



U.S. DEPARTMENT OF HOMELAND SECURITY
FEMA REGION III

Fiscal Year 2004 Annual Report

Meeting the Challenge



FEMA

TABLE OF CONTENTS

Federal Emergency Management Agency, Region III Fiscal Year 2004 Annual Report

Director's Message	1
Patricia G. Arcuri	

MEETING FEMA'S STRATEGIC GOALS

Strategic Goal #1	3
<i>Reduce loss of life and property</i>	
Strategic Goal #2	6
<i>Minimize suffering and disruption caused by disasters</i>	
Strategic Goal #3	9
<i>Prepare the nation to address the consequences of terrorism</i>	
Strategic Goal #4	11
<i>Serve as the nation's portal for emergency management information and expertise</i>	
Strategic Goal #5	13
<i>Create a motivating and challenging work environment for employees</i>	
Strategic Goal #6	15
<i>Make FEMA a world-class enterprise</i>	

MEETING THE CHALLENGE

PATRICIA G. ARCURI, ACTING REGIONAL DIRECTOR

.....



Fiscal Year 2004 is described as a challenging year in FEMA Region III's record book.

As we transitioned into the Department of Homeland Security, we engaged in an extraordinarily busy disaster year, which began with

Hurricane Isabel and ended with Tropical Depression Jeanne. Isabel struck the mid-Atlantic region on September 18, 2003, resulting in six simultaneous disasters for five Region III states and the District of Columbia. Then in August and September of 2004, we were faced with the devastating effects of the four successive hurricanes and storms: Hurricanes Frances, Ivan and Jeanne and Tropical Storm Gaston. A dedicated staff along with a team of committed and experienced disaster assistance employees, assembled to respond to support existing recovery operations as well as to administer the subsequent simultaneous disaster declarations.

As post-Isabel issues surfaced, our staff provided external on-going support to disaster victims in a variety of areas. As part of the National Flood Insurance Program, we participated in public outreach sessions to ensure that constituents understood our process for reviewing their claims. An additional example of our support involved our temporary housing program. With the onset of winter and the prevailing cold weather, we faced issues involving the trailers we provided disaster victims. Again, unprecedented, we remedied many problems ranging from transporting trailers out of harm's way to

dealing with frozen water systems.

In addition to providing disaster assistance throughout the year, our integration into the Department of Homeland Security provided additional administrative and programmatic challenges as well. We focused on a seamless transition of the Citizen Corps, Fire Grant and Emergency Management Performance Grant programs to the Office of Domestic Preparedness while concentrating on supporting the goals outlined in FEMA's Strategic Plan.

From reducing the loss of life and property to creating a motivated work environment, Region III has employed creative measures to meet the mission and goals of the agency.

Specifically, we worked diligently over the course of nine months to enhance our knowledge of preparing for and responding to the consequences of terrorism when we participated with the Department of Defense and the Commonwealth of Virginia in Exercise Determined Promise 2004. This exercise was designed to explore the processes of responding to a large-scale, weapons of mass destruction, catastrophic event.

Supporting this same goal, we continued to expand our regional Continuity of Operations Program (COOP) to include a new primary Emergency Relocation Site, testing and exercising of specific staff members and equipment, and enhancing our COOP plan to address new site information, divisional and resource implementation plans, and prioritization of essential regional functions. As the lead executive agent for COOP in our region, our outreach efforts continue to support Federal departments and agencies with the development of their COOP programs.

To maintain our effectiveness while accomplishing our competing priorities, we placed our emphasis on employee development and training. Training opportunities were offered to regional staff to help them develop greater skill levels and expand their capabilities. Independent of grade levels and specific assignments, the staff is now more versatile and better equipped to carry out their growing responsibilities. I am proud to say that our staff is now trained in the Incident Command System, which makes us more efficient in how we manage our field operations during a disaster response. A variety of circumstances, including our response to the simultaneous disasters, have meant that our employees have had to shed their traditional roles to take on new assignments and responsibilities. And, by filling our senior management positions, our operations have received a noticeable boost in consistency.

My sincere thanks to the Region III team, which includes our federal, state and local partners, for making this a year of growth and productivity. You have done a superb job of balancing a multitude of competing priorities. Your flexibility and strong work ethic have been instrumental in supporting our vital mission.

Fiscal Year '04 provided opportunities for us to be innovative and creative. As Plato said, "Necessity is the mother of invention." As a result of meeting the challenges of our response and recovery missions, we have the requisite insight to strengthen our state partnerships, and focus on our preparedness and mitigation activities as well. Our work continues as we look to enhance our partnerships through the implementation of the National Integration Management System and the National Response Plan.



My sincere thanks to the Region III team, which includes our federal, state and local partners, for making this a year of growth and productivity. You have done a superb job of balancing a multitude of competing priorities. Your flexibility and strong work ethic have been instrumental in supporting our vital mission. Good luck in future endeavors.

Patricia G. Arcuri
Patricia G. Arcuri

1

REDUCE LOSS OF LIFE AND PROPERTY

REGIONAL HIGHLIGHTS

Pre-Disaster Mitigation | National Flood Insurance Program | 322 Planning | HBCU Workshop

Pre-Disaster Mitigation

The Pre-Disaster Mitigation (PDM) Program provides funds to State, Tribal and local governments for pre-disaster mitigation planning and projects primarily addressing natural hazards. During FY 04, approximately \$150 million dollars was available nationwide.

There were three distinct components to the PDM Program: non-competitive planning grants, competitive planning and project grants, and competitive Disaster Resistant University grants.

In Region III, \$248,375 was awarded individually to Pennsylvania, Maryland, Virginia, Delaware and the District of Columbia under the non-competitive

planning grant component. Funds were awarded to assist the states and D.C. in their efforts to develop state and local plans compliant with the DMA 2000.

Under the competitive planning and project grant component, three Region III states were awarded

grants totaling \$5.8 million. Maryland received a planning grant for Allegany County. Pennsylvania



The owners of this home in Isle of Wight, Virginia chose to rebuild and elevate it under a Hazard Mitigation Grant program, rather than move after it was damaged by flooding from Hurricane Isabel. Along with the elevation project, the roof of the house was replaced and fortified.

received a project grant to purchase and demolish 26 residential homes; and West Virginia received a project grant to purchase and demolish 73 residential properties.

Eight universities in Region III competed for grants under the Disaster Resistant university grants. Three universities in Virginia, including a historically black college and university, were awarded a total of \$181,500 to develop all hazard mitigation plans.

FAST FACTS

15
Disasters closed for MT

48
HMGP projects funded
totaling \$10 million

Hazard Mitigation Grant Program (HMGP)

Close out of disasters declared prior to fiscal year 2000 continued to be a priority in the Mitigation Division. Region III's Hazard Mitigation Grant Program achieved notable success in the "close out" of 15 disasters during fiscal year 2004; 18 individual HMGP projects were closed in FY 2004. Despite a very active hurricane season during this fiscal year, Region III states also made concerted efforts to keep HMGP closeouts on their agenda. In 2004, the Region funded 48 projects, totaling nearly \$10 million federal share. The projects included acquisition and demolition projects, hazard mitigation planning projects, and retrofitting of storm water management systems.



Tree-trimming measures taken in Blackstone, Virginia, kept Isabel damage minimal for this community. As Isabel began her approach, a seven-man crew began working dawn to dusk to clear tree branches from power lines around homes and buildings in the town. Blackstone lost power at about 2:30 p.m. Sept. 18, and the town's lines were operational and ready to power by 5:30 p.m. Thus, the loss of power due to falling trees and branches was minimal.

National Flood Insurance Program

Out of 3,397 incorporated municipalities and counties in Region III, 3,138 are participating in the NFIP. In the participating communities, there are 230,920 flood insurance policies in force for a total insured value of more than \$31 million. Congress required the NFIP to reasonably assess the risk from flooding in all communities within the United States. To date, that risk has been identified in roughly 19,000 communities countrywide. Flood insurance studies and maps have been developed and are maintained by Region III for more than 2,800 of these communities.

During FY 04 the Flood Insurance Reform Act of 2004 was enacted into law. The Act amends the National Flood Insurance Act of 1968 to extend the National Flood Insurance Program through September 30, 2008. The Act requires numerous actions during its term including a Severe Rep Loss Pilot Program, FMA Program Amendments, Direct FEMA Funding of Rep Loss Property Mitigation, ICC Amendments, Actuarial



Community outreach teams like this one were active in Maryland and Virginia, where they worked to address the concerns of policyholders who were severely impacted by Hurricane Isabel. Teams answered questions about flood insurance and more. Region III placed one team in each state, providing an opportunity for policyholders to meet individually with claims specialists.

FAST FACTS

92%
of Region III incorporated
municipalities and counties
participate in NFIP

Rating for Rep Loss Properties and Flood Insurance Program Claim Processing Improvements. FEMA Region III will be working closely with FEMA HQ and our State and local partners during the term of the act to implement its provisions.

322 Planning

In response to the Disaster Mitigation Act 2000 (DMA2K), mitigation-planning requirements are being consolidated. Working in partnership with the Region III states, localities are being encouraged to prepare their mitigation plans to comply with the Act. Other Mitigation programs, such as the Flood Mitigation Assistance Program (FMAP), the Community Rating System, Hazard Mitigation Grant Program, and other FEMA-funded mitigation efforts,

are helping the states and localities meet these new planning requirements. For example, five Region III states were awarded a total of \$113,200 in FEMA Planning funds towards the development of all hazard FMA plans, which also serves to satisfy the Robert T. Stafford Act planning requirements. To date, more than 300 local and all five states and the District of Columbia DMA2K Section 322 Plans have been approved.

Historically Black Colleges and Universities Workshop

Building strong partnerships for emergency management and risk reduction efforts between Historically Black Colleges and Universities (HBCU) and their communities is of immense value. Higher education institutions engage in research, instruction, and community service that can and should be leveraged to make communities safer. Communities are engaging in innovative, cutting edge emergency management and risk communication measures that can be leveraged to increase academic communities' safety and well being, while enhancing their knowledge of, and interest in, these measures. In addition, recent events suggest that both higher education institutions as well as communities are interested in pursuing emergency management partnership efforts.

In a pilot for the entire country, the Mid-Atlantic Region HBCU last March held a workshop on risk management and mitigation, to provide a collaborative opportunity to

- (1) assimilate and transfer emergency management academic research information to community practitioners
- (2) promote emergency management practices and expertise from community practitioners to the academic community
- (3) foster partnerships between communities and their HBCUs;
- (4) promote service learning and community service on the part of students in community emergency management efforts.

“We have been challenging our staff to do more, and they have responded with the kind of flexibility that has enabled us to be more effective. We have been able to find a way to move forward to carry out our core mission and to take on added items as well, such as new work in our post-disaster outreach unit, which is producing many success stories.”

**— Gene Gruber, Division Director,
Federal Insurance and Mitigation**

This workshop, held at the University of Maryland Eastern Shore, provided the opportunity for the HBCUs to interface with their state and local emergency managers, thereby supporting the transfer of risk management academic research to community practitioners. FEMA Headquarters chose the Region III Outreach Unit to lead this pilot session. All 16 HBCU members in Region III participated in the workshop. Eventually, this outreach effort will include all 105 HBCU members nationwide; in the meantime, the Region III effort has created an ongoing network.

2

MINIMIZE SUFFERING AND DISRUPTION CAUSED BY DISASTERS

REGIONAL HIGHLIGHTS

Hurricane Isabel Leads the Pack of Storms | Continuity of Operations Operating Plan

Hurricane Isabel Leads the Pack of Storms

Responding to Hurricane Isabel was a difficult challenge. It was a hurricane of such proportions that it affected the entire region. Prior to Isabel, there was nothing so large in Region III. And, because of a last-minute change in the track of the storm, the Region's time frame to plan and execute a response was significantly reduced. That was on September 18, 2003. The Region was still responding to it during the transition to the next fiscal year, which made it a tremendous strain on the Region's resources.

Despite the magnitude of Isabel, however, the Region staffed, rostered and coordinated five different response teams and set up field offices in just one week. Turnkey operations were employed, and staff were embedded in all the regional operations that were assigned to handle Isabel: Region VII for Maryland; Regions IX and VI for the District of Columbia; Region IX for West Virginia; and Region X for Delaware. To maintain integrity and consistency, which was so



President George Bush and Department of Homeland Security Secretary Tom Ridge attend a briefing about Hurricane Isabel's destruction. Also pictured (left) is Federal Coordinating Officer David Fukutomi.

important, weekly, program-specific conference calls were held with each of those operations.

Isabel was the Region's biggest operation in its sum total impact on the states. Indeed, the Response and Recovery Division is still handling as much work from Isabel as for all the other

eight disasters declared in FY 2004. Public Assistance from Isabel approaches \$250 million and will likely total a half billion dollars. More than 300 families remain in mobile homes and travel trailers.

Additionally, two of the seven current manufacturing housing operations in Maryland, Virginia and West Virginia date back to Isabel; these are staff intensive because trailers are constantly moving in and out.

Lessons Learned

Isabel was truly a learning experience. It had been a long time since the Regional Resources Coordination Center (RRCC) had been activated for such a significant response operation — in fact, not since Hurricane Floyd in 1999. In



The flooding and damage from Hurricane Isabel affected every state in Region III, and was the region's largest-ever response operation.

the meantime, while involved in the response and recovery for Hurricane Isabel in Virginia, Region III's Infrastructure Support implemented a dynamic new initiative concerning debris operations, which reduces the number of federal assets required to validate local and state debris removal activities. The process relied primarily on a team concept that employed Geographic Information System (GIS) components, along with a baseline monitoring approach based on roving Federal monitors that included staff from FEMA, the United States Army Corps of Engineers (USACE), the Bureau of Reclamation (BOR) and technical assistance contractors. This level of expertise within the debris team allowed FEMA to provide technical assistance to applicants, which empowered local jurisdictions with the knowledge to manage contractors and debris operations efficiently.



The Parks Manor Mobile Home Park, in Taylorville, is one of three sites developed in Mingo County, West Virginia, after Memorial Day storms. The other sites are the R.A. West Memorial Mobile Home Park and the Willis Court Mobile Home Park in Varney.

Widespread Damage

Since Isabel was a very broad storm, the damage was extremely widespread. Specifically, there were 99 independent jurisdictions declared in the Commonwealth of Virginia. At the same time, four additional Region III states were declared: Maryland, District of Columbia, Delaware, and Pennsylvania. Prior to Isabel, Tropical Storm Henri impacted Pennsylvania and Delaware, and Delaware was declared — FEMA-1495-DR-DE.

Both Virginia and Maryland needed large manufactured housing missions. Initially, travel trailers and manufactured homes were hauled from the Beckley, West Virginia staging area until contracts

could be awarded for the new units. The chart below shows the manufactured housing activity for each disaster.

State/ Disaster	# Travel Trailers	# Mobile Homes
DR-1491-VA	282	13
DR-1492-MD	284	7
DR-1500-WV	43	37
DR-1522-WV	382	259
DR-1525-VA	2	2
DR-1536-WV	5	14
DR-1558-WV	25	51
TOTAL	1,023	383

Assistance Provided

Assistance provided under the Individuals and Households Program (IHP) for **Hurricane Isabel** is as follows:

Disaster	Approved Apps	Awards
DR-1491-VA	29,147	\$56,831,124
DR-1492-MD	8,690	\$32,757,380
DR-1493-DC	701	\$953,918
DR-1494-DE	344	\$1,457,295
DR-1497-PA	267	\$1,009,837
TOTAL	39,149	\$93,009,554

Hurricane Isabel was not the only storm to impact Region III during FY04. The following is assistance provided under the IHP to date for **additional storms**:

Disaster	Approved Apps	Awards
DR-1500-WV	5,884	\$21,653,848
DR-1502-VA	487	\$1,220,484
DR-1522-WV	6,159	\$19,391,064
DR-1525-VA	686	\$1,555,883
DR-1536-WV	339	\$1,440,804
DR-1538-PA	3,932	\$9,847,455
DR-1558-WV	4,760	\$18,267,837
TOTAL	22,247	\$73,377,375

Beyond Isabel

Just as the Isabel operations were becoming fully established, additional weather events brought more storms and flooding to Virginia and West Virginia. The new Virginia incident was handled by the Isabel Disaster Field Office in Richmond, and yet another office had to be established in West Virginia. The West Virginia event resulted in another manufactured housing operation.

After a brief lull in disaster activity, in late spring of 2004 more flooding came, again in West Virginia and Virginia. Despite still being significantly engaged in existing operations, Region III took the lead in managing this new activity. Manufactured Housing operations were again required in these new events, resulting in an unprecedented number of concurrent trailer programs in the region.

In mid-summer, just as the region was preparing to participate in a mass casualty terrorism exercise, Determined Promise 2004, flash flooding impacted southeastern Pennsylvania. Mike Brown, Under Secretary of Homeland Security for Emergency Preparedness and Response, toured the area, and a disaster was declared. Region III managed this operation while participating in more than a week's play in DP '04.

Sequential Hurricanes

The first of a series of hurricanes that would devastate Florida hit in August, causing widespread damage and resulting in three new Major Disaster Declarations in Region III.

The Regional Emergency Response Teams as well as the RRCC were activated or placed on alert status during this period, which brought remnants of five hurricanes as well as tropical depression Gaston to the Region in a period of approximately one month. Meanwhile, an agency-wide massive response was being organized for Florida and other southeastern states. In support of the response, several key staff were deployed.



With a total of eight disaster declarations and six Isabel recovery operations, fiscal year 2004 was a busy year for Region III. While the Individual Assistance program provided millions to 63,000 families, Public and Direct Federal Assistance to local and state governments total \$500 million.



Under Secretary Mike Brown (center) inspected flood damage in Upper Darby, Pennsylvania, and held a press conference to announce a federal disaster declaration following storms that caused extensive flooding in Delaware, Montgomery, and Philadelphia counties in southeastern Pennsylvania.

Continuity of Operations Operating Plan (COOP)

In support of the agency's strategic goals of both addressing the consequences of terrorism, as well as assisting in minimizing suffering and disruption caused by disasters, the region's Continuity of Operations Operating Plan (COOP) provides for alternate work locations should the regional office need to relocate in the event of disasters.

It has been a yearlong effort to develop a solution that would meet this relocation challenge. A previously identified and utilized site was inadequate since it was not the requisite "hot site," a site that is quickly ready-to-go on an as-needed basis. The new site, located in Northeast Philadelphia, has a significant advantage. It is a "hot" facility, with computer and communications equipment already in place if needed with little or no notice. This new site also offers better support to staff, with full security, easier access for employees, and a cafeteria on the premises.

Under the user agreement with the new facility managers, the regular facility staff can use Region III's on-site computers for training in exchange for the Region's use of the site under various emergency circumstances, such as loss of power, fire, and terror attack. Several dry-run tests and site inspections have been conducted, ensuring the site is fully operational and ready to meet the Region's relocation needs. Additionally, a Regional Interagency Steering Committee (RISC) meeting was held in May at the new facility, which gave regional staff the opportunity to become familiar with the location and the facility's unique features.

Meeting the Challenge

Federal Emergency Management Agency, Region III Annual Report FY 2004

3

PREPARE THE NATION TO ADDRESS THE CONSEQUENCES OF TERRORISM

REGIONAL HIGHLIGHTS

| Determined Promise 2004 |

Determined Promise '04 - Testing our Response to Terrorism

Consistent with meeting several of FEMA's Strategic Goals, the Region's National Preparedness staff were primarily responsible for the planning, participation, and regional conduct of Determined Promise 2004 (DP '04), a national exercise designed to test the response to a mass casualty terrorist incident. This exercise,



conducted in conjunction with the Department of Defense (DOD) and the Commonwealth of Virginia, focused on a series of weapons of mass destruction (WMD) incidents around the nation. For Region III specifically, these incidents included Sarin releases at the Richmond International Raceway during a NASCAR event, and on a cruise ship in the Port of Norfolk, as well as several smaller chemical and biological incidents in the Richmond area.

The scope of this exercise was massive, covering multiple events nationwide, over a span of days (August 5-10). However, the main goal of the region was to work with the DOD and the Joint Task Force-Civil Support (JTF-CS) to evaluate coordination and joint capabilities in disaster response. By utilizing a WMD scenario that

overwhelmed both the Commonwealth and, subsequently, the normal National Response Plan (NRP) assets, the region was able to effectively test the process for requesting DOD assistance. This triggered a deployment of the JTF-CS forces, and ultimately resulted in the combination of DOD and civilian response teams working together at the local level in life-sustaining operations.

A New Scenario for Region III

There were many reasons for significant advance planning among the federal agencies. One is that this was a WMD event composed of multiple events in an extremely short timeframe. While the region has quite a bit of experience with natural disasters, it has not had to deal with this type of scenario before. This was also the first time the region utilized the NRP in this type of event; and it was the first opportunity for

“In preparation for Determined Promise ’04, all regional staff engaged in training and exercise activities, which included home study courses, in house training, table top exercises with our Federal and State partners, war games, many planning seminars and related planning meetings.”

**– Robert Welch, Division Director,
National Preparedness**

some of us to work with the JTF-CS. One of the factors in the exercise that added a secondary level of challenge was that Determined Promise was a DOD exercise. Because of that, DOD requested that the region’s processes be streamlined as much as possible to allow them to achieve their objectives in the limited amount of exercise time. Recognizing this, an important goal in the pre-exercise planning process was to work with the Commonwealth to determine what assistance they expected to request, to compare that with federal resources, and to determine what requests would likely be forwarded from the region to DOD. The result was a realistic assessment of both the region’s capabilities and the additional assistance that might be needed under these catastrophic circumstances.

The Commonwealth of Virginia participated heavily in the planning, assisting in the development of the scenario to ensure its own training objectives were met. Beginning last October (2003), they held monthly planning meetings that included various state agencies, counties, localities, first-responder

organizations, FEMA Region III, and JTF-CS. For planning and coordination purposes, Region III additionally participated in several preparatory events, including four major national planning conferences and three smaller-scale exercises with various federal, DOD, and Commonwealth organizations. A full regional training plan that included multiple training events for regional staff was developed; and the region hosted a tabletop exercise with Region III and ESF participants.

In preparation for DP ’04, all regional staff engaged in training and exercise activities, which included home study courses, in house training, table top exercises with federal and state partners, war games, many planning seminars and related planning meetings.

The culmination of all this planning was the full-scale exercise August 5-10. Staff from all Region III divisions participated in this exercise, either as part of the Emergency Response Team (ERT-A) deployed to Richmond, Virginia, or as part of the Regional Support Team. The Region stood up a full field contingent and Joint Field Office, complete with Principle Federal Official (PFO) staff from the Department of

Homeland Security. Nearly fifty full time and intermittent FEMA employees, twelve Emergency Support Function (ESF) agencies and the PFO staff of

ten deployed to the Joint Field Office in Richmond. Approximately thirty people staffed the Regional Resources Coordination Center for the first two days of the exercise (Aug 5-6). Additionally, there was a varied level of participation from the Commonwealth, from live Field Training Exercises at two venues, to full Emergency Operations Center activation for the first two days (Aug 5-6). Beginning on Aug 7, all Commonwealth activities were simulated by representatives in the White Cell (exercise control cell). The FEMA JFO remained fully operational Aug 5-9.

FAST FACTS

50

Full time and intermittent employees deployed to the Richmond JFO

4

SERVE AS THE NATION'S PORTAL FOR EMERGENCY MANAGEMENT INFORMATION AND EXPERTISE

REGIONAL HIGHLIGHTS

Map Modernization | Geographic Information System

Map Modernization

In Region III states, more than \$10 million was given to cooperating technical partners, engineering consultants, and other federal agencies to modernize maps in more than 40 Region III counties and local communities. Up-to-date flood hazard maps enable an actuarially sound flood insurance system, enable wise floodplain management, and increase the nation's flood hazard awareness.

Congress approved a \$750 million dollar investment in map modernization to bring flood hazard maps up to date and into the Digital Flood Insurance Rate Map (DFIRM) specifications. With an annual national budget of \$150 million, the program goal is to modernize in digital format all mapping for the U.S. over five fiscal years beginning in Fiscal Year 2004.

FEMA's DFIRM Database is designed to facilitate access to, as well as collection, storage, and processing of data developed by FEMA for the NFIP. The DFIRM Database enables maps to be rapidly updated and revised in the future.

Region III Progress in Map Modernization

In FY '04, Region III made significant progress in modernizing and updating flood insurance maps in Region III states. Generally,

map modernization is a collaborative process and a new way of doing business across all layers of government. Region III staff worked with NFIP state coordinators, and a number of Cooperating Technical Partners, including counties, regional planning organizations, state agencies, and universities, as well as other federal agencies, such as the US Army Corps of Engineers and the U.S. Geological Survey. State agencies and Cooperating Technical Partners received \$3 million in grants to help with Map Modernization.

As a result, the ability to manage risks and other issues locally is being enhanced. Accurate flood data reflecting current conditions enables citizens to more accurately know their flood risk, and to purchase flood insurance based on actual risk. It also provides communities with a more comprehensive approach to disaster mitigation planning, economic development, and emergency response. Communities will be able to manage flood risks, water resources, land-use, and

"Through state and community partnerships, the ability to manage risks and other issues locally is being greatly enhanced."

***— Gene Gruber, Division Director,
Federal Insurance & Mitigation***

other responsibilities more effectively. Communities will be empowered to update maps and data as risks change. Integration of multi-hazard data will provide a broader view of the total risk. Goals and outcomes will be aligned across mapping partners.

Region III coordinated updates and flood hazard mapping activities in each of its states, as follows:



Flooding from Hurricane Isabel overwhelmed and destroyed this property in Maryland.

State	DFIRM Projects Funded			
Maryland	Baltimore Baltimore City	Dorchester Frederick	Somerset Wicomico	Worchester
Virginia	Arlington Buchanan Chesapeake Chesterfield Clarke	James City Lee Matthew Montgomery	Norfolk Newport News Russell Spotsylvania	Suffolk Washington Williamsburg Wise
West Virginia	Barbour Fayette Gilmer Hardy Harrison Kanawha	Lewis Lincoln Marion Randolph Summers Taylor	Mineral Mingo Pendleton	Tucker Upshur Wayne
Pennsylvania	Centre Clinton	Lancaster Schuylkill		
Delaware	Sussex			
District of Columbia	Washington, D.C.			

Maryland Geologic Mapping

As part of the Wind and Water Technical Assistance Program (WATAP), the Maryland Geological Survey is providing geologic information and oversight for the preparation of large-scale (1:24,000) digital geologic maps of the Baltimore area. The purpose of this two-year project is to develop digital geologic maps illustrating the distribution and thickness of soil and sediment overburden, including artificial fill, especially around the Baltimore Harbor area. Baltimore City and county planners can use these digital maps as part of a geographic information system (GIS) to help assess the potential for flooding caused by failure of the

artificial fill and/or unconsolidated natural sediments during an earthquake. They will also represent a basis on which to develop the seismic site response to the maximum probable earthquake.

GIS Improvements in Response and Recovery

Region III is becoming a more electronic operation to enhance efficiency and to improve the capability for sharing data and information. An enhanced GIS capability within the region provides a broader range of information for response operations. Because of the region's massive environmental database, debris and staging areas can be addressed.

5

CREATE A MOTIVATING AND CHALLENGING WORK ENVIRONMENT FOR EMPLOYEES

REGIONAL HIGHLIGHTS

Training | Employee Recognition

Training

Among other activities, Region III has concentrated on training, which in 2004 included both courses for individuals and groups. The region was fortunate to secure additional funds to train and certify personnel in the Incident Command System (ICS) through the 300 level. Region III is now one of the first to have achieved ICS certification for all staff, both supervisors and non-supervisors.

In FY'04, the Region III training program had multiple thrusts: Preparation for Determined Promise '04, State Liaison Officer training and employee development. Specifically:

- For DP '04, four to five weeks of training that involved all Region III employees.

- To develop State Liaison Officers, one-day workshops trained thirty people, including reservists and permanent, full-time employees. The objective was to equip them with the tools and knowledge needed to become the “eyes and ears” of the region for the Regional Director.

- For Employee Development, there were courses for improvement in supervision and soft skills. One of these was a new course in power presentation skills, to help both mitigation and disaster assistance employees speak in the communities about the National Flood Insurance Program; the first session was held in June.

In the area of soft-skills training, fifteen people attended individual courses. Additionally, there were many group training classes in communications, business writing, problem solving and decision-making.



Dan Joyce, Region III emergency analyst, leads a tabletop exercise as part of the training for Determined Promise '04, the joint FEMA-Department of Defense exercise designed to explore the processes of disaster assistance in a large-scale catastrophic event.

To satisfy disaster needs, many Region III personnel have been given emergency assignments. Typically, when a disaster occurs, most people continue their daily job activities and responsibilities. Those with emergency assignments, however, have added responsibilities and assignments. To develop this capability, those with emergency assignments received training in Philadelphia with an instructor team from Emmitsburg, Maryland.

Radiological Emergency Preparedness

The region strives continuously to develop a highly efficient workforce and to help staff to become more flexible by expanding their capabilities through training and job assignments outside their traditional roles and responsibilities.

During the year, the Radiological Emergency Preparedness (REP) evaluator training course was delivered in the regional office to train non-REP staff to evaluate REP exercises and to increase the in-house REP evaluator pool. After attending the training, the non-REP staff were incorporated into scheduled exercises. This training gave non-REP staff the opportunity to expand their work environment, and allowed Region III to meet its goal of reducing the use of contractor support for REP exercises, which was necessary because of budget shortfalls.

Employee Recognition

Employees play a vital role in helping FEMA achieve its day-to-day goals. In Region III, they are the reason programs are successfully executed and why state partners receive unwavering support. In recognition of their accomplishments during fiscal year 2004, they were honored with time-off and cash awards as well as service milestone pins.

During the month of August, the Award Review Team reviewed approximately 280 award nominations. Individuals or groups received time-off and/or cash awards. Single award nominations ranged from \$325 to \$2,300.

Employees who demonstrated commitment and diligence were recognized as the region's *Employee of the Quarter*. The honorees carried out the FEMA mission by exhibiting several of the agency's core values—integrity, innovation and customer focus.

Throughout the year, employees were recognized during All Hands meetings for 10, 20, or 30 years or more of federal service.

“In 2004, demanding conditions were handled by fully utilizing our staffs’ talents and capabilities. It appears that we are doing that well. In a DHS financial review of how we manage a disaster, we passed with a clean bill of health. This is not surprising, since Region III has a strong positive history in this area.”

**– Steve Adukaitis, Division Director,
Administration and Resource Planning**



Employees honored during a Service Award presentation. Left to right, front row: Cheryl Weiner and Barbara Wolf. Back row: John Emanuele, Dug Salley, Dave Parks, Chuck Goehring, Dan Joyce, Gail Gary, and Janice Barlow.

Overall, the regional team was rewarded for its efforts in diligently meeting and exceeding performance objectives—objectives that were instrumental in helping Region III meet FEMA's strategic goals.

MAKE FEMA A WORLD-CLASS ENTERPRISE

REGIONAL HIGHLIGHTS

| Reaching Our Customers |

Reaching Our Customers

Regional Interagency Steering Committee

As part of the overall effort to communicate with external customers, in May Region III hosted FEMA's federal and state partners at its semiannual Regional Inter-Agency Steering Committee (RISC) meeting. The update covered current initiatives for response operations, and focused essentially on educating the Emergency Support Function (ESF) representatives and state emergency managers about the evolving national and regional response operations plans.



An audience of more than 160 participants listens to a presentation during the Feb. 10 session of the Readiness Workshop.

Additionally, Region III staff demonstrated the new Digital Action Request Tracking (DART) system, which enhances the processing of action request forms — documents used to identify and prioritize state resource needs and requests for federal assistance. DART is just one means of improving response capabilities. As the Region implements this system and others, the focus will remain on keeping Emergency Support Functions (ESFs) and state partners abreast of how new plans affect them as members of the Regional Support Team.

Readiness Workshop

In an effort to enhance regional readiness capabilities—both internally and externally—a Readiness Workshop was held in February for regional staff, ESF personnel and state emergency managers. The workshop consisted of Regional Support Team (RST) overview presentations, breakout sessions of the various RST sections, and a one-day training exercise. A key objective was to make sure that the federal and state partners are aware of their responsibilities during a Regional Resources Coordination Center (RROC) activation. The event was also an opportunity to share the lessons learned

from the Hurricane Isabel response and recovery operations. Topics in the breakout sessions ranged from standard operating procedures and Information and Planning requirements to mission assignments and action tracking.

“We are working on several ways to improve our response capabilities. As we implement new systems, we will focus on advising our Emergency Support Functions and state partners of how our new plans affect them as members of the Regional Support Team.”

**– Tom Majusiak, Division Director,
Response and Recovery**

Public Assistance Outreach

The Public Assistance Branch launched a major outreach program in the spring to help the Commonwealth of Virginia deal with the enormous load of projects generated by Hurricane Isabel. The effort kicked off in May with public meetings with local officials in Hampton and Chesterfield. The Public Assistance team then spent the next three weeks reviewing projects with the officials who had attended the meetings. The team, devoted to giving every case a fair and thorough examination, spent two more weeks wrapping up the reviews. This program will serve as a model for future outreach efforts.

Open Communication

Throughout the fiscal year, Region III hosted a number of meetings with state emergency management officials and heads of federal agencies. The visits provided the various divisions an opportunity to discuss mutual objectives and how to strengthen partnerships to better achieve goals. Several meetings were held in the spring:

March

5th District Coast Guard officials

April

The Virginia Department of Emergency Management (VDEM) Recovery and Mitigation Division Director

Maryland Emergency Management Agency (MEMA) Director

Customer-Driven Services

After years of hard work by Region III’s Mitigation Education and Outreach Branch and the Commonwealth of Virginia, A Disaster Education CD was released in January for use in Virginia classrooms. Entitled "Disaster Resistance Library: A toolbox for teachers," the CD contains lesson plans, standards of learning, Internet links and a library of information on all forms of natural disasters and terrorism.



Acting Regional Director Patricia Arcuri with 5th District Coast Guard officials Rear Admiral Sally Brice-O'Hara and Captain Larry Bowling after their March 29 visit to the regional office.



FEMA Region III Acting Director Patricia Arcuri accepts a plaque on behalf of Region III in appreciation for support of the U.S. Department of Transportation (USDOT) and Federal Aviation Administration (FAA) Emergency Preparedness Programs. With her are Arlene Feldman, FAA regional administrator, and Tom Trubiano, USDOT regional emergency transportation coordinator.