

A map of Nebraska showing its 93 counties. Major cities are marked with black dots. The cities shown are: Scottsbluff, Barner, Kimball, Cheyenne, Deuel, Keith, Lincoln, Perkins, Chase, Hayes, Frontier, Gosper, Phelps, Kearney, Adams, Clay, Fillmore, Saline, Gage, Pawnee, Richardson, Douglas, Sarny, Cass, Otoe, Nemaha, Johnson, and Richardson.



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There can be no guarantee of a perfect response system, nor is any expressed or implied in this Handbook. Local and State assets are vulnerable to disasters and may be overwhelmed. Governments can only attempt to make every reasonable effort to respond based on the situation, information and resources available at the time of and following the disaster.

This Handbook is not intended to limit or restrict initiative, judgment, or independent action required to provide appropriate and effective disaster planning, preparation, mitigation, response, and recovery. At the same time, freedom of initiative cannot be used as an excuse for failure to take necessary coordinated actions to accomplish these objectives. This Handbook does not supersede or supplant any policies, directives, guidelines, or conditions of employment by an emergency manager's hiring authority or jurisdiction. This Handbook is considered a dynamic document and accordingly there will be a current version, but no final version.

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Chapter 1

Foundation of Emergency Management

I. INTRODUCTION

Emergency Managers (EM) across Nebraska face similar challenges; the need to train local volunteers, complete threat and risk assessments, identify and determine the availability of resources, maintain a public awareness campaign, cope with population growth, lack of actual disaster response experience, all while juggling a substantial number of daily tasks. In addition, local Emergency Managers face the difficulty of obtaining and coordinating local government support, politically, managerially and financially, for emergency management activities and program implementation. The local emergency professional is unique in the broadening field of risk management.

The roles and responsibilities of local Emergency Managers have changed since September 11, 2001. Greater emphasis is being placed on terrorism prevention, grant management, exercise & training program development & maintenance, and other Homeland Security related activities. The trend for change and growing responsibilities will continue.

The mission of the Emergency Manager is to create a community organization to reduce vulnerability to hazards and cope with disasters. This is done by coordinating and integrating all activities necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from threatened or actual natural disaster, acts of terrorism, or other human caused disasters.

This Handbook will help familiarize you with the many variables and challenges of the Emergency Management profession. This Handbook is an ongoing effort to provide accurate and timely information to assist both new and experienced local Emergency Managers in the State of Nebraska.

II. COMPREHENSIVE EMERGENCY MANAGEMENT PROGRAM

Emergency Management is the profession dealing with the dynamic process of purposeful, coordinated efforts among government, non-government, not-for-profit agencies, and public/private sector organizations. These activities will help you in all hazards, all phases, all impacts and all stakeholders to Prepare, Respond, Recover and Mitigate these events.

Obtaining and maintaining public support is the key to an effective emergency management program. An effective program will help reduce

liability and enhance community resilience when disaster threatens or strikes.

III. THE FOUR PHASES OF EMERGENCY MANAGEMENT

The Comprehensive Emergency Management Program is divided into four separate but related phases. These are:

A. Preparedness:

Preparedness is pre-planning for an emergency or disaster to occur and working to increase resources and the ability to respond effectively. Planning, forming emergency organizations, training and exercising are all forms of preparedness activities. As an EM, you will assist state and local government agencies and private sector organizations to develop preparedness plans. Disaster preparedness exercises, involving responder organizations, elected officials, local social, civic, volunteer, for-profit, business organizations, other counties should be conducted to assure that proposed plans and coordination activities will work. Additional preparedness activities ensure that effective communication systems, operating facilities, and specialized equipment are in place to support emergency response and recovery operations.

B. Response:

Response actions cover the period of time shortly before, during and after a disaster, during which activities are conducted to save lives and minimize damage. Activation of the local and State Emergency Operations Centers (EOCs) search and rescue, and reception and care of disaster victims are examples of the response actions. During this period, emergency coordination functions are generally carried out in the local and State EOCs. This facility houses representatives of each department and organization involved in response activities in order to ensure cohesive response to the situation and to ensure the public is given concise, meaningful and timely information regarding the disaster.

C. Recovery:

Recovery is that period when the immediate threat to life and property has passed. Activities such as cleanup, repair, and restoration become a priority. This stage will continue until all life support systems and critical facilities are returned to normal or near-normal operations. Local, State and Federal damage assessment teams, as the situation dictates, may survey damaged areas. The local emergency manager is generally expected to work closely with the teams to ensure swift

completion of the assessment process. On-site Disaster Centers may be established within affected communities.

D. Mitigation:

Mitigation is any action “determined to be cost-effective which substantially reduces the risk of future damage, hardship, loss, or suffering in any area affected by a major disaster” (Stafford Act, P.L. 93-288, as amended, Sec 404). Mitigation is the foundation of an all hazards, risk-based emergency management program. It saves lives, reduces property damage, and helps to preserve the economy in the disaster area. Proactive mitigation (to reduce the likelihood or lessen the potential effects of disasters) programs include flood plain management, fire prevention, building codes and development of structural standards, safe rooms, land-use regulations and advocacy with urban planning and zoning commissions to factor emergency management considerations into community design. Reactive mitigation (to reduce effects based on past experience) programs include flood insurance, disaster preparedness improvement grants, and development of predictive models of damage based on past experience.

As a result of 9/11, and the creation of the Department of Homeland Security, the EM professional field was expanded. And as Federal guidelines shape the course for change, one will find two additional concepts in current literature and discussions.

E. Prevention:

These are specific actions taken to avoid an incident or to intervene to stop an incident (focus is on terrorism) from occurring. This primarily involves other agencies, generally law enforcement, in a cooperative effort and uses intelligence and data, inspections, surveillance and security operations, threat analysis, public health and agricultural monitoring, in efforts to deter, disrupt or thwart terrorism.

F. Protection:

These actions are to reduce vulnerabilities of critical infrastructure or key resources (CI/KR) in order to deter, mitigate or neutralize terrorism, major disasters and other emergencies. This requires coordinated action from Federal, state and local governments and agencies, the private sector and concerned citizens.

G. National Incident Management System (NIMS)

NIMS was developed to improve the nation's capability to respond to major emergencies and disasters. NIMS includes:

1. Integration of "all hazards" into disaster planning and management activities.
2. Activities related to disaster management, planning, and responses are integrated into the daily work activities of all departments, agencies, and organizations, that respond to or support disaster activities.
3. All appropriate personnel from the participating public, private, and volunteer agencies/organizations are included in the disaster planning and management process.
4. The four phases of emergency management are integrated into disaster planning and management activities.
5. NIMS recognizes that no single agency can, by itself, respond effectively to a disaster. Organizing, planning, responding to, and recovering from a disaster will require teamwork (public, private, volunteer).
6. Resource Management Preparedness

Resource management preparedness involves: identifying and typing resources; qualifying, certifying, and credentialing personnel; planning for resources; and acquiring, storing, and inventorying resources.

Identifying and Typing Resources

Resource typing is defining and categorizing incident resources by capability. Resource typing definitions establish a common language for discussing resources by defining minimum capabilities for personnel, teams, facilities, equipment, and supplies. Resource typing enables communities to plan for, request, and have confidence that the resources they receive have the capabilities they requested.

FEMA leads the development and maintenance of resource typing definitions for resources shared on a local, interstate, regional, or national scale. Jurisdictions can use these definitions to categorize local assets. When identifying which resources to type at the national level, FEMA selects resources that:

- Are widely used and sharable;

- Can be shared and/or deployed across jurisdictional boundaries through mutual aid agreements or compacts;
- Can be identified by the following characteristics:

Capability: The core capability for which the resource is most useful;

Category: The function for which a resource would be most useful (e.g., firefighting, law enforcement, health and medical);

Kind: A broad characterization, such as personnel, teams, facilities, equipment and supplies; and

Type: A resource's level of minimum capability to perform its function;

The specific metrics used for determining a resource's type depend on the kind of resource and the mission envisioned (e.g., a mobile kitchen unit is typed according to the number of meals it can produce, while dump trucks are typed according to haul capacity); § Type 1 is a higher capability than Type 2, which is higher capability than Type 3, etc.; § The level of capability is based on size, power, and capacity (for equipment) or experience and qualifications (for personnel or teams); • Can be identified, inventoried, and tracked to determine availability; • Are used for incident management, support, and/or coordination under ICS and/or in EOCs; and

- Are sufficiently interoperable or compatible to allow for deployment through common systems for resource ordering, managing, and tracking.

Resource users at all levels apply these standards to identify and inventory resources. Resource kind subcategories define the capabilities more precisely.

Chapter 2

The Local Emergency Manager

I. **ROLES AND RESPONSIBILITIES**

The Emergency Manager (EM), as designated by law, local ordinances, resolutions, or by job description, is responsible for the components of the emergency management program in the jurisdiction. The EM is the jurisdiction's primary point of contact and liaison with State and Federal Emergency Management personnel.

The EM has two principal roles: coordination and planning. The coordination between local agencies and organizations, and the State and Federal agencies in a disaster is a pivotal responsibility and typically falls on the EM. Planning and engaging all interested and responsible parties is essential for an effective EM program.

II. **MANAGEMENT TOOLS**

Listed below is a set of tools that can be utilized to make your emergency management program more efficient. Please refer to; this handbook, your County's Local Emergency Operations Plan (LEOP), or the FEMA's Independent Study courses to get additional information on each management tool.

- A. Hazard Analysis and Vulnerability Assessments – this identifies known and potential hazards and threats in the jurisdiction
- B. Capability Assessments – these data come from the first responders and support agencies; listing equipment, trained personnel, “what they can bring to the table” during a disaster
- C. Local Emergency Operations Plan – this is the core document of your local program.
- D. Standard Operating Guides or Procedures – these explain or direct staff on specific operational skills or specific task operations such as using a hand-held radio.
- E. Local and State Training Sessions, Workshops
- F. Emergency Management Exercises – required to test plans, training and procedures
- G. Grant Program Management – NEMA grants handbook is major reference

- H. National Incident Management System (NIMS) – a process-oriented disaster incident management system required, by Governor's directive, to be used.
- I. FEMA supported training; Emergency Management Institute (EMI) – excellent source for training and information, many job aids available; free
- J. Planning, Exercise, Training Region participation

III. ADVISOR/LIAISON AND PUBLIC EDUCATOR

The EM is expected to be the representative to the local officials before, during, and following disasters. In this role, the EM brings awareness of potential assistance and suggests solutions based on the needs of a community and available resources. During times of crisis, the EM serves as a liaison and keeps local officials apprised of the situation to assist them in making the best decisions possible. The EM also serves as a liaison to the State and Federal EM offices, and is expected to establish communication between all levels of government in the time of need. At times the EM will need to assist the Public Information Officer with public education and emergency awareness.

IV. LOCAL RISK/HAZARD ANALYSIS

A comprehensive EM program should consider the following questions; "What emergencies or disasters will affect our citizens and communities?" and "How will we deal with them?" It is vital that the EM has access to this information; therefore, one of the first tasks is to conduct or review the most recent jurisdiction specific hazard analysis.

A local hazard analysis can be completed in several ways. Reviewing past emergency management files and records, reviewing other jurisdiction's historical records (including newspapers and other historical files), and by working closely with Planning & Zoning Departments, Building Code Committees, and the County Engineer's Department/Public Works Office. By using these tools EMs can obtain a historical picture of past threats. Working with local first responders, State and Federal agencies (such as DHS/FEMA) and other responding entities the EM will determine any new threats that may have gone undetected.

A current risk/hazard analysis will help determine what types of risks or scenarios a community is most susceptible. The Emergency Manager must know today's risks in order to address the capabilities of their community and those of neighboring jurisdictions in order to be prepared.

V. PLANNING

By law (Nebraska Emergency Management Act 1996 R.S.S., 81-829.46 (9) “each city, village, county ... shall prepare and keep current ...emergency operations plan...” The following types of plans are encountered on the job. Often a particular type of plan is specified for a grant application or eligibility, to ensure grant compliance check with your grant manager at NEMA.

A. Planning Approaches

The EM will be tasked with developing several kinds of plans and plans to address specific functions (evacuation, communications and warning, etc.) or issues such as training or public education. The following are three commonly used approaches or methods used by EMs.

1. Capabilities based planning: The Department of Homeland Security (DHS) currently advocates that all State and local jurisdictions implement the Capabilities-Based Planning approach. Capabilities-Based Planning uses risk/hazard analysis to identify the response capabilities needed to meet specific community needs. Communities with limited resources must leverage the resources they have in order to better prevent, respond to, and recover from a terrorist attack or disaster. The future DHS grants will involve determining levels of capability (Fire, HAZMAT, EMS, etc.), identifying current gaps in resources, preparing strategies to meet specific gaps or deficiencies (mutual aid agreements and regional assets), and describing how DHS funding will be used by your jurisdiction to address those gaps.
2. Scenario based planning: This addresses who will respond, what they will do, what resources are needed and how the response will be managed. Such plans are risk based, focused on the most likely or most harmful events affecting the community. Homeland Security has identified 15 National scenarios for which the capabilities required to respond have been identified.
3. Functional planning: This approach uses processes, tasks or activities that are commonly required during any given emergency response, incident, disaster, event. Examples of emergency functions may include communications and warning, the law enforcement and fire service or debris management functions. The, “who” is responsible for doing “what”, “when”, “where”, “process” and “how well” is defined. The LEOP is designed as a functional plan of operations.

VI. LOCAL PLANS & STANDARD OPERATING GUIDELINES

The local EM is responsible for the development, maintenance, and revision of the jurisdiction's Local Emergency Operations Plan (LEOP) (Nebraska Emergency Management Act of 1996, RRS Section 81-829.46(9)). The LEOP is required to be reviewed annually and revised every five years. Revised LEOPs are made available to the local emergency management community at no cost to the jurisdiction. They are also placed on the NEMA website as a public document.

A compliant LEOP meets the requirements of other State, Federal and Presidential directives, acts, regulations, guidelines. The approval and acceptance of the LEOP by the county boards and the city and village councils by jurisdictional resolutions, documents that the various obligations to protect citizens and have response and recovery policies and procedures in place prior to and during disasters and that the directives regulations and guides from governmental authorities have been met.

Information and expertise from local government department heads, businesses and industry, and the Local Emergency Planning Committee (LEPC) are valuable resources used to effectively review and revise your county's LEOP. The LEOP should be changed and modified to reflect changes in policy, should reflect lessons learned, and evolve as situations hazards and capabilities change.

Standard Operating Guidelines or Procedures (SOG, SOP) are detailed instructions of a specific task or procedure. SOPs/SOGs are kept as separate documents and **are not to be included** in the LEOP. For example, fire service has SOPs on the type of nozzle setting to use for fires, SCBA fitting, etc. Public health has SOPs on setting up clinics, registering clients, etc. The emergency manager needs EM/EOC SOPs in the Emergency Operations Center so the staff can be trained or have references to operating two-way radios, entering data into incident logs, accounting procedures and the like.

VII. COORDINATION OF RESOURCES

An important component of the Emergency Manager's job is to bring together all the needed resources (special teams, trained people, equipment, services) to support the community or jurisdiction during times of crisis. This is done by coordinating the activities of governmental, public and private organizations, and agencies to facilitate the appropriate response to support the needs of the community during the emergency or disaster, and during both the short term and long-term recovery periods afterwards. Depending on the event, the coordination effort may potentially require: providing transportation during an evacuation for persons with functional needs, working with the county/city attorney to

address legal issues during an incident, attending to field operations support, disseminating identification cards, making formal requests for aid from nearby communities, and working with officials and local contractors to obtain, track and then replace/restore needed equipment and resources.

VIII. EMERGENCY OPERATIONS CENTER (EOC)

The EM generally coordinates local responses to emergencies and disasters from a facility called an Emergency Operations Center (EOC). This coordination function includes staffing the facility by organizing, recruiting, and training Emergency Management support staff who would support all jurisdictions in operational areas not normally the functions of day-to-day government. This facility will be the central point for coordinating disaster support operations and, as such, must be kept at a state of readiness. The EM is responsible for maintaining a call-down list of support staff, tracking and recording disaster events as they unfold, and holding briefings to coordinate disaster response/recovery efforts. During disasters or potential disasters, the local principal executive official, the EM or others as defined in your LEOP, have the authority to activate the EOC. An effective EOC facilitates continuity of government during times of crisis.

IX. EMERGENCY COMMUNICATIONS SYSTEM

It is vital that the EM develop and maintain an emergency communications system to warn the public as well as responders of impending danger. It is important to know what communication capabilities your community has for continuity of operations and continuity of government. Some issues to consider; does your EOC have access to cable television for important emergency announcements? Is your community's wireless communications system interoperable with your 911 dispatch center and local media outlets? How compliant and complete is your county in the State Interoperability Plan? Is the Communications Annex of the LEOP reviewed and updated annually? How does your county integrate into the "Statewide Communications Backbone (NRIN)" and communications regions?

X. EMERGENCY MANAGEMENT TRAINING AND CERTIFICATION

The EM, support staff, first responders, elected and appointed officials and concerned citizens should participate in a variety of professional development and training programs in order to further enhance their emergency management skills. Under provisions of the Nebraska Emergency Management Act of 1996, [RRS Section 81-829.46(6)] emergency management directors or coordinators or deputies shall be

qualified and certified in accordance with criteria established by the Nebraska Emergency Management Agency.

Information on certification requirements and other State-sponsored training opportunities is found in Chapter 12 of this guidebook. In addition to State and locally sponsored courses, the Federal Emergency Management Agency (FEMA) offers resident courses at the Emergency Management Institute (EMI) in Emmitsburg, Maryland and many more web-based independent study courses. For additional information on any of these training opportunities, contact NEMA at (402) 471-7421. This information is also available on the NEMA website at <https://nema.nebraska.gov/operations/nema-training-program> and at <http://training.fema.gov/IS/>.

All emergency managers, staff, first responders, elected officials and selected staff of support agencies and organizations involved in disaster/emergency response and recovery are required to implement appropriate National Incident Managements Systems (NIMS) protocols and procedures. Required training in this management system is also detailed on the NEMA web site.

Anyone falling within an emergency support functions, is responsible for maintaining their personnel's specialized training and certification requirements. The EM will assess emergency preparedness training needs for their jurisdiction and ensure that formal emergency management training programs are made available to city and county administrators and personnel. Many of these programs, especially from the DHS/FEMA are at no cost. One should also consider the value of shared, regionalized training.

XI. EMERGENCY MANAGEMENT EXERCISES

For those jurisdictions receiving DHS/FEMA funds, the local Emergency Manager is responsible for implementing and maintaining the Homeland Security Exercise & Evaluation Program (HSEEP). This process involves grant management, maintenance of a Three-Year Exercise Plan and Calendar that is both progressive and comprehensive, development of separate planning, exercise, training, and design teams, and strengthening community's response capabilities. Additionally, each jurisdiction should conduct one major exercise every two years. All exercises (orientation, drill, tabletop, functional, and full-scale) utilizing DHS funds should be reported using the HSIN portal.

XII. MUTUAL AID

Emergency Managers may assist in establishing mutual aid or cooperative assistance agreements or Memoranda of Understanding (MOU) to provide needed services, equipment, or other resources needed in an emergency.

Emergency Managers must work with local officials to actively pursue mutual aid agreements. These relationships need to be developed, strengthened, and maintained.

XIII. LOCAL OPERATING BUDGETS

The EM may also be responsible for preparing, submitting, and justifying the agency's annual/biannual emergency management budget to the elected officials. This may include agreements and costs for restocking haz-mat trailers, holding exercises, travel, training, computer and printing costs, office rental and the myriad of other costs of running a professional business.

LIST OF ATTACHMENTS:

Attachment 1: Samples of Emergency Manager Job Description(s) 2-9

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EMERGENCY MANAGER POSITION DESCRIPTION EXAMPLE

The below guidance is provided as a sample position description, local policies and procedures provided by the hiring authority shall be followed.

EMERGENCY MANAGER

POSITION DESCRIPTION (SAMPLE)

I. DESCRIPTION

This is an appointed position responsible for the development, implementation and maintenance of an emergency management system (or program) in (jurisdiction) to:

- a. reduce the vulnerability of the citizens and the communities of (jurisdiction) to damage, injury and loss of life and property resulting from terrorism, natural disasters, man-made disasters and major emergencies;
- b. to coordinate activities relating to the prevention, mitigation, preparedness, response and recovery to a terroristic event, natural disasters, and major emergencies within this jurisdiction.

Such an emergency management program shall include all responsibilities outlined in the Nebraska Emergency Management Act, 81-829.31, 81-829.36 to 81-829.75.

The incumbent is charged with making certain that the first response and other supporting agencies of the emergency management program understand the threats and risks to the jurisdiction, plan for emergencies, are able to function effectively in an emergency and conduct recovery operations following a disaster.

The position requires direct responsibility for the organization, administration, and operation of the (name of the local organization), subject to the direction and control of the (principal executive officer of the jurisdiction). The position serves as the principal advisor to the (governing board) in disaster/emergency matters.

The incumbent, in discharging duties, must work with elected and appointed officials of the local, state and federal governments, and with private sector interests.

The incumbent is given broad and extensive authority to determine program priorities, requirements and procedures to implement and support the local, state and national programs and objectives. Completed work is reviewed in terms of net results and the achievement of broad

objectives and conformance with general policies. Job effectiveness can be determined by the ability of the (*title of the position*) to take the lead in disaster mitigation, prevention, response and recovery planning, training, and coordination in the support of the Incident disasters/emergencies, making maximum use of all public and private resources available.

II. EXAMPLES OF WORK

This position may not be assigned all duties listed, nor do the listed examples include all the duties that may be assigned.

- A. Systematically identify and analyze the natural and technological and man-made risks and hazards that pose potential threats or risks and significant consequences to (*jurisdiction*).
- B. Develop and maintain the Local Emergency Operations Plan (LEOP) to state standards, outlining the roles and responsibilities of government and supporting groups under various emergency contingencies by coordinating the planning of all departments, agencies and organizations having an emergency mission responsibility or capability.
- C. Develop a Planning, Exercise and Training (PET) program and 3 year calendar to allow key local officials opportunities to practice directing coordinated operations under simulated emergency conditions.
- D. Keep the (*principal executive of the jurisdiction*) fully informed on emergency management activities.
- E. Work with local officials in the development of a hazard mitigation programs to eliminate or reduce potential hazards.
- F. Identify labor and material resources from government and private sector sources that would be available in an emergency.
- G. Identify resource deficiencies and work with appropriate officials on means to overcome them.
- H. Develop an Emergency Operations Center that incorporates internal procedures and staffing requirements to permit key executives to direct the coordinated emergency response of the local governmental departments and support groups.
- I. Develop and maintain an interoperable communications system that best utilizes pre-existing community communications systems and interfaces with the State Interoperable Communications Plan.
- J. Develop and maintain a public warning system.

- K. Develop and maintain an emergency public information system.
- L. Develop and maintain a mass care system.
- M. Develop and maintain a public emergency management education/training program.
- N. Coordinate with industry to identify chemical hazards and to develop industrial emergency plans and response capabilities through the county's Local Emergency Planning Committee (LEPC).
- O. Prepare, submit, and justify an annual emergency management budget.
- P. Secure technical and financial assistance available through State and Federal programs.

III. QUALIFICATIONS

The incumbent must have the formal education and/or experience in occupations that demonstrate the individual's ability to manage the entire emergency management program of (*jurisdiction*). Such education and/or experience should include planning, organizing, coordinating, implementing, budgeting, grants management, program development and management, and personnel management.

The ability to work cooperatively with other governmental, service, non-profit and private sector agencies and the public at large is essential. The incumbent must have public speaking skills, the ability to conduct public meetings and presentations, and have the capacity to deal with the media. Knowledge of and the ability to use computers for communications, research and word processing is required.

Significant previous experience in emergency operations is desired along with completion or ability to complete the training programs prescribed by State and Federal emergency management authorities. It is expected that within two years of employment, the incumbent will become a Nebraska Emergency Management Agency certified emergency manager at the Basic level and is encouraged to seek advanced training and certification.

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Chapter 3

Concepts and Probable Activities for Supporting Emergency Operations

I. Roles and responsibilities

The Principal Executive Officer (PEO), whether the Mayor, County Board Chair, or Chair of the Village Board, bears the direct and ultimate responsibility for how well the jurisdiction prevents, prepares for, responds to, survives and recovers from an emergency or disaster. The Emergency Manager provides assistance and advises the PEO to ensure that proper emergency actions (planning, response, recovery, mitigation) are taken to provide the care and support for those citizens affected.

Citizens expect their government to protect them, assist them, inform them when a disaster threatens or occurs, and to instruct them when it is necessary to take protective actions for their personal safety. Educating the public and working directly with the citizens and the media is imperative for a successful program.

During an emergency or disaster, it is the Emergency Manager's (EM) role to take an overall or strategic perspective and see the whole picture. To do this, the Emergency Manager does not get caught up in the minute details of the event nor assumes the role of the "on-site first responder". Rather, the EM implements an effective overall management for the coordination, cooperation and collaboration and systems management involving the officials, responders, response agencies to provide support of the incident and the Incident Command.

The Emergency Operations Center's (EOC) staff should be available to support the specific day-to-day needs or requirements of the emergency or disaster. The LEOP provides functional guidance to operations in addition to lists of officials, resources, volunteer coordination procedures, etc.

A. EOC Staff:

The operational functions list below is general by design and not inclusive of all situations the staff may face. These functions or tasks may be to:

1. Report to the specified location at the specified time.
2. Expand or reduce support staff as needed, anticipate staff needs.
3. Keep a log, document everything; phone calls, briefings, staff present, duration, use photographs, video etc., from the initial warning until official 'close-out'.

4. Review plans and procedures appropriate to current and anticipated situations.
5. Follow EOC, local or departmental standard operating guides or procedures.
6. Establish briefing schedule: Identify organizations and individuals who need to be in the EOC and others that need to be kept informed of the situation.
7. Provide Incident Status Reports (copy available in LEOP) to the Nebraska Emergency Management Agency; include the extent of damages, local actions taken, the status of critical facilities and resources and requirements for additional assistance (see Appendix I, Incident Status Report).
8. Activate an information system to manage the flow of damage reports from the affected area(s), requests for assistance, resources deployed, expenditures reports may come from responders, businesses, residents.
9. Remind all response agencies that they are accountable for documenting the dates, hours worked, accomplishments, kinds and types of resources secured, used, demobilized, and returned; including volunteer labor, donated resources and costs.
10. Support the Incident Commander's Incident Action Plan. Participate in IAP process.
11. Maintain shift schedules, delegations of authority for EOC Continuity of Operations Plan-Continuity of Government (COOP-COG), maintain contact with family, monitor / lower stress levels.
12. Think and plan ahead; what may be needed, who has it, how do we get it, when do we need it, 1 hour, 1 day, 1 week, 1 year from now?
13. Develop recovery, demobilization plans.
14. Maintain and submit financial records as required for local, state, federal assistance.
15. Review; revise the LEOP and other essential plans as indicated from the After Action Reports (AARs).
16. Emergency/Disaster Events, General Considerations and Functions:

The following are considered when evaluating the situation, preparing for, and coordinating the response and recovery to an emergency or disaster: This list is by no means inclusive of all situations. Accurate assessment of the situation, knowledge of the community's capabilities, reasoned management decisions, and official's support should guide your actions.

Disaster threatens or occurs:

- a. Warn the public that danger is eminent once a threat is confirmed.
- b. Coordinate with the incident commander on the need for immediate life saving measures, e.g., evacuation, shelter in-place, etc.
- c. Begin the notification process and use the resources listed in your LEOP.
- d. Begin record keeping (log) of resources used (personnel and equipment) in the event a State or Federal Disaster is declared.
- e. Activate the Continuity of Operations Plan (COOP), notifies personnel, and activate the alternative EOC if the EOC is deemed destroyed or inaccessible.
- f. Activate the EOC to the degree needed (see Annex A from the LEOP).
- g. If the incident is weather related, share Incident Status Report information with your local National Weather Service Office. (See LEOP for ISR, NWS contact)
- h. Initiate damage assessment, as necessary.
- i. Discuss issuing a local disaster declaration; take actions accordingly.
- j. Initiate a coordinated response effort with all activated city departments; use the National Incident Management System.
- k. Activate and begin the response and recovery portions of the Local Emergency Operations Plan (LEOP).
- l. Request assistance from relief organizations or mutual aid.

- m. Evaluate resource requests from the Section Chiefs/ Incident Commander(s) to identify specific needs and types of assistance that cannot be furnished with local resources.
- n. Activate a Joint Information Center (JIC) as required.
- o. Conduct scheduled briefings involving the Principal Executive Official(s), Incident Command, support agencies concerning conditions, changes in the situation, unmet needs, progress in response and recovery efforts, short and long range objectives, etc.
- p. Participate in the Incident Action Plan development process.
- q. Determine if debris removal operations are necessary, activate responsible agency.
- r. Provide Incident Status Reports (copy available in LEOP) to the Nebraska Emergency Management Agency; include the extent of damages, local actions taken, the status of critical facilities and resources and requirements for additional assistance (see Appendix I, Incident Status Report).

II. Stages¹ of Emergency Operations and Emergency Response Actions:

There are no definitive measurements of the end of one functional operation or stages below and the beginning of another. Events and activities do not follow the same sequence in each threat or incident. Some activities may occur at the same time, demanding some of the same resources; therefore the demand for coordination, collaboration, cooperation and executive committee prioritization is critical to response and recovery. Also, the duration of each phase varies with each situation due to the instability and dynamic nature of a crisis; therefore Incident Action Plans become a necessary tool for your community's response and recovery success.

A. Stage 1: Initial Assessment of the Situation

The focus during this critical period is to identify the source and magnitude of the problem. The determination of credible threats or extent of damages and potential for more and the consequences of the damages are priority activities.

1. Activate the EOC, support staff and principle executive officials if not done so.

¹ The use of the term "stages" is for this handbook's organizational use only.

2. Begin development of the ICS-201 form
<https://training.fema.gov/icsresource/icsforms.aspx>
3. Determine what needs to be done, when and how to protect people, property, and the environment from further damage.
4. Determine the incident perimeter and need for access control.
5. Report significant damage to NEMA; use the Incident Status Report (available on NEMA's website) even when there is no local disaster declared.
6. Review the procedures for issuing a local disaster declaration and inform the principal executive officers of the situation.

B. Stage 2: Notification and Warning

Notification "Trigger points" need to be identified prior to an event to adequately inform or notify the principle executive officers, primary first responders.

1. Identify additional "trigger points" for public notifications and warnings.
2. The EOC's Standard Operating Procedures/Guide should include detailed procedures for the activation of the outdoor warnings systems, the Public Information function and activation of pre-scripted announcements. A timely determination for issuing protective action guides (such as in-place sheltering or evacuation) is vital in warning statements and information to the public.
3. A comprehensive list of officials and organizations and their points of contact should be maintained in the County LEOP (Annex A). The City/Village also has the option to utilize additional standard notification operating guides, plans, or procedures in conjunction with their LEOP. The notification list should include:
4. Local officials and agencies to notify of the incident, severity, response actions, activation of EOC.
5. Response agencies to notify of the incident, request assistance, or place on stand-by status.
6. Support organizations / Mutual Aid Agreements to notify of the incident, request assistance, or place on stand-by status.

C. Stage 3: Local Response to the Incident

1. Implement the National Incident Management System

All responding elected and appointed officials, departments, agencies and jurisdictions will follow the National Incident Management System (NIMS) protocols when conducting either individual or joint disaster response and recovery activities. NIMS components are used in accordance with the following guiding principles:

a. Flexibility:

NIMS components are adaptable to any situation.

b. Standardization:

NIMS defines standard organizational structures, practices and common terminology that improves integration and connectivity among jurisdictions and organizations.

c. Unity of Effort:

NIMS achieves common objectives by providing a means of coordinating activities among various organizations.

2. Continue EOC operations.

- a. Monitor the situation; what emergency conditions exist?
- b. Activate damage assessment teams.
- c. Determine if there are cascading events or imminent dangerous situations.
- d. Re-assess the life support responses that are needed now, later.
- e. Determine which other jurisdictions or mutual aid agencies are involved.
- f. Determine the potential for others to be impacted. When?

3. Support the Incident Commander; participate in the planning process.

4. Monitor the status of emergency responders and resources
 - a. Track the resources (personnel, equipment, services, and finances) that have been or are being committed.
 - b. Determine the availability of backup resources, personnel, inventory and availability.
 - c. Activate mutual aid agreements: shelter, supplies, personnel, etc. as needed.
 - d. Begin planning for demobilization.
 - e. Conduct evaluations and AARs for demobilized forces.
5. Identify tasks and demands
 - a. Identify the types of response activities underway. Does the Incident Commander believe additional support may be required?
 - b. What additional coordination will need to be done? Immediately? Within next 12, 24, 48, 72 hours, etc.
6. Local officials should consider signing a local declaration when:
 - a. The magnitude of the event has had, or is likely to have, a significant impact on local resources (personnel, equipment, and finances).
 - b. The existing mutual aid agreements have been activated.
 - c. The need for State assistance is expected.
 - d. The need for evacuation or in-place sheltering is expected.
7. Coordinate and Ensure the Activation of Emergency Public Information System:
 - a. Emergency Alert System (EAS), IPAWS, NAWAS, 211, other media
 - b. The Public Information Officer should be recognized as the single source of official information related to the disaster.
 - c. Plan emergency public information releases. Include additional warnings or personal protective action messages as the situation changes.

- d. Setup and activate the Joint Information System (JIS) if warranted.
8. Identify access and functional needs individuals impacted.
9. Activate an information system to manage the flow of damage reports from the affected area(s). Reports will come from responders, businesses, residents, etc.
10. Ensure appropriate documentation, both written records and photographic evidence is kept.
11. Establish the need and specific briefing schedule. Identify organizations and individuals who need to be kept informed of the situation.

D. Stage 4: Recovery Process

1. Use Local, State, support Agencies and Federal damage assessments to assist principle executive officials in developing economic, social, infrastructure plans.
2. Continue cleanup, resource management, debris management activities.
3. Attend to the human needs of victims, first responders, staff, public; continue injury/medical/fatality/lost and missing persons activities; continue support of shelters, restoration of utilities, security, infrastructure, fuel, food, etc.
4. Coordinate the determination of when it is safe and how to re-occupy the area, inform the public.
5. Continue with evaluation or After Action Review processes.

E. Stage 5: Demobilization

1. Demobilization of resources begins with the onset of response.
2. The planning process (Planning P) determines the need for resources and determines what resources can be demobilized.

F. Stage 6: Mitigation

1. Review current mitigation plans, implement those portions appropriate to the situation.
2. Review and re-assess the impact of identified hazards, threats.

2. Hold frequent AARs to evaluate specific plans, procedures, authorities, response and recovery activities. Use these findings to renew, revise the mitigation plans and activities.
3. Work with Planning & Zoning, Building Code Committees, and County Engineer's/ Public Works to develop and recommend future mitigation activities.
4. Create public awareness and understanding of threats, risks and hazards that lead to public support for mitigation actions.
5. Encourage citizens to implement procedures that will increase their ability to survive a disaster and cause less damage to their property (Ready.gov).

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Chapter 4

Local Government in the State of Nebraska

I. GOVERNMENT ORGANIZATION

Nebraska's 93 counties were formally established in 1873 after a number of legislative changes. Legally a county is a quasi-municipal corporation, as distinguished from a city, which is a municipal corporation. Municipal classifications are determined by population. There is one Metro (+300,000 pop.), one Primary (100,001-299,999), 30 First class (5,001–100,000), 117 Second class (801–5,000), 380 Villages (100-800). Cities of the second class and villages have the option of retaining their form of government when their population exceeds or falls below the 800 mark (Neb. Rev. Stat. 17-310, 17-312).

The powers and duties of local officials are set forth in State statutes and modified by home rule. When a local government wants to do something not authorized by these statutes or by the constitution, it must ask the legislature for a law permitting it to undertake the new activity.

Many activities of local officials, particularly county officials, are concerned with what might be considered State rather than county activities. The State itself generally depends on county officials for the enforcement of State laws.

The Nebraska legislature makes many of the most crucial decisions concerning the services provided by State government. It also establishes the range and circumstances within which local officials must operate, and thus further refines the choices about what services and what quality of services will be provided locally.

II. BOARD OF COUNTY COMMISSIONERS/BOARDS OF SUPERVISORS

The Board of Commissioners or Board of Supervisors is the central governing body for a county. Commissions usually have three members, Supervisors, seven or more members.

The County Boards or members may also serve ex officio as the County Board of Health, Board of Highway Supervisors, and Welfare Trustees. Boards have a variety of powers and duties, including the power to maintain a public library; create sanitary improvement districts for sewers, fire protection, and public lighting; establish and maintain public parks; and maintain abandoned cemeteries.

A. County Resolutions

Counties may pass ordinary resolutions or charter resolutions. An ordinary resolution would be used for an action that is a local matter but is not covered by an enumerated power or enabling legislation delegated to the counties by state statute.

County charter resolutions exempt a county from all or part of any statute and allow the county to substitute or make additional provisions. Charter resolutions require the unanimous vote of the County Board, and are subject to a protest referendum, or they may be adopted by a majority vote of the board if a referendum is scheduled.

B. Township Government

All land in Nebraska is either in a township or a city of the Metropolitan, Primary, First or Second class. Villages are for most purposes part of the township in which they are located.

The chairperson, clerk, and treasurer form the township's auditing board, which is responsible for supervising township finances. In counties that have not adopted the county-unit road system, the auditing board also acts as the board of highway supervisors.

To a limited extent, the township chairperson is the general supervisor of township government. The Chairperson divides the township into convenient road districts and appoints road overseers. In addition, the Chairperson is an election judge. In some townships, the Chairperson may be the road overseer, and also have duties relating to prairie dog eradication, cemeteries, and water and sewer systems.

C. Forms of City Government

There are three standard forms of city/village government, and two statutorily allowed modifications: the mayor-council plan, the modified mayor-council plan, the commission plan, and either of two variations of the city manager plans. The mayor-city council is the most common form of city government used.

D. Municipal Powers

1. Police Power

Police power refers to the broad power of the State to make necessary regulations for promoting the health, safety, and welfare of its citizens. The State legislature exercises police

power, but it also has authorized the cities to use this authority.

The governing body of the city (the city council or commission) exercises this power by passing ordinances. The enforcement of these ordinances normally is the responsibility of the marshal or police force. The Nebraska Highway Patrol and other law enforcement entities such as the county sheriff offices are frequently requested to assist city police departments.

2. Zoning

Zoning is predicated on the police powers of cities, restricting the right of individual property holders to use their property entirely as they see fit. It guides the future development of the city and aims to make cities more attractive, safer, and pleasant places. It is an integral part of city planning and management, and it must play an important role in Emergency Management and mitigation activities.

The governing bodies of all cities in Nebraska are authorized through enabling legislation to appoint planning commissions, which recommend the establishment of zoning districts and set their boundaries. However, the city council has the power to make all final planning decisions. Most cities with more than 1,000 people have a planning commission. Generally, all property employed in nonconforming uses when a zoning ordinance is adopted may continue to be employed for that purpose or 'grandfathered' in. Only new nonconforming uses are closely restricted.

3. Fire Protection and Prevention

First-class cities or larger are specifically authorized to maintain fire departments, and other cities are allowed to buy fire trucks and equipment and to establish training and certification requirements for the use of the equipment. All cities have the authority to establish building code regulations and zoning ordinances that regulate, prohibit or restrict the erection, construction, reconstruction, alteration, or use of buildings, structures or land.

It is estimated that some 30 cities in Nebraska maintain full-time, paid fire departments. Many others fund some paid firefighters but depend mostly on volunteers. Fire Districts and city fire departments frequently arrange to provide fire protection services to the surrounding rural areas, and some townships contribute to the support of the departments. Fire

districts may have local agreements to cross political boundaries.

4. Power to Acquire and Maintain Streets

Cities may acquire streets by dedication, prescription, purchase, or through the process of eminent domain. When a plat is filed, land indicated for public use is considered, dedicated, and no specific acceptance beyond the filing of the plat is needed.

While city streets form only a small percentage of the road mileage in the State, they carry a substantial percentage of its traffic. A city may ask the Nebraska Department of Transportation to maintain the State highways within city limits, or a city may receive a payment and maintain the highways on its own. Counties make similar arrangements with cities.

5. Ownership and Regulation of Public Utilities

All cities in Nebraska are authorized to purchase or construct and operate utilities to supply the city and its inhabitants with natural or artificial gas, water, electricity, heat, street railways, or telephone service. Such actions must be by majority voter approval.

6. Power to Undertake Public Improvements and Services Cities are authorized to engage in a variety of public improvement projects and services. This includes the acquisition and maintenance of public parking lots, squares, and markets (both within and outside the city), establish and maintain cemeteries, build docks, wharves, river terminals and drains, canals, and other flood-control improvements that frequently are financed from general tax levies or government bonds. The governing bodies in addition may construct and maintain sewers and drainage systems or divide the city into as many sewage districts as necessary (at the expense of the owners of the benefited property). Streets and sidewalks can be developed and are normally financed by special assessments against the benefited property. All cities are authorized to collect refuse or to contract for such services.

7. Other Powers

Cities may establish special boards to supervise and manage municipal libraries, recreational facilities, and municipal universities. Cities are granted certain powers to accomplish the functions assigned by statutes, such as the power to take private property by eminent domain, to enter into contracts, and to tax.

III. ROLE OF GOVERNMENT IN EMERGENCY MANAGEMENT

A. County Government

County/local government is the first line of official public responsibility for emergency management activities. Through its local Emergency Management Agency, county government develops and maintains an ongoing program of mitigation, preparedness, response, and recovery. The local Emergency Management Agency serves the principal executive elected officials by working with other departments within the jurisdiction, the private sector, and volunteer organizations in the development of plans and enhancing response capabilities to those hazards that pose a threat to the jurisdiction.

B. State Government

The role of State government in emergency management is somewhat similar to that of local government, in that it must maintain an effective organization to manage an active/ongoing emergency management program at the statewide level. Through the Nebraska Emergency Management Agency (NEMA), the State provides direct guidance and assistance to local jurisdictions in policy and program development. NEMA also administers various Federal domestic preparedness and disaster recovery programs, through which Federal funding is funneled to local government and individuals. In support of local communities during a declared emergency, NEMA coordinates the combined efforts of State/Federal agencies and private/volunteer organizations.

C. Federal Government

The President has the power to declare national disasters and make federal assistance available to states. Department of Homeland Security (DHS) is the executive department responsible for protecting the security of the American homeland. Its primary missions are preventing terrorist attacks within the United States, reducing the vulnerability of the United States to terrorism, and minimizing the damage from potential attacks and natural disasters. The Federal government has a variety of resources to assist local and State governments for Federal disasters through the Federal Emergency Management Agency (FEMA).

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Chapter 5

Declaring A Local Disaster

I. General

Local authorities are the first line of response in disasters.

By State statute, the Principal Executive Official of the jurisdiction is charged with taking immediate steps to warn and evacuate citizens, alleviate suffering, and to protect life and property. In addition, local authorities are responsible for conducting the initial damage assessment and notifying the appropriate State agencies; use the

II. Incident Status Report.

Declare a local disaster in any situation(s) that may have a significant impact socially or economically on the citizens within your jurisdiction *when the situation(s) threatens to exhaust or over-whelm local resources (personnel, equipment, materials, money, etc.)*. Provisions for a declaration are covered in the Local Emergency Operations Plan (LEOP). Some issues for local officials to consider in making a declaration include:

- A. increased liability coverage;
- B. utilizing mutual aid agreements to obtain resources and personnel from nearby local jurisdictions;
- C. additional powers under the Nebraska Emergency Management Act; State and Federal assistance which would otherwise be unavailable without a local declaration.
- D. any protective action that may require the evacuation of residents with functional needs, such as day care/school age children, elderly residents, people with mobility problems, hospitalized or institutionalized populations, should be considered as a reason for a local disaster declaration.
- E. consulting with the Public Information Officer in order to effectively disseminate timely information to the public and media outlets.
- F. an important resource for legal considerations will be the City or County Attorney.

The local disaster declaration must be signed by the village, city or county Principal Executive Official, or their designee, in coordination with the local

Emergency Manager. Prompt notification of a local or county disaster declaration must be made by the EM to NEMA. NEMA reviews it and may submit it to the State Adjutant General. When warranted, the disaster declaration is then forwarded to the Governor's office. Should the disaster affect other counties or have a scope that State resources are required; the Governor may issue a State Emergency Declaration.

The declaration of a local or county emergency does not guarantee the availability of financial support by the Governor's Emergency Fund. To qualify for Emergency Fund support the jurisdiction must meet the damage expense thresholds as defined in the "Governor's Emergency Fund – Guidance for Local Officials" available from the NEMA's website at nema.nebraska.gov.

III. Autonomy of Native American Tribes

If your jurisdiction includes Native American Tribes and their territories, you should remember that, when affected by a disaster, the Tribes have the right to choose whether they will deal with the State or Federal government themselves, or through the county government. Your LEOP should address any existing 'Memorandums of Understanding' or other agreements concerning emergency management between local governments and the Native American Tribes within your jurisdiction.

IV. Documenting the Incident

Initial incident reports often indicate the potential damage of an incident. Your LEOP contains initial incident report forms that can be filled out quickly and verbally transmitted and then faxed to the Nebraska Emergency Management Agency. It is essential that local and state governments coordinate their efforts from the earliest possible point, as the frequency and detail of the reports needed may vary according to the situation.

The Emergency Manager should include a listing of individuals familiar with the jurisdiction as part of the local Emergency Management Damage Assessment Team. Your local Red Cross chapter may have trained volunteers capable of conducting damage assessments. As the response and recovery efforts continue, other agencies may require additional damage assessments.

V. State of Emergency Proclamation

Upon the advice of NEMA, the Governor may sign a State of Emergency Proclamation. The justification for a proclamation is based on the information of damages reported to NEMA by local officials, as well as the

apparent need for additional resources to protect lives and property. When the Governor issues a State of Emergency Proclamation, the Governor's Emergency Fund is activated, and State resources become available to assist local jurisdictions. A State Proclamation provides the Governor with emergency powers necessary to deal with a disaster. NEMA provides the coordination between supporting agencies and critical or key resources.

VI. Federal Disaster Assistance/Declaration

A request for Federal assistance from the Federal Emergency Management Agency may be asked for after the Governor declares a State of Emergency Proclamation and the issuing of a request for a joint State and Federal (with the assistance of Region VII FEMA) Preliminary Damage Assessment (PDA). Depending on the scope of the disaster, two different sets of damage assessment teams could be deployed to the field comprised of local, State, and Federal representatives. One team assesses the damage to privately owned structures and small businesses. The second team is tasked with assessing damage to public facilities. Information collected through the Preliminary Disaster Assessments PDA(s) [see the LEOP Annex C, Damage Assessment], will affect the authorization of a Federal Disaster Declaration. For assistance or guidance on this procedure, Emergency Managers should contact the NEMA Recovery Section.

Some specific Federal assistance may be available to the State of Nebraska without a Federal Disaster Declaration. Typically, this support comes either from the U.S. Small Business Administration (SBA) or the U.S. Department of Agriculture. For this reason, it is vital that Emergency Managers keep NEMA apprised of the situation as it develops.

If the President declares a disaster, Federal assistance becomes available to affected communities through the Stafford Disaster Relief and Emergency Assistance Act, as amended. FEMA implements the provisions of this Act.

Throughout this process local officials remain in charge of their jurisdiction. Depending on the magnitude of the disaster, Emergency Managers will be required to provide assistance to State and Federal representatives deployed to their community. If a Federal Disaster Declaration is not issued, or Federal assistance is denied, the cost of response and recovery efforts may still qualify for State Disaster Assistance (Public Sector only) or may have to be borne by the citizens of the affected jurisdiction.

LIST OF ATTACHMENTS

Attachment 1: Sample Disaster Declaration

5-4

SAMPLE LOCAL DISASTER DECLARATION

A Disaster Declaration must be issued prior to requesting state or federal assistance.

**A Disaster Declaration for a city or village should be transmitted through the County Emergency Management Director.
The County Board should also declare a disaster using this same form.**

The following is a sample of the language that should be retyped onto the jurisdiction's official letterhead before submitting it to the State EOC.

*** County (or affected city/village) has suffered from a _____ (i.e., disastrous tornado strike) that occurred on _____ (include date(s) and time) causing severe damage to public and private property, disruption of utility service, and endangerment of health and safety of the citizens of *** County (or city/village) within the disaster area

Therefore, the Chair of the *** County Board of Commissioners/Supervisors (or the Mayor/Board Chair of _____) has declared a state of emergency authorized under Nebraska State Statute R.R.S. 81-829.50 on behalf of *** County (or city/village), and will execute for and on behalf of *** County (or city/village), the expenditure of emergency funds from all available sources, the invoking of mutual aid agreements, and the applying to the State of Nebraska for assistance from the Governor's Emergency Fund and any other resources he/she deems necessary in the fulfillment of his/her duties.

Chair, *** County
Board of Commissioners/Supervisors
(or Mayor/Board Chair of affected jurisdiction
or by appointed authorized representative)

WITNESS my hand and the seal of my office
this _____ day of _____, 20____.

County (or City/Village) Clerk

Date

Chapter 6

The Nebraska Emergency Management Agency **NEMA**

I. **GENERAL**

The Nebraska Emergency Management Agency (NEMA) is a part of the Nebraska Military Department along with the Nebraska Army and Air National Guard. The State Adjutant General serves as the Director of the Emergency Management Agency. An Assistant Director administers and coordinates the day-to-day operations and provides support and guidance to local emergency managers in the State.

NEMA is further organized into three Sections: Preparedness & Operations, Recovery; and Administration. The duties and responsibilities of these organizations include:

II. **PREPAREDNESS & OPERATIONS SECTION**

The Preparedness & Operations Section Manager, under most circumstances functions as the Operations Officer for NEMA and is the coordinator for emergency management response and recovery operations for the State of Nebraska. Duties include:

1. Coordination and management of the State's Emergency Operations Center. This involves coordination of all State and Federal support necessary for responding to emergencies/disasters in the State and administering the normal day-to-day business of the EOC when opened.
2. Utilizing the procedures of the National Incident Management System (NIMS) to ensure multi-agency coordination
3. Supervision of the State's watch officers and system to ensure 24-hour response operation for emergencies, disasters, and other activities.

The State EOC is prepared to provide immediate support to State and local jurisdictions on a 24-hour basis. During normal day-to-day operations, 0700 - 1700, NEMA can be contacted at (402) 471-7421. When the EOC is not open for normal business, two watch officers are on call.

A. Grants Unit

This unit is responsible for administering the Grant Programs in a fair, impartial, and professional manner to enhance the security of Nebraska and its citizens. It is the policy of NEMA to ensure that the grant programs guidance, federal reporting requirements, the 2 CFR Part 200, and all applicable Office of Management and Budget (OMB) information bulletins are adhered to by itself and all sub-recipients of funds. In addition, the Grants Unit assists State and local organizations on issues related to emergency management planning, training, and exercising with regards to the Homeland Security Grant, Emergency Management Performance Grant, Emergency Management Performance Grant – Supplemental, Non-Profit Security Grant Program, the Hazardous Materials Emergency Preparedness Grant Programs, and the State & Local Implementation Grant Program.

B. Planning, Exercise, and Training Unit

The Planning, Exercise, and Training Unit is responsible for assisting State and local organizations with emergency management planning. This includes assisting local emergency management organizations with the development of their county Local Emergency Operations Plans (LEOPs) and debris management plans. It is the local responsibility to develop this plan-(under provisions of the Emergency Management Act, RRS Section 81-829.46 (9)). The Planning Unit provides a generic template of the most current plan. The template is reviewed annually and modified as needed to meet all State and Federal guidance and laws. Through grants administered by the Preparedness & Operations Section, NEMA also assists jurisdictions in the printing and distribution of their LEOPs.

The Unit also oversees the completion of annual reports and analyses that are required by DHS/FEMA in order to qualify for preparedness grants. These reports include the Threat Hazards Identification and Risk Assessment (THIRA), the Stakeholder Preparedness Review (SPR) and a NIMS compliance report.

The Planning, Exercise, and Training Unit is also responsible for providing a range of emergency management training and exercise support activities throughout the state. This includes administration of the Basic Emergency Management Certification program. Additionally, this unit also assists and coordinates exercise and training activities for State agencies and local jurisdictions.

C. Technical Hazards Unit

The Technical Hazards Unit is responsible for three radiological areas of concern. These include fixed sites (i.e., nuclear power stations), transportation, and radiological systems (i.e., radiological instruments). The unit also furnishes information and assistance in radiological matters and can provide points of contact for technical information from other State or Federal agencies.

1. Fixed Sites

This unit is responsible for providing off-site emergency preparedness planning, site specific nuclear power plant emergency response training and exercise coordination. This unit is primarily concerned with the counties located near the Cooper Nuclear Station, Brownsville, and the Fort Calhoun Nuclear Station, Blair.

2. Radiological Transportation

The Technical Hazards Unit Supervisor in conjunction with the Governor's Radiological Transportation Working Group, is responsible for the Radioactive Materials Transportation Accident Plan (RAMTAP), which is located in Appendix 3 of ESF 8 in the State Emergency Operations Plan. The Working Group works to ensure the safety, health and welfare of the citizens of Nebraska, review and input on shipment transportation plans, security, and arranging for the training of emergency first responders along the planned route(s).

3. Radiological Systems

This laboratory is responsible for the maintenance, calibration, and exchange of radiological instruments and equipment provided to local jurisdictions for radiological emergencies. Calibration is currently on a (4) year cycle. When a county is due for replacement kits, the Radiological Systems Manager visits each site where instruments and equipment are located and conducts a one for one exchange.

4. SERC Administration

The Coordinator of the State Emergency Response Commission (SERC) is currently in the Technical Hazards Unit. Established under RRS 81-15, 191-235, the SERC administers the Federal Emergency Planning and Community Right to Know Act. SERC is responsible for appointing members to the Local Emergency Planning Committees (LEPC). The SERC Coordinator coordinates and supervises the hazardous materials awareness activities in

the counties and that the hazardous materials Appendix in Annex F of the Local Emergency Operations Plan (LEOP) is current and remains up to date.

D. Information Technology and Communications Unit (IT/Commo)

The IT/Commo staff is responsible for maintaining the integrity of all computers and computer systems in NEMA. This includes, but is not limited to, GIS systems, computers, printers, hardware, software, wiring, hubs, routers, switches and any peripheral equipment connected to or with the capability to connect to a computer. The NEMA computer IT System is net-based and integrated with the State's computer network, managed by the Dept. of Administrative Services, Office of the Chief Information Officer. IT works with the Communications Officer to keep the Operations Room serviceable and administers the Emergency Information System.

The IT/Commo Unit also ensures the continuity of communications capability. This involves coordinating emergency communications (radio, TV, and cable systems) efforts with the Integrated Public Alert and Warning System (IPAWS), the Emergency Alert System (EAS), the Federal Communications Commission (FCC), the State National Warning System (NAWAS), and the State Radio Amateur Civil Emergency Service (RACES) organization. NEMA is one of several major components and planning agencies for the State's Interoperable Communications System. The unit assists the state's eight planning, exercise and training regions to develop tactical interoperable communications plans (TICPs). The Communications Officer is also responsible for maintaining and supervising the use of all Agency radio, satellite, telephone communications equipment.

E. Public Information

The Agency's Public Information Officer (PIO) is responsible for providing emergency management information to the public. This includes awareness level public information such as supporting severe weather activities/week(s), publication of "The Beacon" (the Agency's monthly newsletter). The PIO may assist local jurisdictions in the set up and administration of their local public information programs. During state level emergencies/disasters, the PIO coordinates the setup and operation of the state's Joint Information System (JIS).

F. State Watch Center

The State Watch Center is responsible for intake, analysis, and dissemination of information and intelligence about natural and man-made hazards that may impact public safety and the general public. The State Watch Center issues daily and incident-based situation reports, notifying local, state, and federal public safety officials of

potential hazards, recent incidents and events, and potential impacts for the State of Nebraska.

During a SEOC activation, the State Watch Center becomes the Situation Unit, under NIMS.

III. RECOVERY SECTION

The Recovery Section Supervisor is responsible for aiding the State and local governments to recover from a disaster. Recovery is divided into three major areas:

A. Public Assistance (PA)

The Public Assistance Officers aid local governments to obtain emergency funds for the repair and replacement of eligible government buildings and structures damaged in a declared disaster. Public Assistance is available to aid in returning these public facilities to pre-disaster conditions. Public Assistance may be made available following a State declared disaster or a federally declared disaster.

B. Individual Assistance (IA)

Individual Assistance is available only if the State of Nebraska receives a Federal Individual Assistance Declaration. Once the declaration is received a variety of assistance programs may be made available. At the time of the disaster, FEMA will provide the most current program information to the state.

C. Hazard Mitigation

The Hazard Mitigation Officer oversees funds for projects that are designed to reduce the risks or vulnerabilities posed by a natural disaster. Examples of Hazard Mitigation projects are flood plain management, elevating or removing structures in flood plain areas, or building safe rooms for the protection from windstorms. Here are two main Hazard Mitigation Grant programs. One is available following the declaration of a Presidential Disaster. The amount of the grant is based on a percentage of the federal share of the disaster costs. Second is the Pre-disaster Mitigation Grant that may be made available from appropriated FEMA funds. This grant usually has a minimum guaranteed amount for each state then the balance of the appropriated dollars are available to all of the states competitively based on a benefit/cost ration.

IV. ADMINISTRATION

The Administration is responsible for providing continuity and coordination between all sections in the Agency. The Assistant Director, who reports directly to the Adjutant General, provides daily supervision, policy direction, and oversees agency adherence to all Federal and State Statutes. On a day-to-day basis this office is responsible for the oversight of the Agency's State and Federal fiscal/grant programs.

V. NEMA CONTACT

- A. 1 (402) 471-7421 –Telephone Number
- B. 1 (402) 471-7433 –Fax
- C. nema.nebraska.gov

Chapter 7

The Federal Emergency Management Agency (FEMA) **and** **Federal Disaster Assistance Programs: Multi-sources**

I. GENERAL

- A. The Federal Emergency Management Agency (FEMA) was established through Jimmy Carter's Presidential Executive Orders 12127, dated March 31, 1979, and 12148, dated July 20, 1979. It was created in response to an increasing need for Federal response to disaster mitigation, preparedness, response, and recovery needs nationwide. The nation's focus towards disaster response changed dramatically after September 11, 2001 and FEMA's primary role in America's war against terror became one of consequence management. FEMA was officially incorporated into the new Department of Homeland Security on March 1, 2003.
- B. FEMA, organizationally, is divided into ten regions; with FEMA Region VII, headquartered in Kansas City, Missouri, supporting Nebraska, Kansas, Iowa and Missouri.
- C. The Federal Emergency Management Agency (FEMA) is the central point of contact within the Federal Government for coordination of a wide range of emergency management activities. FEMA and other agencies within the Department of Homeland Security main purpose is to act as partners to State and local governments in achieving a realistic state of preparedness and an increased capability to respond to and recover from all types of emergencies and disasters. FEMA leads and supports the nation in a risk-based, comprehensive emergency management system of preparedness, protection, response, recovery, and mitigation, to reduce the loss of life and property and protect the nation from all hazards including natural disasters, acts of terrorism, and other man-made disasters.
- D. These efforts are supported in part through the Emergency Management Institute (EMI) located on the campus of the National Emergency Training Center (NETC) in Emmitsburg, Maryland. However, the majority of emergency management training is conducted by State Emergency Management Agencies. EMI supports this training through partnership performance agreements with the states that offer not only financial and technical assistance but provide a variety of instructional support.
- E. EMI also offers independent study courses ranging from HAZMAT awareness to NIMS training that is available to those with emergency

management responsibilities and the general public. Access these courses at (<http://www.training.fema.gov/EMIWeb/IS/>).

II. SUMMARY OF DISASTER ASSISTANCE PROGRAMS FROM FEMA

- A. The Stafford Act: The Robert T. Stafford Disaster Relief and Emergency Act, 42 U.S.C. §5121 et. Seq. as amended, authorizes the President (FEMA per Executive Order 12673) to give financial and other forms of assistance to State and local governments, certain private nonprofit organizations, and individuals to support response, recovery, and mitigation efforts following Presidential declared major disasters and emergencies. The Stafford Act describes the declaration process, the types and extent of assistance that may be provided, and necessary eligibility requirements. Under the Stafford Act, two types of federal assistance are granted:
- B. Assistance under a federal declaration of “EMERGENCY,” provides specific and limited emergency and disaster assistance for emergency response and debris removal.
- C. An emergency is defined as, “Any occasion or instance for which, in the determination of the president, federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or lessen or avert the threat of a catastrophe in any part of the United States.”
- E. The Governor must request a Presidential Declaration for an emergency within 5 days of the incident.
- F. Assistance under a federal declaration of “DISASTER,” provides a wide range of assistance to individuals and/or to local and state governments and certain non-profit organizations.
- G. A major disaster is defined as, “Any natural catastrophe ... or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the president causes damage of sufficient severity and magnitude to warrant major disaster assistance under this chapter to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship or suffering caused thereby.”
- H. The Governor must request a Presidential Declaration for a major disaster within 30 days of the incident.

III. ASSISTANCE UNDER A FEDERAL DECLARATION OF “EMERGENCY”

“Emergency” assistance is limited in scope. It is specialized assistance to meet a specific need and is generally limited to those actions which may be required to save lives and protect property, public health, safety, or to lessen the threat of a more severe disaster.

A. Examples of “Emergency” Assistance are:

1. Debris removal (trees, building wreckage, mud, silt, gravel, and vehicles) in order to save lives and protect property and public health and safety.
2. Emergency mass care, such as emergency shelter, emergency provision of food, water, medicine, and emergency medical care.
3. Emergency protective measures that include:
 - a. search and rescue;
 - b. demolition of unsafe structures;
 - c. warning of further risks and hazards;
 - d. public information on health and safety measures; other actions necessary to remove or reduce immediate threats to public health and safety, to public property, or to private property when in the public interest;
 - e. Emergency communications;
 - f. Emergency transportation;
 - g. Emergency repairs to essential utilities and facilities.

IV. ASSISTANCE UNDER A FEDERAL DECLARATION OF “DISASTER”

As soon as possible following a President’s declaration of an emergency or a major disaster, NEMA personnel conduct an applicant’s briefing for State and local officials to inform them of the types of assistance available under the declaration and the means by which funds are provided for eligible disaster assistance projects. It is imperative that elected officials, emergency managers and other affected governmental entities attend these briefings as funding sources may change, eligibility requirements may change as well as deadlines to apply are announced. Attendance at Applicant Briefings is considered mandatory.

Note: A Major Declaration can specify/authorize individual assistance only, public assistance only, or both types of assistance.

A. Public Assistance Program:

The Public Assistance Program is intended to help repair or replace damaged/destroyed publicly owned infrastructure but can also fund debris removal operations as well as emergency protective measures. After a Presidential Disaster Declaration, the State and FEMA work with local jurisdictions to determine the extent of damages, and conducts “Applicant’s Briefings” to clarify public assistance requirements, procedures, and eligible projects. Following these briefings, FEMA Site Inspectors and FEMA Program Delivery Managers, in conjunction with NEMA staff, gather damage information and estimated damage costs from the local entities to begin to prepare recovery projects. The Federal government can provide a minimum of 75% of the funding for the recovery work that FEMA rules as being eligible.

B. To facilitate the process of Public Assistance Program grants FEMA has divided disaster related work into 7 different categories of work that are listed below:

1. Emergency Work

- a. Category A: Debris Removal – Clearance of debris on public lands or waters;
- b. Category B: Emergency Protective Measures – Emergency protective measures to preserve life and property;

2. Permanent Work

- a. Category C: Roads and Bridges – Repair or replacement of roads, streets, and bridges;
- b. Category D: Water Control Facilities – Repair or replacement of water control facilities (dikes, levees, irrigation works, and drainage facilities);
- c. Category E: Buildings and Equipment – Repair or replacement of public buildings and related equipment, including repairs and operating assistance to public elementary and secondary schools by the Department of Education;
- d. Category F: Utilities – Repair or replacement of public utilities;

- e. Category G: Parks, Recreational Facilities, and Other Items – Repair or restoration of recreational facilities and parks.

For additional information regarding policies and procedures for public assistance, please read the LEOP, Annex C and Public Assistance Program Policy Guide (Version 3, January 2018)

B. Individual Assistance Programs

The following individual assistance programs could be available under a Presidential Disaster Declaration:

1. Temporary housing or rental assistance until alternative housing is available for disaster victims whose homes are uninhabitable. Home repair funds may be given to owner-occupants in lieu of other forms of temporary housing assistance, so that families can quickly return to their damaged homes.
2. Loans to individuals and businesses for repair, rehabilitation or replacement of damaged real and personal property through the Small Business Administration
3. Disaster unemployment assistance and job placement assistance for those unemployed as a result of a major disaster.
4. Individual and family grants to help meet disaster-related necessary expenses or serious needs when those affected are unable to meet such expenses or needs through other programs or other means (this amount is adjusted for inflation annually).
5. Legal services to low-income families and individuals.
6. Crisis counseling and referrals to appropriate mental health agencies to relieve disaster-caused mental health problems.
7. Veteran's assistance, such as death benefits, pensions, insurance settlements, and adjustments to home mortgages held by the Department of Veterans Affairs (VA) if a VA-insured home has been damaged.
8. Tax relief, including that withheld from the Internal Revenue Service in claiming casualty losses resulting from the disaster, and state tax assistance and expedited refunds if one is pending.
9. Use of Federal equipment, supplies, facilities, personnel, and other resources (other than the extension of credit) from various Federal agencies.

C. Hazard Mitigation Grant Program

The Federal government may contribute up to 75% of the cost of hazard mitigation measures which the President has determined are cost-effective and which substantially reduce the risk of future damage, hardship, loss, or suffering in any area affected by a major disaster (Stafford Act, Sec. 404).

1. The **Building Resilient Infrastructure and Communities (BRIC)** program was authorized by the Disaster Recovery Reform Act (DRRA), Section 1234, which amends Section 203 of the Stafford Act. BRIC replaces FEMA's existing Pre-Disaster Mitigation (PDM) program and is funded by a 6% set-aside from federal post-disaster grant funding. Each state receives a \$600,000 non-competitive allocation which is prioritized by the state. Half of the allocation (\$300,000) is reserved for planning and planning related activities. The remaining funds are available for capability and capacity building activities including building code activities, partnerships, and project scoping. Additional projects can be submitted under the national competition. BRIC funding will support states, local communities, tribes, and territories in pursuing mitigation projects that build resiliency and capacity to reduce disaster risk and vulnerability to natural hazards. The program strives to support communities through capability and capacity building, encourage and enable innovation, promote partnerships, enable large projects, maintain flexibility, and provide consistency. Just like with PDM, local communities and/or states must have FEMA approved Hazard Mitigation Plans to be eligible for BRIC projects.

The State of Nebraska currently has an approved Hazard Mitigation Plan in place. Other local communities or Nebraska regions are encouraged to coordinate efforts with their Natural Resources District (NRD) office and County Engineering Departments to develop their own Hazard Mitigation Plans in order to be eligible for PDM-C funds. For additional information contact Nebraska's Hazard Mitigation Officer.

2. The Post-Disaster or hazard Mitigation Grant Program (HMGP) is available as a part of a presidential Declaration of a Major Disaster. This program provides dollars for 15% of the Federal share of the disaster to be used for local hazard mitigation projects. To be eligible, each jurisdiction must be covered by a FEMA approved Hazard Mitigation Plan. Applications for HMGP are sent to NEMA for review of the technical completeness as well as project eligibility. All the applications are prioritized by the Governor's Hazard Mitigation Taskforce and then submitted to FEMA Region VII for approval.

Chapter 8

Hazardous Materials Preparedness

I. GENERAL

This outline of response resources is specific to a hazardous materials (Hazmat) event. More information is in your LEOP or contact the State Emergency Response Commission (SERC) Coordinator.

Chemical disasters may go beyond environmental (air, land, and water) and jurisdictional boundaries (county or municipal lines), so it is imperative that all levels of government responsible for health and safety cooperate in preparing for potential disasters.

II. ORGANIZATION

A. County Government

The Nebraska Emergency Planning and Community Right to Know Act (NEPCRA) Title 67, NAC Chapter 81, requires each county to have a Local Emergency Planning Committee (LEPC). LEPCs must assess hazardous sites in the communities and developing a plan to mitigate any identified issues. The information becomes part of the LEOP, Annex F.

B. Local Emergency Planning Committee (LEPC)

Each LEPC is responsible for participating in the review and development of the LEOP to ensure that all hazmat considerations are included, as regulated by the Nebraska Emergency Planning and Community Right to Know Act (NEPCRA), R.R.S. 81-15, 191 to 81-15, 235. NEMA, through the SERC Coordinator, provides technical and administrative assistance to help the counties and their LEPCs accomplish these tasks.

Under NEPCRA, LEPC membership shall include, at a minimum, a representative from each of the following interest groups:

1. State and Local Elected Officials
2. Public Health
3. Local Environmental Protection
4. Hospitals
5. Firefighters
6. Local Emergency Management

7. Law Enforcement
8. Transportation
9. Broadcast and Print Media
10. Neighborhood and Community Organizations
11. Owners and Operators of Facilities covered by NEPCRA

LEPCs are required to meet and submit an activity report to the SERC on an annual basis.

C. County Emergency Management Agency

Each county in Nebraska maintains an emergency management program. Typically, during a hazardous material incident, its responsibilities are to maintain the county Emergency Operations Center (EOC) and provide support to the Incident Command.

To prepare for a hazardous material incident, the emergency manager develops and maintains the LEOP. The emergency manager also ensures that county personnel involved in the plan are aware of their duties and responsibilities.

D. Local Fire Department

If a hazardous material incident poses the threat of fire or explosion, the fire department may respond up to the level of their certification. In addition, firefighters may help with search and rescue operations within the capabilities of their hazmat certification. The fire department is responsible for assuring that first responders receive sufficient direction to:

1. Handle the situation properly,
2. Coordinate with local law enforcement to define the hazard area,
3. Initiate notification of support agencies/hospitals that receive potentially contaminated patients, and
4. Request the assistance of a State Emergency Response Team (SERT) through the Nebraska State Patrol, or call upon mutual aid agreements if necessary.

E. Law Enforcement

When a hazardous material incident occurs, local and county law enforcement may assist with the incident, depending upon the missions assigned and their level of certification. When evacuation is necessary, law enforcement officials assist with evacuation under the guidance of the

Incident Commander. Law Enforcement takes the action necessary to control traffic, crowds and provide security at the scene and the evacuated area.

Local law enforcement maintains authority and security within their jurisdiction. If the incident becomes severe or appears to be terrorism related, the responding law enforcement agency may request the assistance of other local, State, and Federal Law Enforcement agencies.

F. Local Health Department

Local health departments that have personnel with hazmat training are responsible for safeguarding the local public against health problems related to a hazardous materials incident. If the incident presents the potential for spreading disease, the local health department will mitigate the effects of the identified pathogen or irritant by distributing medical or protective supplies, vaccines, or other preventatives as indicated by the situation. The local health department will also coordinate efforts with state and local authorities to enact directed health measures (i.e. quarantine, isolation, social distancing) and recommend appropriate sanitary or environmental measures.

Emergency workers and/or victims may be mentally traumatized by an incident. The health department may assist emergency management in recognizing the need for behavioral health resources and assist in accessing these services. Critical Incident Stress Management counseling is also available through the nearest NSP Office.

The local health department will assure that the public receives health-related information and recommendations appropriate for the hazardous materials incident.

G. American Red Cross (ARC)

The county is responsible to provide short-term sheltering of victims until the American Red Cross unit supporting the county can assist. The roles and responsibilities of both organizations are defined in the current county LEOP.

III. State Government

A. Nebraska Emergency Management Agency (NEMA)

As the lead State Agency, NEMA reviews and provides guidance to the counties in the required updates and revisions to the county LEOP to include;

1. reporting/documenting an extremely hazardous materials stored in identified facilities,
2. identifying points of contact

3. identifying vulnerable environmental areas
4. identifying populations at risk if there is a release, and
5. listing the Community-Right-to Know facilities and contacts.

To help organizations administer their emergency plans, NEMA provides training to planners, first responders, and other emergency personnel under the provisions of 29 CFR 1910.120. NEMA and the SERC Coordinator serve as the administrator of the SERC.

Report all hazardous spills/releases to the SERC; use the process outlined in the LEOP.

When a serious hazardous material incident occurs, NEMA is prepared to assist local authorities. If a hazardous materials team is needed to assist a local response, proper procedures are set and must be followed. See LEOP, Annex F, Appendix 1.

NEMA also maintains, calibrates, repairs, lends and provides training on radiation survey instruments. These instruments are used to detect radioactive materials and are made available to State and local organizations (law, fire, health departments, EMAs).

B. Nebraska Department of Environment and Energy (NDEE)

NDEE is involved in both emergency preparedness and response to hazardous materials incidents. To ensure Nebraska communities have adequate information regarding hazardous chemicals, NDEE coordinates the Community Right-to Know and receives all reports submitted to the SERC.

NDEE is responsible for receiving emergency release notifications required by both Federal (i.e., CERCLA and EPCRA) and State (Title 126-Rules and Regulations Pertaining to the Management of Wastes) laws. A NDEE representative is on 24-hour call seven days a week. Should a local agency or a member of the public wish to report a release, although it is the duty of the responsible party, the representative can be contacted at (402) 471-2186 during working hours and (402) 471-4545 (State Patrol Dispatch) after-hours, weekends, and holidays.

Waste materials (e.g., chemicals, response equipment, contaminated soils and water) are often generated during an emergency incident. Contact the NDEE Waste Management Section (WMS) for guidance on whether the materials can be disposed in a landfill as a special waste, shipped to a hazardous waste facility, or recycled. The WMS can provide guidance on any required site response or clean-up reports.

C. Nebraska State Patrol (NSP) – Carrier Enforcement Division

When a hazardous material incident occurs, NSP provides radiological monitoring and helps NDEQ and the NEMA to establish evacuation routes and secure the area. The Carrier Enforcement Division also provides assistance to help contain the spill and establish/maintain roadblocks.

D. Department of Health and Human Services (DHHS)

DHHS, Public Health, provides guidance and regulatory oversight for peacetime nuclear incidents at licensed facilities for possession, use, transportation, and disposal of radioactive material. Once notified of an incident involving radioactive materials, DHHS is responsible for conducting a health hazard assessment and controlling/advising all safety, containment, decontamination, and cleanup activities. See LEOP Annexes F, G.

E. Nebraska State Fire Marshal (SFM)

During a hazardous material incident, the SFM may assist in the determination of hazardous materials spill or leak control, chemical reactions, and incident mitigation. The Fire Marshal may assist by coordinating local fire departments' efforts and providing personnel to investigate the incident. SFM is also responsible for inspections; review, regulation, and enforcement of codes for storage tanks, mobile transports, bulk facilities, user(s) of explosives and blasting agents, fireworks, motor vehicles, and transport of hazardous materials.

F. Nebraska National Guard

The Nebraska National Guard can assist in hazardous materials incidents in a multitude of ways. The National Guard's primary responsibilities include security, maintenance and assistance with search and rescue operations. Guardsmen may augment law enforcement resources, provide transportation, communication services, and explore the area by air.

G. Nebraska National Guard – 72nd Civil Support Team (CST)

In a severe hazardous material incident, a request for assistance from the Nebraska National Guard – CST should be made through NEMA. The 72nd Civil Support Team (CST) and CBRNE Enhanced Response Force Package (CERFP) are two National Guard organizations that have Hazmat/WMD missions and are further explained below. In addition to those organizations, the National Guard can also provide augmentation to law enforcement, transportation, communications, and aerial assessments during hazmat incidents and other emergencies. The 72nd CST supports civil authorities at domestic Chemical Biological, Radiological, and Nuclear (CBRN) incident sites by identifying CBRN agents and substances, assessing current and projected consequences, advising on response measures, and assisting with appropriate requests for additional support. The 72nd CST is organized into six sections, which include; Command, Operations, Administration and

Logistics, Communications, Survey and Decontamination, and Medical and Analytical Section. Each section has its own unique capabilities. The 72nd CST is available 24 hours a day/7 day a week for rapid recall/rapid deployment for WMD terrorism response operations in the United States. The 72nd CST advanced echelon will be en route to the incident within 90 minutes of notification. The rest of the team will follow up within 3 hours of notification.

H. Nebraska National Guard – CBRNE Enhanced Response Force Package (CERFP)

The CERFP is designed to respond to a Chemical, Biological, Radiological, Nuclear, or High Yield Explosive (CBRNE) incident or other catastrophic event and assist local, state, and federal agencies in conducting consequence management by providing capabilities to conduct mass casualty decontamination, emergency medical services, and casualty search and extraction. The CERFP is made up of approximately 200 soldiers and airmen in five (5) elements: Decontamination, Search & Extraction, Medical, Fatality Search and Recovery Team (FSRT), and Command & Control (C2). It can be deployed as an entire task force or each element can be deployed individually. The CERFP is designed to be deployable within 6 hours of notification.

I. Statewide Hazmat Team

NEMA has signed nine (9) inter-local agreements for hazmat response with fire departments across Nebraska. The nine teams are located in Scottsbluff, North Platte, Red Willow, Grand Island, Hastings, Beatrice, Columbus, Norfolk, and Omaha. The team consist of members of local fire departments that have received technician level training in hazmat response, Incident Command, and other specialized training. If a local jurisdiction, fire department or agency requests one of these teams, the requesting agency is responsible for all costs incurred. If the request is made through the Emergency Manager and NEMA, and if warranted, the costs may be defrayed through the Governor's Emergency Fund.

J. Nebraska Hazardous Incident Team (NHIT)

The NHIT, a specialized SERT, and comprised of members from the NSP, NSFM and NDEE. If a local response agency is overwhelmed, they can request assistance from a State Emergency Response Team (SERT). Members are trained to a minimum of technician level. To activate the NHIT team call the Nebraska State Patrol dispatch.

K. Nebraska Department of Transportation (NDOT)

If needed, NDOT would assist in the closing of State roads and assessing alternate routes.

L. Nebraska Department of Agriculture (NDA)

The NDA regulates fertilizers, agricultural chemicals and is responsible for ensuring the safe use of pesticides. When a hazardous material incident involves bulk fertilizer, anhydrous ammonia, or a bulk agricultural chemical, NDA uses its laboratory facilities to analyze, test, and provide information about those substances. If necessary, NDA may control the use of milk and food in the area.

IV. Federal Government

A. Environmental Protection Agency (EPA)

The Environmental Protection Agency (EPA) may be asked by the State to provide technical assistance and advice. The EPA is equipped to survey the incident for environmental problems, provide laboratory services for tests and analyses, and participate in remediation activities. The EPA can also provide resources and technical assistance through the Regional Response Team (RRT), Radiological Emergency Response Team (RERT), and the RadNet monitoring system.

B. National Response Center (NRC)

The National Response Center streamlines the Federal response by providing a single, continuously staffed location that receives and refers for action and/or investigation, all reports of environmental, etiological and biological incidents throughout the United States. By calling toll free, 1-800-424-8802, any person may satisfy the Federal reporting requirements for the following incidents: an oil spill; a hazardous chemical release; a pipeline accident; a transportation accident involving hazardous material or an oil release of radioactive material; or a release of etiological or hazardous biological material.

C. Department of Energy (DOE)

Either State officials or the NRC can request monitoring assistance of and help with the removal and disposal of radioactive discharges. If personnel from the State and DOE cannot handle the incident, DOE may activate the Federal Radiological Monitoring and Assessment Center (FRMAC), Aerial Measuring System (AMS), Accident Response Group (ARG), National Atmospheric Release Advisory Center (NARAC), Radiation Emergency Assistance Center/Training Site (REAC/TS), and Radiological Assistance Program (RAP) teams. Direct your questions to NEMA, Technical Hazards Unit.

D. Federal Emergency Management Agency (FEMA)

If a hazardous materials incident causes massive injury and uninsured damage, a Presidential Declaration may be issued. If this occurs, FEMA is the lead agency to administer the Federal Disaster Assistance Program. FEMA coordinates with other Federal, State, and local agencies to provide disaster relief assistance, technical assistance, and remediation activities.

V. Hazardous Materials Training

All new responders will be trained before assisting in a hazardous materials incident.

NEMA recognizes National Fire Protection Association (NFPA) standards of training, for more information on specific competencies refer to the NFPA. Training for hazardous materials response is in accordance with the following levels:

A. First Responder Awareness Level

First responders at the awareness level are individuals who are likely to witness or discover a hazardous substance release. An emergency response is then initiated by notifying the proper authorities of the release. No further action is taken beyond notification.

B.. First Responder Operations Level

First responders at the operations level are individuals who respond to releases or potential releases of hazardous substances, as part of the initial response to the site **for** protecting nearby persons, property, or the environment from the effects of the release. They are trained to respond in a defensive fashion without actually trying to stop the release. Their function is to keep it from spreading and prevent exposures. First responders at the operational level will have received at least twenty-four (24) hours of operations level training.

C. Hazardous Materials Technician (Offensive Actions)

Hazardous materials technicians are individuals who respond to releases, or potential releases, for stopping the release. They assume a more aggressive role than a first responder at the operations level, in that they will approach the point of release in order to plug, patch or otherwise stop the release of a hazardous substance. In Nebraska, Hazardous materials technicians must have successfully completed first responder operations level training before receiving Technician Level Certification.

D. Hazardous Materials Specialist (Offensive Actions)

Hazardous materials specialists are individuals who respond with and provide support to hazardous materials technicians. Their duties parallel those of the hazardous materials technicians; however, these duties require a more directed or specific knowledge of the various substances they may need to contain. The hazardous materials specialist would also act as the site liaison with Federal, State, local, and other government authorities in regard to their skills in site-specific activities.

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Chapter 9

Joint Information System (JIS)

Communicating effectively with the public during emergencies is a critical element in a response and can save lives and minimize damage. In times of disaster, information can be as important as food, water and shelter. The Nebraska Joint Information System plan is designed to follow the federally-mandated and state-adopted National Incident Management System (NIMS).

I. JOINT INFORMATION SYSTEM (JIS)

The Joint Information System (JIS) provides the foundation for the protocols and procedures that are to be used when exchanging information between public information officers (PIOs) from response organizations and private sector organizations.

A. Establishing a Joint Information Center (JIC)

A joint information center (JIC) allows all agencies and organizations involved in incident management activities to speak with one voice. JICs are the single point of coordination for all public information operations during emergencies. JICs should include public information officers (PIOs) from all agencies and organizations participating in incident management operations to ensure multi-agency and multi-jurisdiction coordination of all messages provided to the public.

While NIMS maintains that a single JIC is the best method, it allows enough flexibility for the formation and operation of multiple JICs.

B. Identifying and Securing the (JIC) Location

According to NIMS, a JIC is typically co-located with the federal, regional, state, local, or tribal emergency operations center (EOC). The JIC location should be easily accessible (compliant with the Americans with Disabilities Act - 1990), with sufficient parking, power and phones. A secure location close to the incident and EOC is preferable.

C. Essential Resources

The following is a list of resources to effectively operate a JIC:

1. High-speed internet access;
2. Contact information for state and local officials and media;

3. Computers, photocopiers and printers;
4. Multiple phone lines;
5. Radio, television, video, recording capabilities;
6. Office supplies; and
7. Support staff

D. Operations

1. A successful JIC incorporates:
 - a. Monitoring and gathering information;
 - b. Producing informational materials;
 - c. Working with media;
 - d. Communicating with the public;
 - e. Coordinating with incident command
2. The JIC prepares news releases, daily briefs, media advisories, feature articles, fact sheets, public service announcements, social media updates, video updates and other written materials for approval by the incident commander. It responds to incoming media calls, answers inquiries, monitors news coverage and social media posts, manages news conferences, assesses public opinion and provides critical information on response activities.
3. Internal information clearance ensures the accuracy of information and its timely release.

DI. Establishing a Virtual JIC

Using the tenets of the JIS , allows PIOs to work from their individual offices, or on-scene, may be more efficient during some incidents. A virtual JIC can provide a link among public information officers through video conferencing, phone calls or email. The virtual JIC allows information officers to communicate with the public when setting up, or working from an emergency operations center may not be feasible.

DII. Responsibilities of Public Information Officers (PIOs)

1. In the Incident Command System (ICS), a PIO is a part of the command staff and acts as the liaison between the on-scene incident

commander and the joint information center (JIC). The command staff PIO provides information from the scene to the JIC where it will be analyzed, discussed, and provided to the public and media outlets as appropriate. As necessary, the IC can also contact JIC managers directly to provide information for public distribution.

2. Most state and local agencies have either a full-time PIO or someone chosen to serve as the PIO. Within a JIC, the PIO is a key staff member supporting the incident command structure. In a large-scale operation, the on-scene PIO will serve as a field PIO with links to the JIC.
3. Public information is a team effort. Incident command and EOC staff contribute to the process by providing information for inclusion in fact sheets, news releases and other materials.

G. Staff Training for the JIC

Staff, including public officials, who have been identified to assist JIC operations should be provided with training prior to an incident. State and local governments are responsible for coordinating PIO training either through state/local training programs or courses organized by FEMA. Courses will provide PIOs with the opportunity to learn about and practice the skills needed to successfully execute the requirements of the job. PIOs must be trained to effectively deliver oral and written communications, disseminate information in a timely manner, work with the media interface, and plan public information.

II. INFORMATION MANAGEMENT

- A. During times of crisis, the public's need to know, and the media's desire for accurate and reliable information is imperative. Establishing a good relationship with your local media before a disaster strikes is a key step toward effective emergency public information. The media can assist with:
 1. Providing pre-disaster, emergency preparedness education.
 2. Providing information, alert messages and advice to victims and others.
 3. Facilitating effective recovery activities.
- B. Traditional media (TV, radio, newspapers) are prime transmitters of emergency information. However, social media has afforded emergency management another avenue for information dissemination.

III. WORKING WITH THE MEDIA

- A. The ability for the media and the public to access official information from a credible source is paramount. Officials must deliver coordinated messages that don't confuse the public.
- B. Be open and accessible to reporters. Respect their deadlines. Provide information tailored to the needs of each type of media, such as graphics and other visual aids for television. Provide background material for the media on complex risk issues. Follow up on their stories with praise or criticism, as warranted. Try to establish long-term relationships of trust with editors and reporters.
- C. Let them know that you are aware of the possible threats, and have taken steps to coordinate the prevention of, the planning for response, recovery and mitigation of such risks, threats and hazards.
- D. Interviews
 - 1. Before an interview:
 - a. Determine the scope and length of the interview;
 - b. Anticipate potential questions;
 - c. Determine who would be best suited to answer the questions;
 - d. Develop key messages and accurate supporting information;
 - e. Be respectful of reporters' deadlines.
 - 2. During an interview:
 - a. Non-verbal communication is as important as what you say;
 - b. Be honest, accurate and credible;
 - c. Stick to your key messages;
 - d. Provide the who, what, where, when, why and how;
 - e. Offer to follow up on information you don't have if a question is raised about it;
 - f. Direct reporter to the most knowledgeable source for specific information

- g. Give a reason for not talking about a subject;
 - h. Never say “no comment”;
 - i. Stress the facts;
 - j. Avoid hypotheticals;
 - k. Avoid jargon and acronyms.
- 3. After an interview:
 - a. Remember the “microphone” is still on after an interview;
 - b. Follow up with promised information;
 - c. Document the article or report resulting from the interview;
 - d. There is no “off the record”.

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CHAPTER 10

Communications Infrastructure

A primary responsibility of your EM program is to ensure that the public is provided with alerts, warnings and information prior to or during disasters. Not only does one have to warn the public but also the EM/EOC must be able to connect with responders, support agencies, the State EOC, surrounding communities, the media; the list goes on. Because of local and regional communications needs and the required funding processes, an EM can become completely absorbed in this process. Therefore, it is strongly advised to develop a community-based team to help address communications needs and not to be dependant solely on vendors for information or recommendations.

Various functional needs populations may ignore, not hear, or may not understand the warnings, alerts or information issued. The community may lose electrical power and alternate means of warning and communication will need implemented. Plans and protocols should be in place to ensure that the elderly, hearing, sight and behaviorally impaired populations, as well as non-English speaking persons, travelers and places where there may be temporary large gatherings (fairs, ball games, outdoor concerts, etc.) have at least one viable venue to receive warnings and information.

The communications plan in your LEOP should focus on plans and procedures for external warnings during times of severe weather; floods, tornados, and winter storms, and internal notification of first responder personnel/local officials, EOC staff and support persons. Local plans should address the communications capabilities of near-by jurisdictions for the purpose of mutual-aid and regional assistance. Think of how best to connect with supporting agencies such as the schools, hospitals, roads and utility departments, public health or critical facilities, either because of the number of people there, the potential disaster consequence and their ability to support response efforts.

Emergency Managers should review and update their Communication and Warning Annex in the Local Emergency Operations Plan (LEOP) and their county's information in the regional tactical interoperable communications plan (TICP) to reflect the latest information and guidance on their jurisdiction's communications systems (LEOP, Annex B). Exercises should be devised to test the LEOP's communications plan to measure its effectiveness or to identify gaps or areas for improvements. Contact NEMA for information concerning the State Communications Plan and the integration of your county into the Plan.

Hardware is only part of the communications issue; message development and delivery is another component discussed under the PIO section. Communication Operations Directives, Standard Operating Procedures or Guides, Memoranda of Understanding and the like need to be developed and presented as clear, concise and complete documents. These too are to be tested during exercises or during incidents and improved as necessary.

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Chapter 11

Evacuation

I. OVERVIEW

This chapter provides guidance to local Emergency Managers and supporting agencies on procedures for the timely and orderly evacuation of all or any part of an emergency management jurisdiction when it is determined that such action is the most effective means available for protecting the life, security, and welfare of the population. The LEOP Annex E: "Evacuation" contains the guidance, principles, planning factors, roles responsibilities and supporting agencies to consider in preparing any and all local evacuation plans. For those counties also affected by the Radiological Emergency Response Plan (RERP), refer to specifics found in the county RERP.

II. GENERAL

The County Hazard Analysis identifies threats/hazards that could result in the need to evacuate. Some hazards requiring special attention in a local jurisdiction include flood prone areas and hazardous materials storage facilities. There are vulnerable environmental areas and vulnerable populations that need addressed in a Primary Evacuation Plan. As each jurisdiction develops their Primary Evacuation Plan, check with and confer with the surrounding or nearby jurisdictions so that all Plans correlate with and support one another.

III. ASSUMPTIONS AND PLANNING FACTORS

- A. Each jurisdiction should develop a Primary Evacuation Plan specific to the community and their needs. This Plan addresses at least the listed assumptions and planning factors yet keeps in mind that unique situations may cause departure from portions of the primary Plan. This Primary Evacuation Plan will be the guide for local or incident evacuation decisions.
- B. Additional assumptions and planning factors are listed in the most recent LEOP, Annex E, and those factors listed should be addressed within the jurisdiction's plans.
- C. Attention to assisting functional needs populations such as those lacking transportation, mobility impaired, elderly, children, those having medical or behavioral issues, etc as well as infrastructures, fuel, sanitation, warnings, security, and hosting or receiving evacuees must be addressed in the plan.

- D. Consideration of household animal (pet) evacuation needs due consideration and should be addressed in the plan. See the Annex E for guidance.

IV. ORGANIZATION/RESPONSIBILITIES

The overall responsibility for issuing evacuation orders rests with the Principal Executive Officials of the affected political subdivisions. If there is an immediate need to protect lives and provide for public safety, the Incident Commander can make the decision to evacuate. Key organizational requirements, roles and responsibilities are listed in Annex E.

V. CONCEPT OF OPERATIONS

A. Direction and Control

The Emergency Operating Center may be activated. Executive direction and control of the incident and any ensuing evacuation may be coordinated from the EOC as outlined in Annex A of the LEOP. The Emergency Management Director may coordinate all evacuation support activities.

B. Evacuation Order

In situations where rapid evacuation is critical to the continued health and safety of the population, the on-scene incident commander may order an evacuation. During floods, evacuation orders will generally be initiated after evaluation and recommendation by the local Emergency Management Director to the local elected officials. Dam failure/flooding considerations are in Appendix 1 of Annex E in your LEOP. In the event of a radiological incident/accident, the evacuation order will be based on the recommendation of the Nebraska Health and Human Services.

Evacuation is normally ordered by the principal executive of the affected jurisdiction.

Evacuation may be only one of several protective action alternatives. Care must be exercised by decision makers to ensure that a directed evacuation will not place the affected population into a more dangerous situation than posed by the primary hazard. When ordering the evacuation, the following considerations should be addressed:

1. Weather conditions,
2. Evacuation routes, their capacities and susceptibilities to hazards,
3. The availability and readiness of shelters for evacuees,
4. Transportation for evacuees and for those unable to provide their own,
5. The location in the evacuation area of special needs groups such as nursing homes or the hospital. These may pose unique evacuation problems and the evacuation itself could be more life threatening than the initial hazard,
6. In the event of a hazardous material incident the choice needs to be made between evacuation and in-place shelter. The decision should be based on the speed, density of the plume, and the chemical substance involved.

C. Public Notification

Persons to be evacuated should be given as much warning time as possible. Reception site, near-by or outside the county need early notification for activation.

D. Emergency Public Information

The Public Information Officer should ensure that evacuation information is disseminated to the media in a timely manner. Instructions to the public such as traffic routes to be followed, location of temporary reception centers, and situation updates will be issued as that information becomes available. Specific public information guidelines are contained in Annex D of your LEOP.

E. Transportation

Requirements for special transportation need to be identified along with the coordination for the use of these transportation resources to support the evacuation. See LEOP Annex L.

F. Mass Care of Evacuees

While many evacuees will go to the homes of friends and relatives, there may be requirements for temporary mass lodging and feeding. If the Plan calls for neighboring cities or villages in or outside the county, be sure that the Plan addresses notification of these host locations and the activation of shelters. Mass care of evacuees will be managed by the American Red Cross. Mass Care operations are

covered in Annex I of your LEOP. Recall that the jurisdiction is responsible for the initial care until the Red Cross or other agency can assist.

G. Health Care Facilities

Evacuations of health care facilities create special problems and may extend the time required to clear the affected area. Health care evacuation considerations are addressed in Annex G of your LEOP. Work with the private and public health care providers to avoid the common problem of the facilities all having the same transportation resources and alternate housing facilities in their evacuation plans without some process and agreements for prioritization of response assistance.

H. Schools

All schools have internal emergency evacuation plans. Many Public Schools have radio-equipped buses that may be able to assist with an evacuation. If buses are required to make more than one trip, they will take students and staff to a temporary staging area outside the hazard area and return for additional loads. Work with the schools to create alternative plans when local buses and drivers are unavailable.

I. Re-entry

Re-occupation of an evacuated area requires the same considerations, coordination, and control of the items undertaken in the evacuation. The re-entry decision and order should be made by principal executive after the threat has passed and the area has been inspected by fire, law, health, and utilities personnel for safety. Specific re-entry considerations are listed in the LEOP

VI. STATE SUPPORT

Agencies providing an Emergency Support Function are listed in the LEOP, see Annex E.

VII. ADMINISTRATIVE AND TRAINING

After each evacuation of any scale, the incident involved officials, first responders, Emergency Management, other support agencies and jurisdictions, and possibly interested citizens will conduct a post-incident critique and write after-action reports (AAR) and evaluations. These documents will be the basis for review of and revision of policy.

Testing the evacuation plan through exercises, following the HSEEP protocols, may be the only way to determine the Primary Evacuation Plan's effectiveness.

LIST OF ATTACHMENTS

Attachment 1:	Considerations for Integrating Functional Needs Support Services	11-6
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CONSIDERATIONS FOR INTEGRATING FUNCTIONAL NEEDS SUPPORT SERVICES

All people, including individuals with access and functional needs must have equal access to programs and services.

To ensure equal access is addressed, consider the following:

I. PREPAREDNESS

- A. Include representatives in the planning group and EOC that represent or serve persons with access and functional needs.
- B. Review federal and state legislation pertinent to emergency communications, transportation, and shelter of persons with access and functional needs, including the Americans with Disabilities Act (ADA), Title II.
- C. Compile and maintain a list of facilities, with contact information, that can serve persons with access and functional needs in an emergency (see LEOP, Annex G).
- D. Maintain a current list of agencies, with contacts, that provide disaster relief and related services to persons with access and functional needs.
- E. Provide technical support for agencies that serve persons with access and functional needs in preparing their own emergency plans.
- F. Coordinate with residential facilities on evacuation and shelter plans and ensure that they understand their role in ensuring the life safety of residents.
- G. Confirm processes and procedures for evacuation, transportation, sheltering, and other emergency needs of persons with access and functional needs has been addressed by providers.
- H. Deliver preparedness information to the community through the media and other outreach efforts to reach persons with impairments that affect communication.
- I. Distribute preparedness information in alternate formats, including large print, Braille, audio cassette and other languages and in ways that will help persons with access and functional needs plan in advance so their needs are met in emergencies.

- J. Provide emergency response personnel awareness training that will help them recognize and address communication problems with persons who have access and functional needs.
- K. Train shelter staff to recognize and accommodate persons with access and functional needs in general community shelters.
- L. Establish agreements with professional staff to provide functional needs support services in an emergency.
- M. Define the roles of nonresidential providers (outpatient clinics, mental health providers, dialysis centers, hospices, pharmacies, physicians, etc.) in accommodating persons with access and functional needs in an emergency.
- N. Develop a system for medication assessment and disbursement in general population shelters.
- O. Develop procurement and reimbursement plans for medical services.
- P. Address liability issues related to transporting and sheltering persons with access and functional needs.
- Q. Promote community awareness of ADA accessibility requirements for public buildings.
- R. Reference guidance related to integrating functional needs support services in general population shelters at:

www.ada.gov/pcatoolkit/chap7shelterchk.htm

https://www.fema.gov/pdf/about/odc/fnss_guidance.pdf

II. RESPONSE

- A. Publicize sources of public information for persons who are hard of hearing in advance so they know where to look for warnings and updates.
- B. Incorporate the use of Telecommunication Devices for the Deaf (TDDs) by dispatchers and other emergency personnel in a disaster. Provide training in identifying and managing TDD calls.
- C. Provide a means of communicating with persons who have limited speech capabilities when immediate communication is essential.
- D. Outline procedures for assisting persons with access and functional needs during search and rescue operations.

- F. Ensure community shelters are accessible and compliant with the Americans with Disabilities Act and with Section 504 of the Rehabilitation Act.

Chapter 12

Planning, Exercising and Training (PET)

I. OVERVIEW

The Nebraska Emergency Management Agency's Planning, Training and Exercising program is designed to enhance performance capabilities of all emergency management and disaster services team members in both the public and private sectors. The training can benefit policy makers (elected and appointed officials, business and industry leaders), managers at all levels, and responders (team leaders and first responders in both the public and private sectors). The training courses offered also support the State's Emergency Management Certification Program and the Federal Emergency Management Agency's Advanced Professional Development Series of training courses.

Currently the state has eight Planning, Exercising and Training PET regions. Development and implementation of regional training and exercises may receive assistance from an Exercise and Training Officer from NEMA. Each county is also supported by a Planning Specialist to assist the local jurisdictions in the revision (every 5 yrs.) and annual updates to their Local Emergency Operations Plans based on lessons learned from actual events or from exercises that test parts of local plans.

There are two areas of training. One for the development and professional growth of the Emergency Manager. The other assists the jurisdictions to develop and implement the required comprehensive training and exercise program for all involved in prevention, planning, response and recovery to disasters. The Emergency Managers program emphasizes certification. The PET program addresses local capability strengths, gaps or shortfalls. These shortfalls then become the focus for additional training, or funding for equipment.

A. National Incident Management System (NIMS) Certification

Under the provisions of Executive Order RRS Section 81-829.40, the Governor of the State of Nebraska directs the adoption of the National Incident Management System (NIMS) across the state. Each state agency and local jurisdiction is required to develop their own NIMS implementation plan/strategy and counties are required to submit a statement of NIMS compliance to NEMA annually.

- B. Emergency Management Director Requirements and Certification Under the provisions of the Nebraska Emergency Management Act, each local government shall participate in a city, village, county, or interjurisdictional (regional) emergency management organization (RRS Section 81-892.46 (2)). When formed, this organization is required to have either a full time director/coordinator or a full-time deputy director (RRS Section 81-829.46 (3)) and that full time director/coordinator or deputy director must be qualified and certified in accordance with criteria established by the Nebraska Emergency Management Agency (RRS Section 81-829.46 (6)).

To support this requirement, the Nebraska Emergency Management Agency has established the Nebraska Emergency Management Basic Certification program.

- C. Nebraska Emergency Management Basic Certification Program

The Nebraska Basic Certification will be a two-day capstone delivery at least once a year.

When completed, this level of certification meets all conditions for Emergency Management Certification as required under the provisions of the Nebraska Emergency Management Act. It includes independent study and resident instruction. Any training other than that offered by Nebraska Emergency Management Agency or the FEMA Emergency Management Institute (EMI) will not be accepted for credit for certification. Personnel desiring basic emergency management certification must attend all required training and successfully complete individual course requirements.

Personnel that have already completed their basic NEMA certification under the previous certification guidelines will still be “certified” under the new program.

1. Prerequisites for Emergency Management Basic Certification

The courses listed below are mandatory prerequisites for enrollment in the Basic Certification Capstone, and those certificates of completion must be submitted to the Nebraska Emergency Management Agency

Training and Exercise section prior to the beginning of the capstone. Registrations must be submitted 14 days prior to the capstone start date.

- a. (IS-100) Introduction to the Incident Command System (ICS)
- b. (IS-200) ICS for Single Resources and Initial Action Incidents
- c. (IS-700) National Incident Management System (NIMS)
- d. (IS-800) National Response Framework, an introduction
- e. (IS-120) Introduction to Exercises
- f. (IS-130) How to be an Exercise Evaluator
- g. (IS-230) Fundamentals of Emergency Management
- h. (IS-235) Emergency Planning
- i. (IS-240) Leadership and Influence
- j. (IS-241) Decision Making and Problem Solving
- k. (IS-242) Effective Communications
- l. (IS-244) Developing and Managing Volunteers
- m. (IS-775) Emergency Operation Center (EOC) Management and Operations
- n. (IS-5) Introduction to Hazardous Materials

These courses can be accessed from the Emergency Management Institute (EMI) Website.

2. Basic Certification Capstone

The two day capstone of instruction will consist of;

a. Preparedness Block

1. Local Emergency Operations Plan (LEOP)

2. State Emergency Operations Plan (SEOP)

b. Response Block

1. Utilization of Incident Management Teams (IMT) in Nebraska
2. Public Information Officer (PIO) and Social Media
3. G-191 Incident Command System (ICS) and Emergency Operations Center (EOC) Interface

c. Recovery Block

1. Public and Individual Assistance
2. Hazard Mitigation

d. Emergency Manager Panel Discussione. Knowledge Assessment and Conclusion

Chapter 13

Homeland Security Exercise & Evaluation Program (HSEEP)

I. OVERVIEW

The National Strategy for Homeland Security and the Homeland Security Act of 2002 identify the, “prevention of terrorist attacks within the United States” and, “the reduction of vulnerability of the United States to terrorism” as national priorities. The documents call on first responders to, “minimize the damage and assist in the recovery from terrorist attacks that do occur within the United States.” The U.S. Department of Homeland Security (DHS), Center for Domestic Preparedness (CDP), uses the Homeland Security Exercise and Evaluation Program (HSEEP) to enhance and assess terrorism prevention, response, and recovery capabilities at the Federal, State, and local levels.

The concept behind an exercise program is that testing emergency plans, policies and procedures with exercises is worth the effort. Experience and data show that exercises are a practical, efficient, and cost-effective way for a community to prepare for disasters. Next to an actual occurrence, exercises are the most effective means for examining competence or capability levels throughout the emergency management system. HSEEP provides the guidance and tools needed to implement a comprehensive and progressive exercise program.

Nebraska adopted the HSEEP program and structure to enhance the capacity of State and local governments to better respond to all hazard disasters. HSEEP offers consistent terminology, language, and the flexibility of concepts applicable to exercises at all levels.

II. BENEFITS OF HSEEP

A. The benefits for creating and maintaining a local or county exercise program using HSEEP principles are:

1. Research has shown that people generally respond to an emergency in the way they have been trained and the way they practice. So, it only makes sense to ensure that plans are written and exercised in a manner that matches the training. For example, conducting exercises using HSEEP principles allows local jurisdictions to fully test their Local Emergency Operations Plan (LEOP). Testing and exercising the procedures of the LEOP ensures roles are clearly defined for all personnel and errors or omissions in the plan are realized, discussed, and corrected by the right people in a timely manner.

2. The emergency management “system” is improved. By conducting exercises, opportunities for inter-agency cooperation and team building flourish and public awareness/knowledge are enhanced.
- B. HSEEP is a performance-based exercise program that provides the doctrine and vision necessary for planning, conducting, and evaluating exercises. HSEEP philosophy, policy and procedures are divided into subject-centered documents; titles below. These materials can be downloaded from the website at <https://preptoolkit.fema.gov/web/hseep-resources>. (Call the NEMA Exercise & Training Unit at (402) 471-7421 for additional information.)
 - C. Register with the HSEEP system to gain access to documents and to report activities.

III. DHS GRANT PROGRAM MANAGEMENT COMPONENTS

- A. The Department of Homeland Security Federal Emergency Management Agency (DHS/FEMA) grants program provides funding to purchase specialized equipment, develop robust training programs, obtain technical assistance, plan, and conduct exercises. The HSEEP program gives states and local communities a basis for determining their current response capabilities and deficiencies.
- B. The DHS/FEMA grant programs are designed to equip and train Homeland Security professionals. These programs support three main funding components: a pass-through grant program, direct assistance to local jurisdictions, and activities on a regional scope. NEMA is the designated State Administrative Agency (SAA) that is responsible for the Nebraska Homeland Security Program Grant and Emergency Management Performance Grant management. The SAA is appointed by the governor to administer the state's DHS/FEMA funds to state agencies and local jurisdictions. Nebraska has and will continue to use State Homeland Security funds to effectively fill the gaps between program needs and existing capabilities.

IV. HSEEP REQUIREMENTS FOR DHS PROGRAM

Nebraska's Homeland Security Strategy provides the foundation for its exercise and evaluation program. This vision requires the coordination, cooperation, and focused efforts from citizens, local, State, and Federal governments, as well as the private and non-profit sectors. The HSEEP process allows Nebraska to fulfill and implement its Homeland Security Strategy.

V. LOCAL HSEEP REQUIREMENTS FOR DHS GRANTS

Local Jurisdictions utilizing DHS/FEMA funds must follow HSEEP principles and guidelines. This involves coordinating exercise and training program activities with neighboring jurisdictions (cities, counties, or regions) and NEMA. Each local jurisdiction's exercise and evaluation program requirements and guidelines must be consistent with the HSEEP.

VI. A SUCCESSFUL PLANNING, EXERCISE AND TRAINING PROGRAM

- A. The emergency manager is responsible for coordinating and initiating the local or county exercise design process. This merits establishing a foundation for designing, developing, conducting, and evaluating an exercise program. Program management involves:
 - 1. Developing a project management timeline and establishing milestones,
 - 2. Identifying a planning team,
 - 3. Scheduling planning conferences
- B. A successful planning, exercise and training program has stakeholder support from local and state officials, agencies, the private and non-profit sectors, and the citizens. This local program is then incorporated into the regional program.

V. COSTS AND LIABILITIES OF EXERCISE PROGRAM

No matter what the situation, addressing these issues early on will help minimize negative effects. There is the possibility of personal injury or damage to equipment during any exercise. Liabilities need to be recognized most often when conducting field type exercises, functional or full scale. Before planning the exercise, become familiar with the jurisdiction's insurance coverage and any mutual aid agreements.

There are obvious and hidden costs during every stage of an exercise development process. These include staff salaries, equipment and materials, contractual services, printing, postage, and related miscellaneous expenses. Exercise costs should be recognized by government officials and budgeted for accordingly.

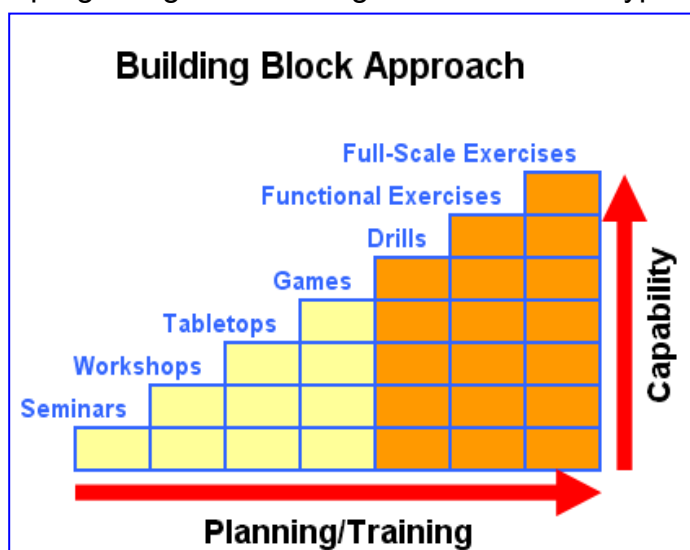
VI. EXERCISE DESIGN

At the local level, the exercise design team should consist of members of local fire, law enforcement, emergency medical services, government officials, VOAD, and other citizens in the community and any other specific agencies that are participating in the exercise as identified in the plan.

A. The Exercise Planning Process

Local jurisdictions must develop an exercise program that is both comprehensive and progressive. An effective exercise program uses a combination of exercise types to effectively accomplish exercise-specific objectives and program goals. Although each exercise type can be executed as a single activity, greater benefits can be achieved through a building block approach that exposes program participants to gradually increasing levels of complexity.

For example, a series of exercises may begin with an executive-level seminar followed by a tabletop exercise (TTX) to address the strategic coordination of multiple agencies and levels of government. The TTX is followed by a period of refining plans based on discussions and the exercise AAR/CAP. A local jurisdiction would then perform a series of drills with specific functions to validate each new plan. A final full-scale exercise (FSE) incorporates all levels of government; activation of state, county, and/or local Emergency Operations Centers (EOCs); and participation from hospitals and victim actors. The exercise design process doesn't stop after the completion of a full scale exercise. Each exercise builds off the lessons learned and procedural changes that are implemented after each completed exercise.

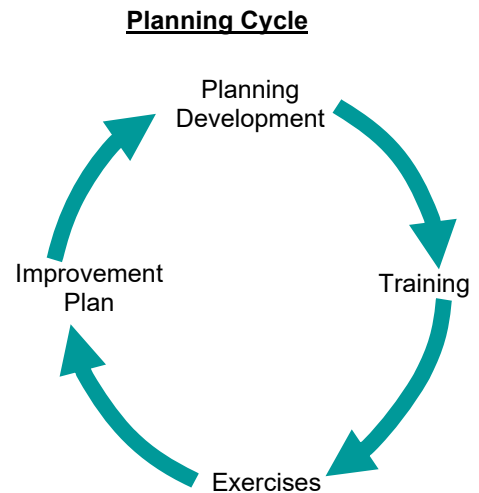


B. Development of the Planning, Exercise, and Training (PET) Calendar

The backbone behind this process involves the development and maintenance of a Planning, Exercise, and Training (PET) calendar. The exercise design team for each region or local jurisdiction must keep the PET calendar updated annually to reflect new changes made to HSEEP doctrine and lessons learned from recently conducted

exercises (Corrective Action Plans and After Action Reports). The PET calendar must allow for a logical progression of regional and jurisdictional preparedness by increasing the size, complexity, and stress factor over time, while allowing for significant learning opportunities that complement, build upon, and directly lead one exercise or training session into another effectively.

The building block approach remains flexible enough to allow for the addition or inclusion of other desired exercise types that your local jurisdiction may require. The main concept an exercise design team must keep in mind is that exercises are not carried out for the sake of conducting exercises. Exercises are performed to test the plans not the persons, to learn what works, what doesn't work, and what changes need to be made or implemented in order to make a community's emergency capabilities to prevent, protect, respond, and recover more effective.



The initiating act(s) of terrorism or potential threats may vary in each region or local jurisdiction for any given scenario, and as the timeline moves forward, exercises can be developed to reflect increased levels of complexity to more fully understand the elements involved in prevention, response, and recovery. Finally, this exercise model allows for a cyclical approach to statewide exercises, and a sustainable program for achieving higher degrees of overall preparedness for acts of terrorism.

C. Requirements for Exercise Development

It is essential to identify a design team, schedule planning conferences, establish milestones, and develop a project timeline. The teams may need a Planning Group, Logistics Group, Administrative/Finance Group and an Operations Group.

D. Evaluating Exercises using HSEEP Guidelines

Evaluation is the cornerstone of exercises; it documents strengths and opportunities for improvement in a jurisdiction's preparedness and is the first step in the improvement process or request for funds for equipment or additional training. The evaluation process includes a formal exercise evaluation, integrated analysis, and an AAR/CAP that should begin with exercise planning and end when

improvements have been implemented and validated through subsequent exercises.

1. After Action Report (AAR): The required AAR is used to provide feedback to participants. The AAR summarizes what happened and analyzes performance of the tasks identified for testing and the demonstrated capacity to accomplish the overall exercise goal.
2. Correction Action Plan (CAP) converts lessons learned from the exercise into concrete, measurable steps that result in improved response capabilities. It is developed by the jurisdiction and specifically details the actions that will be taken to address each recommendation presented in the draft AAR, who or what agency will be responsible for taking the action, and the timeline for completion. This information should be derived from an After Action Conference conducted after the draft AAR is completed.

E. Lessons Learned

Exercises and the AARs/CAPs not only provide lessons for exercise participants, they also offer a valuable source of information that can be analyzed at the national level to identify lessons learned and best practices that can be shared to enhance preparedness across the country. Lessons learned should encompass knowledge and experience (positive and negative) derived from observations and historical study of actual operations, training, and exercises. Exercise AARs should identify lessons and highlight exemplary practices.

Chapter 14

The National Incident Management System (NIMS)

I. OVERVIEW

On February 28, 2003, the President issued Homeland Security Presidential Directive (HSPD)-5, which directed the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS). According to HSPD-5: This system will provide a consistent nationwide approach for Federal, State, and local governments to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. Depending on the exact nature of the incident, the vision behind NIMS is to have all responding agencies, levels of government, private sector organizations, and nonprofit entities working and taking action together as one cohesive unit. To provide for the interoperability and compatibility among Federal, State, and local capabilities, the NIMS will include a core set of concepts, principles, terminology, and an established method for reporting incident information and incident resources. NIMS is a proven system for the business for emergency management direction, control and coordination.

A. NIMS is a Mandatory Requirement for State/Federal Funding

All agencies, departments, or other government entities at the Federal, State, or local levels receiving State/Federal dollars must fully incorporate and implement the NIMS into their emergency operations plan by September 20, 2006. The NIMS is a phased process: basic training by a given date, certification, resource typing by other dates, etc... The jurisdiction must be able to document these progressive compliance activity deadlines or run the risk of losing funding. HSPD-5 requires all Federal, State, and local departments/agencies to adopt NIMS and to use it in their individual domestic incident management and emergency prevention, preparedness, response, recovery, and mitigation programs and activities. The directive also requires Federal departments and agencies to make the adoption of NIMS by State and local organizations a condition for Federal preparedness assistance (through grants, contracts, and other activities) beginning in FY 2005.

B. Nebraska's Commitment to NIMS

1. Under the provisions of Executive Order RRS Section 81-829.40, the Governor of the State of Nebraska directs the adoption of the National Incident Management System (NIMS) by all appropriate entities in the state by October 31, 2005. State agencies and local jurisdictions are required to develop their own NIMS implementation strategy including a NIMS training plan.

NIMS is the accepted standard to guide emergency and disaster responses by all first responders and adherence is required.

2. It will be the responsibility of the local principal executive official and the Emergency Manager to maintain the adoption of NIMS at the local level. This involves developing and maintaining an implementation plan that establishes a NIMS training schedule, indicates which personnel need training, and the creation of a database that is able to track which personnel are NIMS compliant and certified.
3. The minimum training requirements for NIMS will be the completion of the following independent study courses
 - a. IS-100: Introduction to the Incident Command System
 - b. IS-200: ICS for Single Resources and Initial Action Incidents
 - c. IS-700: National Incident Management System, Introduction
 - d. IS-800: National Response Framework, Introduction

Additional training will be identified by the separate entities (other state agencies, local, and tribal) to meet specific requirements as appropriate. Those courses are available at FEMA's Emergency Management Institute's independent study program.

C. NIMS Requires Stakeholder Support

NIMS requires all state and local agencies/departments with essential service functions, all levels of government, and all private/public sector entities with vital emergency supplies and resources to accept and use the system. Emergency response isn't and shouldn't be about one agency or one level of government acting alone. So, it is essential for Emergency Managers to get local stakeholder support for NIMS from their elected officials, fire, police, emergency medical services, VOAD, and the citizens at large.

D. NIMS Components

Along with the flexibility and standardization that NIMS provides first responders and allied emergency support organizations, NIMS also provides organizational components for an efficient business-like response and recovery:

E. Command and Management

NIMS standard incident command structure is based on the three following organizational systems; the Incident Command System (ICS), multi-agency coordination systems (MACs), and joint information system (JIS).

1. Incident Command System: The ICS defines the operating characteristics, interactive management components, and structure of incident management and emergency response organizations. The ICS process is fully functional throughout the life cycle of an incident.
2. Multi-agency Coordination Systems: These define the operating characteristics, interactive management components, and organizational structure of supporting incident management entities engaged at the Federal, State, local, tribal, and regional levels. These arrangements are facilitated through mutual-aid agreements and other assistance preparations. Most local EOCs will work as a MAC during a disaster.
3. Joint Information System: This refers to processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations. The distribution of public information must be integrated and coordinated across jurisdictional boundaries. For example, setting up a Joint Information Center (JIC) allows the media to speak and communicate necessary information to the public using one voice. See the LEOP for additional data.
4. Preparedness

Successful incident management begins with a host of preparedness activities carried out on a “steady-state” basis. These activities must occur well in advance of any potential incident. Preparedness involves an integrated combination of planning, training, exercises, establishing personnel qualification and certification standards, equipment acquisition, resource typing and certification standards, and publication management processes and activities.

5. Planning

Plans illustrate how personnel, equipment, and other resources are used to support incident management and emergency response activities. Plans provide mechanisms and systems for setting priorities, integrating multiple entities and functions, and ensuring that communications and other systems are available

and integrated in support of a full spectrum of incident management requirements.

6. Training

Training includes standard courses on incident command and management, organizational structure, and operational procedures; discipline-specific and agency-specific incident management courses; and courses on the integration and use of supporting technologies.

7. Exercises

Incident management organizations and personnel must participate in realistic exercises that include multidisciplinary, multijurisdictional, and multi-sector interaction to improve integration and interoperability. This involves getting the most out of available resources during incident operations.

F. Qualification and Certification

Qualification and certification activities are completed to meet national/state level standards and to measure performance against these standards. This ensures that incident management and emergency response personnel are qualified and certified to perform NIMS-related functions.

G. Equipment Acquisition, Resource Typing and Certification

Incident management organizations and emergency responders at all levels rely on various types of equipment to perform mission essential tasks. A critical component of operational preparedness is the acquisition of equipment that will perform to certain resource typing standards, making it interoperable with similar equipment used by other jurisdictions.

H. Resource Management

NIMS defines standardized procedures and establishes requirements for processes to describe, inventory, mobilize, dispatch, track, demobilize and recover resources over the life cycle of an incident. NIMS resource typing is required as of 2008.

I. Communications and Information Management

NIMS identifies the requirement for a standardized framework for communications, information management (collection, analysis, and

dissemination), and information-sharing at all levels of incident management.

1. Incident Management Communications: Incident management organizations must ensure that effective, interoperable communications processes, procedures, and systems exist to support a wide variety of incident management activities across agencies and jurisdictions. This process goes far beyond not using “10 codes”.
2. Information Management: Information management processes, procedures, and systems help ensure that communications and data, flows efficiently through a commonly accepted method for supporting numerous agencies and jurisdictions responsible for managing or directing domestic incidents. This involves addressing those impacted by the incident and those offering resources to the incident management effort.
3. Supporting Technologies: Interoperability & compatibility of hardware and software usage is an issue during an event due to levels of government, history of responses, response organizations capabilities, budgets. Choices for technology must be made to meet broad-based requirements that meet not only local needs but are also compatible with mutual aid organizations or regional requirements. Choices should not be determined on a single, isolated event or single-jurisdictional “preference”.

J. Additional NIMS Principles & Concepts

Incident management is generally a local responsibility. The initial response to most domestic incidents is typically handled by local “911” dispatch centers, emergency responders within a single jurisdiction, and direct supporters of emergency responders. Most responses need go no further. However, an incident that begins with a single response discipline within a single jurisdiction may rapidly expand to multidiscipline, multijurisdictional incidents requiring significant additional resources and operational support. The flexibility of the NIMS structure allows the number of responders involved to increase during an escalating incident or decrease during the demobilization process. ICS established common terminology. This includes a standard set of pre-designated organizational elements and functions, common names for resources used to support incident operations, common “typing” for resources to reflect specific capabilities, and common identifiers for facilities and operational locations used to support incident operations. Common terminology or “Plain English” prevents confusion. ICS incorporates measurable objectives. Measurable objectives ensure fulfillment of incident management goals and determine if the scope of an objective must be changed.

Objective setting begins at the top (Incident Command) and is communicated throughout the entire organization. The Incident Action Plan documents these objectives.

K. NIMS Management Concepts & Principles

1. **Modular Organization:** The incident command organizational structure develops in a top-down modular fashion that is based on the size and complexity of the incident. This also includes the specifics of the hazardous environment created by the incident.
2. **Manageable Span of Control:** Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates. The type of incident, nature of the task, hazards and safety factors, and distances between personnel and resources all influence span-of-control considerations.
3. **Pre-designated Incident Locations and Facilities:** Various types of operational locations and support facilities are established in the vicinity of an incident to accomplish a variety of purposes such as staging areas, helicopter pads, decontamination, donated goods processing, volunteer registration, mass care, and evacuation assembly areas, etc.
4. **Establishment and Transfer of Command:** It is a crucial for the command function to be clearly established from the beginning of incident operations through the recovery and demobilization periods. The agency with primary jurisdictional authority over the incident designates the individual at the scene responsible for establishing command. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.
5. **Chain of Command and Unity of Command:** Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that every individual has a designated supervisor to whom they report. These principles clarify reporting relationships and eliminate the confusion caused by multiple or conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.
6. **Allows for Unified Command:** In incidents involving multiple jurisdictions, a single jurisdiction with multi-agency involvement, or multiple jurisdictions with multi-agency involvement, unified command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together

effectively without affecting individual agency authority, responsibility, or accountability.

7. Accountability: Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to check-in procedures, completing detailed Incident Action Plans and other necessary forms of documentation, unity of command, span of control, and resource tracking.

L. Basic Overview of the Incident Command System (ICS)

ICS is used to organize both near-term and long-term field-level operations for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade. ICS is normally structured to facilitate activities in five major functional areas: command, operations, intelligence and investigation, planning, logistics, and finance/administration.

1. Command Staff

Command comprises the IC and Command Staff. Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements. These positions may include the Public Information Officer (PIO), Safety Officer (SOFR), and Liaison Officer (LOFR), in addition to various others, as required and assigned by the IC.

- a. Incident Commander (IC) - The individual responsible for all incident activities, including the development of strategies and tactics, the ordering, and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.
- b. Public Information Officer (PIO) - A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.
- c. Liaison Officer (LOFR) - A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.
- d. Safety Officer (SOFR) - A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

2. General Staff

A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Intelligence and Investigation Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

- a. Operations Section: This section is responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.
- b. Planning Section: This section is responsible for the collection, evaluation, and dissemination of operational information related to the incident. This involves the preparation and documentation of the Incident Action Plan (IAP). This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.
- c. Intelligence and Investigation Section: This section is responsible for intelligence gathering and investigation activities during the lifetime of the incident.
- d. Logistics Section: This section is responsible for providing communications, facilities, services, and material support for the incident.
- e. Finance/Administration Section: This section provides all incident financial support; tracking costs, paying bills, workman's compensation claims, hiring additional staff, emergency contracts, and payroll.

For any NIMS specific related questions, please contact the NEMA Exercise & Training Unit Supervisor/NIMS Coordinator at (402) 471-7421.

Chapter 15

Grants Management for Emergency Managers

I. OVERVIEW

The roles and responsibilities of emergency managers have increased drastically over the years. The job not only requires the ability to coordinate response, planning, training, and exercise efforts with local first responders, getting buy-in and support from your city and county officials, maintaining a Multiyear Planning Exercise Training (PET) Calendar, but also being a proficient grant writer/manager. The funding made available through the Homeland Security Grant Program (HSGP) enables communities to prevent, deter, respond to, and recover from threats and incidents of terrorism. Emergency Managers must be proficient in grant management, know the specific guidelines for the grants they are applying for, be able to properly allocate/spend program funds, and submit the necessary documentation, as well as, any other grant funding.

Nebraska Emergency Management Agency (NEMA), along with the Homeland Security Policy Group, has developed a grant philosophy that enables State agencies, counties and local jurisdictions to benefit from, and maximize, this important resource. However, please understand that receipt of a grant award does not imply that your program or plan will be automatically continued when the grant funds no longer exist. ***Future funding is dependent upon Federal appropriations, and therefore is not guaranteed.***

Please Note: This information is accurate at the time of print. Grant constructs can and do frequently change; even more reason to become as proficient in the business management of grants, gifts and endowments.

II. HOMELAND SECURITY GRANT PROGRAM (HSGP)

HSGP is a federally funded grant program administered by the Grant Programs Directorate within the U.S. Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA). The purpose of the HSGP is to enhance the State's capability to prevent, respond and recover from an act(s) of terrorism. This is accomplished through the acquisition of specialized equipment, planning, training, and exercising.

HSGP is a comprehensive grant program that encompasses DHS/FEMA current and previous carved out grants – the Metropolitan Medical Response System (MMRS) and the Citizen Corps Grant Program (CCP) into one package. The HSGP provides a single streamlined program that allows local first responder organizations and State agencies to apply for

Homeland Security funding. NEMA is Nebraska's designated State Administrative Agency (SAA) for all HSGP funds.

Synopsis of homeland security grants and allowable programs are listed below. Each grant or allowable program under HSGP supports a specific homeland security function, and each has its own reporting requirements.

III. STATE HOMELAND SECURITY GRANT (SHSG)

Funds are available on a competitive basis to all eligible counties through the eight Planning, Exercise & Training Regions, (a current and compliant LEOP is one requirement). This program is designed to enhance the capability of first responder and local units of government to prevent, deter, respond to, and recover from, incidents of terrorism involving the use of CBRNE weapons, cyber attacks, and events involving the agricultural sector. This program will fund homeland security and emergency operations planning, the purchase of equipment, and costs related to the design and development of CBRNE, cyber security, and agricultural training & exercises. The use of these funds must support the focus areas identified in the Nebraska Homeland Security Assessment Strategy. Starting with the FY'08 grant cycle, 25% of the SHSGP funds must be allocated to Law Enforcement with an emphasis on Improvised Explosive Device (IED) planning and equipment.

A. Citizen Corps Program (CCP) - allowable under HSGP

The Citizen Corps Program is designed to support the Citizen Corps Councils all-hazards planning, public education, communication, training, exercises, equipment, and management of State and local programs/activities. Program activities must advance the Citizen Corps mission to have everyone participate in "hometown security" through preparedness, training, volunteer services, and other activities. One requirement for local jurisdictions to receive CCP funding is they must have an active Citizen Corps Council.

B. Metropolitan Medical Response System (MMRS) - allowable under HSGP

The MMRS is an on-going program assisting designated jurisdictions with funding to write plans, develop training, purchase equipment, pharmaceuticals, and conduct exercises, related to a mass causality incident, whether terroristic or natural disaster related. Lincoln/Lancaster and Omaha/Douglas areas have been identified as the State's MMRS jurisdictions.

IV. EMERGENCY MANAGEMENT PROGRAM GRANT (EMPG)

EMPG is a performance based matched grant administered through DHS/FEMA. The EMPG program is for eligible jurisdictions to enhance their emergency management capabilities at the local level and to support the overall State emergency management homeland security program. This program is open to all jurisdictions that meet the State program guidelines for application and adhere to all program requirements, (current and compliant LEOP). This grant is funded on a 50/50 basis, Federal funding matched by State or local jurisdiction. To participate, local jurisdictions must meet both Federal and State program reporting requirements.

V. AWARD AND REPORTING REQUIREMENTS

A. Submit Specific Projects for Grants:

Since this is a competitive grant, and all Homeland Security Grant project proposals must be tailored to specifically address how each project will support Nebraska's State Homeland Security Strategy and that grant year's Investment Justifications (IJ) process. Successful projects will focus on issues such as improving your region's interoperable communications, giving your jurisdiction the training and equipment necessary to be better prepared for CBRNE events, or conducting a series of training and exercises that will test plans, training, policies, and procedures, of your community's Local Emergency Operations Plan.

B. Biannual Strategy Implementation Reports (BSIR):

Grantees are required to submit their updated strategy implementation information biannually. BSIRs are due within 30 days after the end of the reporting periods (June 30 and December 31), for the life of the award. Grantees must be able to show progress made in meeting strategic goals and objectives. BSIRs will update information on obligations, expenditures, and progress made on activities and will include an update of all the information submitted in those reports.

C. Additional Reports

When NEMA is in the process of closing out a given grant program year, there may be individual grant component requirements such as a narrative with documented activities on "how the grant funds expended under the program have enhanced preparedness within the local jurisdictions." It is in the best interest of the jurisdiction to maintain separate grant years' documentation, requests, equipment inventory, and exercise and training results. Local help

through a county clerk's office or the local accounting system would ease the burden of grant's management.

All local grant documentation/records must be kept for 3 years after DHS/FEMA has closed the grant. NEMA will let the jurisdiction know the specific timeline.

VI. EXERCISE EVALUATION & IMPROVEMENT

Exercises implemented with grant funds should be threat or performance based and should evaluate performance of critical prevention and response tasks required to respond to the exercise scenario. NEMA, the State Administrative Agency (SAA) must report on scheduled exercises and ensure that an After Action Report (AAR) and Improvement Plan (IP) are prepared for each exercise conducted with DHS/FEMA grant support, and submitted to DHS/FEMA within 60 days following completion of the exercise.

VII. LOCAL JURISDICTION REQUIREMENTS FOR DHS/FEMA GRANTS

- A. Local Jurisdictions utilizing DHS/FEMA funds must abide by Homeland Security Exercise and Evaluation Program (HSEEP) principles and guidelines. This involves coordinating exercise and training program activities with neighboring jurisdictions (cities, counties, or regions) and NEMA. Each local jurisdiction's exercise and evaluation program requirements and guidelines must be consistent with Nebraska's Planning- Exercise-Training program.
- B. Local Jurisdictions receiving Homeland Security funding are responsible for the following:
 - 1. Maintaining a current and compliant Local Emergency Operations Plan,
 - 2. Submitting and maintaining a current multi-year Planning, Exercise, and Training (PET) Calendar that is comprehensive, progressive, and incorporates the use of equipment purchased with DHS/FEMA funds,
 - 3. Exercises will test training, policies, and procedures that are highlighted in your Local Emergency Operations Plan,

5. Provide/submit necessary supporting documentation for all DHS/FEMA funded exercises
6. Annually updating your local Jurisdiction's overall Homeland Security Mission, Goals, and Objectives.
7. All Jurisdictions wanting to acquire communications equipment with grant funding must have a current Communications Plan in place and must have received NEMA's pre-approval in writing.
8. Sub-recipients are required to maintain an accurate inventory of their equipment and are required to submit their inventories and certification of inspection every 2 years,
9. Sub-recipients are also responsible for training and certifying their personnel's proficiency to use equipment purchased with DHS/FEMA funds.
10. Spend all money awarded in a timely manner and do not make purchases without prior approval.

For additional information contact the NEMA at (402) 471-7421.

LIST OF ATTACHMENTS/SUPPLEMENTS

Appendix 1:	Emergency Management Performance Grant	15-7
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Appendix 1

Emergency Management Performance Grant

I. Purpose

The purpose of the program is to develop, maintain, and improve local emergency management capabilities, which are key components of a comprehensive National emergency management system for disasters, and emergencies resulting from natural disasters or accidental or man-caused events. EMPG provides sub-recipient grants that local governments need to accomplish this goal.

Sub-recipient grants are made available after NEMA obligations have been funded, since unlike the HSGP, is not a pass-through grant. NEMA determined allowable costs are divided into six functional areas: administration (including salary and benefits), planning, training and exercise, response and recovery, technological hazards, and public education and outreach.

A new application is required for each Federal fiscal year.

II. Procedure

- A. The EMPG is available to each State through the DHS/FEMA. Each State is allowed to provide sub-recipient grants to local entities. These funds are reimbursable for eligible expenses of the participating jurisdictions on a 50/50 cost share basis.
- B. Each year sub-recipients must apply for funding through the application process established by NEMA. NEMA provides application forms and guidance to eligible entities for the coming fiscal year.
- C. The sub-recipients applications are reviewed by NEMA for adherence to Federal and State program guidelines.

- D. NEMA's Grants Unit is responsible for processing sub-recipient applications, reimbursement requests and quarterly reports. A NEMA Federal Aid Administrator – Payment Specialist is responsible for initiating reimbursements payments and filing all supporting documentation. The NEMA Business Manager will file appropriate fiscal documents with DHS/ODP on behalf of the Agency as they relate to the sub-recipient grant funding.

Chapter 16

Legal Information/Guidelines

I. Legal Standards

Effective July 19, 1996, the Nebraska Emergency Management Act (Reissue Revised Statutes of Nebraska, Section 81-829.31 and Sections 81-829.36 to 81-829.75) became law, establishing the standards and guidance for Emergency Management operations in Nebraska. The Nebraska Emergency Management Act addresses all areas of emergency management including the roles and responsibilities of State and local officials, the Governor's Emergency Fund, emergency management aid and assistance, mutual aid, and liability issues. All Emergency Managers in Nebraska need to be familiar with the guidance and provisions included in this Act.

II. State Laws and Court Cases

The courts generally will be favorably inclined toward entities that have taken "reasonable" steps to prepare for emergencies and disasters. Examples of issues (grounds) that have caused the courts to reach the conclusions of government negligence and/or wrong doings are:

- A. Poorly written plans.
- B. Inadequately defined chain-of-command.
- C. Lack of legal review.
- D. Lack of official declaration.
- E. Lack of reasonable care (decision making).
- F. Lack of adequate training and certification.
- G. Failure to follow plans or document actions taken or expenditures.
- H. Failure to adequately warn or instruct the public.
- I. Failure to plan for a known hazard.

II. Personal Liability

If public officials failed to develop adequate plans and procedures when they had sufficient knowledge of hazards, they and their agencies could be held personally liable.

III. Practical Approaches to Minimizing Liability:

- A. Use the National Incident Management Systems (NIMS) protocols, staffing assignments, procedures and forms.
- B. Use trained decision-makers during emergencies or disasters.
- C. Take time to make decisions.
- D. Consult experts for advice.
- E. Build a record including documentation. Preserve paperwork and electronic records that document the decisions, situations, activities, timelines, results and expenditures.
- F. Educate yourself on legal matters. Read the statutes and regulations governing the field or responsibility in emergency in regard to workers compensation, contract/reimbursement obligations, fraud prevention, and management.
- G. Make sure there is access to an attorney. Ask the attorney if legal immunity applies, at least for the decisions and actions made in good faith within the scope of your expertise and official responsibilities.

Chapter 17

Continuity of Operations Plan (COOP)

and

Continuity of Government (COG) Planning

I. OVERVIEW

- A. Traditionally, local governments/jurisdictions have responded to disasters and emergencies to save lives, protect public health and safety, provide for governmental/business/industrial continuity, and to restore fundamental public services that preserve the American way of life. Local governments know that emergencies and disasters have the potential to interrupt, paralyze, and destroy their ability to provide essential governmental services to their citizens. Consequently, local governments should develop and maintain a continuity of operations plan (COOP)/continuity of government (COG) plan. A COOP is developed and maintained by a local government and its agencies and departments to preserve, maintain, and reassert its ability to function effectively in the event of an emergency or disaster that could disrupt government operations or services. The extent and number of local COOPs is dependant on the size and complexity of the local jurisdiction.
- B. All-hazard disaster planning (LEOP) involves being prepared for any emergency or disaster that can come your way. Not being prepared may put your community at risk and potentially allow a minor emergency to wreak havoc on the capability of your local government to continue operations and provide services. COOP planning facilitates the performance of governmental departments or jurisdiction essential functions during emergencies or disasters and allows for the efficient, effective and economical resumption of services.
- C. At the local level, a continuity of operations plan could be developed for a designated community, city, county, or for each essential public service agency provided by government. Essential public services for example could include emergency medical services (EMS), fire department, police department, emergency management agencies, or administrative services.
- D. It remains with the jurisdiction to determine the size and scope of a COOP. At a minimum the county emergency management agency should develop a COOP, reference it in other plans and be an adjunct to the county government COOPs.

II. CONCEPTS FOR COOP PLANNING & DEVELOPMENT

- A. COOP planning is simply a “good business practice” – part of the core mission of departments and jurisdictions as being accountable and reliable public institutions. Successful businesses and agencies have a business “start-up” or “development plan”; a COOP is the extension of this plan to keep the business operational during, or to recover from, a disaster.
- B. COOP development should center on an all-hazards approach and provide the essential services for an indefinite time period.
- C. A COOP at the local level must involve large amounts of cooperation from surrounding communities and mutual aid agreements.
- D. A COOP must also address the identification of vital records, databases, systems, and equipment.
- E. A COOP plan must be maintained and exercised on an annual basis.
- F. Additional COOP guidelines are available at <https://www.fema.gov/continuity-resource-toolkit>

III. ISSUES ADDRESSED IN A COOP

- A. The community's/agency's policy regarding developing a continuity of operations plan, and steps required to implement and create the plan,
- B. Specific objectives for COOP as they relate to the community's/agency's mission or essential functions,
- C. Emergency roles and responsibilities of organizations and positions,
- D. Establishment or clarification of orders of succession to key positions and specify arrangements for pre-delegation and duration of authority for making key policy decisions,
- E. Identification and prioritization of the organization's essential functions and denote staffing and resource requirements for each,
- F. Identification of stages of COOP and decision level necessary to implement and mobilize the plan to the level required and the development of the demobilization plan subsequent to the mobilization,
- G. Identification and prioritization of the organization's vital records storage, and accessibility,

- H. Designating alternate operating facilities capable of immediately supporting performance of essential functions, to include infrastructure, office systems, IT support, travel, housing and feeding issues,
- I. Interoperable communications requirements,
- J. Notice, recall procedures and support for all staff affected by the disaster,
- K. Identifying other support agencies that could provide devolution,
- L. Emergency operations policies to address issues affecting the staff and their families,
- M. Training for COOP participants, testing equipment, and conducting exercises to evaluate certain aspects of the COOP,
- N. Establishment of a multi-year strategy and program management plan for developing and maintaining COOP essential functions.
- O. It is imperative that senior management and the principal executive officials have input and approval of the COOP and are willing to implement the plan during a disaster.
- P. If you need help in regard to the development of a COOP/COG for your local jurisdiction or county, contact one of NEMA's planning specialists.

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Chapter 18

Pets in Disasters

I. OVERVIEW

Emergency Managers need to consider provisions or policies for taking care of pets, animals in schools, zoos, clinics, reserves and the like in local emergency and disaster planning, (Federal PL#109-308.)

This is not directed at service animals trained to assist an individual having a functional need.

Service animals are to be kept with its owner and provided the same services and care as the individual. This section deals with household pets and other animals during a disaster.

II. PREPAREDNESS

Pre-disaster planning involves having pre-designated locations for pet shelters in times of emergency and having an updated list of all the veterinarians and animal care/control agencies (Humane Society or animal clinics) in your county or region. **Most American Red Cross shelters cannot accept pets because of health and safety concerns and other considerations. Service animals that assist people with disabilities are allowed in Red Cross shelters.** Lessons learned from former disasters have shown that some persons are incapable of leaving or abandoning their pets.

Emergency Managers must advocate to households in their community that family pre-planning for disasters should include making plans for their pets. The pet or animal owner/caretaker is responsible for the animal's safety and welfare.

Household pet owners should include the following steps in their plans:

- A. If you must evacuate your home, and you have the time and resources, plan to take your pets with you. Pets most likely cannot survive on their own and if they do, you may not be able to find them once you return.
- B. Locate a safe place for the pets before disaster strikes. Friends or relatives outside the affected area may shelter the animals. If more than one pet, they may be more comfortable if kept together, but owners should be prepared to shelter them separately.

- C. Prepare a list of friends, boarding facilities and veterinarians who could shelter animals in an emergency; include 24-hour phone numbers.
- D. Call hotels and motels in the immediate area and a reasonable distance from the home. Ask whether they accept pets, under what conditions, and whether they are restricted as to the size or number of animals.
- E. Call local boarding kennels.
- F. Owners may not be home when an evacuation order or disaster warning is given. Make arrangements with a trusted friend or relative to gather the pets and meet the owner at a pre-arranged location. Eliminate search time for pets by sheltering them in one central place.
- G. Assemble a portable Pet Disaster Supplies Kit and keep it in a sturdy container in an accessible place. Essential supplies will be needed, regardless of the time the family will be away.
 - a. Medication and medical records (stored in a waterproof container),
 - b. A first aid kit,
 - c. Current photos of the pet(s),
 - d. Food, water, medications, portable bowls, cat litter/pan, and can opener, feeding schedule, note about medications or potential behavior problems
 - e. Instructions on the pet(s)' feeding schedules, diet, and special circumstances (allergies, difficulty chewing/swallowing, mobility restrictions, diabetes, etc.),
 - f. Collars, sturdy leashes, harnesses and/or carriers to transport pets.
- H. Transport dogs, cats and birds in sturdy carriers, reptiles such as snakes and lizards in heavy cloth bags and animals such as rabbits, hamsters, gerbils in cages that can contain litter or the bedding without spilling during transport or sheltering.
- I. Bring all animals indoors. Do not chain or restrict any animals outside. Separate dogs from cats as even "friendly" or "family pets" may show signs of stress and lash out or attack other animals in the house. Provide for sanitation as best as possible.

- J. Provide responders notices on the inside and outside of the house that there are animals in the house. List the kinds and numbers of animals, favorite hiding places, other essential information and how the responder can reach you concerning the care and welfare of your pets.
- K. Large animals and livestock require a higher level of response. Additional planning guidelines may be available through local veterinarians or animal associations and trade organizations. Plan to have an animal identification system, trained handlers, sufficient transportation and alternate sites to feed and house the animals if evacuation is necessary. Have sufficient feed, water, medications and handling equipment for several days should one choose to shelter-in-place. Consider having an alternate power supply for water pumps.

In accordance with the jurisdiction's Primary Evacuation Plan, persons with animals refusing to evacuate may be advised that further attempts at evacuation will be made only when there is the capability to assist them without risking the lives and safety of the rescuers. Additional information is available in the LEOP, Annex E, "Evacuation".

Additional information may be obtained from your local humane society or at the FEMA website: [Ready.gov](https://www.ready.gov).

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Chapter 19

Voluntary Organizations and Volunteers (VOAD)

I. OVERVIEW

Voluntary organizations in Nebraska provide assistance to the victims of disasters/emergencies by providing clothing, shelter, food, counseling, building, demolition, and other assistance necessary to enable the community to come together and overcome any disaster, while rebuilding physically and economically. These organizations work closely with each other and various response agencies. It is vital to know the organizations serving your area and their services. VOAD agencies can be contacted directly by a community member, emergency manager, or anyone, at any time – before, during, or after a disaster event. Their respective focus areas, core capabilities, and primary points of contact are all listed out later in this section. NEMA also has a Voluntary Agency Liaison (VAL) who can also act as a conduit to VOAD and/or the correct organization(s). During a disaster, when the State EOC is activated, the Executive Committee of Nebraska VOAD also serve as coordinators of ESF-6 (Mass Care), to assist with such needs as food, water, shelter, and medicine, among many other things.

National Voluntary Organization Active in Disaster (VOAD or NVOAD)
Website: <https://www.nvoad.org/>

National Voluntary Organizations Active in Disaster (VOAD) was created in 1970 in response to the challenges experienced following Hurricane Camille. The duplication of efforts and gaps were addressed by the organizations using the four C's – communication, coordination, collaboration and cooperation. Additional information on the National VOAD is found in the FEMA Independent Study Course IS-288 as well as other courses providing information and job aides for managing volunteers.

II. ORGANIZATION

- A. Nebraska Voluntary Organization Active in Disaster (NEVOAD)
Website: <https://nevoad.communityos.org/cms/home>

NEVOAD is the Nebraska arm of the National Voluntary Organizations Active in Disasters (VOAD) organization. The organization was founded in the simple belief that the time to prepare for the next disaster is now. NEVOAD coordinates planning efforts by many voluntary organizations responding to disasters. Member organizations provide more effective and less duplication in services

by getting together before a disaster strikes. Once disasters occur, NEVOAD or an affiliated state VOAD encourages members and other voluntary agencies to convene on site. This cooperative effort has proved to be the most effective way for a wide variety of volunteers and organizations to work together in a crisis.

1. Community Organizations Active in Disaster (COAD)

Several counties and communities have local or Community VOADS (also known as "Community Organizations Active in Disaster" or COADs). COADs share the same goals as the National VOAD and NEVOAD: to increase community, county, or regional resiliency through all phases of disaster. COADs also tend to include a wider range of organizations, such as local businesses who wish to coordinate disaster readiness and response with voluntary organizations and emergency management. COADs are the first line of defense in community, county, and regional resiliency for voluntary organizations active in disasters.

B. NEVOAD Members

Below is a description of the agencies that comprise the Nebraska VOAD. There are also many other organizations that are part of the National VOAD and have been active on disasters in Nebraska in the past. The best practice is to work with local representatives of agencies whenever possible, but if no local representatives are available or you wish to contact an organization that doesn't currently operate in your jurisdiction, please contact the State VAL.

NOTE: Contact names, phone numbers, e-mail are current as of August 2017 and has been included as an attachment. If the Emergency Manager is unable to contact the individual listed below, the EM should contact the NEMA NEVOAD Voluntary Agency Liaison (VAL) Chris Schroeder @ 402-480-9087 chris.schroeder@nebraska.gov

1. American Red Cross

The American Red Cross' Disaster Program includes:

- a. Damage assessment
- b. Emergency sheltering, individuals or groups, location, activation, and management
- c. Evacuee registration
- d. First aid personnel and stations
- e. Family welfare (well-being) and reunification inquiries

- f. Communications
- g. Temporary home repairs
- h. Distribution of emergency supplies
- i. Transportation
- j. Medical needs
- k. Occupational supplies and other essentials on an individual or family basis
- l. Stationary and mobile facilities for feeding victims and emergency workers
- m. Supplementary medical and nursing care, blood and blood products
- n. Emergency financial assistance for food, clothing, rent, bedding, and selected furnishings
- o. Referral service to government and private agencies
- p. Case work services to provide additional recovery assistance to families where government programs are not adequate to meet disaster-caused needs

Resources include, but are not limited to:

- a. Mobile canteens,
- b. Communications (through amateur radio and low band)
- c. Shelter supplies (cots, blankets) and,
- d. Comfort kits (toilet articles and clean up kits).

Contact:

Brandon Halstrom, (515) 720-1636,
brandon.holstrom@redcross.org

2. Catholic Charities USA

This organization assists parish churches in Nebraska to cooperate with other religious partners during disasters. Catholic Social Services works with other churches to provide follow up counseling and seeks to provide volunteers for disaster relief. Churches can provide halls, meeting rooms, and gymnasiums with shower facilities for disaster victims.

Contact:

Deacon Aaron Davis, (402) 598-3652, aarond@ccomaha.org
Carrie Walter (402) 650-0577 carriep@ccomaha.org

3. Child Care Aware of America

The organization's mission is to advance a childcare system that effectively serves all children and families. This work is strengthened by a national network of Child Care Resource and Referral agencies and diverse members and partners. To achieve this mission, the organization leads projects that increase the quality and availability of childcare, undertakes research, and advocates childcare policies that positively impact the lives of children and families.

Contact:

Julie Looper Coats, (571) 303-2315

Julie.looper@usa.childcareaware.org

4. Convoy of Hope

Warehousing, Fleet of Trucks, Volunteers through 20,000 partnering churches, Training "first response" teams to rapidly deploy, Mobile command center self-contained unit with mobile communications, technology, including satellite, internet, and Ham radio; Preparedness fairs-educating the public and faith-based communities in preparedness. Emergency: First responder to major disasters; Mass distribution of supplies (1500 cars/day) via PODs; Supply lines to other organizations. Recovery: First responder in most kinds of disasters; Mass distribution of ice, water, and food in first 72 hours via PODs; Set up and management of multiple PODs. Preparedness: Supply lines to partnering agencies.

Contact:

Jason Anderson, (701) 866-2939,

jasonanderson@convoyofhope.org

Gwen Johnson, (402) 312-3127

5. Great Plains United Methodist Disaster Response Team

Provides emergency relief, rehabilitation, and support services with funding and personnel. In the long-term, response assistance is provided as support through the local churches.

Contact:

Rev. Hollie Tapley, (904) 468-0529

htapley@greatplainsumc.org

6. Kansas-Nebraska Convention of Southern Baptists

National asset and sustained support

Dispatches trailers to various disasters domestically for cleanup, repair, and initial rebuilding

Contact:

Frank McCrary, (402) 681-7213,
mcdrary@knksb.org

7. Legal Aid of Nebraska

Legal Aid of Nebraska has built a network of volunteer attorneys across the state. These attorneys offer free legal assistance to victims of state-declared disasters. Their attorneys assist disaster survivors with: Filing insurance claims, recovering vital documents (birth certificates, marriage licenses, etc.), any other legal issues those affected might face as the result of a disaster. They also host disaster preparedness workshops and presentations for the general public and provide ongoing training and webinars for volunteer attorneys.

Contact:

Shirley Peng, (402) 250-7184, speng@legalaidofnebraska.org

8. Mennonite Disaster Services (NE Unit)

Mennonite Disaster Service is an all-volunteer organization. They respond to disasters as volunteers in response to a call for help. Among the services offered are clean up after tornadoes, windstorms, floods, fires, earthquakes, etc.; some repair work on damaged buildings; assistance in rebuilding where buildings are destroyed; and building fences after range fires. Some of the equipment they have available includes a bus for an on-site command center, radios for communication between the work site and command centers, chain saws, pumps for pumping out flooded basements, and high-pressure washers.

Contact:

LeRoy Janzen, 402-806-0094, leroyiprecisefab@gmail.com

9. Nebraska Citizen Corps

The Nebraska Citizen Corps Council seeks to effectively

increase citizen volunteer engagement in community preparedness by sharing effective practices. The Citizen Corps program promotes community preparedness; outreach and awareness by partnering with other government sponsored volunteer programs, such as the Community Emergency Response Team (CERT), Medical Reserve Corps (MRC), Volunteers in Police Service (VIPS), Fire Corps and Neighborhood Watch, as well as other non-government

volunteer affiliates. During a disaster, local Citizen Corps volunteers may be resource for response and recovery efforts.

Contact:

Josh Yox, (531) 510-7007, josh.yox@nebraska.gov

10. Nebraska Extension

Offers a variety of disaster preparedness and recovery resources, as well as a network of Extension-affiliated educators across the state. Nebraska Extension has been closely integrated with disaster education training for public safety organizations, voluntary agencies, and the general public; as well as works with organizations seeking to develop Community Organizations Active in Disaster (COADs) in their area.

Contact:

Soni Cochran, (402) 853-3982, scochran@unl.edu

11. Noah's Canine Crisis Response Team

Noah's Canine Crisis Response Team is a group of handlers and their dogs who have been trained and certified to provide animal assisted emotional support when partnering with disaster mental health and emergency response agencies to individuals who have been affected by crisis or disaster. Our handler/dog teams know how to alleviate and manage the effects of critical incident stress on themselves and their animals and all others who have been affected by the emotional turmoil of a traumatic event in their lives. Available to assist survivors and emergency responders, our mission is to aid individuals by providing crisis with our dogs after a tragedy.

Contact:

Lisa Ashby, (402) 641-4015, crisisdogs@gmail.com

12. Pawprint Comfort Dog Therapy

Their goal is to provide comfort, support, encouragement, and joy

through certified therapy dogs in times of disaster and/or crisis.

Contact:

Ruth Merwald, (402) 214-6690, rmerwald@gmail.com

13. Region V Systems

Providing comprehensive partnerships in behavioral health. Involved in long-term recovery, behavioral/spiritual health, debris removal, and response coordination.

Contact:

Theresa Henning, (402) 290-5081, thenning@region5systems.net

14. Santee Sioux Nation Society of Care

The Santee Sioux Nation Society of Care is an inter-tribal effort providing behavioral wellness to Native American youth age birth-21 and their caregivers throughout Nebraska and northeast Kansas. We provide education, prevention, and therapy through telehealth, in-person care, and traditional healing. Additionally, we advance system changes increasing the quality of life for Native American families.

Contact:

Greg Donovan, (402) 580-4837, gdonovan@societyofcare.org

15. Team Rubicon USA

Team Rubicon is an international disaster response nonprofit that unites the skills and experiences of military veterans with first responders to rapidly provide relief to communities in need. Founded in 2010 with the expressed goal of quickly responding to large-scale disasters, Team Rubicon has deployed thousands of volunteers across the United States and world to provide relief to communities in need. When disaster strikes, Team Rubicon works with or alongside local agencies and governments, Team Rubicon seeks to be of the utmost service to those in need.

Contact:

William "Bobby" Smith
(402) 206-5672,
William.smith@teamrubiconusa.org

16. The Salvation Army-Western Division

Services in human care offered through the Salvation Army

include shelter, mass care and feeding, clothing depot, crisis counseling, health and mental needs, referrals on spiritual ministry, transportation, personal inquiry services, and casework services. In addition, they provide volunteers and emergency disaster service personnel.

Contact:

Dr. Monalisa McGee (402) 672-9836

Monalisa.mcgee@usc.salvationarmy.org

17. Society of Saint Vincent de Paul

The Saint Vincent de Paul Lincoln Diocesan Council consists of nine Catholic Conferences in southeast Nebraska that are dedicated to helping people in times of hardship and distress, without regard to color, race, or creed. The main intent of the Society is to alleviate the suffering of the homeless, sick and hungry, utilizing 100% of the financial aid contributed by donors, and the many hours donated by volunteers in the administration to the less fortunate.

Contact:

Barbara J Slaven (402) 699-1434

Bslaven1@hotmail.com

18. World Renew Disaster Response Services

Provides training to volunteers in advocacy related work. Trained advocates are also available. They also have volunteers who are experienced in the management field and others who have accumulated a significant work record in disaster response. They have people skilled in the development and operation of interfaith organizations and personnel with skills in building trades.

Contact:

Ben Dykstra (847) 372-0902

bdykstrava@live.com

III. VOLUNTEER COORDINATION

In any disaster, the Emergency Manager must be prepared to deal with affiliated volunteers, (church groups, Boy Scout troops, etc.) non-affiliated volunteers (those that respond to calls for help during a disaster) and spontaneous volunteers (those that show up without being called or not allied to an organization). Spontaneous donations of goods and money

must also be managed and accounted for. The LEOP, Annex L: Resource Management, Attachment 3 provides guidelines for these activities. It is also helpful to have a Volunteer Reception Center (VRC) Plan for a unified and coordinated approach to managing volunteers and donations. For additional guidance on VRC planning contact the NEMA at (402) 471-7421.

The person appointed as the Volunteer Coordinator must have highly developed organizational and management skills, capable of controlling work through others and maintain critical records. This position, after the IC and EM, is quite possibly the next most critical operational position during a response and recovery effort.

(See LEOP, Annex L for additional information.)

Additional training and information on managing volunteers is found in the FEMA Independent Study courses: IS-244.a, 288 with additional information in IS-11.a, IS-15.b, IS-208.a, IS-230.a, IS-366. The Red Cross and other support agencies may also offer periodic training.

The following forms have been provided by several Nebraska Emergency Managers and others in an effort to assist the Volunteer Coordination team during disaster response. The local Emergency Manager may use any of these as is or modify them to fit their situation. Note that each serves a slightly different purpose.

LIST OF ATTACHMENTS

Attachment

1	Nebraska VOAD Membership	19-13
2	Disaster Volunteer Registration Form	19-15

NEVOAD Membership (as of October 2022)

Organization	Services Provided:	Contact
211 Nebraska Headquarters: 2201 Farnam Street, Suite 200, Omaha, NE 68102	<ul style="list-style-type: none"> • Information and Referral/Navigation • Financial Assistance • Communications/ Rumor Control 	Primary Contact: Eddie Clark eclark@uwmidlands.org 402-522-7965 Secondary Contact: Lindsay Paulsen lpaulsen@uwmidlands.org 402-522-7940 402-505-6145
American Red Cross Headquarters: 2912 S 80th Ave, Omaha, NE 68124	<ul style="list-style-type: none"> • Emergency Assistance • Financial Assistance • Food/Feeding • Housing/Shelter • Mental Health Services • Spiritual Care 	Primary Contact: Bandon Holstrom Brandon.holstrom@redcross.org 515-720-1636 Secondary Contact: Gina Troncone Gina.troncone3@redcross.org 402-990-6190
American Red Cross Headquarters: 2912 S 80th Ave, Omaha, NE 68124	<ul style="list-style-type: none"> • Communications/Outreach • Information for recovery after a disaster • Scam Education 	Primary Contact: Margo Riekes mriekes@bbbinc.org 402-680-5198 Secondary Contact: Jeff Niebaum jniebaum@bbbinc.org 319-330-4297
Better Business Bureau Headquarters: 11811 P Street, Omaha, NE 68137	<ul style="list-style-type: none"> • Communications/Outreach • Information for recovery after a disaster • Scam Education 	Primary Contact: Margo Riekes mriekes@bbbinc.org 402-680-5198 Secondary Contact: Jeff Niebaum jniebaum@bbbinc.org 319-330-4297
Cass County Long Term Recovery Headquarters: PO Box 49, Murray, NE 68409	<ul style="list-style-type: none"> • Long Term Recovery 	Primary Contact: Tandra Sudman Casscnty.ltrg@gmail.com 402-297-1873 Secondary Contact: Keith Luther keithluther@gmail.com 402-651-8606
Catholic Charities of Omaha Headquarters: 3300 North 60th Street, Omaha, NE 68104	<ul style="list-style-type: none"> • Food/Feeding • Long Term Recovery • Spiritual Care 	Primary Contact: Aaron Davis aarond@ccomaha.org 402-598-3652 Secondary Contact: Carrie Walter carriep@ccomaha.org 402-650-0577

Child Care Aware of America Headquarters: 1515 N Courthouse Rd. 3rd Floor, Arlington, VA 22201	<ul style="list-style-type: none"> • Connection to Child Care 	Primary Contact: Julie Coats Julie.coats@usa.childcareaware.org 571-303-2315
Communications Council Lincoln Nebraska Church of Jesus Christ Latter Day Saints Headquarters: 3601 Melrose Ave, Lincoln, NE 68506	<ul style="list-style-type: none"> • Clean-up • Communications/Outreach • Donations Management • Food/Feeding • Spiritual Care • Volunteer Management 	Primary Contact: Ronald C Hill ronchillmd@hotmail.com 402-560-2734
Convoy of Hope Headquarters: 1 Convoy Drive, Springfield, MO 68502	<ul style="list-style-type: none"> • Bulk Distribution 	Primary Contact: Jason Anderson jasonanderson@convoyofhope.org 701-866-2939 Secondary Contact: Gwen Johnson gjohnson@convoyofhope.org cohoc@convoyofhope.org 402-312-3127
Credit Advisors Foundation Headquarters: 1818 72 nd Street, Omaha, NE 68124	<ul style="list-style-type: none"> • Debt Management 	Primary Contact: Jon Firmature jon@creditadvisors.org 800-942-9027
Crisis Cleanup Headquarters: 5905 Blue Mountain Cir, Longmont, CO 80503	<ul style="list-style-type: none"> • Clean-up • Technology 	Primary Contact: Aaron Titus aaron@crisiscleanup.org 202-669-2969
Disaster Services Corp SVDP USA Headquarters: 320 Decker Street, Ste 100, Irving TX 75062	<ul style="list-style-type: none"> • Case Management • Emergency Assistance 	Primary Contact: Denise Dean ddean@svdpdisaster.org 402-610-2373
East Central Long Term Recovery Headquarters: 3020 18 th Street Ste 18, Columbus, NE 68601	<ul style="list-style-type: none"> • Case Management • Communications/Outreach • Financial Assistance • Long Term Recovery • Rebuilding/Repair • Preparedness • Volunteer Management 	Primary Contact: Jan Zurcher floodreliefcase@gmail.com 402-276-9189 Secondary Contact: Karon Torres ltfloodR2@gmail.com 402-606-7375
Episcopal Diocese of Nebraska Headquarters: 109 North 18 th Street, Omaha, NE 68102	<ul style="list-style-type: none"> • Emergency Assistance • Long Term Recovery • Spiritual Care 	Primary Contact: The Reverend Mary D Hendricks marydh@aya.yale.edu 308-340-8996 Secondary Contact: The Reverend Wes Agar Eagledeacon1@gmail.com
First Responders Foundation Headquarters: 10605 Burt Circle, Omaha, NE 68114	<ul style="list-style-type: none"> • Communication • Outreach • Mental Health • Support for First Responders 	Primary Contact: Jodi Teal jodi@firstrespondersfoundation.org 402-218-1234

Food Bank for the Heartland <i>Headquarters:</i> 10525 J Street, Omaha, NE 68127	<ul style="list-style-type: none"> • Food/Feeding 	Primary Contact: Brian Barks BBarks@FoodBankHeartland.org 402-331-1213 Secondary Contact: Ericka Smrcka ESmrcka@FoodBankHeartland.org 402-905-4803
Fremont Area Habitat for Humanity <i>Headquarters:</i> 701 Dodge Street, Fremont, NE 68025	<ul style="list-style-type: none"> • Clean-up • Long Term Recovery • Rebuilding/Repair • Volunteer Management 	Primary Contact: Joy McKay joy@fremonthabitat.org 402-720-2617
Fremont Area United Way <i>Headquarters:</i> 445 E 1 st Street Ste 1, Fremont, NE 68025	<ul style="list-style-type: none"> • Communications/Outreach • Donations Management • Financial Assistance • Long Term Recovery • Volunteer Management 	Primary Contact: Cinthia Ravenales cinthia@fremontunitedway.org 402-720-3352
Great Plains United Methodist Disaster Response Team <i>Headquarters:</i> 1207 SW Executive Drive, Topeka, KS 66615	<ul style="list-style-type: none"> • Case Management • Clean-up • Financial Assistance • Long Term Recovery • Rebuilding/Repair • Spiritual Care • Volunteer Management • Relief phase—muck, tarp, debris removal 	Primary Contact: Rev. Hollie Tapley htapley@greatplainsumc.org 904-468-0529
Greater Dodge County LTRG <i>Headquarters:</i> 1207 SW Executive Drive, Topeka, KS 66615	<ul style="list-style-type: none"> • Case Management • Clean-up • Financial Assistance • Long Term Recovery • Rebuilding/Repair • Spiritual Care • Volunteer Management • Relief phase—muck, tarp, debris removal 	Primary Contact: Rev. Hollie Tapley htapley@greatplainsumc.org 904-468-0529
Greater Dodge County LTRG <i>Headquarters:</i> 445 E 1 st Street Ste 1, Fremont, NE 68025	<ul style="list-style-type: none"> • Case Management • Communications/Outreach • Donations Management • Emergency Assistance • Financial Assistance • Long Term Recovery • Rebuilding/Repair • Spiritual Care • Volunteer Management 	Primary Contact: Jacki Trujillo jacki@fremontunitedway.org 402-721-4157 Secondary Contact: Christy Fials christy@fremontunitedway.org 402-721-4157
Greater Omaha SCORE Chapter <i>Headquarters:</i> 10675 Bedford Avenue, Suite 100, Omaha, NE 68134	<ul style="list-style-type: none"> • Emergency Business Consulting 	Primary Contact: John Brandstetter John.brandstetter1@gmail.com 917-282-6810 Secondary Contact: Kellie Patterson score@scoreomaha.org
Habitat for Humanity of Omaha <i>Headquarters:</i> 1701 N 24 th Street, Omaha, NE 68110	<ul style="list-style-type: none"> • Housing/Shelter • Rebuilding/Repair 	Primary Contact: Mark Coffin mcoffin@habitatomaha.org 402-312-7959 Secondary Contact: Ken Mar

		kmar@habitatomaha.org 402-884-5975
Heartland Disaster Recovery Group <i>Headquarters:</i> 1441 N Webb Rd, Grand Island, NE 68803	<ul style="list-style-type: none"> • Case Management • Communications/Outreach • Financial Assistance • Long Term Recovery • Rebuilding/Repair • Volunteer Management 	Primary Contact: Elizabeth Troyer-Miller disaster@heartlandunitedway.org 308-382-2675 Secondary Contact: Karen Rathke karen@heartlandunitedway.org 308-382-2675
Heartland Hope Mission <i>Headquarters:</i> 2021 U Street, Omaha, NE 68107	<ul style="list-style-type: none"> • Food/Feeding • Emergency Assistance • Spiritual Care • Communication/ Outreach • Clothing/Hygiene • Light Case Management 	Primary Contact: Michelle Rodgers michelle@heartlandhopemission.org 402-249-1178
Heartland Kids Against Hunger <i>Headquarters:</i> 2070 Stillwater Drive, Papillion, NE 68046	<ul style="list-style-type: none"> • Food/Feeding 	Primary Contact: Jake Popish jake@heartlandkah.org 402-659-6319 Secondary Contact: Paula Mills paula@kidsagainsthunger.org 402-333-1346
Homestead Presbytery Disaster Response Team <i>Headquarters:</i> 840 S 17 th Street, Lincoln, NE 68508	<ul style="list-style-type: none"> • Clean-up • Communications/Outreach • Donations Management • Emergency Assistance • Food/Feeding • Housing/Shelter • Long Term Recovery • Rebuilding/Repair • Spiritual Care • Volunteer Management 	Primary Contact: Rev. Sue Babovec chaplainsueb@hotmail.com 515-490-3982 Secondary Contact: Presbytery Office hpoffice@homesteadpres.org 402-474-0612
Hot Meals USA <i>Headquarters:</i> 22 West 56 th Street, Suite 107, Kearney, NE 68847	<ul style="list-style-type: none"> • Emergency Assistance • Food/Feeding • Long Term Recovery 	Primary Contact: Richard Cochran hotmealsusa@gmail.com 308-440-7836 Secondary Contact: Cheryl Cochran Rccochran4@msn.com 308-440-7518
Information Technology Disaster Resource Center <i>Headquarters:</i> 5376 Ranch Road, Fort Worth, TX 76179	<ul style="list-style-type: none"> • Information • Communications • Technology 	Primary Contact: Chris Johnson cjohnson@itdrc.org 571-275-9982 Secondary Contact: Chris Hillis chillis@itdrc.org
KS-NE Convention of Southern Baptists <i>Headquarters:</i> 5410 SW 7 th Street, Topeka, KS 66606	<ul style="list-style-type: none"> • Clean-up • Communications/Outreach • Food/Feeding • Spiritual Care • Volunteer Management 	Primary Contact: Frank McCrary fmccrary@knscsb.org 402-681-7213 Secondary Contact:

	<ul style="list-style-type: none"> Shower and Laundry mobile units 	Darrell Cumpton darrellcumpton@gmail.com 402-297-9442
Legal Aid of Nebraska <i>Headquarters:</i> 941 O Street #325, Omaha, NE 68508	<ul style="list-style-type: none"> Legal 	Primary Contact: Shirley Peng speng@legalaidofnebraska.org 402-250-7184
Lifegate Church <i>Headquarters:</i> 15555 West Dodge Road, Omaha, NE 68154	<ul style="list-style-type: none"> Clean-up Donations Management Spiritual Care 	Primary Contact: Deb Hoffman dhoffman@discoverlifegate.com 402-650-3100
Lutheran Family Services of NE <i>Headquarters:</i> 2301 O Street, Lincoln, NE 68510	<ul style="list-style-type: none"> Case Management Communications/Outreach Emergency Assistance Mental Health Services 	Primary Contact: Shirley Terry sterry@lfsneb.org 402-536-9904 Secondary Contact: April Tatlonghari atatlonghari@lfsneb.org
Mennonite Disaster Services (NE Unit) <i>Headquarters:</i> 1803 Oak, Beatrice, NE 68310	<ul style="list-style-type: none"> Clean-up Rebuilding/Repair 	Primary Contact: LeRoy Janzen leroyjprecisefab@gmail.com 402-806-0094 Secondary Contact: Wes Reil Mmc761@windstream.net 402-641-1198
NE ASSN EMERGENCY MANAGEMENT <i>Headquarters:</i> 715 S Jeffers St, North Platte, NE 69101	<ul style="list-style-type: none"> Emergency Management Communications/Outreach Preparedness Statewide/Regional Coordination 	Primary Contact: Brandon Myers myersbw@ci.north-platte.ne.us 308-532-7383
Nebraska Best <i>Headquarters:</i> 1508 J.F. Kennedy Drive, Ste 206, Bellevue, NE 68005	<ul style="list-style-type: none"> Disaster Response Case Management Donations Management Volunteer Management 	Primary Contact: Jeff Weaver JeffWeaver@NeBest.org 308-532-7383 Secondary Contact: Jeanette Lovell Jeanette.lovell@nebest.org 402-208-6648
NE Children & Families Foundation <i>Headquarters:</i> 215 Centennial Mall South #200, Lincoln, NE 68046	<ul style="list-style-type: none"> Case Management Emergency Assistance Financial Assistance 	Primary Contact: Zach Nelson zach@republicsinsights.com 402-965-1220 Secondary Contact: Jason Feldhaus jfeldhaus@nebraskachildren.org 402-6290-6106
NE Dept of Economic Development <i>Headquarters:</i> 301 Centennial Mall South, Lincoln, NE 68509	<ul style="list-style-type: none"> Financial Assistance 	Primary Contact: Susan Nickerson Susan.nickerson@nebraska.gov 308-850-0595 Secondary Contact: Sheryl Hiatt Sheryl.hiatt@nebraska.gov

		402-340-6180
NE Emergency Management Agency <i>Headquarters:</i> 2433 NW 24 th Street, Lincoln, NE 68524	<ul style="list-style-type: none"> • Communication/Outreach • Emergency Assistance • Financial Assistance • Long Term Recovery • Statewide/Regional Coordination 	Primary Contact: Chris Schroeder Chris.schroeder@nebraska.gov 402-480-9087 Secondary Contact: Earl Imler Earl.imler@nebraska.gov 402-417-5184
Nebraska Extension <i>Headquarters:</i> 211 Ag Hall, East Campus, Lincoln, NE 68583	<ul style="list-style-type: none"> • Communications/Outreach • Donations Management • Volunteer Management • Donations Management for Agriculture • Meeting/Facility space across the state for VOAD partners • Delivery of educational programs and resources in the areas of youth development, agriculture, community development, food/nutrition/health 	Primary Contact: Soni Cochran scochran@unl.edu 402-853-3982 https://extension.unl.edu
Nebraska Impact <i>Headquarters:</i> 211 N 14 th Street, Suite 226, Lincoln, NE 68508	<ul style="list-style-type: none"> • Communications/Outreach • Financial Assistance • Volunteer Management 	Primary Contact: Kevin Moser kevin@neimpact.org 402-843-8176
NE Knights of Columbus <i>Headquarters:</i> 4008 27 th Street, Columbus, NE 68601	<ul style="list-style-type: none"> • Clean-up • Donations Management • Food/Feeding • Spiritual Care • Volunteer Management • Financial Assistance (\$100-\$500) per family 	Primary Contact: Tony Hergott thergott@hogslat.com 402-910-1894
NE National Guard <i>Headquarters:</i> 2433 NW 24 th Street, Lincoln, NE 68524-1801	<ul style="list-style-type: none"> • Government Agency 	Primary Contact: CH Col Philip G Houser Philip.g.houser.mil@mail.mil 402-326-4254
NE Preparedness Partnership <i>Headquarters:</i> 223 E 5 th Street, Papillion, NE 68046	<ul style="list-style-type: none"> • Communications/Outreach • Donations Management • Financial Assistance • Long Term Recovery 	Primary Contact: Sandra Hobson shobson@neprep.org 402-979-7207
Nebraska REACT Council <i>Headquarters:</i> PO Box 94, Beatrice, NE 68310	<ul style="list-style-type: none"> • Communications/Outreach • Traffic/crowd control 	Primary Contact: Kevin Rahe REACT319@gmail.com 402-223-8128 Secondary Contact: Carrie Kasper Rk4924@windstream.net 402-641-2876
Noah's Canine Crisis Response Team <i>Headquarters:</i> PO Box 105, Louisville, NE 68037	<ul style="list-style-type: none"> • Mental Health Services • Crisis Response Therapy Dogs 	Primary Contact: Lisa Ashby crisisdogs@gmail.com 402-641-4015 Secondary Contact: Renea Gernant Renea.gernant@gmail.com 402-643-1113
Northeast NE COAD <i>Headquarters:</i> 422 Douglas St, O'Neill, NE	<ul style="list-style-type: none"> • Communications • Outreach • Food/Feeding 	Primary Contact: Wayne Briner Wayne.briner@yahoo.com

68763	<ul style="list-style-type: none"> Housing/Shelter Long Term Recovery Mental Health Services Spiritual Care 	402-631-7683
	Region Specific	
Operation BBQ Relief <i>Headquarters: 22720</i> Joe Holt Parkway, Peculiar, MO 64078	<ul style="list-style-type: none"> Food/Feeding 	Primary Contact: Mike Richter mrichter@obr.org 301-237-4588 Secondary Contact: Dewayne Daniel ddaniel@obr.org 870-761-1164
Pawprint Comfort Dog Therapy <i>Headquarters: 5376</i> Ranch Road, Plattsmouth, NE 68048	<ul style="list-style-type: none"> Spiritual Care Comfort Dogs 	Primary Contact: Ruth Merwald rmerwald@gmail.com 402-214-6690 Secondary Contact: Mark Merwald rmerwald@gmail.com
Presbyterian Disaster Assistance PCUSA <i>Headquarters: 100</i> Witherspoon Street, Louisville, KY 40202	<ul style="list-style-type: none"> Financial Assistance Housing/Shelter Rebuilding/Repair 	Primary Contact: Sheri Sessions sherisessions@cox.net 402-657-9256
Presbyterian Disaster Assistance Missouri River Valley <i>Headquarters: 302 S</i> 74 th Street, Omaha, NE 68114	<ul style="list-style-type: none"> Clean-up Long Term Recovery Rebuilding/Repair Spiritual Care 	Primary Contact: Jon Sloan jsloan@fpcomaha.org 402-440-7137
Region 11 Emergency Management <i>Headquarters: 701</i> Koenigstein Ave, Norfolk, NE 68701	<ul style="list-style-type: none"> Emergency Management Services Statewide/Regional Support 	Primary Contact: Bobbi Risor brisor@norfolkne.gov 402-844-2050 Secondary Contact: Faythe Petersen fpeterse@norfolkne.gov 402-844-2050
Region 44 Emergency Management <i>Headquarters: 309</i> Esther Street PO Box 666, Fullerton, NE 68638	<ul style="list-style-type: none"> Emergency Management Statewide/Regional Support 	Primary Contact: Jenna Clark Region44em@nancecountyne.org 308-536-4443 308-550-1685
Region 51 Emergency Management <i>Headquarters: 715 S</i> Jeffers St, North Platte, NE 69101	<ul style="list-style-type: none"> Emergency Management Statewide/Regional Support 	Primary Contact: Brandon Myers myersbw@ci.north-platte.ne.us 308-532-7383
Region V Systems <i>Headquarters: 1645 N</i> Street, Lincoln, NE 68508	<ul style="list-style-type: none"> Long Term Recovery Mental Health Services 	Primary Contact: Theresa Henning thenning@region5systems.net 402-290-5081 Secondary Contact:

		Kristin Nelson knelson@region5systems.net 402-441-4356
Resilient Nebraska <i>Headquarters:</i> 3606 N 156 th Street, Suite 166, Omaha, NE 68116	<ul style="list-style-type: none"> • Communications • Outreach 	Primary Contact: Zach Nelson zach@resilientnebraska.org 402-915-8155
Santee Sioux Nation Society of Care <i>Headquarters:</i> 215 Centennial Mall, Suite 200, Lincoln, NE 68508	<ul style="list-style-type: none"> • Communications/Outreach • Mental Health Services 	Primary Contact: Greg Donovan gdonovan@societyofcare.org 402-580-4837 Secondary Contact: Lucinda Mesteth lmesteth@societyofcare.org 402-580-1535
Sarpy Disaster Recovery <i>Headquarters:</i> 1508 J.F. Kennedy Drive, Ste 206, Bellevue, NE 68005	<ul style="list-style-type: none"> • Case Management • Donations Management • Emergency Assistance • Financial Assistance • Food/Feeding • Housing/Shelter • Long Term Recovery • Mental Health Services 	Primary Contact: Jeff Weaver jeff@sarpydisasterrecovery.org 402-981-0984 Secondary Contact: Jeanette Lovell jeanette@sarpydisasterrecovery.org 402-885-8589
Sarpy County Emergency Management Agency <i>Headquarters:</i> 1210 Golden Gate Drive, Ste 1310, Papillion, NE 68046	<ul style="list-style-type: none"> • Emergency Management • Statewide/Regional Support 	Primary Contact: Jesse Eret jeret@sarpy.com 402-669-3386
ServeNebraska <i>Headquarters:</i> 1445 K Sreet, Lincoln, NE 68508	<ul style="list-style-type: none"> • Clean up • Communications/Outreach • Food Feeding • Long Term Recovery • Rebuilding/Repair • Volunteer Management 	Primary Contact: Cathleen Plager Cathleen.plager@nebraska.gov 402-802-6865 Secondary Contact: Katherine Lacy Katherine.lacy@nebraska.gov 402-314-1189
Society of St. Vincent de Paul Omaha <i>Headquarters:</i> 1715 Izard Street, Omaha, NE 68102	<ul style="list-style-type: none"> • Emergency Assistance • Food/Feeding • Long Term Recovery • Spiritual Care 	Primary Contact: Barbara J Slaven Bslaven1@hotmail.com 402-699-1434 Secondary Contact: Marge Pesek mmpesek@cs.com 402-733-0473
Team Rubicon <i>Headquarters:</i> 6171 W Century Blvd., Suite 310, Los Angeles, CA 90045	<ul style="list-style-type: none"> • Cleanup • Long Term Recovery • Volunteer Management 	Primary Contact: William "Bobby" Smith William.smith@teamrubiconusa.org 402-206-5672 Secondary Contact: Maria Magnussen Maria.magnussen@teamrubiconusa.org
The Salvation Army- Western Division <i>Headquarters:</i> 10755 Burt Street, Omaha, NE	<ul style="list-style-type: none"> • Case Management • Communications/Outreach • Donations Management • Emergency Assistance 	Primary Contact: Dr. Monalisa McGee Monalisa.mcgee@usc.salvationarmy.org 402-672-9836

68114	<ul style="list-style-type: none"> Financial Assistance Food/Feeding Housing/Shelter Long Term Recovery Mental Health Services Spiritual Care Volunteer Management	Secondary Contact: Major Adam Moore Adam.more@usc.salvationarmy.org
The Seventh-Day Adventist Church <i>Headquarters:</i> 3440 SW Urish Road, Topeka, KS 66614-4601	<ul style="list-style-type: none"> Emergency Assistance Spiritual Care Storage 	Primary Contact: Nelson Rossi knrossi@outlook.com 978-648-1466
UCC Disaster Ministries <i>Headquarters:</i> PO Box 232, Thedford, NE 69166	<ul style="list-style-type: none"> Long Term Recovery Spiritual Care Preparedness 	Primary Contact: Rev Coral Parmenter Coralparmenter@gmail.com 402-841-7907 Secondary Contact: Rev Darrell Goodwin darrell@ucctcm.org 402-307-1107
United Way of the Midlands <i>Headquarters:</i> 2201 Farnam St, Omaha, NE 68102	<ul style="list-style-type: none"> Long Term Recovery Spiritual Care Preparedness 	Primary Contact: Shawna Forsberg sforsberg@uwmidlands.org 402-522-7964 Secondary Contact: Pam Schwalb pschwalb@uwmidlands.org 402-522-7926
Washington County Long Term Recovery <i>Headquarters:</i> 1646 Washington Street, Blair, NE 68008	<ul style="list-style-type: none"> Case Management Clean-up Donations Management Emergency Assistance Financial Assistance Food/Feeding Housing/Shelter Long Term Recovery Rebuilding/Repair Spiritual Care Volunteer Management	Primary Contact: Bill Kermoade billkermoade@gmail.com 402-533-3783 Secondary Contact: Ginny Kermoade ginnykermoade@gmail.com 402-533-3431
World Renew Disaster Response Services <i>Headquarters:</i> 400 76 th Street SW, Suite 17, Byron Center, MI 49315	<ul style="list-style-type: none"> Clean-up Long Term Recovery Rebuilding/Repair Needs Assessment 	Primary Contact: Ben Dykstra bdykstrava@live.com 847-372-0902 Secondary Contact: Linda Dykstra Benji_001@msn.com 815-514-8703

Disaster Volunteer Registration Form

VOLUNTEER ID #:

Please print clearly and complete both sides of the form. Proceed as directed to an Interviewer.

Today's Date: _____

Mr. Mrs. Ms. Name: _____ Date of Birth: _____

Home Address: _____

Are you 18 or over? Yes No

City: _____ St _____ Zip _____

Verified ID & Age: _____ Interviewer's Initials

E-Mail Address: _____

Cell Phone: _____

Employer: _____

Day Phone: _____

Business Address: _____

Eve Phone: _____

City: _____ ST: _____ Zip: _____

Occupation: _____

Emergency Contact: _____ Relationship: _____ Emergency Phone: _____

Are you currently affiliated with a disaster relief agency? __Yes __No If yes, name of agency: _____

PERSONAL EQUIPMENT (with you today)

- ☐ 110 Cell phone
☐ 115 2-way radio (type: _____)
☐ 120 Boots
☐ 125 Safety glasses
☐ 130 Work gloves
☐ 140 Chainsaw
☐ 150 Shovel
☐ 160 Other: _____

HEALTH LIMITATIONS

- ☐ 210 Asthma
☐ 220 Allergies: _____
☐ 230 Heat/cold sensitivity
☐ 240 Mobility restrictions: _____
☐ 250 Lifting restrictions: _____
☐ 260 Other: _____

SKILLS: Please check all that apply.**MEDICAL/FIRST RESPONDER**

- ☐ 310 Doctor, Specialty: _____
☐ 320 Nurse, Specialty: _____
☐ 330 Paramedic/EMS
☐ 340 Vol/Paid Firefighter
☐ 350 Veterinarian
☐ 360 Veterinary technician
☐ 370 Other: _____

COMMUNICATIONS

- ☐ 410 Amateur radio license
☐ 415 Radio Operator/Dispatch
☐ 420 Public relations/speaking

LANGUAGE FLUENCY

- ☐ 451 English
☐ 452 Spanish
☐ 453 _____
☐ 454 _____

OFFICE SUPPORT

- ☐ 510 Clerical - filing, copying
☐ 520 Data entry
☐ 530 Phone receptionist

SERVICES

- ☐ 610 Food service
☐ 615 Elderly/disabled asst.
☐ 620 Social work
☐ 625 Auto repair/towing
☐ 630 Traffic control
☐ 640 Animal care
☐ 645 Housekeeping/Janitorial

STRUCTURAL

- ☐ 710 Metal construction
☐ 720 Wood construction
☐ 730 Block construction
☐ 740 Plumbing
☐ 750 Electrical
☐ 760 Roofing

VEHICLES/HEAVY EQUIPMENT

- ☐ 810 Commercial driver (CDL)
 Class: _____
 License#: _____
☐ 820 ATV
☐ 825 Own off-road veh./4WD
☐ 830 Own truck, description: _____
☐ 840 Tractor
☐ 845 Backhoe
☐ 850 Bulldozer
☐ 855 Other: _____

LABOR/EQUIPMENT EXP.

- ☐ 910 Loading/shipping
☐ 920 Sorting/packing
☐ 940 Operate equipment
☐ 941 Chainsaw
☐ 942 Backhoe
☐ 943 Forklift
☐ 944 Other: _____

Other skills, credentials and/or vocational / disaster training: _____

Disaster Volunteer Registration Form page 2

Release of Liability

I have voluntarily provided the information requested in this application. The information provided is true and accurate to the best of my knowledge. I understand that:

1. I release and hold harmless from liability any person or organization for which I volunteer.
2. I understand this information is confidential, to be used only for proper placement in responding to the community emergency and documentation of service.
3. As a volunteer, I will receive no compensation.
4. I do not have authority to incur any expenses for lodging, supplies, food, etc. on behalf of myself, others or any organization in response to the disaster recovery.
5. I release and hold harmless Volunteer Partners, its staff, board, committees and volunteers, as well as the County Emergency Management Agency.
6. I may be terminated from participation at any time, with or without cause.
7. I may be denied participation if I choose not to agree to these terms.

Disaster Volunteer Signature_____
Printed Name_____
Date_____
Parent/Legal Guardian (**if under age 18**)_____
Printed Name_____
Date

Volunteer's credentials were recorded as presented. Verification of credentials is the responsibility of the receiving agency.

***THANK-YOU FOR AGREEING TO HELP OUR COMMUNITY
RECOVER FROM DISASTER BY OFFERING YOUR SERVICES.***

Proceed as directed to an Interviewer at Station #2

FOR OFFICE USE ONLY:

This volunteer was referred to the following Jobs

	Date	Job #	Agency	Contact Name	Contact's Phone#	Interviewer	Date Data Entered
1	_____	_____	_____	_____	_____	_____	_____
2	_____	_____	_____	_____	_____	_____	_____
3	_____	_____	_____	_____	_____	_____	_____
4	_____	_____	_____	_____	_____	_____	_____
5	_____	_____	_____	_____	_____	_____	_____
6	_____	_____	_____	_____	_____	_____	_____
7	_____	_____	_____	_____	_____	_____	_____

Notes:

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CHAPTER 20

Common Challenges Faced by Emergency Managers **and** **Suggestions on How to Handle Them**

General

Emergency Managers are faced with many challenges during their normal duties and especially during emergencies and disasters. Below are situations you may encounter and discussion or suggestions from the “field” on how these challenges may be met.

A. Incomplete/inconsistent Emergency Operations Program Planning

Planning provides the foundation and guidelines for all emergency responses. Planning for local conditions and resources sets the stage for the Local Emergency Operations Plan (LEOP). Emergency Managers need to realize the importance of reviewing and updating their plan on an annual basis. The Basic Plan in the LEOP describes the local government's approach to emergency management and the functional Annexes address specific activities critical to emergency prevention, response, and recovery.

Situation A1:

Having an incomplete or outdated LEOP may not have the roles and responsibilities of the EM, the elected officials, first responders or support organizations clearly defined. This will slow critical decisions, increase internal discord, create a sense of doubt and can lead to a disorganized and more costly response and will impede a quick recovery.

Solution A1:

Meet on a regular basis with all who may be involved in response and recovery, government and non-government, profit and non-profit organizations, to discuss, train and exercise the Plan. Use the results to define the roles and responsibilities, gain acceptance of the Plan and make appropriate changes to the LEOP.

Solution A2:

After every major incident or event that involved the EM agency, complete an AAR to include changing the plan and re-testing the changes.

Situation A2:

The LEOP is incomplete or inconsistent in its assignments, roles, and tasks of positions or supporting agencies or no longer reflects the jurisdiction's response capabilities. During a disaster confusion increases, there may be duplication of efforts and costs, omission of essential tasks and loss of confidence by the public in the elected officials.

Solution A2-1:

Read the LEOP for what it is. Understand your role in the local government. Test and exercise the Plan to train new officials and responders, to clarify roles and responsibilities, update the LEOP accordingly.

Solution A2-2:

Use the NIMS as a business management model and for your operational procedures. Positions and duties are identified, systems are developed for communications, lines of authority and responsibilities are described. Incident Action Plans document goals, achievements, resources and allow for short and long term recovery planning.

Solution A2-3:

Each county is required to review and update the LEOP on an annual basis and revise it every five years. Contact NEMA's Planning Section with any specific questions regarding revising and updating your LEOP (402) 471-7421 or (402) 471-7419 or nema.nebraska.gov.

B. Little or No Knowledge of Disaster ResourcesSituation B1:

Inappropriate or improper use and designation of resources; personnel, special teams, equipment, supplies or money ranks high as a major complication in disaster operations.

Solution B1:

Collect and use the best incident status reports you can get at the time. Work closely with the Incident Commander and elected officials. Be aware of all the resources that are available within the county and regionally, with specialized capabilities and limitations noted.

Solution B2:

Prior to a disaster conduct a tabletop exercise specifically designed to determine resource shortfalls. Keeping track of all resources may seem to

be an overwhelming task so ask for help from others such as the roads supervisor, fire chiefs. Maintain the resources lists in the LEOP.

Solution B3:

An inclusive plan review process, as well as an active exercise program will help you identify the different agencies/organizations responsible for specific resources. They are the best-trained and equipped source for tracking their own resources and providing you with timely and accurate information during disasters.

C. Lack of Visible Leadership

Situation C1:

No one seems to know who is in charge of what.

Solution C1:

Ensure that all elected officials, first responders and support agencies have and are familiar with the LEOP. Involve these individuals in the PET program.

Solution C2:

Training courses, sponsored by NEMA and FEMA, are available to help you overcome this problem. Enroll and invite your local officials to participate in training courses that address leadership and influence, decision-making, problem solving, and effective communication, NIMS 100, 300, 400, 700, 701, 800, Emergency Managers' Institute, Emmitsburg, Maryland,

etc.. Solution C3:

Use the NIMS philosophy and procedures for your day to day events, implement the procedures for multi-agency coordination situations as well as single agency responses. Work with responders, especially those with volunteers, on the value of and use of the NIMS.

D. Trying to Obtain Too Much Information, While Not Establishing Control on the Information Flow

Situation D:

Too many responders, citizens and elected officials asking for or providing information at one time.

Solution D1:

Reliable filters must be established to provide some isolation from all the input information clamoring for attention. Use the NIMS procedures. Establish who reports to whom. Follow the assigned roles and responsibilities in your EOC guidelines.

Solution D2:

Maintain a regular schedule of briefings. Establish a set pattern for information flow and monitor frequently. Checking for information reliability and follow-up is essential. Follow the NIMS procedures.

Solution D3:

Equally important is the formulation of an efficient plan to pass information to the outside world. People outside the affected area need both an overview and when appropriate specific information of what is going on. Preplan and exercise your Emergency Public Information System functions. Use the NIMS-PIO guidelines and procedures. Develop the PIO's professional capabilities.

E. Focusing on the InsignificantSituation E1:

Decision makers are drawn into trivia, minutia or untimely activities.

Solution E1:

Follow proper assessment techniques, work with the information on hand, and prioritize the problems. Create an Incident Action Plan for each period of operations and follow the planning system as demonstrated in the NIMS.

Solution E2:

The planning and decision-making process becomes easier if regular exercises are conducted. Learn to delegate low priority problems and focus on the larger picture.

F. Lack of Familiarity with EOC StaffSituation F1:

New individuals respond in the field or to the EOC and you are unaware of their capabilities.

Solution F1:

Conduct EOC orientations for newly elected and appointed officials, new first responders, and support agencies. Preplan when an augmented EOC staff is needed. Know who these people will be, meet with them, define roles/responsibilities, and provide any basic training necessary to do the job.

Solution F2:

Maintain a rigorous NIMS training program for all responders.

Solution F3:

Use regularly scheduled exercises (use the 5-year calendar) to measure capabilities before a disaster occurs.

Solution F4:

Be prepared to deal with the facets of human nature and don't let them bog down the system.

G. Physical Fatigue and Burnout of EOC StaffSituation G1:

People are your most valuable resource, however in the heightened activity of the beginning of a response, people do become tired and counterproductive.

Solution G1:

Recall the primary safety rules for responding to a situation: personal safety first, keep a watch on those around you.

Solution G2:

Develop specific work and rest periods (use the Incident Action Plan). The crisis will usually last longer than anyone estimates, so the IAP is critical to your success. Use 50/10 rule. (50 min work/10 min rest)

Solution G3:

Implement an EOC Operations training program so that there is depth within the staff for professionals, volunteers and officials. Develop a staffing rotation chart per incident.

Solution G4:

People are your most valuable resource. Critical incident stress management debriefing is important for the mental and physical well being of the staff, as well as your responder personnel. Trained CISM teams are available, contact NEMA, the State Patrol or the LEOP for details.

H. Information VoidSituation H1:

The Incident Commander is not aware of decisions made by the Executive Board and the EOC staff is not aware of Incident site activities or changes in weather, flooding, hazmat etc. conditions.

Solution H1:

Be the EOC manager.

Solution H2:

Follow the NIMS Incident Action Planning process. This process depends on regularly scheduled briefings, a communications plan with coordination between and among all responders. Follow lines of reporting of responders to supervisors.

I. Vulnerability to LitigationSituation I1:

Those with decision making responsibilities defer, delay, or do not meet their responsibilities for fear of being sued.

Solution I1:

Develop and follow the Incident Action Plan.

Solution I2:

Testing the LEOP prior to a disaster allows those not normally dealing with disaster related decisions, the opportunity to practice in a non-threatening environment.

Solution I3:

Follow the NIMS protocols for records, documentation, logs, etc. Take photos of the disaster conditions.

Solution I4:

Conflicts of interest, differences of opinion and misunderstandings are inevitable. Involving decision makers in training exercises can build positive inter-personal relationships and lessens conflict. Have roles and responsibilities well defined and accepted by those involved.

Solution I5:

Work directly with your designated City or County Attorney on special concerns prior to an event, the County Attorney is a key member of your EOC staff. Read the chapter on Legal Information and Guidelines.

J. Surprised by Unknown HazardsSituation J1:

A secondary hazardous situation develops as a result of the primary disaster. For example, an anhydrous ammonia tank ruptures due to debris penetration during a tornado.

Solution J1:

Conduct a Hazard Analysis and Vulnerability Assessment to identify the hazards, environmentally sensitive areas and population groups susceptible to life safety conditions, loss of property and damage.

Solution J2:

Work with the LEPC to keep the LEOP hazardous materials data up to date.

Solution J3:

Continue in your own professional training and development. Be prepared for incidents that may precipitate secondary hazards. Know the territory. Locations that are particularly hazardous or present operational difficulty should be identified and studied.

Solution J4:

Gather site incident intelligence during the scheduled briefings for those on site. Analyze the data, keeping the big picture perspective.

K. Negative Dealings with the Media**Situation K1:**

Local or outside the community media interferes with operations or has reported inaccurate or sensationalized events.

Solution K1:

Establish a professional relationship with the media before the disaster strikes.

Solution K2:

Have a trained Public Information Officer (PIO) handle the media. Establish a Joint Information Center (JIC) as necessary.

Solution K3:

Train all responders to refer all questions to the PIO.

L. Inability to Keep "People Statistics"**Situation L1:**

Shelters are spontaneously opened by well-intentioned organizations. Family members that were separated prior to the disaster cannot locate their kin.

Solution L1:

Build relationships with those organizations that might provide shelters. Include them in the listing of shelters in the LEOP. Provide training opportunities, such as through the Red Cross on shelter management. Stress the need for registration and accountability of the evacuees in shelters.

Solution L2:

Assign someone within the EOC to specifically keep track of shelters, hospital admissions and morgue activities. Obtain data on the numbers missing, injured, and known dead. During the first 48 hours, there will be an acute need for accurate lists of survivors, their location and condition. Please train your personnel appropriately.

M. Local System Overwhelmed by Unsolicited Goods and Spontaneous Volunteers

Situation M1:

Donations of resources, volunteer labor, and unsolicited contractors appear on site or at the EOC or the staging area.

Solution M1:

Use the Annex L information to develop your operational plans. Include the Public Information Officer in your efforts. Be specific in your public announcements as to what is needed and where to sign-up as a volunteer worker and when help is needed.

Solution M2:

Request Volunteer Organizations Active in Disasters (VOAD) assistance through the Nebraska Emergency Management Agency

Solution M3:

Include donation and volunteer coordination training and exercises as a part of your public outreach program.

N. Conditions Cause a Feeling of Being Overwhelmed

Situation N1:

You feel overwhelmed with schedules, grants management and then a disaster strikes and only a third of the responders and one of the commissioners are available.

Solution N1:

Step back and assess the situation, others have been there and will be there again. Keep the big picture in mind and the reasons why you accepted this job. Follow through, rely on your training.

Solution N2:

Develop, through training and exercises, an EOC back-up system from the community. Call in your county or other local deputy Emergency Managers. They have been trained and should be able to step up and help out.

Solution N3:

Utilize mutual aid and contact NEMA.

Solution N4:

Prepare now. Continue with your own management training and development, recall that your job is to coordinate and manage, not fight fires, serve doughnuts, operate heavy equipment, etc.

Solution N5:

Learn to use the NIMS, as it is a proven method to handle disaster management. The more you use it, the more it makes sense and the easier the job as you don't have to do it all.

Solution N6:

Life is not "Reality TV"; it takes longer than an hour to respond and recover from a disaster. Accept that you are not super-human. We all have limits. Know when you reached them and implement healthy stress reduction techniques. Ask for Incident Critical Stress help as you would do for the field responders.

Solution N7:

Build on your strengths.

Solution N8:

Know that you have done your best with what you had at the time.

Chapter 21

Professional Associations

This is provided as information only with no endorsement or recommendation of any organization listed; for the sake of brevity or lack of information related organizations may not have been referenced, but in no way excludes them for one's options.

I. Nebraska Association of Emergency Management (NAEM)

In Nebraska, local Emergency Program Managers, as well as all public officials, emergency personnel, and personnel involved in emergency planning may elect to join NAEM, a professional non-profit organization focused towards the coordination of efforts and plans of its members. The annual NAEM conference is held each April at different locations, as determined by the Board of Directors. Cities are encouraged to invite the organization to hold the spring conference in their areas.

II. International Association of Emergency Managers (IAEM)

The mission of IAEM is to serve the emergency management community by:

- A. Encouraging the development of disaster resistant communities to reduce the effect of disasters on life and property.
- B. Acting as a clearinghouse for information on comprehensive emergency management issues.
- C. Providing a forum for creative and innovative problem-solving on emergency management issues.
- D. Maintaining and expanding standards for emergency management programs and professionals.
- E. Fostering informed decision-making on public policy in the emergency management arena.

IAEM Purposes:

- A. To support the emergency management community in reducing the effect of disasters on life and property by working together to build disaster resistant communities;

- B. To function as a clearinghouse for comprehensive emergency management issues;
- C. To provide a forum for creative and innovative problem-solving on emergency management issues;
- D. To maintain and expand standards for emergency management;
- E. To foster informed decision-making on public policy in the emergency management arena.

GLOSSARY OF TERMS AND ACRONYMS

Access and functional needs Populations: Individuals having additional needs before, during and after an incident in functional areas including but not limited to: maintaining independence and self-care, communication, transportation, supervision and medical care. Such individuals may have physical or behavioral disabilities, live in institutionalized settings including jails, may be elderly, children, from diverse cultures, have limited English proficiency or non-English speaking or transportation disadvantaged.

All-Hazards: Describing an incident, natural or man-made, that warrants action to protect life, property, environment, public health or safety and minimize disruptions of government, social or economic activities.

APHIS - Animal and Plant Health Inspection Service: A part of U. S. Dept. of Agriculture responsible for protecting animal and plant resources from pests and diseases, promoting agricultural health, administering the Animal Welfare Act, wildlife damage management activities.

ART - Animal Response Team

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision making.

AVIC - Area Veterinarian in Charge: A U.S.D.A. veterinarian trained in animal disease control.

Bio-security: A system designed to protect a group of organisms (plants, animals, humans) from infectious agents (i.e. viruses, bacteria, fungi, or parasites) or hazardous chemicals.

BSE - Bovine Spongiform Encephalopathy: A slowly progressive, degenerative, fatal disease affecting the central nervous system of adult cattle; also known as "Mad Cow" disease.

Business Band Radio: Any commercial radio communications not otherwise specifically stated.

CAD - Contagious Animal Diseases: Diseases that spread from one animal to other animals.

CEC - Community Emergency Coordinator: The single point of contact under SARA Title III for the community who makes determinations necessary to implement the plan. This is generally the jurisdiction's Fire Chief.

County Emergency Board (CEB): A group comprised of representatives from three USDA agencies, Farm Service Agency (FSA), Natural Resources Conservation Service (NRCS), Cooperative Extension Service (CES). The Emergency Manager is usually also a member.

CERCLA: Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (PL 96-510)

CHEMTREC - (1-800-424-9300) Chemical Transportation Emergency Center: Located in Washington, D.C., this facility, sponsored by the chemical industry, provides 24-hour assistance in dealing with chemical transportation emergencies.

Citizen Corps A volunteer organization trained in individual preparedness and to assist first response units in administrative or minor support functions.

Civil Defense Emergency: An emergency declared by the President of the United States or Congress pursuant to applicable federal law finding that an attack upon the United States has occurred or is anticipated and that national safety requires the invocation of the emergency authority provided for by federal law.

COG - Continuity of Government Plan: Activities that address the continuance of constitutional governance to insure that constitutional, legislative and administrative responsibilities are maintained in any potential incident.

COOP - Continuity of Operations Plan: Planning should be instituted at all levels of government, across the private sector and non-governmental organizations, as appropriate, to ensure the continued performance of core capabilities, essential functions, or critical agency/organizational operations during any potential incident.

Decontamination: The reduction or removal of contaminating radioactive, biological or chemical material from a structure, area, object, or person.

Demobilization: The orderly, safe and efficient return of an incident resource, including equipment, supplies, individuals, to the original location and status.

DATNE: Disaster Assistance Taskforce of Nebraska

DHS: Department of Homeland Security

DHHS: Department Health and Human Services,

DMP: Debris Management Plan

DOR: Nebraska Department of Roads, also NDOR

Disaster - (Reference 81-829.39[3]): Occurrence or imminent threat of widespread or severe damage, injury or loss of life or property resulting from any natural or man-made cause, including, but not limited to fire, flood, earthquake, wind, storm, chemical spill, or other water contamination requiring emergency action to avert danger or damage,

epidemic, air contamination, blight, drought, infestation, explosion, riot, civil disturbance, or hostile military or para-military action.

DRC - Disaster Recovery Center: A location established in a disaster area which houses all federal, state, and local agencies that deal directly with the needs of the individual survivor. DRCs are established only after a Presidential Declaration. Tele-registration will be available.

EAS - Emergency Alert System: The Emergency Alert System is composed of AM, FM and TV broadcast stations and non-government industry entities operating on a voluntary, organized basis during emergencies at the national, state, or operational levels.

Emergency: Any unplanned event that interrupts the daily function of the jurisdiction and requires an emergency response.

Emergency Worker: A person or persons who are primarily responsible for carrying out emergency functions. Emergency functions include radiological monitoring, firefighting services, law enforcement, medical and health services, rescue activities, area security, communications, evacuation measures, social services, and other related functions assigned by competent authority to protect the health, safety, and property of the general populace. Reference: RRS 81-829.55

EMAC – Emergency Management Assistance Compact: An agreement between *all* states for mutual aid so that needed resources are obtained, transported and utilized during a disaster.

EMS: Emergency Medical Services

EMT - Emergency Medical Technician: An individual who has completed the required training and is licensed by the State of Nebraska to perform emergency basic life support functions.

Emergency Protective Actions: Measures taken prior to or after a release of hazardous materials to prevent or minimize exposures to persons in the threatened area. Examples of emergency protective actions as discussed in this plan are area access control, evacuation, in-house shelter, decontamination, and respiratory protection.

EOC - Emergency Operation Center: A facility from which local government officials exercise direction and control in an emergency or disaster.

EOC Staff: Members of the emergency management organization tasked to operate the Emergency Operation Center during disasters.

EPA: Environmental Protection Agency (Federal Agency)

EPI - Emergency Public Information: Information concerning individual actions that will be made available to affected residents, transients, and evacuees in an emergency to ensure their safety and well-being.

ESAR-VHP: Emergency System for Advance Registration of Volunteer Health Professionals.

ESF – Emergency Support Functions: Various state agencies may be requested or mandated to participate in disaster related activities, responses or support.

Evacuation: The organized, phased and supervised withdrawal, dispersal or removal of people from dangerous or potentially dangerous areas, their reception and care in safe areas and eventual return when possible.

Executive Group: Consists of the Chief Executives (Mayor, County Board Chairman, etc.) of the affected jurisdictions and/or their deputies.

Exercise: An activity designed to promote emergency preparedness; test or evaluate emergency operations plans, procedures, or facilities; train personnel in emergency response duties; and demonstrate operational capability.

FAD – Foreign Animal Disease: Any animal disease not naturally found in the United States. These diseases must be brought into the country by some vector, a diseased animal, food, soil, transportation. Examples of FADs include Foot-and-Mouth Disease, Newcastle Disease, Avian Influenza and African Swine Fever.

FADDs – Foreign Animal Disease Diagnosticians: Specially trained veterinarians and laboratory technicians specializing in identifying foreign animal diseases.

FCO - Federal Coordinating Officer: The person appointed by the Associate Director, Federal Emergency Management Agency, who operates under the Regional Director, FEMA, to coordinate federal assistance in a major disaster.

FDA: Food and Drug Administration

FEC - Facilities Emergency Coordinator: The single point of contact under SARA Title III for a facility that reports extremely hazardous substances. This person will coordinate all activities of the facility in the event of a spill or release.

Federal Agency Disaster Designation: Certain federal agencies have programs under their own authorities that allow them to provide assistance without a Presidential Declaration.

FEMA - Federal Emergency Management Agency: The federal agency charged with development of an Integrated Emergency Management System and with supporting Emergency Management and Disaster Assistance efforts at all levels of government.

First Responder: Local and nongovernmental agencies; police, fire and other emergency personnel responsible for the initial activities to protect and preserve life, property, evidence and the environment; including emergency management, public health, clinical care, public works and other skilled support personnel from federal, state, local tribal and non-governmental organizations

FRP- Federal Response Plan: The Federal plan developed under Public Law 93-288 (Stafford Act) in order to facilitate the delivery of all types of Federal Response Assistance to States to help them deal with the consequence of significant disasters. Any response provided will supplement state and local response efforts. Requests for Federal assistance will be made by the State after an assessment of state and local ability to respond to the specific disaster.

FSA: Farm Services Agency

Governor's Emergency Fund: A fund established by state law that may be expended, upon direction of the Governor, for any State of Emergency to supplement local efforts to maintain and/or promptly restore essential public facilities or services when threatened or damaged as a result of a natural disaster.

Governor's Proclamation - State of Emergency: The Governor has found that a disaster has occurred or that the occurrence or threat thereof is imminent within the state or any part thereof, and he has activated the disaster response and recovery aspects of state, local, and inter-jurisdictional plans for the purpose of aiding the affected individuals and local governments.

HAN - Health Alert Network: A statewide communications system used to alert all medical doctors, hospitals, veterinarians and animal clinics of a medical or animal disease emergency.

Hazard Analysis: The process of identifying the potential danger or harm that could affect the jurisdiction and determine the probable impact each of these hazards could have on people and property.

Hazard Area: A specified area directly affected by a disaster, or with high probability of being affected by specific hazards.

Hazard Mitigation: Measures which will eliminate or reduce the potential for damage to an area or facility from the effects of an emergency or disaster.

HazMat - Hazardous Materials: Substances which, if released in an uncontrolled manner (i.e., spilled), can be harmful to people, animals, property, and/or the environment.

HSEEP – Homeland Security Exercise Evaluation Program: The method used to measure the success of all local, state and national emergency/disaster training sessions and programs; to include standards, record keeping and is the basis for the LEOP and local SOP improvement process.

Incident Action Plan: An oral or written plan containing general objectives reflecting the overall strategies for managing an incident, the initial response activities, formalized steps to achieve recovery, staffing and other resources needed during one or more operational periods.

ICS/IMS - Incident Command System/Incident Management System: The combination of facilities, equipment, personnel, procedures, and communications necessary to manage resources at the scene of an incident. See NIMS.

ICU: Intensive Care Unit

In-Place Shelter: Protective shelter action directed in the event of a short-term or low-level radioactive or toxic material release where evacuation actions could not be rapid enough to protect the affected population from an approaching hazard. Taking in-place shelter means staying indoors, closing all windows and openings to the outside air, and turning off all air conditioners or fans vented to the outside.

Infected zone: The area around a specific location of a suspected or confirmed animal/wildlife disease; also known as the quarantine or control zone.

Ingestion Exposure Pathway EPZ (Nuclear Power Station Incidents): An Emergency Planning Zone which refers to exposure primarily from eating or drinking water or foods such as milk and fresh vegetables that have been contaminated with radiation. The duration of primary exposure could range from hours to months.

IPAWS - Integrated Public Alert and Warning System: is a modernization and integration of the nation's alert and warning infrastructure and will save time when time matters most, protecting life and property.

ISR - Incident Status Report: The ISR is used by emergency managers to report an emergency management incident to NEMA. Initial field responders and public works agencies use the ISR to collect the initial damage assessment information on damage which has occurred to the infrastructure in the jurisdiction. Part of the ISR must also include estimating the amount and types of debris which will need to be handled.

JFO - Joint Field Office: Federal and State agencies co-located in a facility during recovery.

JIC - Joint Information Center: Locally designated location for release of information to the general media for dissemination to the public.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political (elected officials) or geographical (state, county, village) or functional (law, fire, public health).

Key Personnel: Those officials of local government and other agencies and organizations who have primary functional responsibilities under this plan.

LEDRS: Nebraska Livestock Emergency Disease Response System

LEOP - Local Emergency Operations Plan: A county wide, all-hazards plan, required by Nebraska R. S. Section 81-829.31, 81-829.36 to 81-829.75, 1996, that establishes the policies, responsibilities, plans, guidelines and procedures for all elected and appointed

officials, Emergency Managers, and First Responders to function effectively during an emergency or disaster.

LEPC - Local Emergency Planning Committee: A local committee appointed by the State Emergency Response Commission (SERC) responsible for emergency planning and community right to know under SARA Title III.

Logistics: Providing resources (equipment, supplies, services, personnel, money) to support an incident response and recovery.

MCI - Mass Casualty Incident: An incident, emergency, or disaster which generates sufficient casualties where:

- A. The number of patients and the nature of their injuries make the normal level of stabilization and care unachievable, or
- B. The number of Emergency Medical Technicians and ambulances that can be brought to the field within the time allowed is not enough, or
- C. The stabilization capabilities of the hospital are insufficient to handle all the patients.

MIL - Nebraska Military Department: A state agency consisting of the Nebraska Emergency Management Agency, the Nebraska Air National Guard and the Nebraska Army National Guard.

MOU – Memoranda of Understanding: The MOU agreement NEMA has with Cities is based upon State Statute 81-829.52 that allows the Adjutant General, upon orders of the Governor, to establish “such number of state emergency response teams as may be necessary”. The Statute allows for payment to the jurisdictions, workman’s compensation and liability coverage for members of an established team.

MSDS: Material Safety Data Sheet

Mutual-Aid Agreements: Arrangements between organizations, either public or private, for reciprocal aid and assistance in case of emergency or disaster too great to be dealt with unassisted or when local resources are inadequate or exhausted.

NAWAS - National Warning System: A system of special telephone lines linking Nebraska with federal authorities in other states. A sub-network portion of the system, the State NAWAS Circuit, ties together state and local warning points as well as the National Weather Service, Nebraska State Patrol Stations, and nuclear power stations.

NCP - National Contingency Plan: Prepared by EPA to put into effect the response powers and responsibilities created by CERCLA.

NDA: Nebraska Department of Agriculture

NDEE: Nebraska Department of Environment and Energy

NEMA – Nebraska Emergency Management Agency: A state agency mandated to administer the Emergency Management Act, R. R. S. Section 81-829.31, .36 to .75 and Homeland Security directives for the State.

NGPC: Nebraska Game and Parks Commission

NHIT: Nebraska Hazardous Incident Team

NIMS – National Incident Management System: A comprehensive, national approach to incident management, includes the Incident Command System, multi-agency Coordination systems, and Public Information systems and must be adopted by all jurisdictions to be compliant for DHS grants and awards.

NRF - National Response Framework: a guide to how the Nation conducts all-hazards responses (Jan. 2008)

NRP: National Response Plan, a guide for governmental agencies or roles and responsibilities for disaster response. emphasizing the Emergency Support Functions, (2004, rev '06)

NRT - National Response Team. Consists of representatives of government agencies as the principal organization for implementing the NCP.

NSP: Nebraska State Patrol

Nuclear Incident: An event where nuclear materials with consequent radiation are uncontrollably released. Synonymous with the terms "radiation spill" and "nuclear accident".

OSC - On Scene Coordinator: Federal official who directs Federal response under NCP.

OSHA: Occupational Safety and Health Administration (Federal Agency).

Pathogen: An organism (bacteria, virus, fungus, parasite) that is capable of causing disease or death.

PDA: Preliminary Damage Assessment

Presidential Emergency Declaration: Under PL 93-288, as amended by PL 100-707 this is issued when the President has decided that a catastrophe, in any part of the United States, requires federal emergency assistance to supplement state and local efforts to save lives and protect property, public health, and safety, or to avert or lessen the threat of a natural disaster which because of the pressure of time or because of the unique capabilities of a federal agency, assistance can be more readily provided by the federal government.

Presidential Major Disaster Declaration: Is issued when in the determination of the President, a catastrophe causes damage of sufficient severity and magnitude to warrant

federal assistance under PL 93-288, as amended by PL 100-707, or subsequent legislation, above and beyond emergency services provided by the federal government to supplement the efforts and available resources of states, local governments, and other relief organizations in alleviating the damage, loss, hardship, or suffering as a result of the catastrophe.

Protective Shelter: Any shelter with the capability to protect individuals, animals, or equipment from the effects of hazards such as tornadoes, blast, fire, initial radiation, and fallout.

Quarantine zone: Area where livestock, vehicle or human movement, in/out of, is prohibited.

Radiological Emergency: A radiological incident/accident that requires immediate action to save lives, to protect public health, to preserve property, or to reduce or avoid an increase in the threat resulting from the incident/accident.

Radiological Monitoring: The use of detection equipment to measure the presence or levels of radiation and concentration of radioactive contamination to include the planning and data collection necessary to the task.

Radiological Protection: The organized effort, through warning, detection, and preventive or remedial measures, to minimize the effect of nuclear radiation on people and resources.

REM - Radiation Equivalent in Man: A measure of the overall effectiveness of a radiation dose at causing a risk of cancer.

Restricted Zone: The area around a suspected or confirmed animal disease location where the movement of livestock or people is controlled or stopped. The size of the zone is dependent on weather, terrain, animal concentrations, etc.

Risk: A function of three variables: Threat, Vulnerability and Consequence.

RRT - Regional Response Team: representatives of Federal agencies and a representative from each state in the Federal Region. During a response to a major hazardous materials incident involving transportation or a fixed facility, the OSC may request that the RRT be convened to provide advice or recommendations.

Rumor Control: A location where information requests from the public can be handled. Special Disaster Information telephone numbers may be published.

SARA: Superfund Amendments and Reauthorization Act of 1986. Contains Title III provisions for Hazardous Materials Emergency Planning and Community Right-to-Know.

Secondary spread: The spread of a disease by carriers (vectors) such as people, other animals, vehicles or by contaminated materials such as soil, food, bedding, wastes, etc.

SEOC: State Emergency Operations Center, usually in Lincoln, at the NEMA facilities

SEOP: State Emergency Operations Plan

SERC - State Emergency Response Commission: A commission, appointed by the governor to oversee LEPCs.

SERT - State Emergency Response Teams: Specially trained Hazmat team, technician level. Three levels of response teams: Governor's appointment, Nebraska Hazardous Incident Team, Wildfire Team

SFM: State Fire Marshal

SOP: Standard Operating Procedures, a list of specific or detailed actions, methods or skills used to accomplish a specific task or job; also known as SOGs, Standard Operating Guides.

SCO - State Coordinating Officer: The person named by the Governor in the Federal-State Agreement to execute on behalf of the State all necessary documents for disaster assistance following the declaration of an emergency or major disaster, including certification of applications for public assistance.

State Radiation Team/Radiological Monitoring Team: Response team sent to a radiological incident/accident by the Nebraska Health and Human Services System. This team(s) may be augmented by emergency management radiological monitoring resources, including aerial monitoring. On scene, all radiation control activities are coordinated by the HHSS which also furnishes technical guidance and other services to local governments.

Superfund: The trust fund established under CERCLA to provide money the OSC can use during a cleanup.

Surveillance zone: In an animal disease situation this could initially include the entire state and those near to the infected area where livestock would be closely monitored. This zone would be adjusted based on the findings about the disease and its ability to spread.

Title III: The "Emergency Planning and Community Right-to-Know" portion of SARA. This specifies requirements for minimum plan content, for fixed facility owners to inform officials about extremely hazardous substances present at the facilities and for making information about extremely hazardous substances available to citizens.

Traffic Control (Entry-Exit) Points: Places along evacuation routes that are either manned by law enforcement personnel or volunteers, or marked with barricades to direct and control movement to and from the area being evacuated.

Triage: A system of assigning priorities of medical treatment to the injured and/or ill on the basis of urgency, chance of survival, etc.

UNS: University of Nebraska System

USDA: United States Department of Agriculture

Volunteer: For the purposes of NIMS, any person accepted to perform services by the lead agency to accept such services when the person performs services without promise, expectation or receipt of compensation for services performed. (16 USC 742f© and 29 CFR 553.101.

VOAD – Voluntary Organizations Active in Disasters, see the “Emergency Manager’s Handbook: 2008”.

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