Response Board
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bngc.dma.state.ky.us

Program Type:

Safe schools initiative.

Target Population:

Student survivors of disaster;
emergency workers.

Setting:

Statewide.

Project Startup Date:

1998.

Program Description:

Under 1998 school safety legislation, the Kentucky Department of Education and the Kentucky School Board Association authorized the KCCRB to train school district personnel in crisis preparedness management and crisis recovery.

The legislation mandates safety assessment and safety plans for all schools and school districts; KCCRB played an instrumental role in developing the prototype for plans that provide for crisis counseling following any type of school emergency or disaster. KCCRB helped direct the program startup and provided fundamental training to the State's safe school board and the Kentucky School Board Association.

Each school develops its own preparedness plan and puts together a response team based on its specific needs. The school team in turn should create an additional unit, called a resource team, which consists of representatives from community mental health organizations, pastors and youth ministers, parent volunteers, and emergency management personnel. KCCRB can also be called in to provide additional services as needed. KCCRB's free, confidential services, provided by teams of mental health professionals and designated emergency services peers, are available 24 hours a day. In the first 3 months of 1999, KCCRB responded to five school-related emergencies.

KCCRB presented the safe school program and the overall KCCRB system in December 1998 to a national gathering of State mental health directors, and has helped create similar safe schools programs in Illinois and South Carolina.

Evaluation Information:

KCCRB routinely issues a client satisfaction survey to all organizations that request KCCRB team activation. One hundred percent of responses have been in the "very helpful" range. Numerous unsolicited letters of thanks and encouragement have been received by emergency workers, school leaders, and families.

Annual Budget:

\$200,000.

Sources of Funding:

All operating funds are provided by the State of Kentucky.

Marine Incident Resources & Training (MIRT)

Contact:

Kenneth C. Shedden
Chief
Everett Fire Department
384 Broadway
Everett, MA 02149
Tel: 617-394-2348
Fax: 617-389-1802

Program Type:

Shipboard firefighting training.

Target Population:

Firefighters; local residents.

Setting:

New England seacoast from
Maine to Rhode Island.

Project Startup Date:

February 1996.

Program Description:

MIRT was started as a result of a shipboard fire on board a carrier in Everett, Massachusetts, on February 6, 1996. The initiative was started by local fire department chiefs and emergency managers in cooperation with the Massachusetts Port Authority (Massport), the U.S. Coast Guard Marine Safety Office, Massachusetts Emergency Management Agency (MEMA), the Massachusetts Maritime Academy, and the Massachusetts Fire Academy. It has grown to include approximately 70 fire departments, several additional Federal and State public safety agencies, and a number of private organizations, including the National Fire Protection Association. It includes organizations from four States (Maine, Massachusetts, New Hampshire, and Rhode Island) and three Coast Guard Districts.

The initiative seeks to improve response capabilities for the following:

- **Fishing vessel casualties.** The majority of shipboard fires in the Boston zone occur on fishing vessels.
- **Passenger vessel casualties.** Passenger vessels are the leading source of injuries and the second-leading source of shipboard fire casualties in the Boston zone.
- **Tank vessel casualties.** Tank ships make approximately half of the deep-draft port calls in the Boston zone.
- **Container ship casualties.** Cargoes in containers are involved in a large portion of hazardous material incidents.
- **Engine room fires.** Approximately half of local shipboard fires involved the vessel's engine room.

The strategic planning committee develops and recommends long-range goals to promote marine firefighting and incident response preparedness. The training committee trains firefighters, evaluates training needs, and develops programs. The exercise committee plans and develops drills. The resources and research committee provides local, State, and Federal authorities with an inventory of MIRT member agency resources and researches marine incidents, best practices, and technological advances. The finance committee receives and disburses all MIRT funds. MIRT is working with similar organizations in Hampton Roads, Virginia; Philadelphia and its Delaware suburbs; Portland, Oregon; and Seattle, Washington, to form a national group.

Evaluation Information:

This program has received an award from the U.S. Coast Guard for progress in promoting public safety through the cooperative effort of organizing numerous Federal, State, and local government agencies and maritime industries in preparation for shipboard firefighting and other maritime incidents.

Annual Budget:

No specific budget; program costs for 1998 totaled \$20,000.

Sources of Funding:

Massport Authority, Maritime Division; U.S. Coast Guard; and corporate sponsors.

DelMarVa Emergency Task Force (DETF)

Contact:

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Director
Maryland Emergency Management Agency
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Pikesville, MD 21208
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Fax: 410-486-1867
E-mail: dmcmillion@mema.state.md.us

Program Type:

Emergency response coordination for hurricane preparedness.

Target Population:

Residents of and visitors to the Delaware-Maryland-Virginia (DelMarVa) peninsula.

Setting:

DelMarVa peninsula.

Project Startup Date:

May 1997.

Program Description:

Members of State and local emergency management agencies and departments of transportation, the American Red Cross, the National Weather Service, State police, and the U.S. Coast Guard voluntarily met and created the DelMarVa Emergency Task Force. The goal of the task force is to improve hurricane preparedness in a geographic region known as the third most difficult in the Nation to evacuate. The task force steering committee meets quarterly, and has four individual work groups that focus on communications, education, planning, and resources and recovery, respectively. All activities have been carried out within State and local agency budgets.

In less than 2 years, the task force has drafted an emergency response plan; identified a common communications channel; used a Geographic Information System to develop an emergency planning map showing hurricane surge areas, evacuation routes, and shelter locations; circulated the map to State agencies, local emergency managers, the American Red Cross, and the National Weather Service for emergency planning and response; and produced a brochure describing the purpose and activities of the task force.

A modified tabletop exercise called "DelMarVa Response '99," based on a simulated Category 3 hurricane approaching the peninsula, took place in June 1999.

Evaluation Information:

The governors of the three affected States have signed a proclamation declaring the program "a great asset to our citizens and our States."

Annual Budget:

None given.

Event-Based Science (EBS) Project

Contact:

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Project Director
Montgomery County Public
Schools
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eventbasedscience.com

Program Type:

Curriculum.

Target Population:

Middle school students.

Setting:

Middle schools throughout
the United States.

Project Startup Date:

1992.

Program Description:

EBS, a new way to teach science to middle school students, had its origins in Hurricane Hugo and the 1989 San Francisco earthquake. In September of that year, Montgomery County, Maryland, science teacher Russell Wright began using videotapes of breaking news coverage on Hurricane Hugo to stimulate student questions and interest in meteorology. A month later, a 6.9 magnitude earthquake hit San Francisco during game three of the World Series, and Wright again used news footage to interest his students in the structure of the earth and plate tectonics.

Wright's technique led to the development of a proposal and the award of a \$1.3 million grant from the National Science Foundation (NSF) to develop the first nine modules in the series. An additional \$850,000 grant in 1995 led to additional modules. Each unit starts with television news coverage of an actual event, then sets out student tasks in the context of the event. In order to complete their assignments, students must learn more about the science behind the event. NBC provides news clips and USA Today provides print articles for each unit.

Disaster-related titles in the series include *Asteroid!*, *Blackout!*, *Blight!*, *Earthquake!*, *Fire!*, *Flood!*, *Hurricane!*, *Oil Spill!*, *Outbreak!*, *Tornado!*, *Toxic Leak!*, and *Volcano!* All units include a student edition, a teacher edition, and an accompanying videotape and can be ordered directly from the publisher or from online (Web-based) retail booksellers. The EBS Institute, Inc., in Montgomery County provides training workshops to teachers, and NSF also offers training at various sites around the country.

The latest information on the program can be found on the Internet at www.eventbasedscience.com.

Evaluation Information:

EBS has been recognized by the U.S. Department of Education, the National Science Teachers Association, NSF, and the National Aeronautics and Space Administration (NASA).

Annual Budget:

Cost per instructional unit is \$264 or less per class.

Sources of Funding:

Materials were developed using grants from NSF and NASA.

Civilian Fire Academy

Contact:

Tom Lindeman
Captain/Training Instructor
Sterling Heights Fire
Department
41625 Ryan Road
Sterling Heights, MI 48314
Tel: 810-726-7000
Fax: 810-726-7007

Program Type:

Civilian fire academy.

Target Population:

The 120,000 residents of Sterling Heights.

Setting:

Fire stations.

Project Startup Date:

1998.

Program Description:

The Sterling Heights Fire Department introduced its Civilian Fire Academy to increase fire safety awareness and expand public knowledge of the responsibilities of modern professional firefighters. The 5-week course, which consisted of 15 hours of training, was the first civilian fire academy offered in Michigan.

The 15 academy participants trained side-by-side with instructors and firefighters and gained some firsthand experience with firefighting. Academy subjects included firefighting personal protective equipment, self-contained breathing apparatus, ground and aerial ladders, vehicle extrication, search and rescue, cardiopulmonary resuscitation, fire prevention, and fire safety education. Participants are not fire certified and are unable to fight fires like professionals. At the end of the course, they were offered the opportunity to do a ride-along shift of 8 hours (or shorter) with a local engine company.

Evaluation Information:

Each academy participant completed a detailed course evaluation form; responses were overwhelmingly positive. Participants presented the fire department with a plaque to express their appreciation and wrote numerous letters of thanks.

Annual Budget:

Budget includes 68 paid work hours for instructors and \$170 for refreshments, certificates, and photos.

Sources of Funding:

Sterling Heights Fire Department budget item. Used firefighting equipment was issued to participants at no additional cost.

Fire Chiefs' Assistance and Support Team (FAST)

Contact:

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Chief
Minnesota State Fire Chiefs' Association
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Rochester, MN 55904
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E-mail: dkapler@ci.rochester.mn.us

Program Type:

Management support for local fire chiefs.

Target Population:

Approximately 830 fire chiefs and fire departments in Minnesota.

Setting:

Teams are located in the cities of Duluth, St. Cloud, and Rochester.

Project Startup Date:

1998.

Program Description:

As a result of devastating floods and other large-scale and long-term disasters throughout the State, the Minnesota State Fire Chiefs' Association has created three FAST teams of fire service professionals that can respond anywhere in the State. The teams play a support role for local fire chiefs and assist them in the event of an emergency situation—such as a tornado, flood, or major fire—that taxes the local fire department's strength and resources.

The FAST teams primarily benefit fire departments that do not have the depth of management personnel to respond to emergencies or disasters that last over an extended period of time. A responding team may consist of one to five people, including: team leader (fire chief or other senior chief officer), team clerk (team recorder and clerical assistant), operations officer, logistics officer, finance officer, or technical support officer. A team member may fill more than one of these functions; all team members assist with planning. The team may assist in making an assessment of the incident, developing a plan for response, mitigation, and recovery, or act as liaison with other local, State, and Federal agencies. Consultation and technical support are also available over the telephone.

Teams are located in Duluth, St. Cloud, and Rochester; these fire departments were chosen based in part on their size, management structure, and location.

A number of other statewide agencies, including the associations of county sheriffs, emergency managers, public works, and public utilities, are looking at FAST Teams as a model. The Minnesota State Fire Chiefs' Association can provide literature and documents for the development of similar teams.

Evaluation Information:

Members of the teams have been asked to speak about the project throughout the State and in other areas, including Toronto, Ontario, Canada.

Annual Budget:

\$1,000 for brochures, travel, and training.

Sources of Funding:

Cost of deployment is covered by host cities.

Flood Buyout Program

Contact:

Jim Cole
City Administrator
City of Neosho
211 College Street
Neosho, MO 64850
Tel: 417-451-8050
Fax: 417-451-8065

Program Type:

Flood hazard mitigation.

Target Population:

The 11,000 residents of Neosho.

Setting:

Citywide.

Project Startup Date:

1997.

Program Description:

The city of Neosho is using a voter-approved local sales tax to complete a flood buyout program used to create a greenway and, at the same time, eliminate 26 floodprone residential properties. Following Missouri's Great Flood of 1993, Neosho executed an existing watershed plan, using a \$1.4 million grant from the Hazard Mitigation Grant Program and \$400,000 in city funds to acquire 52 residential properties and start the greenway along Hickory Creek and the High School Branch. When an additional 26 property owners wanted to participate in the buyout program, the residents of Neosho passed—by a 73.3-percent majority—a 3/8-of-1-percent local sales tax to fund park, recreation, and storm drainage projects. NationsBank agreed to finance a \$1.5 million bond program to complete the buyout, with revenue from the sales tax going to repay the bonds.

Evaluation Information:

The State Emergency Management Agency has nominated Neosho for nongrant Project Impact status, and Neosho is under evaluation for grant Project Impact status.

Annual Budget:

None given.

Sources of Funding:

NationsBank is financing approximately \$1.5 million in bonds at 4.51 percent interest that will be repaid with a voter-approved local sales tax.

Missouri Governor's Disaster Resistant Community (DRC) Initiative

Contact:

Beaufort C. Katt
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Missouri Emergency
Management Agency
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Jefferson City, MO 65102
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Fax: 573-526-9198

Program Type:

All-hazard mitigation plan.

Target Population:

Missouri residents.

Setting:

Statewide.

Project Startup Date:

1998.

Program Description:

In an effort to encourage all communities to become disaster resistant, the Missouri Governor's office has started naming communities that make progress toward disaster resistant status as Missouri Disaster Resistant Communities (DRCs).

Communities that continue to make progress receive consideration for Project Impact designation from FEMA. Nongrant Project Impact status communities can participate in a number of Project Impact activities, such as the Project Impact national summit. Nongrant communities also prepare an All Hazard Mitigation Plan and start the basic foundation for public/private partnerships. An approximate 1-year period of nongrant status gives the community time to bring the private sector on board before engaging in the activities that follow designation as a grant community.

Following a community's designation as a DRC, its local officials are invited to the Governor's office, where a proclamation signing ceremony is conducted. This designation brings recognition and increased awareness of the disaster resistance concept.

This project can potentially impact all Missouri residents as well as visitors to the State.

Evaluation Information:

Missouri Governor Mel Carnahan has designated three local jurisdictions as disaster-resistant communities. At least two more will be designated by the end of 1999. Enhanced awareness of emergency management at the local level is demonstrated by commitments by nine communities to develop All Hazard Mitigation Plans and work toward developing partnerships to promote disaster resistant communities.

Annual Budget:

None given.

Sources of Funding:

None given.

Planning by Doing

Contact:

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Terrorism
Montana Disaster and Emer-
gency Services Division
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E-mail: fcowie@state.mt.us

Program Type:

Emergency action plan
development.

Target Population:

Firefighters, first responders,
and emergency medical services
(EMS) personnel.

Setting:

Rural areas and reservations
where most firefighters and
EMS personnel are volunteers
and law enforcement staffing is
small.

Project Startup Date:

1997.

Program Description:

The Planning by Doing program teaches participants to design emergency action plans for various scenarios that might be faced by emergency responders in their rural areas. The 4-day program uses two educational materials written by Frederick J. Cowie, Ph.D.: "Realistic Approaches to Hazardous Materials Risk Management" and "A Visioning Approach to Exercise Design in Extremely Rural (Frontier) Areas."

On the first day, participants work in a group to define the parameters of an incident. They are asked to think about their agency's response to that incident prior to the second session. In that session, participants list their agency's key response activities and discuss how these activities interact or interfere with those of other agencies. On the third day, participants are asked to act as if data on that incident have just come in and they have 15 to 20 minutes to design an incident management system. The final day's activities focus on designing incident management systems for four additional scenarios, then teaching participants how to use these exercises to develop more generic plans that can be used in the event of actual incidents.

Evaluation Information:

The program has been well received by the Confederated Salish and Kootenai Tribe and Pondera County, as well as firefighters, first responders, and EMS personnel from Federal, tribal, State, local, and private agencies.

Annual Budget:

None given.

Sources of Funding:

FEMA, U.S. Environmental Protection Agency, and U.S. Department of Transportation hazardous materials grants; and FEMA and U.S. Department of Justice terrorism grants.

SKYWARN of Northwest Ohio

Contact:

Christopher Taylor
Net Control Officer
Lucas County Emergency
Management Agency
2144 Monroe Street
Toledo, OH 43624
Tel: 419-213-6503
Fax: 419-213-6520

Program Type:

Severe storm monitoring.

Target Population:

Approximately 900,000 persons in seven northwestern Ohio counties: Hancock, Lucas, Ottawa, Sandusky, Seneca, Wood, and Wyandot.

Setting:

Lucas County Emergency Services Building in Toledo, Ohio.

Project Startup Date:

1965.

Program Description:

SKYWARN, a network of more than 1,000 amateur radio volunteers, uses these volunteers to spot severe weather and to relay reports to the National Weather Service office in Cleveland. The Lucas County Emergency Management Agency (EMA) offered SKYWARN access to then-unused space for its Net Control Station in 1995 when the Toledo office (home to SKYWARN for 30 years) of the National Weather Service closed.

The National Weather Service was able to provide funds for needed radios and equipment while the EMA provided support for antennas, computers, software, telecommunications equipment, and a satellite weather service link for real-time monitoring of severe storms. In March 1995, 4 days before the new control center officially was completed, SKYWARN volunteers were called to work when a series of severe storms struck the area.

Evaluation Information:

The Lucas County Board of Commission recognized SKYWARN for its Outstanding Public Service.

Annual Budget:

\$2,500.

Sources of Funding:

This program is funded as a line item in the Lucas County EMA budget.

Preparedness—Taking It One Step at a Time

Contact:

Michael J. Mumaw
Emergency Manager, City of
Beaverton
Office of Consolidated Emer-
gency Management
P.O. Box 4755
Beaverton, OR 97076-4755
Tel: 503-642-0383
Fax: 503-642-4814
E-mail: mumawmj@tvfr.com

Program Type:

Employee and public education program.

Target Population:

Local government employees, local businesses and their employees, and the general public.

Setting:

City of Beaverton; Washington County, Oregon; and neighboring States.

Project Startup Date:

1997.

Program Description:

This series of disaster preparedness flyers focuses on the theme “Preparedness—Taking It One Step at a Time.” The flyers consolidate general and hazard-specific preparedness information derived from a variety of sources into simple, easy-to-read documents. The materials touch on topics such as family disaster supplies and preparedness activities, hunting for home hazards, taking an inventory of neighborhood resources, and motor vehicle preparedness.

The flyers were designed by emergency managers from jurisdictions that participate in the Washington County Office of Consolidated Emergency Management (OCEM). One flyer was distributed each month to Washington County employees over a 24-month period. The flyers were later numbered and prepared for distribution to the general public.

The flyers can be obtained as electronic Microsoft PowerPoint files, as black-and-white camera-ready copy, or in ready-to-distribute color format. Recipients of electronic files may change agency logos and make other modifications as needed to tailor the flyers for local use.

Evaluation Information:

The chair of the Regional Emergency Management Technical Committee has written a letter of commendation.

Annual Budget:

None given.

Sources of Funding:

Reproduction costs are covered under normal overhead operating costs and reprographics budgets. OCEM is considering establishing partnerships with local businesses to develop and reproduce the flyers in a booklet format.

What Is Emergency Management and How Am I Involved?

Contact:

Michael J. Mumaw
Emergency Manager
Office of Consolidated Emergency Management
P.O. Box 4755
Beaverton, OR 97076-4755
Tel: 503-642-0383
Fax: 503-642-4814
E-mail: mumawmj@tvfr.com

Program Type:

Employee education program.

Target Population:

City employees.

Setting:

Citywide.

Project Startup Date:

1999.

Program Description:

What Is Emergency Management and How Am I Involved?, a 20-page photocopied booklet, educates city employees about Beaverton's emergency management program and their role in the program. Its easy-to-read format includes graphics and bulleted text, and covers topics such as the reasons for emergency management, the need for a comprehensive program, program organization, and emergency definitions. All present city employees have received a copy of the booklet, and it will be added to the new employee orientation package.

Although the booklet was developed for Beaverton, its basic outline can be used by other jurisdictions to develop program-specific versions. Beaverton has sent electronic files to several jurisdictions for that purpose.

Evaluation Information:

Oregon's State Training Officer (STO) has requested a digital copy to share with FEMA Region X and other STOs.

Annual Budget:

None given.

Sources of Funding:

Reproduction costs are covered under normal overhead operating costs and reprographics budgets.

After the Fire

Contact:

Frederick A. Tetor
Chief
Mount Pleasant Fire Department
100 Ann Edwards Lane
P.O. Box 745
Mount Pleasant, SC 29464
Tel: 843-884-0623
Fax: 843-849-2060

Program Type:

Assistance to fire victims.

Target Population:

The 45,000 residents of Mount Pleasant and the surrounding area.

Setting:

Mount Pleasant and the surrounding area.

Project Startup Date:

1992.

Program Description:

In 1987, Frederick Tetor, then an assistant fire chief with the Mount Pleasant Fire Department, suffered a structure fire in his home. In the aftermath of the fire, he found himself unsure what to do next and where to turn for assistance, housing, and insurance needs.

When Tetor became chief, he instituted After the Fire as part of the department's Operation Safety Awareness for Everyone (Operation S.A.F.E.) program. Overall, the program assists victims with recovery, provides enhanced salvage and overhaul operations, cleans the structure, removes debris, and reduces overall property damage loss.

While a fire is still in progress, a member of the fire department takes the homeowner aside and explains in detail the tasks the firefighters are doing (such as ventilating gables or outing doors and windows) and why these tasks need to be done. The fire department works to determine the family's immediate needs for medication, food, and shelter, and the location of important insurance papers.

When the scene is safe, a member of the fire department walks the homeowner through the home, providing a firsthand look at the damage. The fire department offers assistance in calling a family's pastor or the department's chaplain, the American Red Cross for shelter and food, and the Mount Pleasant police department for security. Over the course of the next several days, the fire department works with the homeowner and the insurance agent to vacuum water out of the house, mop floors, and dry carpets. Mount Pleasant's public service department provides work crews and dumpsters to assist with the cleanup and with boarding windows and doors, and the police maintain regular security patrols.

This program is provided at no cost to the homeowner; these tasks are part of firefighters' regular duties and are planned into daily departmental operations. This program could easily be duplicated anywhere that fire, police, and public service departments work together to provide interagency support.

Evaluation Information:

Several insurance companies have commended the fire department for its efforts, and numerous homeowners have written letters of thanks to the fire department or local newspapers.

Annual Budget:

None given.

Sources of Funding:

Assistance provided as needed by the American Red Cross.

Virginia Disaster Recovery Task Force

Contact:

Selby C. Jacobs
Task Force Coordinator
Virginia Department of
Housing and Community
Development
501 North Second Street
Richmond, VA 23219
Tel: 804-371-7070
Fax: 804-371-7090
E-mail: sjacobs@
dhcd.state.va.us

Program Type:

Long-term disaster recovery activities.

Target Population:

Any resident or business suffering as a result of disaster.

Setting:

Statewide.

Project Startup Date:

1996.

Program Description:

The Virginia Disaster Recovery Task Force ensures that the needs of Virginia communities and residents affected by disasters are met. The task force helps communities develop their own local disaster recovery task forces and will offer additional resources on a case-by-case basis when community resources are exhausted or when individuals still have unmet needs after applying for State and Federal assistance. The task force operates through local groups that use State, local, private, and volunteer resources—from financial assistance and home repair to supplies and household items such as food and clothing—to assist individuals and families.

A local group is created when a community's business and financial leaders and representatives from faith-based organizations, the American Red Cross, the Salvation Army, and other nonprofit and charitable organizations join together. The local group then develops an overall coordinated recovery plan. Emergency services should be involved but not take the lead in this endeavor.

The focus is on building local recovery groups for the following reasons:

- Local groups can respond much more quickly and efficiently.
- They have the knowledge needed to draw on local resources.
- Local groups will know the areas most likely to have residents with unmet needs and be better able to decide where resources are needed.

By early 1999, 38 local task forces had been established. Several States have contacted Virginia for information that may result in similar programs.

Evaluation Information:

The task force was created in response to flood damage caused by Hurricane Fran and it proved an effective approach to reaching individuals' unmet needs. The program was included in FEMA's *Recovery From Disaster: Local Recovery Guide*, which was used at the National Emergency Training Center. The Virginia Department of Housing and Community Development has recognized the task force in its quarterly newsletter.

Annual Budget:

None given.

Sources of Funding:

Administrative costs are shared by the Virginia Department of Housing and Community Development and the Virginia Department of Emergency Services. Other funding comes from various State agencies and donations from local businesses and financial institutions.

HAZMAT Transportation Study

Contact:

Greg Havel
Assistant Chief
Town of Burlington Fire
Department
32288 Bushnell Road
Burlington, WI 53105
Tel: 414-767-7429
Fax: 414-767-9391

Program Type:

Hazardous materials transportation study.

Target Population:

Racine County emergency response agencies and residents of the town and city of Burlington.

Setting:

Burlington and the surrounding rural area.

Project Startup Date:

1998.

Program Description:

Sean Hartwick, a 14-year-old Eagle Scout candidate, coordinated a hazardous materials transportation study for Burlington as his service project. He organized more than 35 volunteers who contributed 310 service hours over a 3-day period. During that time, they monitored three busy intersections between 7 a.m. and 7 p.m. Sean then worked with assistant fire chief Greg Havel—who had approached Boy Scout Troop 334 about undertaking the study—to compile a report that was distributed to area fire departments.

Evaluation Information:

The results of this study have been incorporated into the Racine County Hazardous Materials Plan. Sean received a Certificate of Recognition from Wisconsin Governor Tommy G. Thompson and was honored by the Racine County Local Emergency Planning Committee.

Annual Budget:

None given.

Sources of Funding:

Area businesses donated beverages, supplies, shelter, and washroom facilities for volunteers; printing costs; and the use of computers.

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FEMA
www.fema.gov

American Meteorological Society
atm.geo.nsf.gov/AMS/

American Red Cross
www.redcross.org

Emergency Information Infrastructure Partnership (EIIP)
www.emforum.org

International Association of Emergency Managers
www.emassociation.org

Massachusetts Institute of Technology—U.S. Weather Map
www.mit.edu/usa.html

National Drought Mitigation Center
enso.unl.edu/ndmc

National Emergency Management Association
www.nemaweb.org

National Fire Protection Association
www.nfpa.org

National Interagency Fire Center
www.nifc.doi.gov

National Oceanic Atmospheric Administration
www.noaa.gov

National Severe Storms Laboratory
www.nssl.uoknor.edu

National Weather Service Homepage
www.nws.noaa.gov/

United States Army Corps of Engineers
www.usace.army.mil/inet/functions/cw

United States Fire Administration
www.usfa.fema.gov

United States Geological Survey
www.usgs.gov