



U.S. DEPARTMENT OF HOMELAND SECURITY
FEMA REGION III

Annual Report Fiscal Year 2008



FEMA

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ON THE COVER: Region III's Citizen Corps and External Affairs Team raise hurricane preparedness awareness with Maryland officials on the boardwalk in Ocean City, Md., on August 14.

To Our Stakeholders



Jonathan Sarubbi
Regional Administrator

“While we adjusted internally to organizational change, we worked hard to make it seamless to our federal, state and local partners.”

Fiscal Year 2008 was a year of change for FEMA Region III. From the hiring of new personnel and organizational restructuring to operational enhancements, the changes enabled us to strengthen our readiness posture and to become more responsive to you.

To improve internal processes and regionalize grant programs, the Administration and Resource Planning Division was replaced with the Management Division, incorporating a new Grants Branch along with the Information Technology and Administrative Services Branches. Our new Management Division allowed the Region to aggressively fill forty-two positions, representing approximately 31 percent of our authorized strength. This Division now also coordinates all disaster, non-disaster, preparedness, and Assistance to Firefighters grant programs with Regional grant program managers, our states and the District. Management Division’s efforts, along with our Mitigation staff, resulted in Region III being the only FEMA Region to achieve 100 percent compliance with Map Modernization award obligations, and the Region facilitated the approval of and awarding of approximately \$364.3 million in grants.

One of the key positions created and filled this year was the Federal Preparedness Coordinator (FPC). This new position showed FEMA’s renewed emphasis on building and maintaining preparedness relationships across all levels of government. The FPC is responsible for the National Preparedness Division, whose key accomplishments were conducting pre-landfall declaration tabletop exercises with senior state leadership in preparation for hurricane season; and providing monitoring and technical assistance through the Regional Catastrophic


Preparedness Grant Program, along with participation on the All Hazards Consortium's executive committee and working group. The National Preparedness Division also continued to strengthen partnerships with Anti-Terrorism Advisory Councils, Urban Areas Security Initiative (UASI) Areas, law enforcement agencies, including the FBI, and other federal and state agencies, improving communications and our ability to capture and analyze real-time information.

This year the Response and Recovery Division was split to create the Disaster Assistance and the Disaster Operations Divisions. The Disaster Assistance Division's (DAD) undertaking increased our state's and the District's ability to identify shelter facilities, track shelter populations, and make determinations for Individual Assistance requests. By conducting various debris management plans writing workshops, DAD also improved debris planning within our hurricane prone states.

The creation of the Disaster Operations Division (DOD) significantly increased our capability to develop operational-level plans; including response, evacuation, and recovery plans. To bolster Region III's ability to maintain situational awareness, DOD stood-up a 12/7 Regional Response Coordination Center (RRCC) watch, the first RRCC in the nation to do so. The new watch has enhanced the Region's capacity to monitor situations as they unfold and share information up and down the chain of command.

It was another successful year for collaboration with our partners. Building on last years GAP efforts we were able to strengthen response planning, gain a better understanding of the States' and the District's requirements and response capabilities, and launch GAP in Pennsylvania and West Virginia. The Regional Advisory Council (RAC) established committees focusing on situational awareness and information sharing, regional exercise collaboration, and community preparedness. Finally, the Regional Emergency Communications Coordination Work Group (RECCWG) was created to provide a coordination forum for emergency communications preparedness, response, and recovery for all levels of government.

Looking forward to FY 2009, Region III will continue to build on our FY 2008 successes. We will be focusing on bolstering our planning capabilities in no notice and natural disaster contingency and operational plans, implementing aggressive outreach efforts in preparedness and mitigation, and providing exceptional customer service to our stakeholders and our employees.



JONATHAN SARUBBI
Regional Administrator



FEMA

Region III

Vision

Create an environment that fosters quality and drives operational excellence in everything we do.

Mission

Reduce the loss of life and property; and support the development of a regional, all-hazards, comprehensive risk-based emergency management system of preparedness, protection, response, recovery, and mitigation through close working relationships with current and new stakeholders: including, but not limited to, Federal agencies, States, localities, business and industry, and volunteer organizations.



Independence Mall at sunrise in Philadelphia..

STRATEGIC GOAL 1

*Lead an integrated approach
that strengthens the nation's
ability to address disasters,
emergencies and terrorist
events*



FEMA

In Fiscal Year 2008 (FY 08), FEMA Region III took innovation to a higher level, implementing new programs and work groups to enhance its readiness posture. Community preparedness, operational planning and risk analysis for hazard mitigation were at the forefront of regional activities.

Supporting State/Local Citizen Corps Programs

Objective 1.1: **Build a culture of preparedness across the nation for all hazards.**



At the ReadyPA launch in Harrisburg, Pa., FEMA Region III Administrator Jonathan Sarubbi (back row-right) poses for a photo with Harrisburg Mayor Stephen Reed, Pennsylvania Emergency Management Agency Director Robert French, Ready Campaign Director Erin Sreeter, Girl Scouts Troop 1586 of Mechanicsburg and Boy Scouts Troop 192 of New Cumberland.

Because disasters can strike at any time, the better prepared the federal and state governments can be ahead of time, the more efficient and seamless the response and recovery. Region III met this challenge in a number of ways.

Community Preparedness. In FY 08, the Region III Citizen Corps Program (CCP) focused on building the Community Preparedness and Participation Target Capability through actively supporting the growth and development of state CCPs and their capabilities, as well as those of county and local Citizen Corps Councils. Outreach concentrated on maximizing the integration of volunteers into preparedness, response and recovery missions and marketing the program. As such, volunteer recognition was made a priority throughout the Region.

Guidance for building community preparedness capabilities was provided through the Homeland Security Grant Program (HSGP) strategic monitoring visits, as well as through regular contract, newsletters and best practice sharing. Special guidance and orientation were provided to new state Citizen Corps staff in West Virginia and Virginia and to local Maryland programs in the absence of a state program manager. Technical assistance was also provided to West Virginia for the restructuring of the state councils.

CCPs councils and volunteers were encouraged to distribute community preparedness and participation messaging throughout their communities and to diverse groups of residents. Efforts were made to increase outreach to both special needs populations and to residents with animals.

National Preparedness Month (NPM). Region III encouraged citizens to “Get Involved” during National Preparedness Month and take important steps – including volunteering – to get prepared. A letter from the Regional Administrator asked state emergency management directors to take a leadership role by spreading the word and actively

supporting NPM in their organizations and communities. State CCP managers were encouraged to plan, execute, and support community preparedness and events at the state and local levels through the creation of the *FEMA Region III National Preparedness Month Challenge*. The NPM Challenge tracked NPM initiatives and events held in Region III states/District of Columbia for the first time on the Community Preparedness page on the Region’s Web site. The following jurisdictions received award certificates and letters from the Regional Administrator for their outstanding service in FY 08:

- District of Columbia Citizen Corps- “United We Stand” award,
- Delaware Citizen Corps- “Together We Succeed” award,
- Pennsylvania Citizen Corps- “Leading by Example” award,
- Virginia Beach Citizen Corps- “Together We Succeed” award; Alexandria Citizen Corps Council- “Making a Difference” award; and
- West Virginia Citizen Corps- “Pursuit of Excellence” award.



Governor Martin O'Malley and Pat Twiss, Region III's Federal Preparedness Coordinator, pose for a photo after a press conference in Ocean City, Md.

Risk Analysis

Objective 1.2: Conduct, promote and communicate the identification and analysis of risk and capabilities as the basis for action.

**MAP
MODERNIZATION
PROGRAM
FY07 vs. FY08**

State	Number of Counties with Preliminary Maps		Percentage Completed	
	FY07	FY08	FY07	FY08
DE	3	3	100%	100%
DC	N/A	N/A	100%	100%
MD	5	5	21%	21%
PA	21	26	31%	39%
VA	62	101	54%	75%
WV	11	20	20%	36%
Region	102	156	39%	55%

The Mitigation Division strives to create safer communities by reducing the risks to loss of life and property. Operationally, to meet the requirements of this objective, the Division implemented a number of initiatives.

Map Modernization. The Mitigation Division worked to create safer communities by advancing the Agency’s Map Modernization program goals. When compared to FY 07 statistics, there was a noticeable increase in the percentage of the regional population issued new flood maps in FY 08 — for preliminary Flood Insurance Rate Maps from 57.48 percent to 65.2 percent and for effective maps from 41.09 percent to 48.6 percent.

Risk Management. The Risk Analysis team collaborated with state and local partners to improve their capabilities in managing risk for all hazards. All Region III states and the District of Columbia have approved state hazard mitigation plans. The regional population covered by approved local mitigation plans increased from 72 percent in FY 07 to 77 percent in FY 08, surpassing the FY 08 targeted goal by two percent.

Hurricane Program. The Region’s Hurricane Program was strengthened with the hiring of a

Hurricane Program Manager. The role of this new program manager is to provide state and local governments technical assistance in developing and implementing hurricane evacuation plans, and provide public awareness information on hurricane preparedness and training to manage evacuation planning and operations. This year Maryland, Delaware, and Virginia were provided Hurricane Evacuation (HURREVAC) training, and the digital version of the Technical Data Report for the Hurricane Evacuation Study for the Delmarva Peninsula was finalized. HURREVAC is a restricted-use computer program (funded by FEMA and the U.S. Army Corps of Engineers (USACE)) for government emergency managers to track hurricanes and to assist in evacuation decision-making for their communities.

During hurricane season, Mitigation staff provided Hurricane Liaison Team support at the National Hurricane Center for the Agency’s response operations during the pre-landfall of Hurricanes Dolly and Ike as well as Tropical Storms Fay and Hanna.

Floodplain Management and Insurance

Objective 1.3: **Promote physical and economic loss reduction measures.**



Mitigation Division staff present plaques to community officials for their participation in the National Flood Insurance Program's Community Rating System.

Through the National Flood Insurance Program's (NFIP) Community Rating System (CRS) and strong technical assistance to local communities, the Region's actions to promote physical and economic loss reduction measures exceeded FY 08 goals.

- CRS participation increased by 25 percent, adding 12 communities for a total of 61 participating communities. Communities that enforce higher standards and reduce flood losses become eligible for participation in the CRS and earn discounts on flood insurance premiums of up to 20 percent in Region III.
- The Region enhanced local capability for recognizing and reducing flood damage and loss of life by conducting 147 floodplain management ordinance reviews and approvals; 48 Final Meetings; and 25 Community Assistance Visits. We contacted more than 900 community officials and private citizens to successfully resolve floodplain management and flood insurance issues while enrolling four new communities into the NFIP.
- Letters of good standing were issued in support of 12 new Pennsylvania communities and their CRS applications.

- In support of the recovery efforts for the West Virginia disaster declared on June 19, 2009 (DR-1769-WV), the Region's flood insurance specialist implemented the new agent outreach initiative that provided one-on-one instruction to insurance agents within the affected counties and communities. The West Virginia Insurance Commissioner received a similar briefing on recent flood insurance changes and initiatives.
- West Virginia was the first Region III non-hurricane state to embark on a Gap Analysis using a 100-year flood scenario in the counties along the Kanawah and Ohio rivers. Interviews were conducted with five state agencies and 33 counties through a series of workshops. The highlight of these efforts was the use of floodplain maps in these workshops as a starting point for conversation in identifying vulnerabilities.

FAST FACTS

25 PERCENT INCREASE
IN COMMUNITY RATING
SYSTEM PARTICIPATION

147 FLOODPLAIN
MANAGEMENT
ORDINANCES REVIEWED

48 FINAL MEETINGS

Partnerships

Objective 1.4: Engage stakeholders in developing and communicating clear national doctrine and policy, both internally and externally.



Members of the Regional Emergency Communications Coordinating Working Group (RECCWG) met on August 13 in Philadelphia.



Regional Administrator Jonathan Sarubbi presents Maj. General Daniel Long, Jr., Commander of Joint Task Force Civil Support, U.S. Northern Command, with a coin during his visit to the regional office on October 10, 2007.

In FY 08, Region III continued to maintain and grow partnerships with states, federal agencies, major urban areas and the private sector. The National Preparedness Division led the effort in enhancing the collection, analysis and sharing of law enforcement intelligence information through improved relationships with the federal, state, and local law enforcement community, including fusion centers, Area Maritime Security Committees, and Joint Terrorism Task Forces.

- Region III strengthened partnerships with the Philadelphia, Maryland, Delaware, and Virginia Anti-Terrorism Advisory Councils as well as the Philadelphia and Pittsburgh Urban Areas Security Initiatives (UASI), while initiating outreach with the new Norfolk UASI and Maryland and Philadelphia Infragrad. Infragrad is a Federal Bureau of Investigations (FBI) coordination program with private sector businesses, which focuses primarily on cyber terrorism and information sharing.
- National Preparedness Division collaborated with the FBI as part of the planning team for a major agro-terror exercise.

Non-traditional Outreach. Region III maximized use of private sector expertise by initiating outreach

to non-traditional partners and collaboration with universities sponsoring Homeland Security Programs. This effort was achieved through a coordination meeting with the University of Maryland Center for Health and Homeland Security and the involvement of the University of Pittsburgh Center for National Preparedness in the *Bridges Out* Continuity of Operations Planning (COOP) exercise.

Creation of Councils. The Region III Regional Advisory Council, which was established in October 2007, met on a quarterly basis to advise the Regional Administrator on emergency management issues specific to the region. Three regional advisory teams were developed: Situational Awareness/Information Sharing; Regional Exercise Collaboration; and Community Preparedness. For emergency communications, the Regional Emergency Communications Coordination Working Group was officially established and met on August 13, providing a single regional coordination point for emergency communications preparedness, response, and recovery for federal, state, and local governments.

Taking Gap Analysis to the Next Level

Objective 1.5: **Ensure the nation's jurisdictions have adequate plans and programs to effectively address all hazards and minimize loss of life and property.**



Region III's Maryland Gap Task Force holds a kickoff meeting with counterparts at the Maryland Emergency Operation Center in Reisterstown.

In FY 07, Region III implemented the Gap Analysis initiative with its state partners to identify current resource gaps for hurricane preparedness at state, local and federal levels. With the same momentum, the Region forged ahead in 2008 to complete the FY 07 Gap implementation plan and to launch an all-hazards Gap Analysis program within all of its states and the District of Columbia. The following are major accomplishments made during the fiscal year:

- Through the Gap initiative, Region III was able to assist its state partners in their response capabilities, such as reviewing contracts for commodities and fuels, distribution plans, the pre-identification of Points of Distribution (POD) sites, and the use of Aidmatrix to identify general population, special needs, and pet shelters. Efforts were realized when Emergency Response Teams-Advanced (ERT-A), along with the pre-designated Federal Coordinating Officers (FCO), were deployed to Maryland and Virginia for Tropical Storm Hanna. The teams knew their respective state's capabilities and were able to quickly adjust federal plans to respond to the actual event.
- For debris planning, regional public assistance staff collaborated with state public assistance officers to provide a multitude of training opportunities for state and local employees. These trainings ranged from debris management plan writing workshops to preliminary damage assessment training to public assistance eligibility and grants management overviews.
- The Region coordinated with Housing and Urban Development (HUD) state counterparts and housing authorities to determine housing stock, and to plan for potential housing needs.
- In FY 08, the Region began assisting states in developing consistent standards for Search and Rescue (SAR). We facilitated the creation of the SAR Working group. This working group will be initially focusing on developing standards for SAR rescue planning, including methodology for determining SAR requirements and SAR team credentialing, sharing lessons learned, and building relationships among the State SAR Coordinators/Planners.
- The Region developed a Commodities Points of Distribution Location Database, which is updated quarterly to assist in planning efforts and to track sites for use during response operations. Each state has identified PODs along with an execution plan.
- We expanded GAP into West Virginia and Pennsylvania by creating teams and conducting kick-off meetings. The Region helped these states select planning scenarios and begin identifying capabilities, requirements, and shortfalls in all Gap categories.
- To provide a focus for future efforts, regional subject matter experts worked closely with their state/District counterparts to develop comprehensive reports that outline specific requirements by state for Commodities



Tracy Hehmeyer, Exercise Lead Controller and Moderator; Pat Twiss, Federal Preparedness Coordinator; and Rex Wamlesy, COOP Division Director of FEMA's National Continuity Programs, at the joint FEMA-Federal Executive Board Continuity of Operations exercise, Liberty Down '08, on April 2, in Philadelphia.



Liberty Down '08 draws 27 local, state and federal agencies to the Federal Building, while another 22 agencies participated from the field, including FEMA's Emergency Relocation Group, which tested the agency's offsite COOP plan.

Distribution, Emergency Communications, Sheltering, Transportation and Evacuation, Debris as well as Fuel and Emergency Power.

- Through the deployment of ERT-A task forces and with the support of USACE, U.S. Department of Health and Human Services and the Defense Coordinating Element, these teams have focused regional efforts in targeting training, exercises, technical assistance and funding.

Contingency Planning. Region III continued National Capital Region evacuation planning efforts through its attendance at the All Hazards Consortium (AHC) on Catastrophic Evacuation Planning (CATEREP). Staff maintained active participation on the AHC executive committee and working group. The AHC is composed of the Region III states and neighboring states and focuses on a regional approach to large scale evacuations and associated impacts. The AHC is a principal forum for regional evacuation planning involving the National Capital Region.

Continuity of Operations (COOP) Program Activities. National Preparedness staff organized interagency Federal Executive Board (FEB) planning and logistics efforts for two major regional COOP exercises – *Liberty Down 08* in Philadelphia on April 2 and *Bridges Out* in Pittsburgh on May

21. *Liberty Down 08* was conducted in partnership with the Philadelphia FEB and St. Joseph's University. This event was a combined biological terrorist attack full scale and Table Top Exercise with over 100 players from 38 federal, state and local governments, and private organizations participating. Three hundred federal, state and local participants gathered for *Bridges Out*, which was held in partnership with the Pittsburgh FEB, Pittsburgh UASI, and the University of Pittsburgh Center for National Preparedness. On August 27, *Charmed Challenge*, an interagency COOP exercise, was held with the Baltimore FEB with over 100 players from 44 federal, state, and local governments, and private sector participating .

- Region III conducted and facilitated a number of exercises and workshops for the Social Security Administration, for the city of Wilmington in Delaware, and for Voluntary Organizations Active in Disasters (VOADs) in coordination with the American Red Cross in Philadelphia, Montgomery, Delaware, and Chester counties.
- The COOP Program Manager briefed the Baltimore Federal Executive Board membership on Continuity Program changes, including the new guidance of Federal Continuity Directives 1 and 2.

Exercise and Training

Objective 1.7: **Strengthen and validate national capabilities through education, exercises, training and evaluation.**



The Disaster Operations Division briefs RADM Daniel Lloyd, Region III's pre-designated Principal Federal Official (PFO) for hurricane season, on June 30 on the declaration process during a PFO workshop and table-top exercise.

Through a comprehensive exercise and training program, regional staff and external partners were able to prepare for all-hazards incidents by strengthening core capabilities.

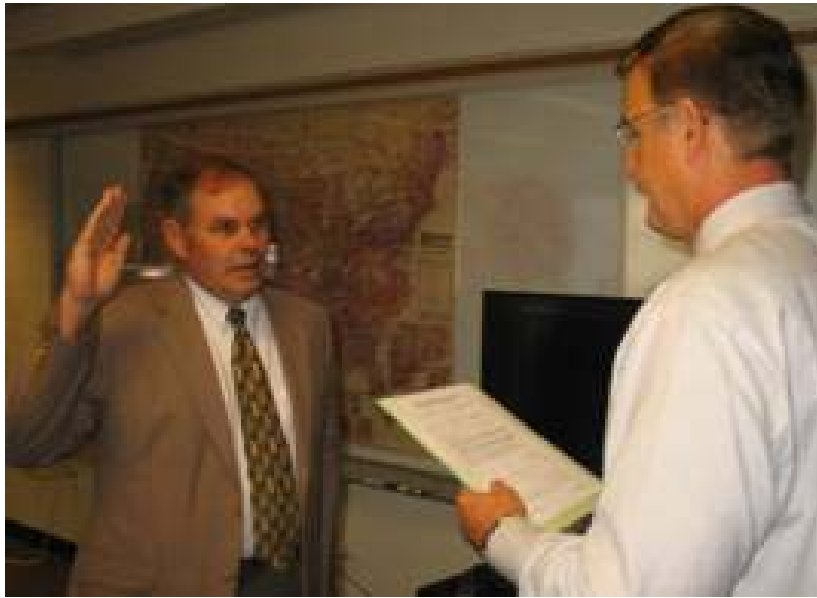
Tabletop Exercises. Senior leadership conducted a series of pre-declaration tabletop exercises with Pennsylvania, Maryland, Virginia, Delaware, and the District of Columbia to improve preparedness at the state and District level. Participants included state senior leadership, the pre-designated Principal Federal Official (PFO), and the pre-designated Federal Coordinating Officer. The focus of these exercises was to discuss the new disaster assistance pre-incident disaster declaration process, evacuation and emergency declaration triggers, eligible costs/cost shares, and methods to fulfill resource shortfalls. Participants strategized ways to address resource shortfalls—having contracts in place, initiating Emergency Management Assistance Compact requests, and having Memorandums of Agreement and Memorandums of Understanding in place prior to an event.

National Level Exercise (NLE) 2-08. The Region designed and developed the NLE 2-08, coordinating the vast participation of federal/state interagency partners.

This exercise validated the 2008 Region III Hurricane CONOPS; allowed the integration of the regional ERT-A with the new National Incident Management Assistance Team (IMAT) and PFO cell; and supported the National Response Coordination Center's play during the *Eagle Horizon 08* exercise. NLE 2-08 was the first exercise planned and executed under the national exercise plan for interagency exercises.

Radiological Emergency Preparedness (REP) Program. The REP team assisted local communities and power plants in validating their response plans by evaluating plume exercises for Calvert Cliffs Nuclear Power Plant, Peach Bottom Atomic Power Station, Salem-Hope Creek Power Plant, and the Beaver Valley Power Station.

- The team conducted a Hostile Action Drill at the Calvert Cliffs Nuclear Power Plant on July 15 in conjunction with the state of Maryland and Constellation Energy. The Nuclear Regulatory Commission and FEMA were part of the observation team. Results from this drill are being used to develop guidelines that address the inclusion of security events into existing emergency preparedness programs.



Regional Administrator Jonathan Sarubbi swears in Ed Smith as a Federal Coordinating Officer on September 4, 2007.

- The Region initiated new Reactor Licensing Plan Reviews for North Anna Power Station and prepared for the anticipated Calvert Cliffs review. Three sites have applied for Combined Operating Licenses to build new reactors: Calvert Cliffs Nuclear Power Plant, North Anna Power Station, and Susquehanna Steam Electric Station.

Affairs Overview courses, and completely revised, designed and piloted the Emergency Management Institute's Regional Response Coordination Center Orientation Course (L315), which is now available to all Regions. This course proved to be beneficial for new employees and the Emergency Support Functions most likely to be activated to support the RRCC.

Training. To coordinate state and regional exercise planning and implementation, a Regional Exercise Working Group was created. At the first training and exercise planning workshop in March 2008, the Region's state and federal partners worked collaboratively to develop work group priorities and an exercise schedule for inclusion into a five-year training and exercise plan.

- National Preparedness launched a Regional Exercise Support Program in which contract planning support is provided to Region III states and the District of Columbia for significant exercises.
- The Region implemented a 2008 Disaster Relief Fund Training Plan for the disaster workforce and those assigned to regional support teams. As part of the plan, Disaster Assistance Division conducted Orientation to Mission Assignment and Emergency Support Function 15/External

Boosting Operational and Planning Capabilities

Objective 1.8: **Maintain a high level of FEMA readiness to respond to disasters and emergencies.**



Region III's Watch Unit staff maintaining situational awareness.



For increased efficiency, the Disaster Operations Division was reorganized into four branches: Operations Integration Branch, Operations Planning Branch, Logistics, and RRCC. Through the formation of these new branches, the following accomplishments have been realized.

Watchstander Program. Regional leaders created a program to maintain increased situational awareness with the addition of two RRCC watchstander positions and 12 hours/7 days a week monitoring operations. As such, Region III became the first of FEMA's 10 regions to do so. New equipment and a reconfigured Watch Room had a positive impact on the Watchstander Program. The new space allows RRCC watchstanders to sit side-by-side and to view television monitors for media broadcasts and internal operational briefings. New computers for monitoring e-mail, internet, WEBEOC and HSIN were installed.

Region III Watchstanders developed a Daily Situational Report summarizing national, regional and local operational activity, and shared the report with regional DHS, ESF, DOD entities, state EOCs and law enforcement fusion centers. They also conducted daily morning briefings for senior staff to enhance awareness of regional activities. The new watch has appreciably enhanced the Region's capability to monitor situations as they unfold and

share information up and down the chain of command. The active watch also has substantially facilitated our ability to coordinate and deliver federal services to our state partners.

Disaster Response. During the 2008 Hurricane Season, Region III supported several Regions and disaster response operations.

The Region successfully planned for regional response efforts in multiple operations centers for the 2008 State of the Union Presidential Address and the 2008 Papal visit, which included the development of a regional operational supplement. For the National Governors' Association Convention, the Region developed operational plans, staffed the Joint Operations Center, and maintained situational awareness. The Region also provided housing staff to support Region IX's response to the California wildfires. We also supported Region IV with the deployment of an ERT-A to North Carolina in preparation for Tropical Storm Hanna. For Tropical Hanna operations, Region III stood up the RRCC and deployed teams to Virginia and Maryland, and pre-designated FCOs to the District of Columbia and Delaware.



STRATEGIC GOAL 2

*Easily accessible and coordinated
assistance for all programs*



FEMA

Region III, FEMA approved and awarded approximately \$364.3 million in grants. This financial support has allowed our state and local partners to build capabilities, reduce risk, and prepare for all-hazards.

Objective 2.1: **Formulate and administer financial assistance programs that are aligned with strategic objectives and delivered through a simple and coordinated process.**

To improve financial accountability and oversight, FEMA Grants Directorate transferred responsibility of the Homeland Security Infrastructure Protection program, the Homeland Security Preparedness Grants, and Homeland Security Grant Program to the Region. Region III is now responsible for financial monitoring, closeout, cash analysis, and audit resolution. In order to strengthen the oversight and management of the Region's existing and newly transferred grant program, Senior Leadership modified the Management Division by creating the Grants Branch and incorporating data management systems.

In FY 2008, the Region awarded \$57.2 million to fire departments and nonaffiliated emergency medical services



Regional Administrator Jonathan Sarubbi (second from left) poses with U.S. Congressman Joe Sestak, PA-7th Congressional District, and Monroe Fire Company officials at an Assistance to Firefighters Grant check presentation in Havertown, Pa., on January 28.

organizations through the Assistance to Firefighters Grant (AFG) Program. Sixteen AFG workshops for 667 attendees were conducted. FEMA's National Preparedness Directorate also granted funding to states and first responders in the Region. The following listing of grant awards are part of the federal assistance offered to improve the Region's state and local capabilities to reduce the risk of man-made and natural disasters. Programs range for improving port security, working to gain interoperable communications, to studying the unique demands of the Region's urban areas.

**ASSISTANCE TO
FIREFIGHTERS
GRANT (AFG)**

State	Dollars Awarded	Total Number of Projects
DC	\$518,499	5
DE	\$376,000	1
MD	\$7,571,425	47
PA	\$33,229,655	361
VA	\$9,438,747	68
WV	\$6,146,147	48
	\$57,280,473	530

This chart highlights funding for fire suppression equipment, facility modifications apparatus and training.

**HOMELAND SECURITY
INFRASTRUCTURE PROTECTION
PROGRAM (IPP)**

Port Security Grant Program (PSGP)

State	Dollars Awarded	Program Total
DE – Lewes Fire Dept.	\$144,563	
MD – Baltimore	\$6,563,080	
PA – Pittsburgh	\$2,428,649	
PA – Erie	\$469,350	
VA – Hampton Roads	\$253,500	
WV – Huntington	\$2,370,536	
		\$12,229,678

Buffer Zone Protection Program (BZPP)

State	Dollars Awarded	Program Total
DC	\$1,172,000	
MD	\$1,791,000	
PA	\$796,000	
VA	\$199,000	
WV	\$597,000	
		\$4,555,000

Intercity Bus Security Grants (IBSGP)

State	Dollars Awarded	Program Total
PA	\$451,439	
		\$451,439
	GRAND TOTAL	\$17,236,117

**HOMELAND SECURITY
PREPAREDNESS GRANTS**

FAST FACT

\$364,362,583
AWARDED IN
GRANTS

Emergency Management Performance Grants

<i>State</i>	<i>Dollars Awarded</i>	<i>Program Total</i>
DC	\$2,521,745	
DE	\$2,679,589	
MD	\$5,393,522	
PA	\$9,284,053	
VA	\$6,588,892	
WV	\$3,220,409	
		\$29,688,210

Interoperable Emergency Communication Grant

<i>State</i>	<i>Dollars Awarded</i>	<i>Program Total</i>
DC	\$626,619	
DE	\$242,875	
MD	\$1,036,871	
PA	\$1,587,026	
VA	\$1,240,055	
WV	\$259,907	
		\$4,993,353

Non-Profit Security Grant

<i>State/Area</i>	<i>Dollars Awarded</i>	<i>Program Total</i>
DC – Nat. Capital Region	\$733,363	
MD – Baltimore Area	\$950,228	
PA – Philadelphia Area	\$75,000	
PA – Pittsburgh Area	\$75,000	
VA	\$14,888	
		\$1,848,479

**Regional Catastrophic Prep Grant
National Capital Region**

<i>State/Area</i>	<i>Dollars Awarded</i>	<i>Program Total</i>
DC – Nat. Cap. Region	\$11,578,250	
VA – Norfolk Area	\$4,325,000	
		\$15,903,250

Competitive Training Grants Program

<i>State/Area</i>	<i>Dollars Awarded</i>	<i>Program Total</i>
National White Collar Crime Center, Glen Allen, VA	\$1,799,755	
George Mason University, Fairfax, VA	\$3,540,510	
Meals on Wheels Assoc. of America, Inc., Alexandria, VA	\$1,100,000	
		\$6,440,265
	GRAND TOTAL	\$58,873,557

HOMELAND SECURITY GRANT PROGRAM (HSGP)

State Homeland Security Grant (SHSP)

State	Dollars Awarded	Program Total
DC	\$11,320,000	
DE	\$6,170,000	
MD	\$18,000,000	
PA	\$30,310,000	
VA	\$21,800,000	
WV	\$6,170,000	
		\$93,770,000

Urban Areas Security Initiative (UASI)

State/Area	Dollars Awarded	Program Total
National Capital Region	\$59,800,000	
MD – Baltimore	\$11,522,000	
PA – Philadelphia	\$18,139,000	
PA – Pittsburgh	\$6,732,000	
VA – Norfolk	\$7,760,000	
VA – Richmond	\$17,215,000	
		\$121,168,000

Metropolitan Medical Response System (MMRS)

State	Dollars Awarded	Program Total
MD	\$321,221	
PA	\$642,442	
VA	\$1,927,326	
		\$2,890,898

Citizen Corps Program

State	Dollars Awarded	Program Total
DC	\$126,244	
DE	\$134,210	
MD	\$271,175	
PA	\$467,518	
VA	\$331,501	
WV	\$161,504	
		\$1,492,152
	GRAND TOTAL	\$219,321,050



Robert Welch (left), Region III's Management Division Director, poses with Rep. Patrick Murphy, Pa.-8th Congressional District, Sen. Arlen Specter and local officials at a fire grant check presentation to the Sellersville Fire Department on April 21, 2008.

Reduction of All-Hazard Risks through Mitigation Programs. The Mitigation Division manages the delivery of Hazard Mitigation Assistance (HMA) programs: Hazard Mitigation Grant Program (HMGP), Flood Mitigation Assistance (FMA), Severe Repetitive Loss (SRL), Pre-Disaster Mitigation (PDM), and the Repetitive Flood Claims (RFC).

During FY 08, Region III awarded 97 percent of the non-disaster mitigation grant funds, totaling more than \$6.3 million in funding for FMA, PDM, SRL, and RFC programs. Twenty percent of the HMA projects were closed within 36 months. By the end of FY 08, 110 of the 214 approved HMGP projects were closed, exceeding the Agency’s goal by 34 percent. Approximately 97 percent of Mitigation funding was obligated and awarded to state recipients well before the end of the fiscal year, which was recognized by Agency leaders as a major feat.

MITIGATION GRANT PROGRAMS
Hazard Mitigation Grant Program (HMGP)

<i>State</i>	<i>Disaster Number</i>	<i>Dollars Awarded</i>
PA	1649	\$2,595,651
MD	1652	\$940,020
DE	1654	\$49,123
VA	1655	\$307,061
VA	1661	\$1,990,691
PA	1684	\$2,039,974
		\$7,922,520

MITIGATION GRANT PROGRAMS
Flood Mitigation Assistance (FMA)

<i>State</i>	<i>Dollars Awarded</i>
DE	\$562,500
MD	\$376,000
PA	\$30,000
VA	\$264,850
	\$1,233,350

MITIGATION GRANT PROGRAMS
Pre-Disaster Mitigation (PDM)

<i>State</i>	<i>Dollars Awarded</i>
DE	\$145,543
MD	\$333,080
VA	\$209,250
WV	\$560,370
	\$1,248,243

Delivery of Assistance to Disaster Victims

Objective 2.3: **Effectively lay the foundation to meet the immediate needs of disaster victims and begin community recovery.**

While providing disaster support to Regions IV, V, VI, VII and IX, Region III supported FEMA Headquarters initiatives and coordinated recovery assistance for a major disaster declaration for West Virginia, awarding more than \$2.5 million in Individual Assistance (IA) and \$10.2 million in Public Assistance (PA).

Individual Assistance

- For the West Virginia disaster (DR-1769-WV) recovery operation, declared on June 19, 2008, approved \$2,341,063 in Housing Assistance and \$205,610 in Other Needs Assistance.
- For the Pennsylvania disaster declared on July 2006 (DR-1649-PA), successfully transitioned 19 temporary housing applicants into permanent housing and eight applicants into mobile homes.
- Regional managers led the FEMA Headquarters IA Declarations Workgroup, the Joint Housing Solutions Group, the Formaldehyde Testing Task Force, and participated in the Pilot Rental Assistance Certification Project.
- A significant contributor to the Formaldehyde Testing Taskforce, the Human Services Branch was responsible for formulating test procedures for unoccupied units and creating formaldehyde reading databases and reports.
- To build organized and cohesive care and human services delivery structures, the Region established VOAD groups and unmet needs committees. With the Pennsylvania voluntary agency liaison, influenced the development of local VOADs.

The Region provided Aidmatrix training, resulting in Delaware, Maryland, Virginia, and the District having memorandums of understanding in place. Aidmatrix is a nationwide donations management system designed to organize and track goods and resources.

- The Region developed National Shelter Survey (NSS) capability by providing training to Delaware, Pennsylvania, West Virginia, and the District, enabling them to become a part of the NSS system and to enter their state shelter data, which will ultimately lead to a comprehensive national database.



During a presentation at the Joint Field Office, West Virginia Gov. Joe Manchin holds a young child affected by the severe storms in June 2008.



Federal Coordinating Officer Edward Smith (left) and Governor Manchin sign the FEMA/State Agreement at the state capital in Charleston, WV, in July 2008.



The National Guard assists with cleanup efforts in Gilmer County, WV, on June 7, 2008, by collecting curbside debris.

Public Assistance to State and Local Governments

- Region III managed an Iowa turn-key disaster operation, declared on May 27, 2008, for Region VII (DR-1739-IA).
- For DR-1769-WV, the Region provided \$5,361,655 (federal share) to state and local governments and some private non-profit organizations.
- As part of the Agency’s pilot program to develop a “balanced score card,” Public Assistance staff used quality assurance and quality control metrics in West Virginia and Iowa recovery operations to determine the effectiveness of public assistance programs. They also provided input into the standardization of public assistance Joint Field Office operations.

- To prepare Region III states and the District of Columbia for the 2008 Hurricane Season, the Public Assistance Branch developed and hosted numerous public assistance workshops. Workshops ranged from debris and public assistance eligibility to debris management plan writing.
- Through the Debris Pilot Program and the review of state debris plans and plan templates, the states’ debris management capabilities have dramatically improved and have led to nine approved plans.



STRATEGIC GOAL 3

*Provide reliable information at
the right time for all users*



FEMA

Coordination with external partners and community outreach efforts enabled Region III to keep its stakeholders informed of the latest agency policies and programs. Transparency was the goal.

Spreading the Preparedness Message

Objective 3.1: **Collect and share information on FEMA’s policies, programs and activities with employees, partners and stakeholders on a consistent basis.**



Patrick Twiss, Region III's Federal Preparedness Coordinator and National Preparedness Division Director, poses with members of Ocean City's Community Emergency Response Team (CERT).

The Region held a strategy meeting for state CCP managers to discuss state and regional priorities and objectives and to fully involve them in planning for the future of Community Preparedness efforts in Region III. They were also provided important opportunities for learning, networking, and partnership building, including participation in the Regional Interagency Steering Committee meeting.

In an effort to bolster information sharing, a Region III Citizen Corps e-newsletter was created for distribution to state CCP regional staff and posted on the Region III Web page. The newsletter recognized State Citizen Corps program staff and volunteers for their contributions to enhancing Community Preparedness and Participation capabilities.



Regional Administrator Jonathan Sarubbi during a congressional briefing to staffers from the offices of the Commonwealth's delegation at the Virginia Department of Emergency Management in Richmond, Va.

External Affairs implemented an FY 08 Hurricane Preparedness Outreach Campaign to educate citizens in high-risk areas, elected officials and the news media. As a result, the Region sponsored two congressional briefings to inform and educate staffers on the FEMA vision and mission as well as the Region's divisions, programs and 2008 hurricane season preparations. They were held in the regional office on June 10 and jointly with the Virginia Department of Emergency Management on July 17. Other outreach included the following:

- Interaction with 18 main libraries and 23 branch libraries for distribution of preparedness materials to local residents.
- Coordination with Delaware, Maryland and Virginia Associations of Counties to disseminate preparedness press releases to county officials.
- The announcement of the release of the National Response Framework to federal, state and local officials throughout the Region, including the entire congressional delegation and 1,538 state, county and municipal leaders.
- Maximized the distribution of citizen preparedness messaging by taking the lead in

exporting the Region III partnership with Cox Communications to Regions I, IV, and VI. Region III provided Cox Communications with the 2008 *Ready Kit*, which was then used for public service announcements and bill inserts, reaching approximately 750,000 Cox customers in Virginia. Through our relationship, Cox Communications became a partner in the 2008 Ready Campaign, potentially reaching 6.2 million residential and commercial customers.

Regional Situational Awareness

Objective 3.2: **Build a robust disaster communications program that provides “real time” reliable information before and during events.**



FEMA's Incident Response Vehicle (IRV), a state-of-the-art mobile command center, on display during a Regional Interagency Steering Committee (RISC) meeting at the regional office on June 3 and 4.

Coordination and information sharing helped Region III maintain a solid readiness stance and aided disaster response preparations. The Region's Emergency Communications initiative for FY08 achieved a number of milestones.

An All-Hazards Emergency Communications (EC) plan was complete for the State of Delaware, ahead of the guiding criteria provided by FEMA Headquarters. This is a full state-wide plan encompassing all state, county and local agencies. This was the first All-Hazards plan completed for the Region.

The EC plan completed for the District of Columbia in July 2008 helped it establish a baseline for required assistance ahead of the 2008 Presidential Inauguration.

The 2007 EC plans for Maryland and Virginia were re-visited and expanded to include all the Eastern Shore counties in Maryland and Upper Neck counties in Virginia. The mitigations efforts of both of these states throughout 2007 and 2008 saw the reductions of previously identified key requirements in Virginia and the enhanced communications capabilities in Maryland with the addition of radio caches and mobile command vehicles.

The establishment of the Regional Emergency Communications Coordination Working Group (RECCWG), which includes members for various federal, state and local emergency responders, was tasked with, among other things, advising the Regional Administrator on all aspects of emergency communications and issues specific to the Region and any deficiencies in emergency communications needed to support preparedness, protection, response, recovery and mitigation within the Region.

Finally, while preparing for Tropical Storm Hanna, the Region coordinated with FEMA Region IV and the Thomasville Mobile Operations Center/Mobile Emergency Response System to improve communications, which led to the identification of personnel to fill RRCC staffing shortfalls.



STRATEGIC GOAL 4

*FEMA's investment in people and
people's investment in FEMA*



FEMA

Through recruitment of new employees, internship opportunities and enhanced internal communication, Region III strived to maintain a talented workforce and to boost morale.

Hiring

Objective 4.1: Hire, train, and retain a talented and diverse workforce.



Public Assistance's Emergency Management Program Specialist Emily Mahon represented the Regional Office in the Federal Career Day at the University of Pittsburgh.

Region III worked to maintain a skilled and experienced workforce while seeking opportunities to fill critical positions for the advancement of regional operations. To maintain regional personnel strength, the management team aggressively filled 42 positions, approximately 31 percent authorized strength during the fiscal year.

Recruitment efforts were expanded through the distribution of vacancy announcements to all regional Federal Executive Boards, state homeland security advisors, and emergency management directors. Also, to provide opportunities for local college students to explore FEMA careers, an intern program was implemented, hosting three interns in FY 08.

With an eye on meeting staffing needs for regional disasters, disaster assistance generalists were



Members of the Disaster Operations Division received special recognition for enhancing the region's situational monitoring capabilities.



Judy Chappell (right), former Mitigation Disaster Assistance Employee, poses with Linda Violet, Triadelphia's floodplain manager, next to a West Virginia street sign bearing her name.

transferred to Region III and 48 disaster assistance employees (DAEs) were hired for a total of 55 new DAEs.

Employee Recognition

Creative ways to recognize employees were implemented in FY 08. A "You Made a Difference" recognition page was created for the intranet site to regularly recognize employees who had gone above and beyond the call of duty.

In an effort to keep employees informed of regional activities, All-Hands meetings were held bimonthly, with an agenda that included announcements of awards and updates from the Regional Administrator and division directors on current news and events.

A regional Awards Review Team was convened in August to review 342 peer and management award nominations, resulting in the distribution of approximately \$133,000 to employees for excellence in the performance of their duties and in achievement of Region III/Agency goals.

FAST FACT

EMPLOYEES
RECEIVED
\$133,000
IN
PERFORMANCE
AWARDS

Employee Communication/Support

Objective 4.2: Supply the information, support, and resources that FEMA employees need to do an outstanding job.



Regional Administrator Jonathan Sarubbi welcomes External Affairs cadre members to the two-day training in May 2008.



Recognizing employees for their years of service has become an established practice at regional All-Hands meetings, such as this one in August. The Regional Administrator Sarubbi posing with employees recognized for their years of service to the Agency.

Timely, consistent information coupled with on-the-job resources are important in building a dynamic, productive work environment. From a new communication tool to workplace improvements, employee support was a high priority.

- The Region developed a new communication vehicle called the Regional Inquirer in July 2008, which enabled employees to submit questions on regional policies, procedures and practices. Responses were posted biweekly to the intranet, allowing region-wide access to the information.
- To enhance employee support and customer service, the Region invested in training for Management Division personnel. Two courses were taught in the regional office, *Effective Communication with Customers* and *Managing Multiple Priorities*.
- Region III improved regional workspace to provide a suitable work environment for new employees by completing an expansion project that resulted in 15 additional workstations and a newly-designed RRCC Watchstander operations area.



STRATEGIC GOAL 5

*Build public trust and confidence through
performance and stewardship*



FEMA

Advancing the New FEMA Vision

Objective 5.1: Transform FEMA into a respected and professional organization through strong leadership and actively engaging employees in building and strengthening public trust.



New regional managers (left to right): Joe Liciardello, Grant Programs Branch Chief; Joan Ryan, Administrative Services Branch Chief; and Patrick Twiss, National Preparedness Division Director and Federal Preparedness Coordinator.



Senior management attend a Business Plan Workshop in Philadelphia on August 26, 2008, for the development of Region III's Strategic Plan and FY 09 Business Plan.

Excellent institutions don't just happen by chance. It takes strategic planning that incorporates restructuring and the hiring and promoting of competent management.

Restructuring. To increase the Region's preparedness and operational capabilities, the Response and Recovery Division was split in two to form the Disaster Assistance and Disaster Operations Divisions. A Management Division was formed, along with a Grant Programs Branch to facilitate partnership development and information flow. This new branch, working along side the National Preparedness Division, now provides financial and program expertise on all site visits.

Strong Senior Leadership. In an effort to help the Agency meet its mission, key management positions were filled in FY 08. A Federal Preparedness Coordinator, Grant Programs Branch Chief and Administrative Services Branch Chief

were selected to institute good management practices in their programs and divisions, which enabled the Region to fulfill its FY 08 Business Plan. Senior management met on August 26, for a business plan workshop, focusing on the development of goals and measurable objectives. The workshop better equipped managers to set goals and to effectively report progress for future regional business plans.



Looking to FY 09

For 2009, our intent is to continue building on our 2008 accomplishments. We plan to publish a Strategic Plan that will guide us over the next five years. We will develop performance measures in the form of an annual business plan that will focus Region III on its priorities of Operations, Planning, Outreach and Partnerships, People, and Management.

For Operations, we will continue to strengthen our RRCC capabilities and build on our successful “All Hazards – All States” GAP Analysis Program. For Planning, our main objective is to increase capabilities in no notice and natural disaster contingency and operational plans, including those that address the 15 National Planning scenarios, COOP, Avian/Pandemic Influenza, and high profile events. The first plan for 2009 will be for the Presidential Inauguration. To improve planning capabilities we propose to establish a Regional Planning Working Group that will coordinate amongst our external partners, as well as internal interdivisional, planning, training, and exercise efforts.

In FY 2009 we will also continue an aggressive stakeholder outreach program. Our National Preparedness Division, along with our External Affairs Officer will develop a comprehensive outreach engagement plan that will help guide the region in targeting our partnership building efforts to include private sector and universities. We are looking to increase participation in Citizen Corps Councils, CERTs, and other volunteer organizations to ensure they have the tools to accomplish their missions, and with the anticipated hire of a dedicated Mitigation Outreach person, we plan to significantly grow our mitigation outreach this coming fiscal year.

Our people are our greatest asset and Region III very much wants to continue taking steps to retain our skilled workforce and continue hiring exceptional individuals to fill our vacancies. Finally, for 2009 under the management priority our goal is to provide exceptional customer service to both our employees and stakeholders.



A C R O N Y M S

AFG	Assistance to Firefighters Grant	IT	Information Technology
AHC	All Hazards Consortium	JFO	Joint Field Office
CATEREP	Catastrophic Evacuation Planning	LETPP	Law Enforcement Terrorism Prevention Program
CCP	Citizen Corps Program	MERS	Mobile Emergency Response Support
COOP	Continuity of Operations	MAP MOD	Map Modernization
CORE	Cadre of Response Employees	MMRS	Metropolitan Medical Response System
CRS	Community Rating System	NFIP	National Flood Insurance Program
CWG	COOP Working Group	NIMS	National Incident Management System
CCP	Citizen Corps Program	NP	National Preparedness
COOP	Continuity of Operations	NPM	National Preparedness Month
CORE	Cadre of Response Employees	NSS	National Shelter Survey
CRS	Community Rating System	PA	Public Assistance
CWG	COOP Working Group	PDA	Preliminary Damage Assessments
DAD	Disaster Assistance Division	PDM	Pre-disaster Mitigation
DAE	Disaster Assistance Employee	PFO	Principal Federal Official
DCE	Defense Coordinating Element	PFT	Permanent Full Time
DOD	Disaster Operations Division	POD	Point of Distribution
EHP	Environmental Historic Program	PSA	Public Service Announcement
EMA	Emergency Management Agency	RADM	Rear Admiral
EMI	Emergency Management Institute	RAC	Regional Advisory Council
EOC	Emergency Operations Center	RECCWG	Regional Emergency Communications Coordination Work Group
ERT	Emergency Response Team	RFC	Repetitive Flood Claims
ERT-A	Emergency Response Team - Advance Element	R&R	Response and Recovery
ESF	Emergency Support Function	RISC	Regional Interagency Steering Committee
FCO	Federal Coordinating Officer	RRCC	Regional Response Coordination Center
FEB	Federal Executive Board	RRT	Regional Response Team
FEMA	Federal Emergency Management Agency	SRL	Severe Repetitive Loss
FMA	Flood Mitigation Assistance	SAR	Search And Rescue
FY	Fiscal Year	SEPCTTF	Southeastern Pennsylvania Counter- Terrorism Task Force
HHS	Health and Human Services	SHSP	State Homeland Security Program
HMA	Hazard Mitigation Assistance	UASI	Urban Areas Security Initiative
HMGP	Hazard Mitigation Grant Program	VOAD	Voluntary Organizations Active in Disaster
HPE	Hurricane Preparedness Exercises		
HRK	Household Repair Kit		
HSGP	Homeland Security Grant Program		
HUD	Housing and Urban Development (U.S. Department of)		
HURREVAC	Hurricane Evacuation		
IA	Individual Assistance		
IMAT	Incident Management Assistance Team		
ICS	Incident Command System		
IRR	Initial Response Resources		



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