



NEWAYGO COUNTY EMERGENCY ACTION GUIDELINES 2010-2011



PROGRAM OVERVIEW

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INTRODUCTION / OVERVIEW

Emergency management has come a long way since Congress first responded to a local disaster and enacted the Congressional Fire District Act of 1803. That was the first piece of national legislation that related to emergency management in the United States. Prior to the 20th century, formal involvement of the federal government was reactionary rather than proactive. In contrast, today's focus is on comprehensive emergency management that incorporates the four phases of **preparedness, response, recovery, mitigation**. Only by integrating planning efforts and the National Incident Management System (NIMS) in the five phases can jurisdictions produce an effective emergency management and homeland security program.

The Four Phases of Emergency Management

Phase 1 / Mitigation: Mitigation is the long-term phase of emergency management which aims to reduce or eliminate the impacts or probability of a disaster. It also includes activities which reduce the effects of unavoidable disasters. Mitigation activities include:

- Improvements in Building Codes
- Zoning and Land Use Management
- Safety Codes
- Code Enforcement
- Public Education
- Planning

Phase 2 / Preparedness: Preparedness is the phase of emergency management in which governments, organizations, and individuals assess risks; develop plans to save lives and minimize damage; and enhance emergency response operations. Preparedness includes the research, development, and testing of:

- Risk analysis and assessments
- Emergency Management Plans
- Emergency Training and Exercises
- Warning and Notification Systems
- Emergency Communication Systems
- Equipment Supplies and Resources
- Emergency Operation Centers
- Resource Inventories
- Emergency Personnel Contact Lists
- Mutual Aid Agreements
- Public Education Techniques and information dissemination methods

Phase 3 / Response: Response is that phase in emergency management, during and following an emergency or disaster, in which governments, organizations, and individuals act to provide emergency assistance to people and property. They seek to minimize further injuries or fatalities; to limit property damage; and to speed recovery operations. Response activities include:

- Determination of the Type of Incident, its Scope, and its Location
- Dispatch of "on-duty" Emergency Service Personnel or Teams
- Notification of "Stand-by" or Emergency Service Organizations
- Development of Incident Action Plans (IAPs)
- Notification of Mutual Aid Groups
- Implementation of Emergency Management/Operation plans
- Declaration of Emergencies
- Issuance of Public Advisories and Warnings
- Command and Control of Incidents
- Field Operations, including Medical Assistance, Search, Rescue, and Security
- Evacuations and Shelter Operation Centers
- Activation of Emergency Operations Centers

Phase 4 / Recovery: Recovery is that phase of emergency management, which continues after an event or incident, until all systems are restored to normal operations. Short term recovery operations focus on returning vital life support systems (roads, bridges, power, telephones, water, sewer, food distribution, etc.) to minimum operating standards. Long term recovery is aimed at restoring life in an area to normal or improved levels. Often recovery also includes mitigation measures to reduce the potential impact of a repeat event. Recovery activities include:

- Damage Assessment
- Financial Aid in the Form of Insurance, Low-Interest Loans, and Grants
- Counseling Programs
- Temporary Housing
- Reconstruction
- Relocation

Disasters are forever imposing on communities and for a variety of reasons occur with greater frequency. Population increases have influenced sprawl and development of what use to be rural and farm lands, away from the urban, centralized cities. As a result, people must consider the reality of facing a natural or man-made disaster where they reside, travel or work. Planning for the inevitable incident can help alleviate the consequences of a disaster.

National Influences on Program Management

National Incident Management System

On February 28, 2003, the President issued Homeland Security Presidential Directive (HSPD)–5, *Management of Domestic Incidents*, which directs the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS). This system provides a consistent nationwide template to enable Federal, State, local, and tribal governments and private-sector and nongovernmental organizations to work together effectively and efficiently to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity, including acts of catastrophic terrorism.

Building on the foundation provided by existing incident management and emergency response systems used by jurisdictions and functional disciplines at all levels, NIMS integrates best practices that have proven effective over the years into a comprehensive framework for use by incident management organizations in an all hazards context (terrorist attacks, natural disasters, and other emergencies) nationwide. It also sets in motion the mechanisms necessary to leverage new technologies and adopt new approaches that will enable continuous refinement of the NIMS over time. NIMS was developed through a collaborative, intergovernmental partnership with significant input from the incident management functional disciplines, the private sector, and nongovernmental organizations.

The NIMS represents a core set of doctrine, concepts, principles, terminology, and organizational processes to enable effective, efficient, and collaborative incident management at all levels and includes critical components including: 1) Utilization of the incident command system; 2) Public Information Systems; 3) Preparedness Planning

Institutionalization of NIMS in a community's government, public, and non-governmental agencies is critical for an effective jurisdiction wide emergency management program.

National Response Framework

The National Response Framework (NRF), formerly known as the National Response Plan, provides guiding principles for all levels of government to work together when responding to a major incident. When local jurisdictions become overwhelmed and resources are exhausted, the State steps in to provide assistance and if this is not enough, the Governor may then request for federal assistance, in this case the National Response Framework is then used to provide for an effective coordination of response from the federal, through the State, to the local government. The response from the federal government is divided into 15 functional areas called Emergency Support Functions. These include:

The NRF works hand in hand with the NIMS. The NIMS provides the template for the management of incidents, while the NRF provides the structure and mechanisms for national-level policy for incident management.

National Preparedness Guidelines

The National Preparedness Guidelines are contained within four documents that correlate to establish a vision for national preparedness and provide a systematic approach for prioritizing preparedness efforts across the nation for local, state, and federal governments. These four documents address capabilities-based preparedness for the full range of homeland security missions, from mitigation through recovery and include: *The National Preparedness Vision*, *The National Planning Scenarios*, *The Universal Task List*, and *The Target Capabilities List*.

The purposes of the *Guidelines* are to:

- Organize and synchronize national (including Federal, State, local, tribal, and territorial) efforts to strengthen national preparedness;
- Guide national investments in national preparedness;
- Incorporate lessons learned from past disasters into national preparedness priorities;
- Facilitate a capability-based and risk-based investment planning process; and
- Establish readiness metrics to measure progress and a system for assessing the Nation's overall preparedness capability to respond to major events, especially those involving acts of terrorism.

Target Capabilities List

The Target Capabilities List (TCL) supports the *National Preparedness Guidelines* by providing guidance on the specific capabilities and levels of capability that Federal, State, local, tribal, and non-governmental entities should develop and maintain in order to ensure readiness for all hazards. The TCL provides references and baseline information for 37 capabilities across the prevention, protection, response, and hazard mitigation mission areas derived from the *National Planning Scenarios*. While the 37 capabilities found in the TCL are not the only capabilities that should be built and maintained, they are those that have the highest payoff in terms of national readiness.

The TCL is also designed to serve as a reference document to assist jurisdictions in understanding what actions they may take to build and sustain capabilities, as well as to help align the development and delivery of Federal preparedness assistance programs. By using the

Target Capabilities List, local jurisdictions measure their capabilities against the list, identifying shortfalls and making corrective actions. In addition, local exercises are designed around using the national planning scenarios which allows for local jurisdictions to determine required capabilities already identified using pre-developed scenarios.

Integrated Planning System

The Integrated Planning System (IPS) is designed to enhance the preparedness of the nation by establishing a standard and comprehensive approach to emergency planning. Initially developed for federal agencies, over time it is expected that state and local jurisdictions will adapt to the system and align and synchronize planning efforts with the federal government so that the system will be used as a collaborate effort amongst all levels of government. To help move this effort foreword, the Comprehensive Preparedness Guide (CPG) 101 is a guide for federal, state, local, and tribal jurisdictions to use a standard planning process and develop their emergency operation plan, meeting all necessary and required plans components. Together, IPS and CPG 101 support national vertical integration by clearly articulating federal planning procedures to State, local, and tribal governments.

National Preparedness Directorate (NPD)

Mandated out of the Post Katrina Emergency Management Reform Act (PKEMRA), the National Preparedness Directorate (NPD) strives to achieve a Nation prepared through a comprehensive cycle of planning, organizing and equipping, training, exercising, and evaluating and improvement planning. The Preparedness Cycle provides a process for enhancing preparedness and the NPD provides the doctrine, programs, and resources to help entities implement the Cycle. The NPD prioritizes its resources to align Federal, State, local and tribal governments, as well the private and non-governmental sector, toward a state of increased preparedness for all hazards. Additionally, the NPD has established organizational structures that align key roles and responsibilities across the Nation. State and local partnerships have also been built through the FEMA Regions and are sustained through the Annual Program Guidance.

Emergency Management Accreditation Program (EMAP)

The EMAP is a standard-based voluntary assessment and accreditation process for government programs responsible for coordinating prevention, mitigation, preparedness, response, and recovery activities for natural and human-caused disasters. Accreditation is based on compliance with collaboratively developed national standards, the *Emergency Management Standard by EMAP*.

National Fire Protection Agency, Standard 1600

The NFPA 1600 establishes a common set of criteria and terminology for disaster management, emergency management, and business continuity programs. This standard provides those with the responsibility for disaster and emergency management and business continuity the specific criteria to assess current programs or to develop, implement, and maintain a program to prevent, mitigate, prepare for, respond to, and recover from disasters and emergencies.

THE EMERGENCY MANAGEMENT SYSTEM

The general nature of most emergencies and disasters requires prompt response and effective action. This can best be obtained from existing agencies of federal, state and local government. For this reason, such governmental agencies constitute the basic framework of the emergency management system in Michigan. In those situations where governmental agencies cannot accomplish all necessary and appropriate emergency functions, the private sector augments existing forces.

Local Government

In accordance with the provisions of the Michigan Emergency Management Act, each county shall appoint an Emergency Management Director/Coordinator and enabling legislation creating an emergency management program. Municipalities with a population of 10,000 or more may have also elected to appoint an Emergency Management Director/Coordinator and establish an emergency management program. A jurisdiction must have an appointed Emergency Management Director/Coordinator and meet other criteria established by the Emergency Management and Homeland Security Division, Department of Michigan State Police, to be formally recognized as an emergency management program. Coordination between the Emergency Management and Homeland Security Division and local emergency management programs is accomplished through the Emergency Management and Homeland Security Division District Coordinator.

State Government

At the state level, the Director of the Department of State Police is the State Director of Emergency Management and Homeland Security in accordance with Act 390, P.A. 1976, as amended (The Michigan Emergency Management Act). The Director maintains an Emergency Management and Homeland Security Division within the Department of Michigan State Police. The commanding officer of the Emergency Management and Homeland Security Division is designated as Deputy State Director of Emergency Management and Homeland Security. The Emergency Management and Homeland Security Division consists of headquarters staff and field (District) Coordinators - each in charge of a specific area of the state. The Emergency Management and Homeland Security Division coordinates the comprehensive emergency management activities of mitigation, preparedness, response and recovery for state and local government.

Federal Government

Federal emergency management programs are primarily coordinated by the Federal Emergency Management Agency (FEMA) under direction from the Department of Homeland Security (DHS). FEMA maintains seven regions, each in charge of coordinating emergency preparedness activities within their assigned states. FEMA works with DHS and other federal agencies to coordinate federal emergency management activities with state and local government to ensure a common system of emergency management for the nation.

Newaygo County's Emergency Services Program

Newaygo County established its full time local emergency management program in 2007. The program is supported by the Newaygo County Board of Commissioners through legislation entitled as the "Resolution Establishing Emergency Management/ Homeland Security Policy and Organization for Newaygo County" resolution 02-004-06, dated February 22, 2006. This document provides legal authority to the program and assigns critical responsibilities to government officials.

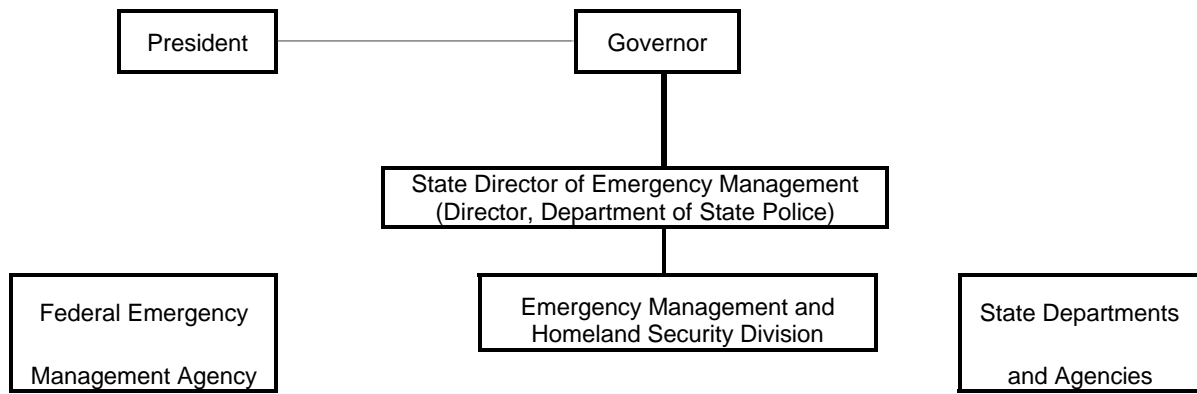
In addition to the administrative support provided by local government, the emergency management program is also supported through the Federal Emergency Management Agency's Emergency Management Performance Grant (EMPG) as administered by the State of Michigan. This program provides partial funding to local emergency management programs that successfully implement emergency management efforts in accordance with current state and federal emergency management principles and practices.

The Newaygo County Emergency Services Department has utilized federal and state support to maintain a comprehensive and progressive program. Standard staffing consists of a full-time Director and part-time Deputy Director as well as 'temporary' personnel provided by various Homeland Security Grant initiatives such as planning and exercise project specialists. In addition to paid staff, an emergency management support team (EMST) of highly trained volunteers assist emergency management in Emergency Operations Center (EOC) planning, exercising, resource management, and response.

A local Emergency Management Center provides a central point for all emergency management department operations, including supporting the Emergency Operations Center role. This integration of department and EOC facility allows local officials to conduct planning sessions (i.e. local emergency planning team meetings), deliver training courses, host tabletop and functional exercises, and maintain emergency equipment all at a single site which improves familiarity with incident management operations.

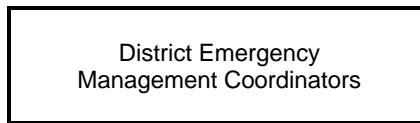
More information about Newaygo County's Emergency Services Program can be found on its website at <http://www.countyofnewaygo.com/ES/ESHome.htm>

The Emergency Management System



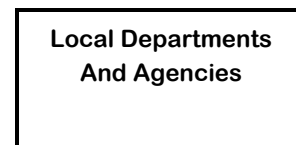
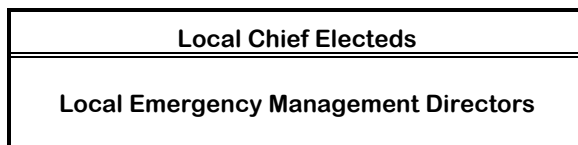
1. National emergency management policy
2. Provide emergency management funds, advice/guidance to state and local government.

1. Appoint individual to coordinate departmental emergency management activities through the Emergency Management Division.
2. Maintain annex to Michigan Emergency management plan.



MSP Districts

1. Provide liaison to local officials.
2. Responsible for administration of EMHSD policy and programs.

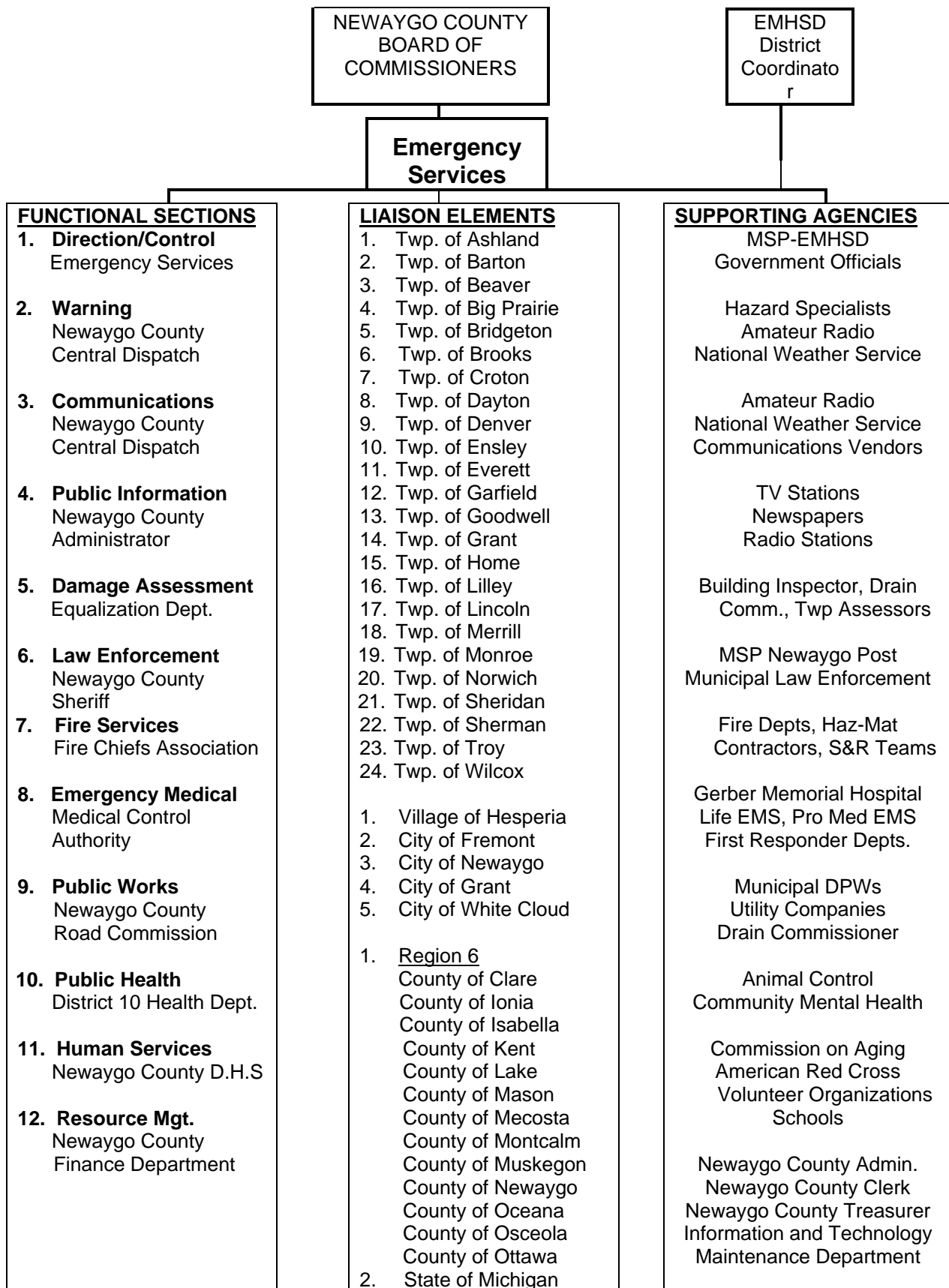


COUNTIES/MUNICIPALITIES

1. Carry out federal/state policy/programs related to planning, training, exercising plans, radiological protection, and other emergency management functions
2. Establish local emergency operations center to coordinate emergency and disaster response and recovery efforts.

1. Maintain annex to local emergency operations plan
2. Provide emergency and disaster recovery assistance through local emergency operations center.

NEWAYGO COUNTY EMERGENCY SERVICES ORGANIZATION



STRATEGIC PLAN

Purpose

In order to create better emergency management programs, the Local Emergency Management Director needs to be able to assess his or her program and determine an action plan. Developing a strategic plan provides purpose and direction for an emergency management program. Taking the time to think and envision what the program should be and where the program should be going provides the Local Emergency Management Director and EMHSD District Coordinator with a measuring stick to assess how the program is doing.

Considerations

Emergency Management Director/Coordinators begin by discussing with community officials (i.e. officials identified in the existing Emergency Operations Plan, Local Emergency Planning Committee representatives, etc.) what their impressions of what the community's emergency management program are, and where it should be going. Director/Coordinators also evaluate the completeness of their program by completing or reviewing the EMHSD PUB - 206, "Emergency Management Standards Workbook and Assessment Guide." Additionally, new Emergency Management Director/Coordinators communicate with other Emergency Management Director/Coordinators with similar size and scale programs. Through these discussions, Emergency Management Director/Coordinators are provided with guidance and resources that are modified and used in their community's program.

New Emergency Management Director/Coordinators immediately begin to participate in formal training in the emergency management profession by courses provided by the Federal Emergency Management Agency, Michigan State Police Emergency Management and Homeland Security Division, and other federal, state, and local sources. Formal training provides new Emergency Management Director/Coordinators with a good understanding of what their new job entails and what professional practices to implement in their local program.

The Strategic Plan

After evaluating the community's emergency management needs and the community's future, a vision of the community's emergency management program must be developed without limiting the possibilities because of current funding trends or politics. From this vision, a mission statement for the emergency management program is developed, formally documenting the reason for the existence of the emergency management program and direction for the growth of the program. The mission statement provides a direction that may need to take a few bends in the road with it being reasonable to expect to take five to ten years to accomplish long-term goals.

After developing a mission statement, long-term goals must be identified to accomplish the statement. Long-term goals involve multiple activities that need to be completed, many of which may take several years to accomplish and may need to be changed due to current influences. These long-term goals reflect the community's intent for the program. The goals are reviewed annually to determine whether they are still appropriate and relevant and are also reviewed to measure how the program is doing in accomplishing the goals, and whether they are appropriate for the mission statement.

Based on the long-term goals, a list of short-term goals or objectives to help achieve the long term goals are developed. As with the long-term goals, these are also reviewed annually to determine how the program is doing, and to determine whether the short-term goals are still pertinent. Short-term goals are used to generate the Annual Work Agreements developed between Local Emergency Management Directors/Coordinators and the Emergency Management and Homeland Security Division.

Newaygo County's Emergency Services Strategic Plan

Newaygo County ensures the consistent progression of its local emergency management program through the establishment of a system designated as "Program Progression". The Program Progression system focuses on the development, maintenance, and implementation of activities to regularly evaluate and advance the local program's capabilities and performance. Activities of this system include:

- Annually evaluating the program's performance to standards described in EMHSD PUB - 206, "Emergency Management Standards Workbook and Assessment Guide" and providing a 'progress report' on local program performance in each area.
- Based on the EMHSD PUB – 206 Assessment, revising long term goals and short-term objectives into an "Annual Goals" document that describes the program's focus points for the year.
- Allocated specific time frames within the year to focus on each of the program elements and identified goals. This schedule is carefully synchronized with the State – Local EMPG Work Agreement to ensure a synchronized, mutually beneficial timeline of activities.
- Ongoing evaluation of "Annual Goals" and resulting objectives to keep the program focused on improvement areas, eventually resulting in a final annual evaluation of performance.

**Michigan State Police Emergency Management and Homeland Security
Division Vision Statement:**

Michigan will be a state where everyone is dedicated to enhancing public safety by improving our ability to prevent, prepare for, respond to, and recover from emergencies, disasters, and threats to our homeland.

**Michigan State Police Emergency Management and Homeland Security
Division Mission Statement:**

The Emergency Management & Homeland Security Division will foster, promote, and maintain partnerships to protect our state and homeland from all hazards.

Region 6 Homeland Security Governing Board Vision Statement:

Community preparedness through regional collaboration.

Region 6 Homeland Security Governing Board Mission Statement:

In the pursuit of excellence in public service, the Regional Board provides the leadership for jurisdictions to support each other by planning for, responding to, and recovering from events impacting our communities and State.

Newaygo County Emergency Services Vision Statement:

To foster, promote, and maintain collaboration among first responders, government officials, private organizations, and volunteers within county to enhance preparedness and response capabilities to protect the citizens of Newaygo County.

Newaygo County Emergency Services Mission Statement:

To direct the jurisdiction's efforts in the prevention of, preparedness for, response to, and recovery from emergencies, disasters, and threats within the County of Newaygo with the goal of saving lives, preventing property damage, and minimizing damage to the environment.

Long Term Goal:

To successfully enhance and maintain Newaygo County's Emergency Services Program to comply or exceed established standards described in MSP-EMHSD Publication 206 "Emergency Management Standards and Assessment Guide".

Short Term Goals:

1. Continue to maintain and develop the local emergency program in staffing, financial, and other **Administrative** capability.
2. Continue to maintain and improve the **Program Progression** process to guide the local program's efforts in compliance with standards identified in the Newaygo County EMHSD206 Standards Assessment Guide.
3. Continue to maintain and develop a **Local Emergency Management Planning Team** to ensure community participation in emergency management program activities.
4. Continue to develop the **Emergency Action Guidelines** with advancements in general checklists, supporting task-lists, attachments, supporting procedures and resources.
5. Continue to develop the local **Emergency Resource Manual** for advancements in identified entities, personnel, facilities, and equipment.
6. Continue to develop local **Site Emergency Plans** for local schools, hazardous chemical facilities, and hazard areas (dams, wildfire, Hazardous Material Sites) to act as supporting procedures to the Emergency Action Guidelines.
7. Continue to maintain and develop the **Hazard Analysis** to provide a basis for local emergency planning and mitigation efforts.
8. Continue to aggressively pursue **Hazard Management and Mitigation**, consisting of projects focused on improving Newaygo County's resistance to emergencies and disasters.
9. Continue to maintain and develop a **Community Outreach** program to ensure community awareness of emergency management activities, hazard awareness, and family preparedness issues.
10. Continue to maintain and improve local emergency management **Training** to ensure highly educated staff and professional staff.
11. Continue to maintain and develop the local disaster **Exercise** program to test local planning efforts and practice community response.
12. Continue to utilize emergency management developments in standard emergency **Responses** to improve community coordination and preparedness for large emergency and disaster events.

LOCAL EMERGENCY PLANNING TEAM (LEPT)

Purpose

An effective emergency management program must have the support and commitment of many different individuals and organizations. As no one organization or person can accurately portray an entire community, it takes a communal effort to accurately portray the jurisdiction's emergency management system. The development of an advisory council / planning team provides a method of ensuring the emergency management program reflects the community. Also, if all organizations with an emergency management role take an active part in developing critical program components, they will have ownership in the program.

Emergency management activities require a great deal of time and effort on the part of many people, most of whom already have other day to day responsibilities. Therefore, it is vitally important to secure the support and commitment of the key policy makers in the community. The leaders of the community must convey that emergency management activities are necessary and important, and should rank high in organizational work priorities. One common way of accomplishing this is by having the governing body pass a resolution directing departments and organizations to work cooperatively in emergency management activities and expressing the governing body's support of such efforts. Emergency Management Directors/Coordinators frequently utilize a public officials' conference to share information pertaining to emergency management to gain support for their programs. The Emergency Management Director/Coordinator can also show agencies' with emergency management responsibilities why their roles are important and how to better implement them.

Advisory Council Function

The purpose of the Advisory Council Function is to oversee and resolve issues relevant to emergency management. The Advisory Council Function should regularly provide goals and focus for the entire emergency management program. Members performing the Advisory Council Function should be from both the private and public sectors with roles in emergency management. Representatives are invited to discuss their roles in the emergency management program. In some community's this role is handled by the Local Emergency Planning Committee created under SARA, Title III.

Planning Team Function

The purpose of the Planning Team Function is to write and maintain the community's emergency management documents.

Planning Team members should possess the following characteristics:

- authorized to speak for their organization
- able to commit organization resources
- able to make changes in their organization
- possess good writing and organizing skills
- experienced with disaster response

It should be noted the Advisory Council Function and Planning Team Function may or may not be performed by the same membership. This is most common in smaller jurisdictions with limited

personnel. In larger communities, the Advisory Council will consist of the highest ranking official from governmental agencies who may delegate planning responsibilities to a subordinate. Planning team members should be a representative of their section.

A system must be established to determine who should be a part of the Advisory Council and Planning Team. In most communities, the Chief Elected Official may appoint members through some pre-existing system. In others the Chief Elected Official will rely on the Emergency Management Director/Coordinator to identify potential members. It is up to the community to determine what positions are needed for the functions.

Newaygo County Local Emergency Planning Team (LEPT)

The Newaygo County Local Emergency Planning Team was established by the Newaygo County Board of Commissioners via Resolution 04-012-07 as the permanent Emergency Management advisory body serving the functions of the Homeland Security Local Planning Team (LPT), SARA Title III Hazardous Materials Local Emergency Planning Committee (LEPT), Citizen Corps Council, and Hazard Mitigation Planning Council to provide a forum for representatives of local government, private businesses, and public organizations to participate in community emergency planning and preparedness activities. All Emergency Services activities within Newaygo County are coordinated through the Newaygo County Local Emergency Planning Team (LEPT) by the Newaygo County Board of Commissioners through Resolution 04-012-07. The Local Emergency Planning Team By-Laws and Rules of Procedure define the operating rules, duties, and membership of the LEPT.

The Newaygo County Local Emergency Planning Team consists of three distinct groups which make up the seated planning team members. They include the Functional Section Leaders, supporting entities, and participating entities. Functional Section Heads are representatives identified in the Emergency Action Guidelines document as having responsibilities for managing broad functional capabilities within the emergency management system. This body is lead by the Emergency Services Director in emergency management activities and plays the primary role of coordinating many supporting agencies to ultimately perform a specific broad role within the jurisdiction's emergency plan. Supporting Entities are representatives identified in the Emergency Action Guidelines Document as providing a critical role within the emergency management system to a significant portion of the jurisdiction. These representatives are primary members of organizations/agencies that provide services to the entire county as a whole. Participating Entities are representatives identified in the Emergency Action Guidelines document or any other representatives as required by statute as providing a significant role to a defined jurisdiction or population within the jurisdiction. These representatives usually provide a service to only a single jurisdiction, or audience, but can be benefit to the entire emergency management system as a result.

Meetings of the Local Emergency Planning Team consist of general sessions that allow brief discussion of a variety of emergency management issues and specific sessions that focus on key emergency management activities, such as capability assessment, exercises, site planning, emergency operations planning, etc. Sub committees may be formed to focus on activities involving specific functions or projects. Regular meetings of the Local Emergency Planning Team reflect the emergency management program's "Annual Activity Schedule" to ensure a coordinated community approach to emergency management.

Newaygo County Local Emergency Planning Team

Council Position	Title	Organization
Direction & Control	Director	Emergency Services
Direction & Control	Chairperson	County Commissioners
Direction & Control	Vice Chairperson	County Commissioners
Direction & Control	Local Government Representative	Local Government Representative
Warning & Communications	Director	Newaygo County Central Dispatch
Warning & Communications	Amateur Radio Coordinator	RACES / ARES
Damage Assessment	Director	Equalization Department
Public Information	County Administrator	County Administration
Law Enforcement	Sheriff	Sheriff Department
Law Enforcement	Post Commander – Newaygo	Michigan State Police
Law Enforcement	Police Chiefs Representative	Police Chiefs Association
Law Enforcement	Newaygo County Jail Administrator	Newaygo County Jail
Fire Services	President	Fire Chiefs Association
Fire Services	Planning Representative	Fire Chiefs Association
Fire Services	Training Representative	Firefighters Training Council
Emergency Medical	Medical Control Authority Rep	Gerber Memorial Hospital
Emergency Medical	Life EMS	EMS Representative
Emergency Medical	Pro Med EMS	EMS Representative
Public Works	Manager	Road Commission
Public Health	Public Health Officer	Public Health Department
Public Health	Director	Community Mental Health
Public Health	Director	MSU Extension Office
Human Services	Director	Department of Human Services
Human Services	Emergency and Social Services Director	American Red Cross
Human Services	Director	Commission On Aging
Human Services	Volunteer Coordinator	Citizen Corp
Human Services	NCRESA School Representative	Intermediate School District
Resource Management	Director	Newaygo County Finance Dept

HAZARD ANALYSIS

Purpose

The hazard analysis is the foundation upon which all emergency planning efforts in the community are built. In fact, preparing a good hazard analysis and community profile is the first step that the community's emergency planning team should take in building an effective emergency management program. A hazard analysis provides an understanding of the potential threats facing the community. By pinpointing the location, extent and magnitude of past disasters or emergency situations, and by examining knowledge of new or emerging risks, it is possible to determine the probability of such events occurring and the vulnerability of people and property. Coupled with relevant land use, economic and demographic information from a well prepared "community profile," Emergency Management Directors/Coordinators can make assumptions about those segments of the community that might be impacted by various types of incidents. This, in turn, allows them to set priorities and goals for resource allocation and response, recovery and mitigation activities prior to an incident occurring. Collectively, these decisions are the cornerstone of the community's emergency management program and should guide all decisions pertaining to community emergency management activities.

Hazard Analysis Development

One of the most effective methods of developing a community hazard analysis is to divide the task into three distinct, but equally important tasks. The first step is to identify those hazards to which the community is susceptible. The second step is to develop a community profile of the community's major land use, demographic and economic trends and patterns to determine which segments of the community might be impacted. The third and final step is the actual analysis of the information, that is, determining the level of community vulnerability based on the identified hazards and existing community trends and patterns. Coupling this information with the results of the community's Capability Assessment can help identify the community's strengths and weaknesses, and provides the basis for the community emergency management program.

Step 1: Hazards Identification

All local hazard analysis in the State of Michigan should be based on EMHSD PUB - 103, "Michigan Hazard Analysis." This document presents a comprehensive study of the various types of disasters and emergencies that have confronted the State of Michigan, as well as those hazards that have the potential to occur. From this document, it is possible to identify potential community hazards and gather information about the community's potential exposure and vulnerability to those hazards. Although this provides an excellent overview hazards from a statewide perspective, it is important to build upon this information to more specifically focus on the local jurisdiction. This requires local research conducted through local libraries, historical organizations, newspapers, broadcast media, chambers of commerce, insurance companies and other community entities (even private citizens) that may be able to provide insight and information about past disaster events and local hazard areas. The Emergency Management Director/Coordinator must also review previous hazard analysis and identify changes in the community. The information should be recorded on a map or maps to provide an accurate geographic portrayal of the community's hazard base.

Step 2: Community Profile

A community profile provides information about key segments or elements of the community's makeup. It examines the land use pattern, the transportation network, demographic breakdown of the population, key industries, locations of key community facilities, major community organizations, and other information that is relevant to the community's existence. Simply put, preparing a community profile requires answers to the 5 W's of the jurisdiction. Who are we, where are we located, what do we do, and when, and why do we exist, what is the community's main "reason for being"? Answers to many of these questions have already been prepared by other community agencies, such as the planning department, chamber of commerce, economic development authority, aging office, community college or university, school district, etc. In most cases, this information can be utilized from information acquired from those organizations after adaptation into the proper format. As initially locating the information is critical, broadening the search for information also helps complete the job faster and generates support and "buy-in" for the end product from agencies assisting in the information gathering. This information is recorded on a map or maps (as per the hazard identification step outlined above) to indicate the geographic relationship of key facilities, population distributions and land use patterns to the identified hazards.

Step 3: Analysis of Hazards and Vulnerability

The third step in the process, the actual "analysis" portion of the hazard analysis, comes when the hazard identification information is combined with the community profile. At this point, it is possible to determine and "analyze" the potential impact of these hazards on the community, or vulnerability. This requires a lot of "what ifs" to be asked. It is in answering the "what ifs" that the community can determine where its strengths and weaknesses lie in its capability to respond to, recover from and mitigate the consequences of the hazards to which it is susceptible. When matched with the community's Capability Assessment this analysis allows the community to determine its strengths and weaknesses, and then design an emergency management program that is tailored to its needs and resources.

Considerations

While examining EMHSD PUB - 103, "Michigan Hazard Analysis" to identify those hazards to which the community may be susceptible, it is important to consider both natural and technological hazards. This must be followed up with extensive research with local agencies and organizations, the media, and, if appropriate, private citizens. Identifying hazards or hazard areas that may be specific to the community due to its location or function (its "reason for being") is crucial. Transferring this information onto one or more maps provides an accurate, complete portrayal of the community's hazard base.

Land use, demographic, economic and other pertinent community-related information must be examined to identify clusters of population, land uses and key facilities that may be susceptible to damage or be severely impacted. This information must also be transferred onto one or more maps.

Overlaying and comparing the information contained in the hazard identification (Step #1) with the community profile information (Step #2) helps determine where vulnerability is greatest, and what its impact might be. This information helps determine what types of actions might have to be taken to prepare for, respond to, recover from, or mitigate against the hazards to which the community (or segments of the community) might be vulnerable. These concerns can be noted into specific items for improving capability in conjunction with the Capability Assessment.

Newaygo County Hazard Management Plan Summary

The Newaygo County Hazard Management Plan is a combined Hazard Analysis and Hazard Mitigation Plan and was developed in 2007 by Newaygo County Emergency Services and Local Emergency Planning Team Officials to provide an accurate description of the community's existing hazards and potential vulnerabilities. The existing hazards are combined into 12 hazard classes that allow for expedient planning of hazards of similar nature. The document includes narrative summaries of each hazard from state and local perspectives as well as key local areas/scenarios of concern. Additionally, the Hazard Analysis includes recommended mitigation strategies which provide guidance to the population in preventing or limiting potential damage from the identified hazards.

The Hazard Management Plan is reviewed annually and revised as needed by the Newaygo County Emergency Services Department and the Local Emergency Planning Team to serve as the basis for other emergency planning activities and to meet MSP-EMHSD Pub206 standards. A Hazard Analysis summary is included as a supporting document to the Emergency Action Guidelines. As the EAG document is designed to be an all-hazards management tool, hazards are grouped within the jurisdiction's major twelve areas of concern and are only summarized here. It is important to note that each hazard has its own unique aspects that inherently make it unique. As such, the hazard ranking should not be considered as an accurate qualifier of potential.

<u>Rank</u>	<u>Hazard Classification</u>	<u>Hazards Included</u>
1	Infrastructure Failure	Power, Telephone, and other
2	Flooding	Riverine, Urban, Dam Failures, and Shoreline Flooding
3	Thunderstorm	High Wind, Hail, and Rain Fall
4	Hazardous Materials	Fixed Site, Transportation, Oil/Gas Wells and Pipelines
4	Tornado	Tornado and Wind Storms
5	Wild Fires	Wild Fires and Grass Fires
6	Severe Winter Weather	Snowstorms, Ice and Sleet, and Extreme Temperatures
7	Fires	Structural and Scrap Fires
8	Transportation	Mass Casualty Incidents
9	Public Health	Public Health Events
10	Criminal	Terrorism/ Sabotage, and Civil Disturbances
11	Drought	Drought and Extreme Temperatures

HAZARD MITIGATION

Purpose

Hazard mitigation can be defined as any action taken to permanently eliminate or reduce the long-term risk to human life and property from disasters or emergencies. Hazard mitigation strives to reduce the impact and effects of hazards through a combination of regulatory, administrative and engineering approaches. By applying mitigation measures to identified vulnerable areas, and by integrating mitigation principles into the land use decision-making process, the community can help lessen the impact and consequences of future hazard events to the point that they remain incidents and do not escalate into disasters.

A formal Hazard Mitigation Plan is required by the Hazard Mitigation Act of 2000 and are often additionally required after a Presidential Disaster Declaration. These projects may be eligible for Federal mitigation assistance. For more information, see EMHSD PUB - 207, "Local Hazard Mitigation Planning Workbook."

Critical Actions

There are several steps that the community must take prior to a disaster occurring to mitigate the hazards to which it is susceptible:

1. **Establishing a formal hazard mitigation committee.** A community mitigation committee must be established to perform the critical tasks of identifying mitigation needs, establishing mitigation goals and objectives, and prioritizing potential projects and measures to achieve the stated goals and objectives. EMHSD PUB - 207, "Local Hazard Mitigation Planning Workbook," provides step-by-step guidance for carrying out these activities. The committee also must monitor the community's land use planning to ensure that mitigation goals and objectives are being considered in the day-to-day land use decisions being made (see item 3 below).
2. **Implementing selected mitigation measures.** The hazard mitigation committee oversees the implementation of the measures selected, per step 1 above. It may only be possible to lessen the community's vulnerability to a disaster, not remove the risk. The committee bases its planning efforts and project selection on the community Hazard Analysis, so that those hazards to which the community is most susceptible are addressed before those hazards that are less relevant. Mitigation projects are prioritized according to those that can (and should) be done immediately, and those that can wait (or must wait) for available funding. The committee issues mitigation reports or studies of the committee's research to the community's legislative board on an annual basis. This document is updated as projects are implemented and new projects are chosen for implementation or annually.
3. **Working with community planners to integrate mitigation concepts into future land use planning and decision-making.** For hazard mitigation efforts to be truly successful, mitigation concepts must be integrated into the community's land use planning and decision-making processes. The relationship between wise land use planning and the lessening of a community's vulnerability to hazards is clear. Preventing a problem in the first place is much more desirable than attempting to back and correct the problem at a later time. Coordination between the Emergency Management Director/Coordinator, Emergency Planning Committee, the Hazard Mitigation Committee, and community planners is essential if the

community is to reduce its exposure and vulnerability to hazards. By working together, these groups can help ensure that hazard mitigation principles are factored into every land use decision, and that mitigation efforts are less likely to be discarded in the future.

4. **Participation in federal and state mitigation programs and initiatives.** The Hazard Mitigation Committee must ensure that the community participates in federal and state mitigation initiatives. These include such programs as the National Flood Insurance Program (NFIP), Hazard Mitigation Grant Program, the Hazard Mitigation Act, etc. Such programs are critical for the local community to be in compliance with national and state mitigation strategies. The Hazard Mitigation Committee must review information provided in EMHSD Pub – 207 and other current emergency management resources for such programs.

Hazard Mitigation Committee Activities

Establishing a hazard mitigation committee is key to getting the community's mitigation effort off the ground. This requires obtaining the support of key officials from the legislative/executive bodies, involved agencies, and appropriate private entities. Consideration for member individuals who have knowledge and experience in the appropriate hazard and have a vested interest in reducing the community's exposure and vulnerability to hazards is crucial. The committee must represent a cross-section of the community, with members from both the public and private sectors. Once established, regular meetings must be established and maintained as necessary to support project activities. Invitation of the public to attend the meetings and offer input on possible mitigation measures that could be implemented is also an important factor.

Establishing an administrative mechanism that allows the mitigation committee to comment on all major development proposals presented to the planning commission or other body for approval is of significant benefit. This would help ensure that mitigation principles, goals and objectives are considered in the land development process.

Newaygo County Hazard Mitigation

A recent program offered by the Federal Emergency Management Agency (FEMA) and Michigan State Police Emergency Management and Homeland Security Division (MSP-EMHSD) has resulted in the completion of a formal Hazard Mitigation Plan for the jurisdiction meeting the requirements of the Hazard Mitigation Act of 2000.

The Newaygo County Hazard Management Plan is a combined Hazard Analysis and Hazard Mitigation Plan and was developed in 2007 and updated in 2009 by Newaygo County Emergency Services and Local Emergency Planning Team Officials to provide an accurate description of the community's existing hazard's and potential vulnerabilities. Additionally, the Hazard Analysis includes recommended mitigation strategies which provide guidance to the population in preventing or limiting potential damage from the identified hazards. Newaygo County's Hazard Mitigation planning team is the Local Emergency Planning Team.

CAPABILITY ASSESSMENT

Purpose

After having identified the potential hazards and the community's vulnerability, the planning team can begin to identify what capabilities may be needed to support management of those hazards in addition to the 37 *Target Capabilities*. The Target Capabilities Self Assessment is a collaborative, multi-disciplinary process organized by the Local Emergency Planning Team. By assessing current capability levels, the jurisdiction will be able to identify key strengths and gap analysis to improve the community's ability to mitigate against, prepare for, respond to, and recover from disasters or emergency situations. The result of the multi-jurisdictional collaborative effort among the various public safety disciplines helps direct limited grant funding to the most appropriate areas with the ultimate goal of better preparing the jurisdiction for any type of hazard, bolstering response and recovery capabilities and creating a more resilient state.

Starting Points

Reviewing the last "Capability and Hazard Identification Program" that the community submitted to the Emergency Management and Homeland Security Division provides an initial analysis of what is available and a starting point of what facilities, equipment, operating procedures, personnel and training might be useful during a disaster situation. Additionally, reviewing the community's resource manual may contain the information needed to determine the capabilities of the community if the document is up to date and comprehensive.

Considerations

1. Legal Authority

A thorough knowledge of local and state laws pertaining to emergency management is necessary. The local resolution provides the basis for the Emergency Management Director/Coordinator's position and responsibilities. The Emergency Management Director/Coordinator must also be familiar with Michigan Emergency Management Law, Public Act 390, of 1976, as amended. If municipalities are to be included in a county program, each municipality should have a local ordinance stating the intended relationship with the county during emergency or disaster situations. Other issues such as evacuation authority, emergency expenditure of funds, resource use and commandeering, etc. must be researched for adequacy and new policies developed as needed.

2. Personnel and Their Skills

Each local government agency or private volunteer organization that could potentially be involved in a disaster or emergency must be examined for existing staffing levels. Methods of augmenting existing personnel resources, including private contractors, mutual aid, and volunteers must be considered. Determining how many personnel the community would realistically need to perform necessary emergency functions and protect the public is a necessary step in determining if the community can meet its basic needs, or must supplement its existing forces.

3. Equipment

The type and amount of equipment that each involved agency has available for use in the disasters or emergencies that the community could potentially face must be determined. As many agencies already have an inventory of their equipment, much of this work is complete and needs just be acquired and re-formatted. It is important that the equipment needs for the types of disasters or emergencies the community may face be determined as to limit the assessment appropriately. As not all pieces of equipment will be useful or needed, it is not necessary or beneficial to count every pencil, desk, chair, etc. Only that equipment that can be used to mitigate against, prepare for, respond to, or recover from the community's most likely disaster/emergency scenarios is inventoried.

Each agency's equipment inventory is examined to determine if basic equipment needs can be met in a disaster or emergency. Methods for augmenting existing equipment inventories, including equipment rental, use of private contractors, mutual aid, and private equipment donations must be considered. Determining what types of equipment, and how much, the community would need in order to perform necessary tasks will answer if the community can meet its basic needs or if it must supplement its existing equipment inventory.

4. Operating Procedures

Developed operating procedures, guidelines, and emergency plans must also be reviewed for possible inclusion and/or influence on the Emergency Action Guidelines. Operating procedures provide information on the operational capabilities of the involved agencies and identify their expectations of their role in disaster and emergency response. Additionally, once they are referred to as a supporting document in the Emergency Action Guidelines, they become a supporting item of that legal document.

5. Facilities

The types of facilities the community needs to respond to and recover from the hazards to which it is susceptible is another critical aspect that must be determined. Every community must ensure that provisions are in place for the following facilities including: an Emergency Operations Center capable of coordinating emergency operations for an extended period; a Public Information Center suitable for conducting media briefings; sufficient shelters to temporarily house affected citizens; adequate warehouses to temporarily store/stage disaster-related supplies and personnel; alternate work areas for the temporary operations of critical agencies relocated by or dedicated to the emergency.

The capability assessment coupled with the hazard analysis, is an essential tool for determining the community's strengths and weaknesses and must address all of the hazards to which the community is susceptible. By anticipating potential shortfalls in authorities, personnel, equipment, and facilities, the community can take steps necessary to augment local resources through mutual aid, private contractors, regional and state resources, and volunteer groups. Resources identified through this augmentation process must be included in the jurisdiction's Resource Manual for future reference and use.

Newaygo County Capability Assessment

Newaygo County utilizes the Target Capabilities Assessment tool developed by the Department of Homeland Security. The Self Assessment is conducted on an annual basis by the Local Emergency Planning Team. This process involves formally reviewing critical agencies with emergency support roles in regards to various identified capability elements. Critical elements reviewed in the Capability Assessment include: resources (including personnel, equipment, facilities, supplies, etc.), mutual aid agreements, procedures, finance & administration, exercising, etc. The Local Emergency Planning Team utilizes information provided from the Capability Assessment process in efforts including Resource Management, Strategic Planning, Emergency Planning, Hazard Analysis, Hazard Mitigation, and Exercising.

EMERGENCY PLANNING

Purpose

After identifying hazards and resources, documentation of how the community will respond to identified disaster situations must be performed. The Emergency Management Director/Coordinator and Planning Team must determine how the community's emergency management planning documents will be organized and formatted.

Emergency Plan Establishment Process

- Determining functional sections to be included in the Emergency Plan
- Assigning Sections to Lead Agencies and Officials
- Assigning General, Hazard Specific, and Task Supporting Considerations
- Writing Sections and supporting Attachments
- Reviewing the Drafted Sections
- Ensuring the Plan Meets State Standards
- Promulgating the Emergency Action Guidelines

Considerations

After completing the capability assessment, the Emergency Management Director/Coordinator and planning team must execute three tasks: 1) determination of the functional sections that must be in the jurisdiction's Emergency Plan; 2) assigning the lead community response organizations and agencies to the assigned sections; 3) assigning disaster tasks to those sections. This process determines the format and structure of the community's Emergency Plan document.

The Emergency Action Guidelines in Section B, are divided into twelve sections: Direction and Control, Warning, Communications, Public Information, Damage Assessment, Law Enforcement, Fire Services, Public Works, Emergency Medical, Public Health Services, Human Services, and Resource Management. Lead community response organizations and officials are assigned along with supporting entities according to the jurisdiction's unique composition. Disaster tasks and responsibilities are assigned to each section as appropriate.

Once those three tasks are completed, the Emergency Management Director/Coordinator and Planning Team begin the process of drafting the Emergency Plan, developing a time frame for completion of drafts, draft review, and completion. The Emergency Management Director/Coordinator hosts a plan writing workshop for each section with all of the organizations involved in each section participating in its development. The plan writing workshop brings all agencies involved in the section together to discuss how they will implement the tasks assigned to them. This also provides an excellent means of training local response personnel. After the workshop, the lead agency prepares a draft of the section to be reviewed and improved upon as necessary by the section work group. The Emergency Management Director/Coordinator acts as facilitator or "editor" during plan development, working with the various section groups in identifying and resolving issues.

The section coordinators submit the final drafts to the Emergency Management Director/Coordinator for review. The Emergency Management Director/Coordinator acts as an “editor” in identifying and resolving inconsistencies in format and policy and in ensuring all identified emergency tasks are adequately addressed. When the draft is finalized, the lead agency representative or director of the section signs the completed section, showing support for the policies and procedures contained within the section and signifies that the policies will be followed during an emergency or disaster.

When satisfied that the draft sections have been completed, the Emergency Management Director/Coordinator completes the “Review Guide for Local Emergency Plans” (EMHSD Pub - 201a). When the entire Emergency Action Guidelines is compiled and the Emergency Management Director/Coordinator and organizations that participated in writing it are satisfied with its contents, it is then submitted to the Chief Elected(s) for endorsement. By signing the plan or guidelines, the leaders of the community signify that the document is the official policy for the jurisdiction(s) and that it will be used during the conditions stated within it. The finished product is then presented before the local governing body to inform them of the guideline’s content and bring attention to the emergency management system as an important service provided to the community.

Distribution

The Emergency Management Director/Coordinator develops a list of all the organizations that should receive a copy of the Emergency Plan. This list includes all those organizations having a response role and any other organizations that should be aware of the policies contained in the plan. The complete Emergency Plan are distributed according to this list. This same list is used when distributing updates and can be included with the plan for easy reference. It is important to note that “limited” editions of the Emergency Plan may also be produced. These limited versions provide the Emergency Management Director/Coordinator with the option of providing agencies and/or officials with functional specific versions that meet the limited needs of entities. These versions may not include information on other Emergency Plan functions or resources that may be too excessive for its intended purpose or of a sensitive nature.

Newaygo County Emergency Plan

Newaygo County maintains its Emergency Plan, known as the Emergency Action Guidelines (EAG), through annual revision by the Emergency Services Department and Local Emergency Planning Team. The EAG is divided into 12 functional sections designated as follows:

- Direction and Control
- Warning
- Communications
- Public Information
- Damage Assessment
- Law Enforcement
- Fire Services
- Public Works
- Emergency Medical Services
- Public Health
- Human Services
- Resource Management

Each of the functional sections are directed by a lead agency assigned by the Chief Elected Official and Emergency Management Director/Coordinator. These "Section Heads" are assigned to coordinate the efforts of their agency and all supporting agencies in managing the capabilities of their EAG function. Due to the critical role and responsibilities that the Section Head plays, these officials are also designated as primary members of the Local Emergency Planning Team.

The functional sections of the Emergency Action Guidelines are designed to provide a variety of 'tools' that support implementation during an emergency or disaster. It is critical that each of these tools are maintained by their respective official and include:

- General Checklists – provide strategic functional goals
- Attachments – summarize major capabilities, processes, or guidance
- Documents – major references, procedures, or guidebooks
- Forms – allow quick completion of formal requests, communications, etc.

The Emergency Action Guidelines are formally reviewed annually at a Local Emergency Planning Team meeting with recommendations and discussion facilitated regularly at general session meetings.

Newaygo County Emergency Action Guidelines

Section (Function)	Agencies and Organizations (Not All-Inclusive)
DIRECTION & CONTROL Newaygo County Emergency Services, Newaygo County Board of Commissioners	Newaygo County Townships' Supervisors City of Fremont, City of Grant, City of Newaygo, and City of White Cloud Village of Hesperia Region 6 Homeland Security Governing Board Michigan State Police Emergency Management and Homeland Security Division
WARNING Newaygo County Central Dispatch	Newaygo County Amateur Radio Service (RACES) Public Information Official Communications Vendors (TELE-RAD)
COMMUNICATIONS Newaygo County Central Dispatch	Newaygo County Amateur Radio Service (RACES) Public Information Official Communications Vendors (TELE-RAD)
PUBLIC INFORMATION Newaygo County Administrator	Newaygo County Board of Commissioners Newaygo County Human Resources
DAMAGE ASSESSMENT Newaygo County Equalization Department	Newaygo County Building Inspector Newaygo Township Supervisors
LAW ENFORCEMENT Newaygo County Sheriff Department	Michigan State Police – Newaygo Post Fremont, Grant, Newaygo, White Cloud, and Hesperia Police Newaygo County Sheriff Department Pose
FIRE SERVICES Newaygo County Fire Chiefs' Association	Fremont, Grant, Newaygo, Croton, Big Prairie, White Cloud, Lilley, Hesperia, Walkerville, Big Rapids, and Sand Lake Fire Departments National Forest Service, DNR, and Muskegon and Grand Rapids RRTs
PUBLIC WORKS Newaygo County Road Commission	Michigan Department of Transportation – Howard City Fremont, Grant, Newaygo, Hesperia, and White Cloud DPW Public Utilities
EMERGENCY MEDICAL Newaygo County Medical Control Authority	Gerber Memorial Hospital Life EMS and Pro Med EMS, First Responder agencies Medical Examiner
PUBLIC HEALTH District 10 Public Health Dept.	Newaygo County Community Mental Health Newaygo County Sheriff Department (Animal Control) MSU Extension Office
HUMAN SERVICES Department of Human Services	American Red Cross of West Central Michigan Newaygo County Commission on Aging Local Community Groups Newaygo County Regional Educational Services Agency and other Public and Private Schools Volunteer Organizations (CERT, MRC)
RESOURCE MANAGEMENT Newaygo County Finance Department	Newaygo County Human Resources Newaygo County Clerk's Office Newaygo County Treasurer's Office Newaygo County IT Department Newaygo County Maintenance Department

SITE EMERGENCY PLANNING

Purpose

In addition to the jurisdiction's Emergency Plan, there are several different plans that a community needs to develop. As the local Emergency Plan is a comprehensive plan which describes the entire jurisdiction's plan in mitigating, preparing for, responding to, and recovering from all hazards, additional Site Plans are necessary to focus on specific areas and/or hazards to build on the Emergency Plan's effectiveness. Some of these "Site Plans" must be developed to meet various legislative requirements and help protect emergency responders at those sites as well as the surrounding community.

Supporting Plans

The Emergency Management Director/Coordinator and Emergency Planning Committee must assist in the development of the additional plans described below. The Michigan State Police Emergency Management and Homeland Security Division and Federal Emergency Management Agency have developed guidance material for some of these plans and can provide guidance on developing the plans. Additional plans that need to be considered include the following:

Local Support Emergency Action Guidelines. In accordance with Administrative Rules for Section 19, P.A. 1976, amended a municipality with a population of 10,000 or more that has elected to be incorporated in the county emergency management program shall maintain a support plan in accordance with the standards current of the county's Emergency Action Guidelines. EMHSD PUB-204, "The Local Support Plan Guide," is a guide to assist local municipalities incorporated into the county emergency management program to develop a support Emergency Action Guidelines.

Site Emergency Plans. A site emergency plan describes an organization's policy and procedures for coping with an emergency situation on site. These policies and procedures define how the organization will protect people and property from an imminent or actual emergency situation. Although not all of these plans are legally required (although significant legal liability is involved) history has shown that a well thought out, coordinated response helps prevent personal injury, property damage, and lessens the resulting confusion. Also, during a large-scale disaster, local response agencies may be overwhelmed and unable to immediately respond to an organization's site. Employees and clients alike will need to know what to do to protect themselves during an emergency. EMHSD PUB-602, "The Site Emergency Planning Workbook," is intended to help the users develop a comprehensive site emergency plan. The guidance is adaptable by very small organizations and large complex organizations.

Firefighter Right-to-Know. The Michigan Occupational Safety and Health Act (MIOSHA) requires that the chief of an organized fire department prepare and disseminate to each firefighter a plan for executing the department's responsibilities with respect to each site within their jurisdiction where hazardous chemicals are used or produced.

Michigan Occupational Safety and Health Administration (MIOSHA) Hazardous Waste Operations and Emergency Response (HAZWOPER). This legislation requires any employer involving its personnel in a hazardous material incident must develop an emergency response plan.

Superfund Amendments and Reauthorization Act (SARA) Title III. SARA Title III federal legislation mandates that Local Emergency Planning Committees (LEPCs) develop site-specific emergency response plans for those sites within their jurisdiction which have one or more “Extremely Hazardous Substances” (EHS) above a given “Threshold Planning Quantity” (TPQ). These plans are population protection oriented. The following three documents are available from the Emergency Management and Homeland Security Division to assist LEPC’s in developing their Off-site response planning documents:

- **EMHSD PUB 305, “LEPCs” Organizing For Success,**” assists Local Emergency Planning Committees with implementing SARA Title III responsibilities. This publication also provides information on Firefighter Right-To-Know and MIOSHA/HAZWOPER planning requirements.
- **EMHSD PUB-301, “Haz/Mat Response Planning Workbook,”** assists Local Emergency Planning Committees (LEPCs), Emergency Management Coordinators, fire departments and other local government agencies in their hazardous material response planning efforts. It provides general information on planning, instruction, references for further information, and a sample format.
- **EMHSD PUB-306, “Farm Planning Workbook and Reference Guide,”** assists LEPC’s in developing SARA Title III hazardous materials emergency response plans for farm sites.

Dam Safety Act. Public Act 315, the Michigan Dam Safety Act requires public dams of significant impoundment to develop formal Emergency Action Plans to be revised and submitted annually to the Michigan Department of Environmental Quality.

Site Plan Coordination

It is extremely important that the development of all Site Plans be in conformance with the jurisdiction’s Emergency Plan. The intent of these additional plans is not to replace the community’s Emergency Plan, but rather build on it and enhance it. Site Plans provide a more detailed description of the response to specific incidents at specific sites and thus must be in conformance to the actions described in the Emergency Plan to avoid conflicts. The Emergency Management Director/Coordinator and Emergency Planning Committee must review existing legislation and the local Hazard Analysis and determine what Site Plans must be developed. Site Plans must be coordinated with the responsible official to ensure coordination and emergency cooperation.

Newaygo County Site Planning

Newaygo County provides support to local municipalities, agencies, organizations, and hazard areas that require a Site Plan for the increased safety of the community. These plans are developed through coordination between the Emergency Services Director, Local Emergency Planning Team, and the appropriate site owner/manager. Site Planning efforts for the jurisdiction fall into the following primary types:

Local Support Plans – Newaygo County currently has no jurisdictions that are required to have, or opted to develop, a local support plan. Newaygo County’s Emergency Plan directly includes all of Newaygo County’s 24 townships, 4 cities, and 1 village.

SARA Title III 302 & 312 Plans – Off site response plans for all facilities that have been identified as meeting SARA Title III 302 guidelines have been developed and are revised annually by the Emergency Services Department, Local Emergency Planning Team, Site Coordinator, and local fire department. These plans are additionally designed to meet Firefighter Right-To-Know and MIOSHA HAZWOPER guidelines.

Hazard Specific Plans – Several areas and sites in Newaygo County have been identified by the local Hazard Analysis as posing a significant risk of a potential hazard. As a result, Hazard Plans have been developed to detail specific resources and procedures that will be utilized to manage the potential event. Hazard Plans currently consist of plans for Hardy and Croton Dam on the Muskegon River and the White Cloud Dam on the White River. Newaygo County Emergency Services is also working on Wildland Interface Plans for the Huron Manistee National Forest and airport safety plans for the Fremont, White Cloud, and Grant municipal air ports.

Site Safety Plans – Critical local organizations and facilities within the jurisdiction have made a specific effort to improve the safety of their employees, visitors, and community by coordinating their Site Safety Plans with the local officials as to ensure coordination and cooperation during emergency response. Examples of these sites include the local hospital, jail, farms, and schools. Coordination between the Emergency Services Department, Local Emergency Planning Team, and Site Coordinator ensures conformance with the Emergency Plan and improves working relationships that improve emergency response.

Newaygo County Local Supporting Plans

Newaygo County currently contains no jurisdiction's that meet the criteria for required support plans. As such, the Newaygo County Emergency Action Guidelines are applicable to the following jurisdictions:

Municipality

City of Fremont	City of Grant
City of Newaygo	City of White Cloud
Village of Hesperia	Township of Troy
Township of Lilley	Township of Home
Township of Barton	Township of Beaver
Township of Merrill	Township of Monroe
Township of Norwich	Township of Denver
Township of Lincoln	Township of Wilcox
Township of Goodwell	Township of Dayton
Township of Sherman	Township of Everett
Township of Big Prairie	Township of Sheridan
Township of Garfield	Township of Brooks
Township of Croton	Township of Bridgeton
Township of Ashland	Township of Grant
Township of Ensley	

Newaygo County Hazard Plans

Newaygo County has identified the need for and has or is in the process of developing the following hazard specific plans that support the procedures described in the Emergency Action Guidelines. These plans are revised annually by the Emergency Services Department, Local Emergency Planning Team, and identified key agencies and are formally reviewed by appropriate authorities.

- SEVERE WEATHER SPOTTER SYSTEM PROCEDURES (County-Wide Plan)
- MUSKEGON RIVER DAM FAILURE AND FLOOD EVACUATION RESPONSE PLAN (County Wide)
- WHITE CLOUD DAM FAILURE AND FLOODING RESPONSE PLAN (City of White Cloud)
- HURON MANISTEE NATIONAL FOREST URBAN INTERFACE PLAN (County-Wide Plan)
- MASS FATALITY AND MORTALITY PLAN / MASS MORGUE (County-Wide Plan)
- FREMONT MUNICIPAL AIRPORT (Sheridan Township and the City of Fremont)
- WHITE CLOUD MUNICIPAL AIRPORT (Wilcox Township and the City of White Cloud)
- GRANT MUNICIPAL AIRPORT (Grant Township)

Newaygo County SARA Title III 302 Sites

The following facilities have been identified as containing Threshold Planning Quantities (TPQ) of Extremely Hazardous Substances (EHSs) as identified by the Environmental Protection Association (EPA). As such, off-site response plans have been developed and are annually revised by the Emergency Management Department, Emergency Planning Committee, Site Coordinator, and local fire department. These plans are additionally designed to meet Firefighter Right to Know and MIOSHA HAZWOPER requirements.

- BOLTHOUSE FARMS (GRANT)
- CARAJON CHEMICAL (FREMONT)
- VALSPAR COATINGS (FREMONT)
- FREMONT CO-OP (FREMONT)
- GERBER PRODUCTS (FREMONT)
- KARNEMAAT FARMS (FREMONT)
- MAGNA DONNELLY (NEWAYGO)
- AT&T (GRANT)
- AT&T (NEWAYGO)
- AT&T (FREMONT)
- AT&T (WHITE CLOUD)
- NORTH AMERICAN REFACTORIES (WHITE CLOUD)
- WILBUR-ELLIS (GRANT)

Newaygo County Critical Site Safety Plans

Several sites in Newaygo County regularly coordinate their site's safety planning with the Emergency Services Department and Local Emergency Planning Team. These plans are revised annually.

- NEWAYGO COUNTY JAIL
- HARDY HYDRO DAM
- CROTON HYDRO DAM
- FREMONT PUBLIC SCHOOLS
- GRANT PUBLIC SCHOOLS
- NEWAYGO PUBLIC SCHOOLS
- HESPERIA PUBLIC SCHOOLS
- WHITE CLOUD PUBLIC SCHOOLS
- BIG JACKSON PUBLIC SCHOOLS
- NEWAYGO COUNTY REGIONAL EDUCATIONAL SERVICES AGENCY
- GERBER MEMORIAL HOSPITAL

TRAINING

Purpose

In order for a jurisdiction to successfully implement an emergency management system, the community must train personnel to carry out their assigned emergency management tasks and duties. It is important that all individuals who are directly involved in emergency planning and response have the skills necessary to successfully manage their assignments. As a result, it is necessary for the Emergency Management Director/Coordinator and Emergency Planning Committee to evaluate, monitor, and manage the training levels of all emergency response and planning personnel.

Training Information

A number of training sources are available to emergency management personnel. The Emergency Management Division offers several classes and curriculums through its Training Section. These courses cover a wide range of emergency management topics that are explained in EMHSD PUB - 701, "Emergency Management & HazMat Training Curriculum". Additionally, the Emergency Management Division may provide guidance to additional training courses offered by other agencies and organizations.

The Federal Emergency Management Agency (FEMA) offers training through home study courses and courses at its Emergency Management Institute in Maryland. Training is also available from agencies involved in disaster and emergency response including the American Red Cross (ARC), state and local emergency services, and safety organizations. Additionally, most organizations offer disaster training of some sort to their personnel to support their individual role in disaster response. Information about these training sources is available from FEMA, ARC, or the Emergency Management Division.

Training Assessment

Emergency Management Directors/Coordinators and the Emergency Planning Committee carefully assess the current training level of the community and develop a system to manage future training levels. A review of local records provides a good base of data on trained personnel and past delivered training sessions. Additionally, the State Training Officer maintains a history of who in each community has taken courses through the EMHSD Training Section and FEMA provides training transcripts for participation in their training courses. As it is important that a local training system be maintained as current and complete, Emergency Management Directors/Coordinators also survey agencies about the emergency management training received by the agency's personnel during the Capability Assessment process.

Considerations

Emergency Management Directors/Coordinators consider the following three questions regarding emergency management training in their communities:

1. What skills are needed in the community and the local government to implement emergency management planning and response?
2. What training is realistically available and deliverable to the community to meet the required areas?

3. How many personnel in the community have received training in those areas and what systems must be developed to improve and maintain training levels?

It is critical that Emergency Management Directors/Coordinators determine if the responders in their community possess adequate training for the potential hazards that the community faces. As an example, emergency responders, such as fire, medical, police, etc. that may be in contact with hazardous materials are required to be trained to federal and state occupational safety laws (State of Michigan promulgated Occupational Health Rule 325.5210-325.5237 - HAZWOPER). Effective October 1991, both federal and state rules affirm that employers are responsible for training their employees to a level commensurate with the duties expected to be performed by the employees. Emergency Management Directors/Coordinators and the Emergency Planning Committee must research the training policies of these response agencies during the capability assessment and organize local training programs to meet community needs.

To adequately maintain emergency management capability, the community must have people trained to support critical functions including emergency operations center, public information, damage assessment, incident command system, and emergency planning duties. The Emergency Management Director/Coordinator and Emergency Planning Committee must frequently sponsor training courses, workshops, and informational sessions on current emergency management topics. Additionally, it also may become necessary for the local community to host a "Public Officials Conference" to acquaint or re-acquaint public officials with emergency management concepts and their responsibilities in the local emergency management system.

Emergency Management Directors/Coordinators also review their own training needs. Due to their role in directing the community's emergency management system and activities, extensive training in all areas of emergency management must be completed. The Emergency Management Director/Coordinator must regularly participate in training and course curriculums listed in EMHSD Pub – 701 "Emergency Management and Hazmat Training Guide". Essential training includes:

- FEMA PROFESSIONAL DEVELOPMENT SERIES (PDS)
- MSP EMHSD PROFESSIONAL EMERGENCY MANAGER CERTIFICATION (P.E.M.)
- MSP EMHSD PROFESSIONAL EMERGENCY MANAGER RECERTIFICATION (24 HOURS ANNUALLY)

Program note: Multi-Disciplinary training in the National Incident Management System / Incident Command has taken priority due to federal, state, and local mandates. In addition to addressing response coordination, this training also enhances many hazard and functional areas.

Newaygo County Training

As it is a proven fact that improved performance directly results from training, Newaygo County has developed and plans to maintain an ongoing training program for key officials and responders that have been assigned emergency management responsibilities. This program consists of the Emergency Services Department and Local Emergency Planning Team sponsoring regular training courses focused on functional and hazard specific topics.

Although training is critical, it is also important to recognize that practical experience is equally crucial. In addition to participating in ongoing training activities, officials and responders apply their skills regularly through ongoing emergency management activities such as capability assessment, emergency planning, hazard analysis, and exercising.

Newaygo County Functional Training Goals for 2010-2011

FUNCTION	COURSE	SCHEDULE
Emergency Management	Emergency Operations Center Operations	2011
Local Officials	Public Officials Conference	2011
Communications	EOC / ICS Interface Workshop	2010
Public Information	Joint Information Center Operations	2010
Damage Assessment	Field Damage Assessment Workshop	2010
Law Enforcement	Improvised Explosive Devices	2010 - 2011
Fire Services	Wildland Fire	2010
E M S	Disaster Scene Management for MCIs	2010-2011
Public Works	Debris Management	2011
Public Health	Mass Mortality and Pandemic Flu	2011
Human Services	Volunteer Reception Center	2010
Resource Management	Resource Management Operations	2010

Newaygo County Specialized Training

FUNCTION	COURSE	SCHEDULE
All Functions	ETEAM	Annually
All Functions	NIMS and Incident Command	Ongoing regularly
Warning	Severe Weather Spotter Course	Annually
Communications	800 MHz Radio	Annually
Fire	Fire Fighter I & Fire Fighter II	2 Year Cycle (2010)
Fire	Fire Officer Classes	Completed in 2009
Law	Improvised Explosive Devices	Immediate Need (2010-2011)
Terrorism	Terrorism Awareness	Immediate Need (2010-2011)

The above chart describes only emergency management specific training identified within each function. Training for regular operations is agency specific and maintained by individual organizations.

PUBLIC EDUCATION

Purpose

During their activities, the Emergency Management Director/Coordinator and Emergency Planning Committee must remember that the purpose of the local emergency management program is to protect the jurisdiction's citizens. As such, it is vital that a system be developed to ensure that the community is well educated and informed on the existence of the emergency management program and their responsibilities within it.

Considerations

An ongoing Public Education program is a critical emergency management component that must exist within the community. An ongoing Public Education program fulfills several critical functions. First, it allows public officials to inform citizens on their efforts to fulfill their responsibilities in protecting the jurisdiction through the emergency management program. Second, it provides a method of educating the public on how to interface with the emergency management system and protect themselves through learning about existing hazards, public warning systems, and developing a disaster plan and disaster supplies kit. Thirdly, it ensures continued public support for the emergency management program and supporting agencies.

Program Elements

The Emergency Management Director/Coordinator and the Emergency Planning Committee must develop a system for providing educational activities and information materials to the public to enhance their awareness and preparedness levels. The system must include all public audiences within the community including businesses, schools, civic groups, religious organizations, and special needs populations. Emergency Management Directors/Coordinators should work with schools and the media for support in delivering public education and information. Developing a positive relationship with these organizations is a critical factor for the delivery of public awareness campaigns through the mass media and public events.

The Federal Emergency Management Agency, American Red Cross, and other agencies have developed guidance to assist local programs in teaching families to care for themselves during disaster.

Critical information includes teaching citizens what hazards they may face, what warning systems are in place, what they should do if there is a disaster, how to shelter in-place and evacuate, how to make a family disaster plan and survival kit. A successful program entails disseminating this information to a broad range of audiences through a variety of methods including written materials, public service announcements, and group presentations. See FEMA's "Emergency Preparedness Materials Catalog," FEMA publication-64.

In addition to developing the Public Education program to address current issues in emergency management such as soliciting assistance for program projects and promoting different awareness weeks, Emergency Management Directors/Coordinators and the Emergency Planning Committee must also consider post-disaster public information. This includes preparation of information on the community's most probable hazards, media inquiries, disaster assistance programs, and recovery guidance. Whenever possible, emergency public

information and education should be included in exercises and planning activities to improve coordination during an actual disaster.

Newaygo County Community Outreach Program

Newaygo County has developed a local Public Education program, known as the Community Outreach Program, to meet the needs of the community through a variety of methods. The following describes the Community Outreach Program's basic components that are managed by the Emergency Services Department and Local Emergency Planning Team.

- A formal Community Outreach schedule designed to monitor and manage public education/information activities as to ensure regular interaction with identified community audiences including government officials, business organizations, media, community groups, schools, emergency support agencies, and other audiences.
- Identifying appropriate and comprehensive public education materials produced by FEMA, American Red Cross, and National Weather Service as to provide them to public outlets according to request and opportunity.
- Development of proprietary public education and information tools including such items as brochures, program guides, display boards, and websites that promote local emergency management activities and community preparedness.
- Supporting community requests for emergency management interaction with prepared presentations on subjects such as emergency management program awareness, emergency management program overview, emergency operations plan overview, and other topics.
- Coordinating the Public Education activities with emergency public information and training activities to ensure an integrated approach to Community Outreach activities.

VOLUNTEER MANAGEMENT

Overview

In the wake of the September 11, 2001 terrorist attacks, thousands of Americans responded by volunteering their talents and skills to help others. It became clear during those events however, that there was no method for coordinating the services of the thousands of well-meaning volunteers. There was no mechanism for checking credentials and assigning volunteers where they could do the most good, and no pre-planning to ensure their safety. Nor had these volunteers been trained in methods that would allow them to work effectively as a team, interacting with other agencies at the scene. In fact, the presence of unidentified care providers created numerous problems and potentially put trained rescuers at risk.

In January 2002, President George W. Bush launched Citizen Corps, to capture the spirit of service that emerged throughout our communities following the terrorist attacks. Citizen Corps is the grassroots strategy to bring together government and community leaders to involve citizens in all-hazards emergency preparedness and resilience.

Citizen Corps was created to help coordinate volunteer activities that will make our communities safer, stronger, and better prepared to respond to any emergency situation. It provides opportunities for people to participate in a range of measures to make their families, their homes, and their communities safer from the threats of crime, terrorism, and disasters of all kinds.

Citizen Corps encompasses the Neighborhood Watch Program, Community Emergency Response Team, Volunteers in Police Service, Fire Corps, and Medical Reserve Corps. The goal of Citizen Corps is to have all citizens participate in making their communities safer, stronger, and better prepared for preventing and handling threats of terrorism, crime, and disasters of all kinds. More information about the Citizen Corps programs can be obtained at www.citizencorps.gov

On December 17, 2003 President George W. Bush issued the Homeland Security Presidential Directive 8 (HSPD 8) which formally established a standard and comprehensive approach to national planning and a National Preparedness Goal. The objective of the National Preparedness Goal is to help ensure the preparedness of the Nation to prevent, respond to, and recover from threatened and actual domestic terrorist attacks, major disasters, and other emergencies.

Purpose

COMMUNITY EMERGENCY RESPONSE TEAM

The purpose of the Community Emergency Response Team (CERT) Program is to enhance individual and family disaster preparedness and to be trained and ready to respond to major emergencies and disasters locally.

The Community Emergency Response Team (CERT) program helps train people to be better prepared to respond to emergency situations in their communities. When emergencies happen, CERT members can give critical support to first responders, provide immediate assistance to victims, and organize spontaneous volunteers at a disaster site. CERT members can also help with non-emergency projects that help improve the safety of the community.

MEDICAL RESERVE CORPS

The Medical Reserve Corps is the component of the Citizen Corps that will bring together local health professionals and others with relevant health-related skills to volunteer in their community. These volunteers will assist local, existing community emergency medical response systems as well as provide a group of readily trained and available resources to help a community deal with pressing public health needs and improvements.

The Medical Reserve Corps (MRC) Program coordinates the skills of practicing and retired physicians, nurses and other health professionals as well as other citizens interested in health issues, who are eager to volunteer to address their community's ongoing public health needs and to help their community during large-scale emergency situations.

EMERGENCY MANAGEMENT SUPPORT TEAM

The Emergency Services Department maintains a group of volunteer / auxiliary staff that is trained as an emergency operations center (EOC) support team. This team is responsible for assisting the emergency services department and community officials in the development, testing, training, and implementation of the emergency plan as necessary. Members are specifically trained to support the implementation of emergency plan functions as an Assistant Section Leader within the EOC environment.

Newaygo County Volunteer Management Program

In accordance with the National Preparedness Goal, and understanding the importance of a well trained cadre of volunteers during times of disaster, Newaygo County has incorporated the Community Emergency Response Team (CERT), Medical Reserve Corps (MRC), and Emergency Management Support Team (EMST) programs into its Emergency Management System. One of the roles of the Newaygo County Local Emergency Planning Team (LEPT) is to serve as the Newaygo County Citizen Corps Council, providing the oversight for the CERT and MRC programs. All volunteer programs are administered by the Newaygo County Emergency Services Department and the Newaygo County Emergency Services Deputy Director serves as the Coordinator for CERT and MRC.

EXERCISING

Purpose

In order to ensure an effective response to an emergency, communities must ensure that personnel are familiar with their assigned duties in the emergency management system, including roles in Emergency Operations Center and functional assignments. A local Exercise program is designed to provide opportunities for personnel to practically apply their skills in a simulated and controlled environment and identify weaknesses within the emergency management system, Emergency Plan, and operational capabilities.

Considerations

The Emergency Management Division District Coordinator and State Exercise Training Officer provides guidance to local jurisdictions in exercise program development as well as monitoring exercise program compliance. Specifically according to requirements identified in Homeland Security Presidential Directive 8 which establishes the Homeland Security Exercise and Evaluation Program (HSEEP).

HSEEP constitutes a national standard for all exercises and is a capabilities and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning. Through exercises, the National Exercise Program, supports organizations to achieve objective assessments of their capabilities so that strengths, and areas for improvement are identified, corrected and shared as appropriate prior to a real incident.

EMHSD Pub – 702 “Disaster Exercise Manual” provides step by step guidance on exercise program management. EMHSD Pub --701 “Emergency Management Training Calendar” provides a listings on the Comprehensive Exercise Management curriculum which includes courses such as Exercise Design and Evaluation, Exercise Program Manager, Exercise Control/Simulation, and FEMA’s IS-139 Exercise Design home study course.

Exercise Components

Emergency management exercises fall into five different categories varying in complexity from brief and informal to extended and intense sessions. Exercise categories include the following:

Seminar

Introduces or refreshes participants on emergency management operations, plans, and/or procedures. These seminars are usually instructional in nature and involve little participation from the audience.

Tabletop

Involves informal discussion and brainstorming based on a described emergency situation or scenario. Participants are provided simulated problems, or messages, and respond according to existing plans and procedures. The players then discuss any concerns and brainstorm solutions.

Drill

Tests a single emergency response function or limited activity, such as damage assessment, public information, sheltering, or evacuation. This involves actual use of equipment for the tested function by the agency(s) involved.

Functional Exercise

A formal exercise activity that involves a complex scenario and simulated activation of the Emergency Operation Center that is designed to test the decision making and communications of key officials. Participants are provided with a complex scenario consisting of numerous carefully timed and sequenced messages. Although no actual field activity is conducted, participants make realistic decisions in a real-time, high stress environment.

Full-Scale

The highest level of formal exercise involves a realistically simulated scenario that requires activation of the Emergency Operations Center and associated emergency field forces. Participants are provided challenges through issued messages and field simulations (i.e. patients, road blocks, etc.). The EOC staff and emergency responders must coordinate their decision making while applying their emergency response skills.

There are four major components of a successful exercise:

Design and Development

All exercise activities are carefully designed so that they contain the necessary components to adequately test the jurisdiction's capabilities. This includes processes for conducting a needs assessment, selecting the appropriate exercise type, choosing an appropriate hazard/scenario, selecting which functions to test, development of exercise objectives, creation of exercise messages, and managing supporting logistics. Additional attention is focused on exercise control, simulation, and evaluation systems.

Implementation

The actual exercise event involves the practical application of skills necessary to ensure that the exercise activity is conducted within the appropriate scope and adequately allows the players the opportunity to test their skills in meeting the exercises' purpose. Exercise support staff implement systems of control, simulation, evaluation, and supporting logistics to ensure a productive event.

Evaluation

The systematic examination of the exercise is critical to provide an accurate assessment of the jurisdiction's emergency management system and observed performance. The evaluation process results in information provided by measurements of performance according to established objectives, evaluator observations, participant debriefings, and other available information. This information will be utilized to make future improvements in the emergency management system and its supporting components.

Corrective Follow-up

Using information resulting from the exercise evaluation process, the Emergency Management Director/Coordinator, Emergency Planning Committee, and exercise participants can make adjustments to improve the local emergency management system. Major program components including strategic planning, capability assessment, planning, training, and others can be adjusted to focus on identified weaknesses and maintenance of existing strengths. Participating agencies can also begin to similarly maintain strong points while working to improve plans, training, personnel, equipment, and other capabilities.

Exercise Requirements

The Emergency Management and Homeland Security Division requires that all programs funded under the Emergency Management Performance Grant (EMPG) conduct a minimum of one exercise annually in conjunction with a progressive multi-year exercise cycle and to be compliant with the Homeland Security Exercise and Evaluation Program. Although each program is allowed to determine what exercise types best fit their jurisdiction's needs, it is required that the exercise schedule be progressive in nature and designed to improve emergency management capabilities. Thus, jurisdictions begin with basic exercise types (drills and tabletops) and progress to more advanced types (functional and full-scales).

To implement a successful exercise program, the Emergency Management Director/Coordinator and Emergency Planning Committee develop a multi-year exercise schedule that describes the exercise types, scenarios, and functions to be tested over an extended period of time (usually 4 years).

Newaygo County's Homeland Security Exercise and Evaluation Program

Newaygo County complies with the Homeland Security Exercise and Evaluation Program which includes following basic components that are maintained and managed by the Emergency Services Department and the Local Emergency Planning Team.

- Established exercise purpose, priorities, and goals
- Administrative support that includes assigned exercise personnel, funding, and logistics
- Training for all identified participants appropriate to their exercise role
- Multi-year exercise schedule that includes all exercise types, hazards, and agencies
- Progressive exercise activities based on the community's capabilities
- Implementation that includes exercise principles of design, control, evaluation, simulation, and conduct
- Corrective actions based on the evaluation of the exercise activity

Newaygo County Multi-Year Exercise Schedule

Year	Exercise Type	Scenario	Location	Key Players
2010	FUNCTIONAL	BIO TERRORISM	EOC	ALL
2010	DRILL	VOLUNTEER RESOURCE CENTER	WHITE CLOUD	HUMAN SERVICES
2010	DRILL	MASS CASUALTY	FREMONT	LAW, FIRE, EMS, HOSPITAL
2010	DRILL	WIND STORM	EOC	DAMAGE ASSESSMENT
2010	DRILL	ICE STORM	EOC	RESOURCE MANAGEMENT
2010	FUNCTIONAL	TRAIN DERAILMENT	EOC	ALL
2009	DRILL	ICE STORM	EOC	DAMAGE ASSESSMENT
2009	DRILL	ICE STORM	EOC / JIC	PUBLIC INFORMATION
2009	DRILL	MASS CASUALTY	NEWAYGO	LAW, FIRE, EMS, HOSPITAL
2009	FUNCTIONAL	THUNDERSTORM	EOC	LAW, FIRE, EMS, PW, PH, HS
2009	DRILL	WILDFIRE	EOC	COMMUNICATIONS
2008	FULL SCALE	SCHOOL INCIDENT	HESPERIA	ALL
2008	FULL SCALE	DAM FAILURE	REGION 6	ALL
2007	FULL SCALE	DAM FAILURE	CROTON	ALL
2007	TABLETOP	WILDFIRE	LILLEY	FIRE SERVICES
2006	FULL SCALE	TRAIN DERAILMENT	NEWAYGO	ALL
2005	DRILL	HAZMAT INCIDENT	FREMONT	ALL
2005	REGIONAL TABLETOP	PANDEMIC FLU	REGION 6	PH, EMS, EMHSD
2004	FULL SCALE	MASS CASUALTY	CROTON	EMS, FIRE, LAW, EMHSD
2004	REGIONAL TABLETOP	BIO TERRORISM	REGION 6	PH, EMS, EMHSD
1999	FULL SCALE	SCHOOL VIOLENCE	FREMONT	EMS, FIRE, LAW, EMHSD

Definitions:

Date	Provides the year the exercise was or will be held.
Exercise Type	Specifies the type of exercise to be executed; a Seminar, Tabletop, Drill, Functional, or Full Scale exercise.
Scenario	Exercises use realistic scenarios based on the community's hazard analysis.
Location	Notes the jurisdiction where the exercise will be held.
Key Players	Identifies the main players to be tested in the exercise.
Functions Tested	Lists the functions of the plan that were tested.

RESOURCE MANAGEMENT

Purpose

Emergency management and incident response activities require carefully managed resources (personnel, facilities, equipment, finances, and/or supplies) to meet incident needs. In fact, possibly the most visible aspect of a community's disaster response capability is its effectiveness in managing specialized resources to mitigate hazardous conditions. Due to this, Emergency Managers utilize a broad range of techniques to ensure the jurisdiction's ability to effectively and efficiently identify, acquire, maintain, and manage emergency resources during times of need.

Considerations

An established system for resource management is a vital component of community preparedness and a critical component to emergency response. The inherent broad and intense impact of disasters frequently results in critical shortfalls in personnel, equipment, facilities, supplies, information, or even finances that require the rapid prioritization and allocation to save lives, stabilize the incident, and conserve property.

The National Incident Management System (NIMS) has dedicated resource management as a priority focus for emergency response utilizing standardized best practices to be implemented nationwide. The complex lifecycle of managing resources is defined as a resource management system and is most effectively managed by 'Resource Managers', which are often lead by emergency management agencies. More information on resource management concepts can be studied via FEMA's Independent Study course, "IS-703 NIMS Resource Management" available at www.fema.gov.

Resource Management Components

Resource Managers in conjunction with local government, public, and private agencies work together to institute a resource management system based on 5 key components:

Advanced Planning

Preparedness organizations work together in advance of an incident to develop plans for managing and employing resources in a variety of possible emergency circumstances. Formal planning mechanisms may include coordinating with the Local Emergency Planning Committee (LEPC) to develop resource management plans and procedures as well as establishing a system for inventorying resource information.

Resource Identification and Ordering

Resource managers use standardized processes and methodologies to order, identify, mobilize, dispatch, and track the resources required to support incident management activities. These tasks are usually performed at either at an IC's request or in accordance with pre-planned requirements. While we are most familiar with dispatching resources at the request of an Incident Commander, some plans call for automatic "move up" or standby status under preplanned conditions.

Categorizing Resources

Incident management and emergency response organizations 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 standards, including the capability to be interoperable with equipment used by other jurisdictions.

To ensure this capability, resources are "typed," or categorized by size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within jurisdictions, across jurisdictions, and between governmental and nongovernmental entities more efficient and ensures that ICs receive resources appropriate to their needs. Resource Managers work with agencies to "type" resources and "certify" personnel according to guidelines produced by the NIMS Integration Center.

Use of Agreements

No single jurisdiction has the resources necessary to respond to a catastrophic disaster and thus mutual aid resources become a primary asset during a major emergency. These mutual aid resources and the process of coordinating them is managed by pre-incident agreements so that questions of liability, cost, reimbursement, etc. are decided on prior to their utilization. Resource Managers ensure that these agreements are maintained, updated, and documented for emergency use.

Effective Management of Resources

Resource managers use validated practices to perform key resource management tasks systematically and efficiently. Primary examples include: 1) acquisition procedures such as contracting, cache stocks, and emergency purchasing are used to obtain resources to support operational requirements; 2) Using information management systems to manage resources and unique emergency information; 3) Ensuring protocols for ordering, mobilizing, dispatching, and demobilizing resources throughout an incident.

Newaygo County's Resource Management Program

Newaygo County's maintains resource management as one of its primary operational components. Key aspects of this program includes the establishment of a Resource Management Section of the local emergency plan with an appointed Resource Management Officer. According to the direction provided by the Resource Management Officer and the Resource Management Plan, the jurisdiction proactively identifies, acquires, maintains, and manages disaster response resources for the jurisdiction.

Key aspects of this program include:

- Resource Management Databases (E-Team, NIMS IRIS, and CityWatch Lists)
- Regional/local I.D. system & database
- Mutual Aid Agreements (local and prescribing to the statewide MEMAC agreement)
- Maintenance of emergency volunteer and donations management system
- Maintaining 'shared' emergency response resources for use by local agencies

RESPONSE

Initial Response

When an emergency or disaster occurs, local agencies are normally the first to respond. These agencies initially assess the situation, determine its scope and magnitude, and determine if additional assistance is required. Generally, response is handled at the local level as much as possible. The Emergency Management Director/Coordinator assists in response activities and monitors the situation. If the situation escalates to the point where coordination among several agencies is required, the Emergency Management Director/Coordinator may decide to activate the Emergency Operations Center and notify key personnel to report there to manage the incident and coordinate activities. The Emergency Management Director may recommend that the Chief Elected of the county declare a local "state of emergency", thereby formally activating the appropriate response and recovery aspects of local agencies, as stated in this emergency management planning document. If appropriate, the Emergency Management Director/Coordinator notifies the Emergency Management and Homeland Security Division District Coordinator. Together, they assess the nature, scope and magnitude of the situation, and determine the need for resources.

Requesting State Assistance

If the emergency or disaster is deemed to be beyond the control of the jurisdiction's resources by the Chief Elected, the Chief Elected may request that the Governor declare a "State of Emergency" or "State of Disaster". This activates state assistance in accordance with the provisions set forth in the Michigan Emergency Management Act. This request is made through the Emergency Management and Homeland Security Division District Coordinator and forwarded to the Emergency Management and Homeland Security Division Office in Lansing, which notifies the Governor of the nature and scope of the situation.

Before state assistance is authorized, the jurisdiction must have utilized all of its appropriate disaster relief forces, including the use of local contractors, activation of mutual aid, and use of regional or other nearby resources. The Emergency Management and Homeland Security Division (EMHSD) District Coordinator will check to verify that local resources have been exhausted. State assistance is only used to supplement local efforts and resources to help relieve extraordinary burden caused by threats to public health and safety, and property. It is not used for simple budgetary relief or to relieve hardship.

If immediate actions are required, the State Director of Emergency Management and Homeland Security Division may initiate temporary assistance to the affected area. The Emergency Management and Homeland Security Division monitors the situation and maintains contact with the jurisdiction. Appropriate state agencies may be notified and mobilized as necessary. The EMHSD District Coordinator helps coordinate response and recovery activities at the scene through the Emergency Operations Center.

Governor's Declaration/Receiving State Assistance

The Emergency Management and Homeland Security Division keeps the Governor informed of the situation, based on the information received from the Emergency Management Director and EMHSD District Coordinator. If conditions warrant, the Emergency Management and Homeland Security Division may recommend that the Governor declare a "State of Emergency" or "State of Disaster" for the affected area. The Governor will review the information and recommendation and take the actions he deems necessary and appropriate to respond to the situation. Pursuant to statute, the Governor may declare a "State of Emergency" or "State of Disaster" and activate applicable relief forces if an emergency or disaster or imminent threat thereof exists.

The State Director of Emergency Management and Homeland Security Division, or the Deputy State Director of Emergency Management and Homeland Security Division (EMHSD) as his authorized representative, implements the orders and directives of the Governor in the event of a "State of Emergency" or "State of Disaster" declaration. A

State Emergency Operations Center (SEOC) is activated in Lansing or another designated location as the primary point of command for coordinating state response and recovery activities. Communication links are established between the SEOC and the affected jurisdiction's Emergency Operations Center. In some situations, additional state coordinating facilities are established at or near the incident site.

Obtaining Federal Assistance

Subsequent to declaring an "emergency" or "disaster" under state law, if Federal assistance is necessary to supplement the efforts and available resources of the State, the Governor may request that the President of the United States declare a "major disaster" or "emergency" for the affected area under the provisions of P.L. 93-288, as amended (The Robert T. Stafford Disaster Relief and Emergency Assistance Act). Such a request is made through the Federal Emergency Management Agency (FEMA) Regional Director in Chicago, and is based on a summary of the damage assessment data submitted to the Emergency Management and Homeland Security Division, as well as the Division's recommendation to the Governor.

If the Governor requests a Presidential declaration, a joint Federal/State Preliminary Damage Assessment (PDA) is conducted to determine if the situation warrants Federal intervention and assistance. The PDA is conducted by damage assessment teams composed of one or more representatives from FEMA, one or more representatives from EMHSD or another state agency, and a local representative. Teams are dispatched to the incident scene to survey the damage and confirm the initial assessment data submitted to EMHSD earlier in the damage assessment process. Based on the results from the PDA, FEMA is able to conclude whether or not sufficient damage and impact has occurred to support a Presidential declaration. The FEMA Regional Director makes a recommendation to the FEMA Director in Washington, D.C., who, in turn, recommends a course of action to the President.

Federal Assistance Options

Under the Stafford Act, the President has three options when a Governor's request for a declaration is submitted. First, if the President does not find sufficient damage to warrant such a declaration, the President may deny the request outright. In those cases, some disaster assistance may still be obtained from specific Federal agencies and volunteer organizations. In situations where the full range of assistance available with a major disaster declaration is not required, the President may declare that an "emergency" exists. This provides specialized assistance from Federal agencies to meet a specific need that the Federal Government is uniquely able to provide. Examples of emergency assistance are: temporary housing; mass care; debris removal when in the public interest; emergency repairs to keep essential facilities operating; technical assistance with essential community services; and public health and safety measures. Finally, in those situations where a full range of assistance is needed to meet many different needs, the President may declare that a "major disaster" exists, which makes available a variety of Federal assistance programs to jurisdictions within the designated disaster area. Three basic types of assistance are available under a Presidential disaster declaration: individual assistance; public assistance; and hazard mitigation assistance. The Emergency Management and Homeland Security Division administers the public assistance and hazard mitigation assistance programs on behalf of the State and FEMA while the Family Independence Agency administers the individual assistance program on behalf of the State and FEMA.

Newaygo County Emergency Response

In addition to maintaining capability required for obtaining state and federal assistance during declared disasters, the rural nature of Newaygo County and its comprising jurisdictions also requires emergency response consideration to unusual or unique local emergencies that place extraordinary burden on local emergency response systems.

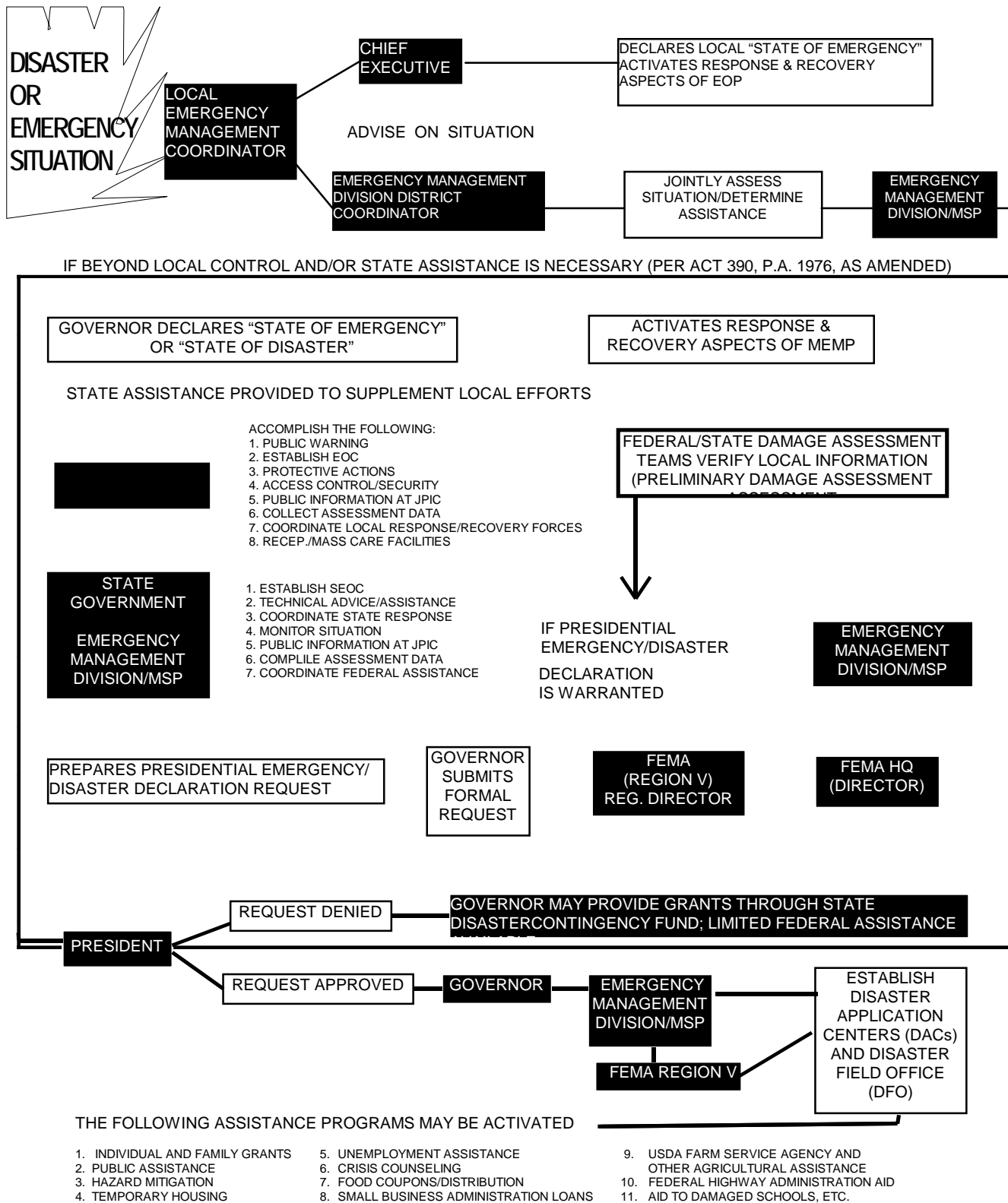
Newaygo County Emergency Services has generally provided support in accordance with the following established guidelines.

- Request by ANY emergency service, government official, or other agency for emergency management support.
- Incidents involving multiple emergency services and/or affecting large amount of resources.
- Incidents involving multiple jurisdictions and/or affecting mass number of population.
- Incidents involving pre-site planned areas or hazards.
- Incidents requiring extraordinary knowledge of special resources, expert services, or specific procedures.

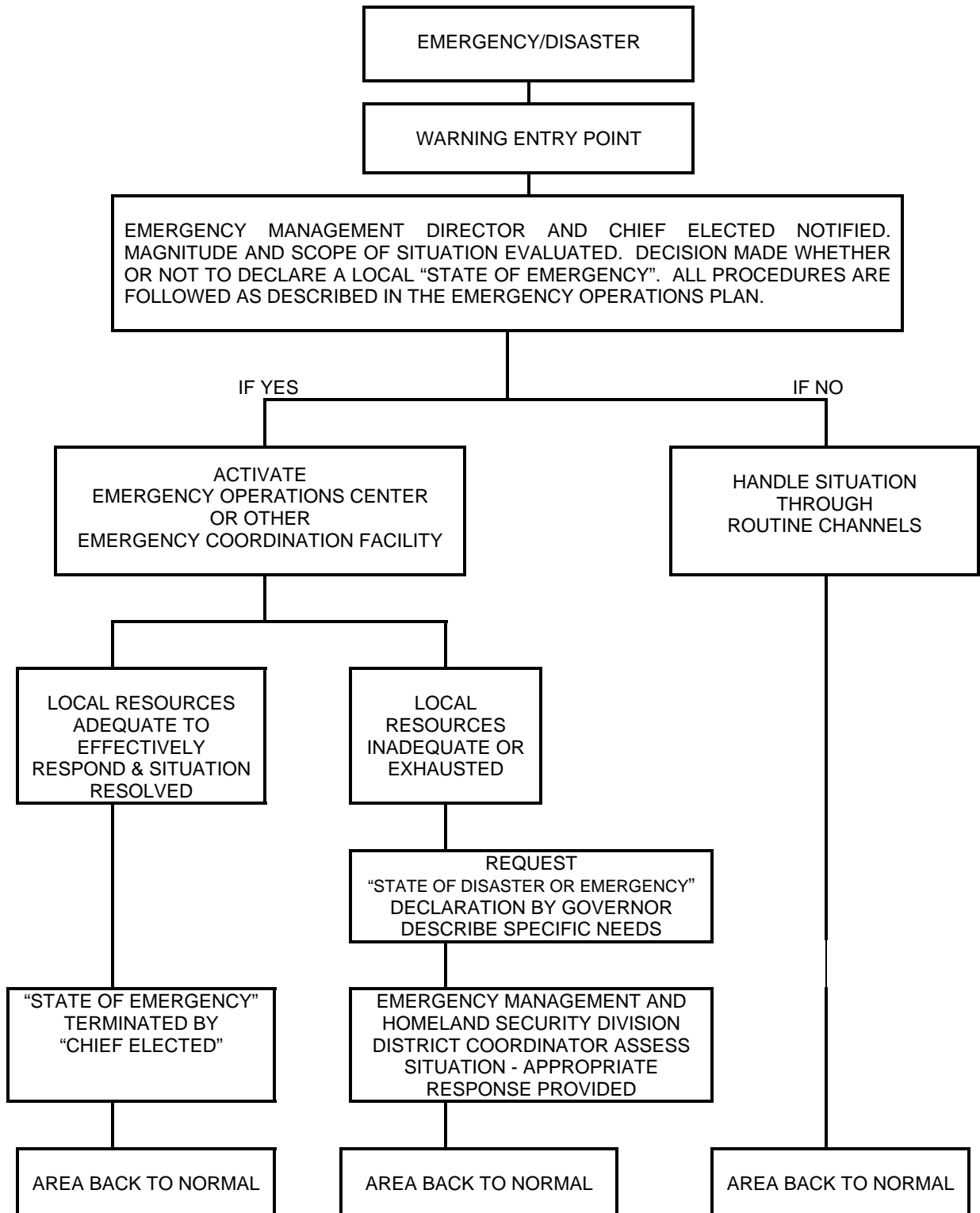
Depending on the scope of the situation, Newaygo County Emergency Services will initiate 1 of 3 defined levels of response: Advisory, Activation, or Emergency. In any case, emergency response within the jurisdiction will involve the application of accepted principles such as:

- Use of the national incident management system and incident command principles such as unified command, span of control, common terminology, unity of command, resource management, etc.
- Use of multi-agency coordination centers including an emergency operation center, joint information center, etc.
- Use of the jurisdiction's emergency plan to direct the jurisdiction's personnel, resources, etc.

The Disaster Declaration Process



Emergency Response Sequence Chart



HOMELAND SECURITY

Following the tragic events of the 9-11 terrorist attacks on the World Trade Center and the Pentagon, the United States’ war on terror resulted in a major restructuring of numerous agencies under the Department of Homeland Security. As the existing emergency management system is designed as an all-hazards system, it was manageably altered to absorb the new hazard of terrorist acts resulting from Chemical, Biological, Radiological, Nuclear, and Energetic weapons into the existing program. However, due to some inherent differences in terminology and concepts, a local emergency management / homeland security interface has been developed.

Specifically, emergency management utilizes the concept of “Comprehensive Emergency Management”. This concept focuses on:

- Comprehensive Partnerships of federal, state, and local governments
- Comprehensive Hazards of natural, technological, and man-made origin
- Comprehensive Emergency Lifecycle of mitigation (prevention), preparedness, response, and recovery

Homeland Security utilizes a concept of “Solution Areas” based on two supporting areas.

- Threat & Risk Assessment, that provides intelligence to the local community on its attack potential
- Emergency Management Advisory Council, that ensures a multi-disciplined approach to planning for terrorism
- Planning Solution Area, focusing on plans, procedures, and practices
- Equipment Solution Area, focusing on “arming” first responders and communities with necessary equipment that would be required during a terrorist event
- Training Solution Area, focusing on training first responders and communities in effective skills that can be utilized during a terrorist event
- Exercise Solution Area, focusing on providing simulated scenarios to allow communities opportunities to practice their methods of addressing terrorist events.

Newaygo County’s Homeland Security / Emergency Services Program Interface

The following details the concepts utilized by Homeland Security and how they interface with the local emergency management program.

HOMELAND SECURITY	EMERGENCY MANAGEMENT
<ul style="list-style-type: none"> • Threat Assessment 	<ul style="list-style-type: none"> • Hazard Analysis and Capability Assessment
<ul style="list-style-type: none"> • Local Planning Team 	<ul style="list-style-type: none"> • Emergency Management Advisory Council
<ul style="list-style-type: none"> • Planning 	Emergency Plan (E.A.G.) and Site Planning
<ul style="list-style-type: none"> • Equipment 	<ul style="list-style-type: none"> • Hazard Operations/Mitigation
<ul style="list-style-type: none"> • Training 	<ul style="list-style-type: none"> • Training and Public Education
<ul style="list-style-type: none"> • Exercises 	<ul style="list-style-type: none"> • Exercises
	Response

Homeland Security Grant Program / Regionalization

To better utilize Homeland Security grants to prepare Michigan for catastrophic emergencies, the Michigan State Police Emergency Management & Homeland Security Division established a ‘regionalization’ structure in 2006. This process requires emergency management programs within their assigned districts to coordinate use of homeland security monies in a collaborative approach to better prepare themselves for events requiring multi-county, or region wide events.

Homeland Security Grant Program (HSGP) monies are allocated to 7 identified regions who then manage those funds through a regional governing board. Through a process of decision making by the board and associated sub-committees, funds are distributed to individual jurisdictions, agencies, and projects to meet established regional priorities.

Membership of the Homeland Security Governing Board (HSGB) is comprised of the jurisdictions in the region as well as other identified representatives beneficial to the process. Examples include representatives from the state administrative agency, the fiduciary agent, and other grant programs.

Region 6 Homeland Security Governing Board



County Programs

- Clare County
- Ionia County
- Isabella County
- Kent County
- Lake County
- Mason County
- Mecosta County
- Montcalm County
- Muskegon County
- Newaygo County
- Oceana County
- Osceola County
- Ottawa County

Other Representatives

- City of Ionia
- City of Grand Rapids
- Regional 6 Bio Defense
- Public Health

Non Voting Representatives

- Fiduciary Agent
- Metropolitan Medical Response System
- Citizen Corps
- MSP-EMHSD

The current Homeland Security Governing Board consists of 7 committees, each assigned to make recommendations to the board regarding established solution areas or projects. Funds that are sub-allocated to local jurisdictions by the board are managed by Local Planning Teams composed of agencies representing the community’s primary response disciplines.

Homeland Security Governing Board Sub-Committee Structure / 2010

<u>Committee</u>	<u>Description and Projects</u>
Planning	Coordinates region wide planning efforts and acts as the coordination point for other regional initiatives. Primary projects have included maintaining local and regional planning personnel, developing region-wide plans/procedures, implementing statewide initiatives such as the Regional Homeland Security Strategy and statewide capability assessments.
Training	Coordinates region wide training programs. Primary projects have included funding for local and regional NIMS courses, training for specialized teams, and supporting technical conferences.
Exercising	Coordinates region wide exercise activities. Primary projects have included: funding for local exercise activities, supporting region-wide exercises, providing enhanced equipment / supplies necessary to maintain local exercise programs
Equipment	Coordinates equipment and capability purchases. Primarily this has included allocating funds for regional and local equipment purchases that enhance regional response capability.
Interoperability	Coordinates interoperability capability (including the planning, training, exercising, and equipment processes). Past projects have included purchases of radios, gateway devices, warning systems, and conducting the necessary planning, training, and exercising to enhance the capability.
Law Enforcement	Coordinates the reserved set-aside of grant funds dedicated to policed known as the Law Enforcement Terrorism Preparedness Program (LETPP). Past projects have included purchase of information sharing network, purchase of law enforcement communications equipment; funding of Law Enforcement training and exercises.
Citizen Corps	Coordinates the Citizen Corps programs including Volunteers in Police, Fire Corps, Neighborhood Watch, Community Emergency Response Team, and Medical Reserve Corps to embrace personal responsibility to be prepared; provide training in first aid and emergency skills; and volunteer to support local emergency responders, disaster relief, and community safety.

National Incident Management System

On February 28, 2003, the President issued Homeland Security Presidential Directive (HSPD)–5, *Management of Domestic Incidents*, which directs the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS). This system provides a consistent nationwide template to enable Federal, State, local, and tribal governments and private-sector and nongovernmental organizations to work together effectively and efficiently to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity, including acts of catastrophic terrorism.

Building on the foundation provided by existing incident management and emergency response systems used by jurisdictions and functional disciplines at all levels, NIMS integrates best practices that have proven effective over the years into a comprehensive framework for use by incident management organizations in an all hazards context (terrorist attacks, natural disasters, and other emergencies) nationwide. It also sets in motion the mechanisms necessary to leverage new technologies and adopt new approaches that will enable continuous refinement of the NIMS over time. NIMS was developed through a collaborative, intergovernmental partnership with significant input from the incident management functional disciplines, the private sector, and nongovernmental organizations.

The NIMS represents a core set of doctrine, concepts, principles, terminology, and organizational processes to enable effective, efficient, and collaborative incident management at all levels and includes critical components including: 1) Utilization of the incident command system; 2) Public Information Systems; 3) Preparedness Planning

Institutionalization of NIMS in a community's government, public, and non-governmental agencies is critical for an effective jurisdiction wide emergency management program.

National Response Framework

The National Response Framework (NRF), formerly known as the National Response Plan, provides guiding principles for all levels of government to work together when responding to a major incident. When local jurisdictions become overwhelmed and resources are exhausted, the State steps in to provide assistance and if this is not enough, the Governor may then request for federal assistance, in this case the National Response Framework is then used to provide for an effective coordination of response from the federal, through the State, to the local government. The response from the federal government is divided into 15 functional areas called Emergency Support Functions. These include:

The NRF works hand in hand with the NIMS. The NIMS provides the template for the management of incidents, while the NRF provides the structure and mechanisms for national-level policy for incident management.

CONCLUSION

Purpose

Emergency Management programs that successfully implement the various concepts described in this document will provide an excellent emergency management framework that will benefit the community regularly in emergency and disaster activities. However, ultimately the jurisdiction's emergency/disaster capability is only as good as how actively the community's government, public, and private officials take advantage of that structure and implement it within their individual agencies and organizations.

Newaygo County Recommendations

In order for the established emergency management program to be effective, it is critical that local agencies and organizations familiarize themselves with emergency management activities and actively participate in efforts of planning, capability assessment, hazard management, training, education, exercising, and even response.

Specifically, each organization in the community should ask themselves how effectively they are fitting into the existing emergency management structure in regards to critical areas. These specifically include:

1. Ensuring that their organization is familiar with and actively attending/participating in Local Emergency Planning Team activities. At minimum, quarterly meetings allow meeting with officials to discuss a comprehensive range of emergency management efforts and activities. Attendance at regular meetings will allow for information on what community officials are doing and what is necessary for those activities to be successful.
2. Ensuring that their organization is an integral part of the community planning process through active participation in efforts in planning, capability assessment, hazard analysis, mitigation, response, and exercising. This also can be easily addressed by attending the various Local Emergency Planning Team sessions which are focused on such issues.
3. Ensuring that your organization or agency preparedness program reflects community emergency management activities to build on the broad program components and expand them individually to your organization/agency. This includes being prepared for basic emergency provisions for up to 72 hours as described in standard preparedness guidance provided by the American Red Cross and Federal Emergency Management Agency.

Conclusion

The Newaygo County Board of Commissioners and Emergency Services Department has provided a quality emergency management program for the jurisdiction throughout its years of services. Although emergencies and disasters are inherently can result in loss of life, property, and damage to the environment, it is our intention that providing these comprehensive services to the existing local hazards of the jurisdiction can be successfully managed through community partnerships and teamwork.