

Who We Are and What We Do

Over FEMA's 20-year emergency management history, the nation has experienced considerable prosperity and growth. That has, however, resulted in many more lives and property being at greater risk from the effects of natural and technological disasters. Hurricanes batter costly beach property; floods disable urban infrastructure and slow commerce; tornadoes smash communities; earthquakes destroy in minutes what has taken decades to build; and major hazardous material incidents occur ever more frequently.

Because of these changes and the tragic events of September 11, 2001, American lives have been altered, and FEMA has been given an urgent preparedness role. Over the next several years, FEMA will lead America to become a nation prepared to handle these more devastating disasters.

FEMA's fundamental mission to prepare, respond, and support recovery, however, has not changed. As the nation's leader in emergency management, we will guide individuals and governments at all levels to better prepare by being informed and making wise decisions that will reduce disaster's risk to our people, our property and our institutions. For those instances when, in spite of good preparation, state and local governments are overwhelmed, FEMA will *respond* quickly, compassionately, and effectively. And while it is not FEMA's role to wholly restore losses caused by disasters, we can shape our *recovery* assistance so that it too is delivered in ways that are timely, clearly understood, and easily accessed.

The responsibility for planning and managing these risks starts with the state, tribal, and local governments.



FEMA provided assistance to those whose homes were damaged in a devastating tornado. Thirty-eight people were killed in Oklahoma and over 1,500 houses were destroyed.

FEMA NEWS PHOTO BY ANDREA BOOHER

When a disaster exceeds the ability of a state to respond to overwhelming destruction, the state turns to the federal government through FEMA. FEMA's own role in response and recovery support efforts is well known. FEMA, however, also coordinates the efforts of 27 other federal agencies and the American Red Cross. Together they bring stability to people's lives through individual assistance and stability to communities through public assistance. Knowing that local government services will continue through temporary federal support relieves the pressure on local and state governments and permits them to focus their resources where they are most needed.

But responding to disaster is just one part of FEMA's mandate. Supporting the development of disaster resistant communities is an ongoing and vital role that FEMA plays. This is accomplished through FEMA's helping states to assess their capabilities, and training decision makers; providing and managing grant support for mitigation activities; building and actively participating in private and public emergency management partnerships; and supporting building code adoption. FEMA's regional

office staffs play key roles in these state and local efforts.

Additionally, the National Flood Insurance Program's partnerships offer flood insurance in return for better community floodplain management. Insurance claim payments help people to repair and replace disaster-damaged property. They lessen the burden on the taxpayer by having those at risk assume responsibility for covering their potential losses instead of relying on federal grants.

The U.S. Fire Administration seeks to enhance the professionalism of the nations' fire service and allied professionals through comprehensive



The Emergency Support Team at FEMA Headquarters was fully staffed and operating around the clock to respond to the World Trade Center and Pentagon attacks.

FEMA NEWS PHOTO BY ANDREA BOOHER

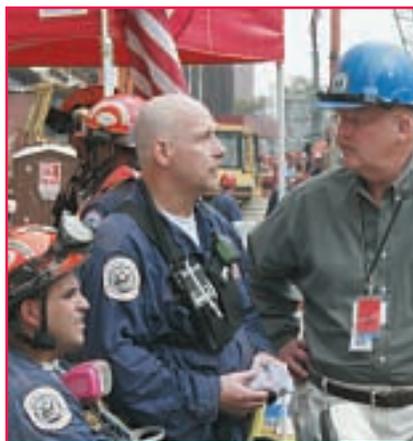


New York, NY, September 19, 2001
New York City fire fighters continue to search for survivors at Ground Zero.
FEMA NEWS PHOTO BY ANDREA BOOHER

training and education, with a special emphasis on emergency response to terrorism. It also performs extensive educational outreach to individuals, schools, and communities to reduce the loss of life and property from fires. Its Web site www.usfa.fema.gov/kids provides American youth with an enjoyable format to learn about fire risks and life-saving responses.

All of this is accomplished by FEMA's behind-the-scenes operational support, including the efficient use of technology, the rapid delivery of disaster resources and personnel, the development of staff capabilities, and the management of financial services.

Disaster Relief Fund (DRF)



New York, NY, September 24, 2001
FEMA Director Joe M. Allbaugh meets with Florida Task Force-2 Urban Search and Rescue team members to thank them for their role in the rescue operations underway at the World Trade Center.
FEMA NEWS PHOTO BY MICHAEL RIEGER

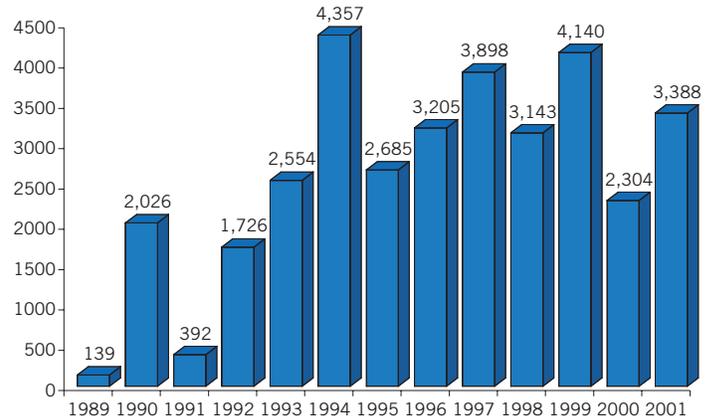
What the DRF Does

Immediately after the recent terrorist attacks on September 11, 2001, the Director of FEMA was asked repeatedly by news organizations and those concerned: "What will FEMA do . . . and how long will it take?" Director Allbaugh's response was an emphatic; "Whatever it takes . . . and we will be there as long as it takes . . . to get the job done."

The Robert T. Stafford Disaster Relief and Emergency Assistance Act authorizes the President to provide federal assistance to supplement state and local governments' disaster response, recovery, preparedness, and mitigation efforts. FEMA provides this assistance through the President's Disaster Relief Fund (DRF). The chart below shows that in FY 2001, FEMA

provided over \$3.3 billion in disaster assistance; and since the Stafford Act enactment in 1989 (13 years), FEMA has provided \$34 billion in assistance (includes total FEMA support costs and auditing expenses).

Disaster Obligations



The chart (top, next page) illustrates that disaster costs, since the inception of the DRF, have been about equal for hurricanes, floods, and earthquakes. Although earthquakes occur much less frequently than other events, their destruction and subsequent disaster costs are very high.

How We Operate

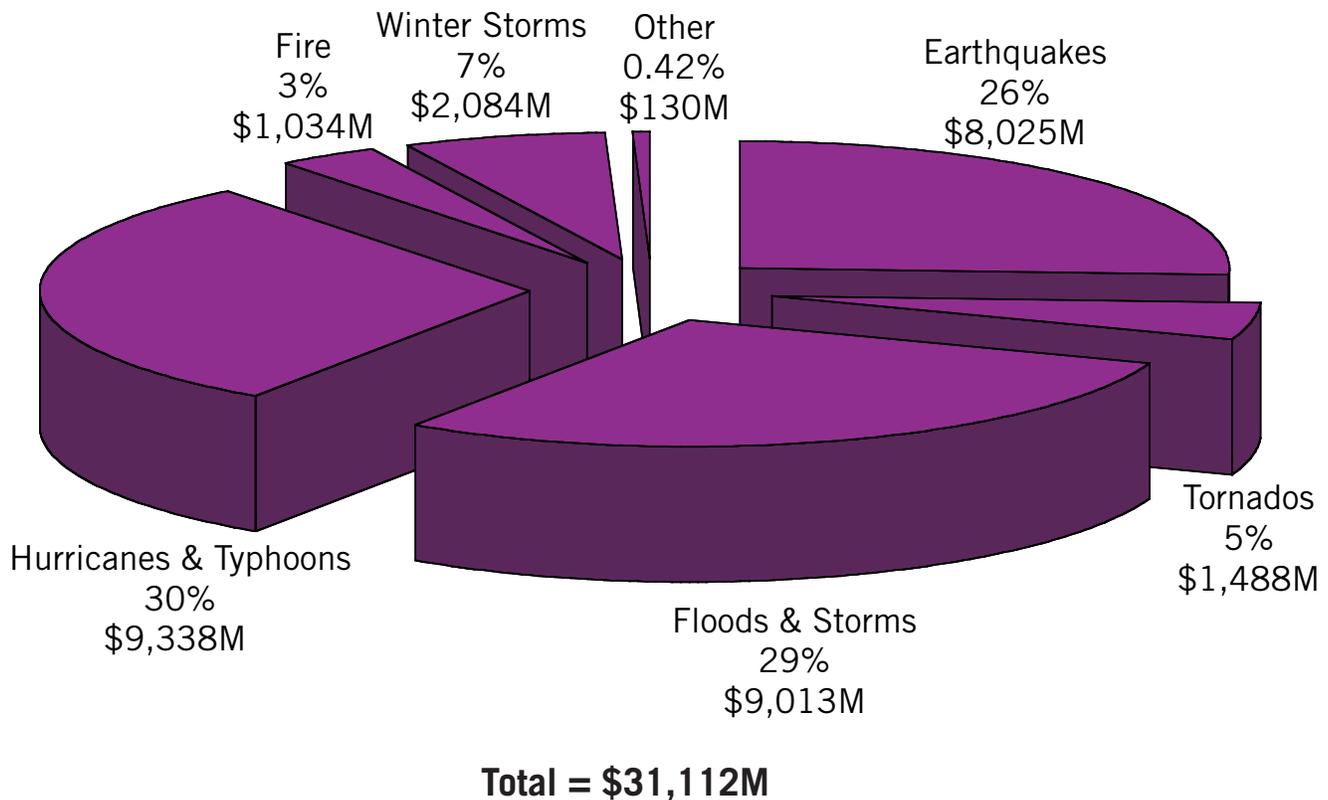
FEMA's role is to address the short, medium, and long-term consequences of a disaster on both individuals and communities. FEMA's disaster relief/support roles can be briefly summarized as:

- ◆ Presidential declaration process—assessment and coordination role;
- ◆ Protect a community's health and safety, address victims' needs—immediate response to priorities role;
- ◆ Restore the functioning of state and local government—immediate response & recovery role;
- ◆ Focus on aiding affected communities and individuals to rebuild damaged property and facilities—short-term recovery role;
- ◆ Mitigation and strengthened community preparedness with long-range objective to reduce the impact of future events—long-term mitigation and preparedness role.

FEMA's short-term and long-term goals in disaster assistance are provided through the following activities and programs.

FEMA Costs By Event Type

FY89–FY01 Obligations in Millions of Dollars



Emergency Response. FEMA has organized emergency response teams and established support systems that are utilized in the deployment of all federal resources. These include:

- ◆ **Federal Response Plan.** The Federal Response Plan (FRP) details the specific roles of 27 federal agencies and the American Red Cross (ARC) in disaster response;
- ◆ **Emergency Response and Support Teams.** FEMA permanently rosters teams of trained FEMA people and disaster reservists to be on-call for immediate deployment when a disaster strikes or threatens;
- ◆ **Initial Response Resources.** FEMA stockpiles critical emergency supplies in Agency-managed warehouses in strategic locations for immediate use in a major disaster;
- ◆ **Mission Assignments.** FEMA is authorized to direct any federal agency to assist in support of state and local assistance efforts;

- ◆ **Urban Search and Rescue.** FEMA has entered into cooperative agreements with 28 municipal fire-fighter Urban Search and Rescue (USAR) task forces around the country.

- ◆ **Individual Assistance.** FEMA programs provide direct support to families and individuals recovering from disasters. There are five major programs: (1) Disaster Housing Assistance; (2) Individual and Family Grants; (3) Disaster Unemployment Assistance; (4) Crisis Counseling Assistance; and (5) Disaster Legal Services.



FEMA disaster workers provide a range of assistance to individuals and families.

Public Assistance. The program pays for the repair of damaged facilities and emergency measures to save lives and protect public health, safety, and property. There are seven categories of eligible assistance: (A) Debris Removal; (B) Emergency Protective Measures; (C) Roads and Bridges; (D) Water Control Facilities; (E) Buildings and Equipment; (F) Utilities; and (G) Parks, Recreational, and Other.

Hazard Mitigation. This program makes available grants to eligible states and local jurisdictions to reduce the risk of future damage, hardship, loss, and suffering in an area affected by a major disaster. Projects include elevation of flood-prone buildings, acquisition or relocation of buildings at risk, and the seismic strengthening of structures.



Cordell, OK, November 6, 2001
A crusher works at reducing a manufactured home, destroyed by the tornadoes that struck Cordell on October 9, into a small pile of metal for removal to a landfill.
FEMA NEWS PHOTO BY WIN HENDERSON

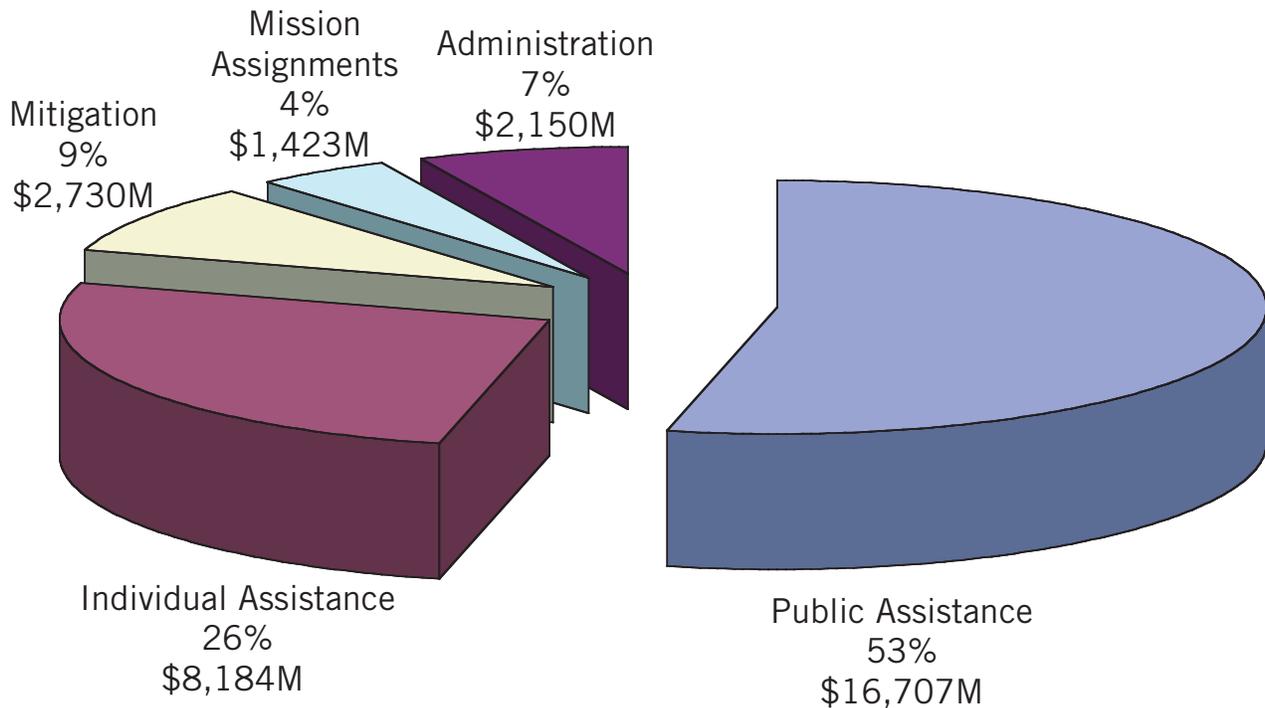
Management and Coordination. FEMA has the lead federal responsibility for assessing the evolution of the disaster situation, keeping the President, Congress, and the public apprised of the disaster situation, and managing and coordinating the disaster relief and recovery efforts.

What We Did in FY 2001

Fiscal Year 2001 continued a 10-year trend of annual average levels of overall disaster obligations of \$3 billion. In 2001, the nation experienced 50 major disaster declarations (at least 9 of which are projected to exceed \$100 million in costs). Additionally, 15 declared emergencies and 36 Fire Suppression Assistance events were declared. This level of disaster response activity has contributed to a significant increase in annual disaster costs for FY 2001 (cur-

FEMA Costs By Program

FY89–FY01 Obligations in Millions of Dollars



Total = \$31,194M (includes \$83M "Surge")

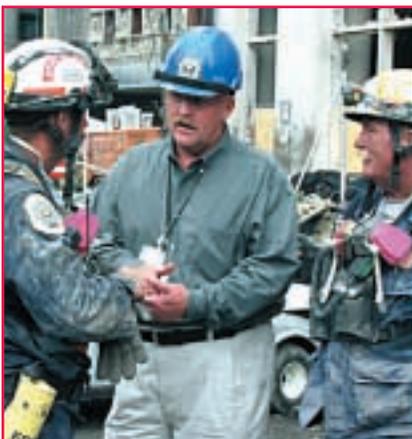
rently estimated at \$3.4 billion) when compared to a somewhat less than annual average costs in FY 2000 (attributed to a lack of major hurricane events) of \$2.2 billion.

The major disaster and emergency declarations in FY 2001 covered a wide range of disaster events, including the Nisqually earthquake in Washington State, Tropical Storm Allison affecting Texas and four other states, and numerous severe winter storms, flooding events, and tornadoes. These events affected 35 states from Maine to Hawaii and Alaska, the U.S. territory of Puerto Rico, and the District of Columbia. Fire Suppression Assistance declarations were approved for 14 states, nationwide, from southeastern Florida to Washington State in the Pacific Northwest.

Who We Helped

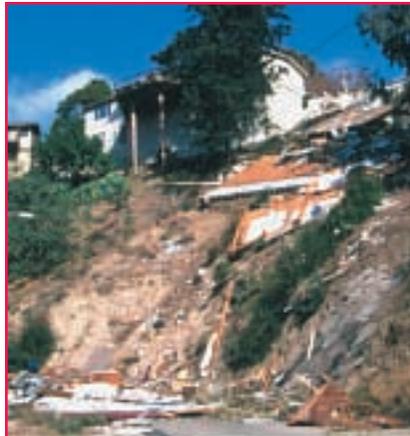
- ◆ 604,482 victim applications taken
- ◆ 1.8 million help line calls received
- ◆ 515,453 damage inspections performed

Prior to the tragic terrorist attacks on the World Trade Center in New York, the Pentagon, and the crash of flight 93 in Pennsylvania, the most significant event in FY 2001 was by far Tropical Storm Allison in early June. Tropical Storm Allison killed 50 people and left thousands homeless as it moved across the affected states of Texas, Louisiana, Florida, Mississippi, and Pennsylvania. The devastation and loss in and around the Houston, Texas, area alone was massive. The current estimated projected costs to FEMA for Tropical Storm Allison as a whole stands at nearly \$1.9 billion.



New York, NY, September 24, 2001
FEMA Director Joe M. Allbaugh meets with rescue team members to discuss operations underway at the World Trade Center.

FEMA NEWS PHOTO BY MICHAEL RIEGER



Buildings, cars, and personal property were damaged when the Nisqually earthquake struck.

FEMA's Role in National Preparedness

FEMA brings its knowledge of terrorism and related preparation, response, and recovery skills to American government organizations. The events of FY 2001 heightened awareness of terrorism and increased the need to prepare for terrorism against American interests. While the term terrorism refers to the unexpected and heinous attack on innocent or unsuspecting parties, FEMA has for several years been providing state, tribal, and local

governments with information and training to lessen the personal and economic costs of terrorist activities.

In a statement by the President on Domestic Preparedness Against Weapons of Mass Destruction, President Bush asked FEMA Director Joe M. Allbaugh to establish an Office of National Preparedness (ONP) within FEMA to coordinate preparedness and consequence management programs dealing with the threat of weapons of mass destruction (WMD).

The mission of the ONP is to help ensure that a comprehensive emergency preparedness and response capability exists to deal with WMD incidents within the United States. The ONP role is to coordinate overall inter-agency preparedness efforts. The ONP provides leadership within the federal government for the coordination, integration, and implementation of preparedness and consequence management programs and activities focused on developing, building, and maintaining the national capability to deal with WMD terrorism incidents and other threats. The ONP will work closely with state and local governments to ensure their input into programs and activities as it seeks to improve the quality of federal support for state and local emergency management personnel and first responders. To accomplish this mission, the ONP specifically:

- ◆ Works in conjunction with the Office of Homeland Security to support the coordination and integration of federal, state, and local programs to develop, build, and maintain an effective national capability to prepare for, respond to, and recover from the consequences of terrorist threats and attacks;
- ◆ Solicits input and advice from local and state first responder and emergency management organizations

regarding the continued development, building, and sustainment of the national capability;

- ◆ Supports the building of an integrated local, state, and federal preparedness and consequence management capability involving planning, training, exercises, equipment acquisition, research and development, and expert advice;
- ◆ Works with involved federal departments and agencies to review and evaluate programs and identify and eliminate overlap and redundancy;
- ◆ Makes information on consequence management preparedness and response programs and activities readily available to local, state, and federal responders.

FEMA brings extensive experience in coordinating all-hazards preparedness and response programs with state and local governments and will build on this experience and programs already in place. FEMA will continue to work closely with the Department of Justice to ensure that efforts between the two lead functions (crisis and consequence management) are thoroughly integrated and seamless. Using its interagency coordination experience and working with its federal partners, FEMA will manage the effort to build a national capability to respond to terrorism.

One of the ways FEMA accomplishes its objective of building an effective national capability to prepare for, respond to, and recover from the consequences of terrorist threats and attacks is through training. FEMA develops and delivers some 35 terrorism related courses to the first responder and emergency management communities. This training is delivered through:



New York, NY, September 24, 2001
These rescue workers are dwarfed by the enormous pile of rubble at the site of the World Trade Center.

FEMA NEWS PHOTO BY MICHAEL RIEGER



Arlington, VA, September 12, 2001
Exterior of the crash site following the attack on the Pentagon.

FEMA NEWS PHOTO BY JOCELYN AUGUSTINO



New York, NY, September 19, 2001
New York Fire fighters continue to battle blazes at Ground Zero.

FEMA NEWS PHOTO BY ANDREA BOOHER

- ◆ Training Resource and Data Exchange (TRADE) network that reaches all 50 states and fire and rescue departments with training materials and course offerings;
- ◆ State Emergency Management Training Officers (ETOs) network that reaches all 50 states and territories to distribute materials and instruction to the emergency management community;
- ◆ Emergency Education Network (EENET) and the Internet that support distance learning.

America Under Attack

The attack by terrorists on the World Trade Center (WTC) and the Pentagon occurred on a date that will never be forgotten. “9-1-1” signaled an emergency on a scale never before experienced by our nation. Terrorists selected a date that symbolized emergency and that resonated with FEMA. Undoubtedly, this was much more than an emergency, much more than a disaster. This was a catastrophe. The cost in lives lost, lives forever changed, and economic toll of more than \$100 billion make the attack a calamity.

America responded to this cowardly terrorist attack by banding and bonding together. This was not solely an attack on NYC and Washington, but an attack on us all. FEMA responded immediately in its coordinating role in dealing with the consequences of terrorism. FEMA immediately activated on a 24-hour basis its Emergency Operations Center in Washington, D.C., and coordinated response support of 27 different departments and agencies through the Federal Response Plan. All FEMA Regional Office Operations Centers were activated. FEMA was able to marshal the personnel and equipment to deal with the situation at ground zero in support of local first responders.

FEMA's immediate priorities were to render all possible federal help to affected states and communities; identify, extract, and treat injured survivors in collapsed structures; deploy response support teams; establish on-site facilities to support response operations; and establish and provide support to victims and their families. On the day of the attack FEMA activated the National Urban Search and Rescue (US&R) Response System established by FEMA in 1989. Consisting of local emergency service personnel, these task forces are complete with necessary tools, equipment, and highly skilled personnel to:

- ◆ Conduct physical search and rescue in collapsed buildings.
- ◆ Administer medical care to trapped victims.
- ◆ Assess and control gas, electric, and hazardous materials hazards.
- ◆ Evaluate and stabilize damaged structures.

US&R is a multi-hazard FEMA resource that can be used in a variety of emergencies or disasters, including earthquakes, hurricanes, tornados, floods, dam failures, technological accidents, hazardous materials releases and terrorist incidents. In all, 26 of the 28 US&R teams were deployed to Manhattan and the Pentagon.

FEMA assigned the U.S. Army Corp of Engineers to NYC and Virginia to assess and remove the more than one million tons of debris. EPA Regions in NYC and Boston were assigned responsibility to address air quality issues at ground zero and the surrounding area and asbestos removal. Disaster medical and mortuary teams were deployed to New York and the Pentagon. Generators were supplied to Con Edison to restore power and, with it, communications. More than



New York, NY, September 21, 2001
Kent Olson and his dog, Thunder, from Lakewood, Washington, search through the rubble for victims of the September 11 terrorist attacks.
FEMA NEWS PHOTO BY ANDREA BOOHER



New York, NY, September 21, 2001
These rescue workers are dwarfed by the pile of rubble at the site of the World Trade Center.
FEMA NEWS PHOTO BY MICHAEL RIEGER



New York, NY, November 6, 2001
FEMA's teleregistration number graces the marquee at Madison Square Garden in New York City. To date, more than 36,500 people have applied for disaster assistance using the toll-free number.
FEMA NEWS PHOTO BY LARRY LERNER

6,500 federal personnel were deployed to respond to and coordinate the federal response including 1,544 from FEMA and its US&R task forces.

FEMA Director Joe M. Allbaugh captured the sense and scene when he said, "When I toured downtown, I was stunned at the devastation. But more importantly, I was impressed with the resilience of the spirit of New Yorkers I saw on the street. And that is what will get us through these trying times."

The day after the attack, people in the declared, disaster counties in New York who were in need of temporary housing assistance, loans to replace personal property destroyed by the collapse of the WTC, crisis counseling, or other immediate disaster-related needs were urged to call FEMA's toll-free number to register for assistance. Operators handled calls in more than 25 languages. Within four days of the attack, the New York City Disaster Field Office was open with a staff from federal, state, and city governments to coordinate disaster recovery operations for the people of New York.

Soon after, a Disaster Assistance Service Center was opened to serve WTC victims with a staff from more than 26 federal, state, and city agencies to provide information and assistance. This service center was complemented by 30 FEMA Community Relations Teams working with city, state, and Department of Justice staff, going door-to-door in lower Manhattan to distribute information about teleregistration, crisis counseling, Small Business Administration assistance, and to answer questions about available assistance. These teams were a vital link between the community and relief agencies.

Federal disaster aid for victims and their families include: reimbursement of temporary housing costs; low-interest loans for homeowners, renters and business owners to help with repair

and replacement expenses not covered by insurance; financial assistance for those unemployed as a result of the disaster, including self-employed persons and others not normally eligible for unemployment; and grants for medical, funeral, and other serious disaster-related expenses not covered by other assistance programs or insurance. In addition, free crisis counseling, disaster-related legal consultation, information and referral services are offered. Also, people affected by the WTC and Pentagon attacks may be eligible under the Department of Justice Victims of Crime Act for assistance with medical bills, mental health counseling, funeral expenses, lost earnings, or support due to injury or loss of life.

In addition to temporary housing assistance for persons displaced from their residences, FEMA's disaster housing assistance programs offer help to New York disaster victims through rental assistance and home repair grants. Rental assistance provides homeowners with an initial three months rent, and renters may receive funds for two months while repairs are being made to make their homes habitable. Emergency mortgage and rental assistance provides assistance to eligible homeowners and renters who, as a result of the disaster, have lost their jobs or businesses and face foreclosures or eviction from their homes.

In responding to the attack on the Pentagon, FEMA worked closely with the Department of Justice's Office for Crime Victims, American Red Cross, Department of Defense and various state and voluntary agencies to provide assistance to families of victims impacted by the attack. FEMA allocated \$1 million in disaster unemployment assistance for self-employed individuals at Reagan National Airport affected by the closing of the airport and the reduced operations. The assistance supplements existing benefits through state employment agencies for residents of Virginia and surrounding states who lost jobs as a result of the Pentagon attack. Crisis counseling remains a long-term priority with ongoing services provided through the National Institute of Mental Health.

The attacks on the WTC and Pentagon bring into focus three other FEMA programs: HAZMAT, Radiological Emergency Preparedness, and Chemical Stockpile Emergency Preparedness Program. These programs deal with issues and sites that are very much concerned with and related to homeland security.

Hazardous Materials (HAZMAT) Program

The risks to public safety, public health, and property presented by potential accidental or intentional HAZMAT releases exist in every community in the nation. It is the single most pervasive risk in the comprehensive emergency management spectrum. There is a continuing need for communities to achieve and maintain HAZMAT emergency response preparedness.



Hazmat technicians in entry gear remove victims from a simulated school bus and chlorine truck collision.



Lake Havasu City Fire and Police establish zones of isolation in this simulation around the scene of a car "dirty bomb" that contaminated a strip-mall.

FEMA's HAZMAT Program identifies the problems and challenges facing the state and local emergency response and first responder communities. FEMA provides HAZMAT prevention, preparedness, and response technical assistance to these HAZMAT communities to enhance their capabilities.

The Comprehensive HAZMAT Emergency Response-Capability Assessment Program (CHER-CAP) is FEMA's focused methodology to assess and upgrade a community's ability to respond to a serious HAZMAT incident. This program is a voluntary, community-based, coordinated sequence of activities designed to review and upgrade capabilities through risk assessment, emergency operation plan review, training needs assessment, training delivery, drills, a full-scale peer evaluated mass casualty exercise, and a no-fault post-exercise report.

The CHER-CAP process is conducted in phases spanning a total of four to six months. It fosters cooperation and builds operational capabilities among firefighters, emergency medical service, law enforcement, emergency management, public works departments, hospitals, industry, and volunteer agencies. FEMA serves as

the overall coordinator, catalyst, and resource gateway for CHER-CAP.

In FY 2001, an additional 28 communities became participants in CHER-CAP, bringing the total to 54. Several communities chose to include terrorism preparedness as a component of their CHER-CAP process. In the aftermath of the September 11th terrorist attacks, six communities decided to proceed with their CHER-CAP Phase IV full field exercises noting there was increased urgency to upgrade their preparedness. This urgency now presents a clear and present danger for many communities that are not participants in CHER-CAP.

During FY 2001, the HAZMAT program was the focal point for evolving partnerships with the Agency for Toxic Substances and Disease Registry. The program emphasized community public health and hospital mass casualty preparedness and the Department of Energy's Transportation Emergency Preparedness Program to coordinate activities in communities along designated, radioactive-materials transportation routes.

Radiological Emergency Preparedness Program (REP)

In order to provide reasonable assurance that the health and safety of the public living in the vicinity of operating commercial nuclear power plants can be protected, FEMA assists states, tribal nations, and local jurisdictions that fall within the REP emergency planning zones in planning and preparing for a timely and appropriate response to a radiological incident at an operating plant and educates the public about these measures. Through the administration of its REP Program, FEMA determines reasonable assurance with respect to offsite preparedness for the 63 commercial nuclear power plants currently licensed and provides its findings to the Nuclear Regulatory Commission.

FEMA's REP Program assisted jurisdictions within the emergency planning zones of operating commercial



In this simulation, a chemical repackaging plant employee is being decontaminated.

nuclear power plants by reviewing state, tribal nation, and local REP plans, providing guidance, policy, and regulatory interpretation, conducting REP training, and evaluating and reporting on exercises. During FY 2001, 28 REP exercises were conducted and evaluated to determine operational readiness to respond to a radiological incident. In addition, as a result of program activities, participating jurisdictions were better prepared to perform emergency functions in responding to non-REP emergencies.

During FY 2001, FEMA put into place new REP exercise evaluation criteria and methodology, which streamlined the REP exercise process while maintaining the health and safety of the public. Several exercises have successfully taken place using the new criteria. In calendar year 2003, FEMA will examine the results of exercises that were held under the new approach in order to determine if any changes are needed. In addition, once every two years, FEMA will review the outcomes of all implemented strategic review initiatives as part of a biennial review of REP Program guidance.

Chemical Stockpile Emergency Preparedness Program (CSEPP)

FEMA's CSEPP Program is designed to provide maximum protection to the communities surrounding the eight U.S. Army chemical stockpile sites. CSEPP is a unique partnership between the U.S. Army, as custodian of the stockpile, and FEMA, as the federal Agency charged with preparing for and dealing with all types of emergencies. Since 1988, the U.S. Army and FEMA have assisted the eight chemical stockpile sites in the continental United States and their adjacent civilian communities to enhance their abilities to respond to a potential chemical stockpile emergency.

Program Benchmarks were established to improve CSEPP program management and to identify program elements critical to preparing for and responding to a chemical stockpile



Radiological Emergency Response Operations course field work.

emergency. CSEPP Program National Benchmarks include:

- ◆ Alert and notification system for communities closest to the depots;
- ◆ Emergency Operations Center for at-risk counties and military installations;
- ◆ Communications system for communities, military installations, and for communication between the Army and affected counties;
- ◆ Automated data processing system connecting critical military installation facilities to off-post communities;
- ◆ Training programs consistent with the Training Plan for the CSEPP to maintain proficiency of emergency service providers/responders and CSEPP staff;
- ◆ Exercise program consistent with approved exercise policy;
- ◆ A public outreach/education program for public information and education;
- ◆ Coordinated plans in conformance with established CSEPP guidance for each state and at risk counties that are to be updated as CSEPP guidance is revised or the jurisdiction's circumstances change;
- ◆ Protective action strategy in conformance with established CSEPP guidance for each at-risk community; and
- ◆ A medical program for off-post medical preparation and response to a CSEPP incident/accident.

Each of the communities in CSEPP accomplished a number of activities that directly improved their capability to protect against and respond to a chemical stockpile incident. Among the many highlights:



CSEPP training allows communities to better use technology to protect their citizens.



In this CSEPP exercise, emergency medical service transport decontaminated victim of a simulated chemical release.



State and local officials assessing a simulated incident to update and revise plans.

- ◆ The establishment of a combined public education effort involving direct outreach and a targeted pilot media campaign to be applied to all CSEPP sites in FY 2002.
- ◆ Continued expansion of the CSEPP Planners Web site, which includes downloadable training information, chemical awareness and response information, and emergency responder resources—information of value well beyond the CSEPP community.
- ◆ Emergency exercises held at each site that featured site-specific community profiles and performance measure-based assessment.
- ◆ A continued emphasis on medical preparedness and the establishment of a FEMA-U.S. Army computer-based medical training program.
- ◆ The purchase by several communities of protective garments for their emergency responders.
- ◆ An increased effort to protect special facilities such as schools, nursing homes, and hospitals during a potential CSEPP emergency.

In the current unstable climate, the CSEPP Program is uniquely poised to accomplish public benefits beyond the scope of its original mission. Its activities in chemical-stockpile community protection have carry-over implication to domestic preparedness as a whole. Through conferences and community awareness training, CSEPP builds an industry and community capability that will be of value long after the chemical stockpiles have been destroyed.

FEMA's Future Challenges

FEMA's Homeland Security Challenges

The tragic events of September 11th clearly demonstrated that the terrorist threat is very real and that an enhanced first responder capability is critical for responding to such incidents. Given the additional threat of a weapon of mass destruction (WMD) potentially involving biological, chemical, or nuclear materials, the challenge for FEMA is to improve the capabilities of states and communities to manage the consequence of these events, while continuing to develop the capability to deal with the full range of natural and technological incidents.

In conjunction with the Office of Homeland Security, the ONP will support the development and implementation of a strategy for a national, comprehensive preparedness and response capability to deal with WMD and other terrorist incidents within the United States. FEMA will provide federal leadership and work with other departments and agencies, the states, and organizations to build this capability. This partnering will ensure that emergency responders are prepared, trained, and equipped to respond to terrorist attacks; are following approved plans; are tested through regular exercises; and are supported with sufficient resources.

Biological, Chemical, and Nuclear Preparedness

Biological, chemical, and nuclear preparedness is an urgent need. The CSEPP, REP, and the CHER-CAP programs of the Technological Hazards Division partially address this need, but more emphasis and resources need to be dedicated to state, tribal and local preparedness.

An expansion of the CHER-CAP is envisioned as a key element in improving local capability for responding effectively to technological hazards incidents. The CHER-CAP has been recognized as a viable program for improving local community capabilities to respond to both a hazardous material or terrorist incident. FEMA's goal is to significantly increase the number of CHER-CAP participating communities beginning in FY 2002. Additionally, one of FEMA's major goals is to develop some alternatives to the full CHER-CAP process that would be less resource intensive for communities and would take

less time. These would still improve their preparedness and response capabilities. FEMA expects that this will be implemented in FY 2002 as well.

Due to the current threat environment, FEMA believes that a major effort needs to be directed toward improving the federal government's capability to respond to a potential radiological incident—and particularly an incident resulting from a terrorist act. The existing Federal Radiological Emergency Response Plan (FRERP), which provides a framework for a federal response to a peacetime radiological incident, needs to be reexamined in light of a potential terrorist incident. As Chair of the Federal Radiological Emergency Preparedness Coordinating Committee, FEMA plans a major effort in FY 2002 to review the FRERP. It will also re-visit the issue of the interface of the FRERP with the Federal Response Plan (FRP) to clarify federal agency roles and responsibilities. Additionally, FEMA intends to examine the relationship between crisis management and consequence management and clearly outline the roles, responsibilities, and coordination lines among the various agencies. Tabletop exercises and seminars will test and validate these revised plans and procedures. Due to the unique aspects of responding to a major radiological incident, FEMA believes that this will be a major challenge, but will have very positive results in improving our national preparedness.

An additional challenge in the effort to increase local preparedness and response capability is in the area of technology transfer. Major efforts in the CSEPP to develop training and public education materials have resulted in excellent products and lessons learned that could be used or adapted by other communities and agencies. The interest in this type of training and information is evident by more than 57,000 downloads of information from the CSEPP Training Web site during the past year. Furthermore, FEMA Headquarters CSEPP training staff are fielding requests for training and training materials from non-CSEPP organizations, states and communities on a weekly basis. More can be done to increase the use of available expertise within the Technological Hazards Division to promote local preparedness. In FY 2002, FEMA will examine methods to more effectively share information and expertise within FEMA and other federal, state, tribal, and local partners. In particular, we will seek to establish partnerships with the FEMA Training Division, the U.S. Fire Administration, and other federal departments and agencies such as the Agency for Toxic Substance and Disease Registry. The use of Technical Assistance Teams

will be considered to provide short-term technical assistance to states and local communities in specific preparedness areas—perhaps in conjunction with the CHER-CAP process.

e-FEMA

A key challenge facing FEMA is the movement of the government to electronic government. FEMA is up to the challenge of creating an e-government agency. By providing the public, our emergency management partners, and FEMA employees with efficient electronic means to interact, we will achieve our vision to create an “e-FEMA” that provides better customer service in all areas.

FEMA’s Information Technology Architecture (ITA) provides the Agency’s roadmap to improve and enhance its vital information services. All of FEMA’s central business processes, from disseminating disaster assistance to purchasing office equipment, are supported by information technology systems.

With its continuing investment in a robust IT infrastructure, FEMA is and will continue to be, well positioned to embark on the road to an e-FEMA. As the federal government’s emergency coordinator, FEMA must be able to set up fully IT-enabled field offices for hundreds of emergency managers, establish high band-width connectivity to remote locations, and effectively manage voice, data, and video services for administrative as well as disaster missions.

A key element of FEMA’s ITA is the National Emergency Management Information System (NEMIS). NEMIS manages disaster grant funding to individual victims and state and local governments. Its extensive suite of integrated software and hardware has many of the features of e-government.

Figure 1 (opposite page) shows e-FEMA project application integration within the IT architecture. Currently, there is considerable effort to develop and integrate a number of distributed enterprise-wide IT applications and systems. The enterprise capability has been established with NEMIS.

FEMA enterprise-wide systems will be well integrated and interoperable to the extent identified by the design requirements. All enterprise systems are considered mission-critical and must meet the stated operational factors for the functions that they support. They will be designed, developed, tested, and integrated in accordance with IT architecture. They also will be

developed, maintained, and operated to afford critical infrastructure protection and assurance through secure portals. In the system development and integration process, FEMA, using its e-FEMA infrastructure, will develop standardized services and capabilities that will be made broadly available to other clients, including users across the enterprise.

As indicated in Figure 1, applications that are completely integrated into the e-FEMA infrastructure are www.fema.gov, disaster grants management, and disaster procurement actions. The Map Service Center achieved its initial component of integration in February 2001. Applications in the pipeline for near term integration include the enterprise-wide GIS system, non-disaster grants management, and the evolving Personnel Resources Information Systems Mart.

Human Capital

A major challenge facing government in general and FEMA in particular is the ability to attract and retain a qualified and motivated workforce and to provide employment opportunities to adequately respond to current and future organizational challenges. As is the case of many federal agencies, 70% of FEMA’s workforce is between the ages of 40-59. Those eligible for voluntary retirement constitute about 17% of the agency’s permanent full-time workforce.

While the overall current federal workforce is the best educated in its history, technological advances and changing agency priorities necessitate workforce development and succession planning. FEMA is currently developing a 5-year comprehensive, enterprise-wide, human capital strategy that addresses the important issues of retention and recruitment, professional development, employee performance, managerial performance, and a safe and healthy work environment.

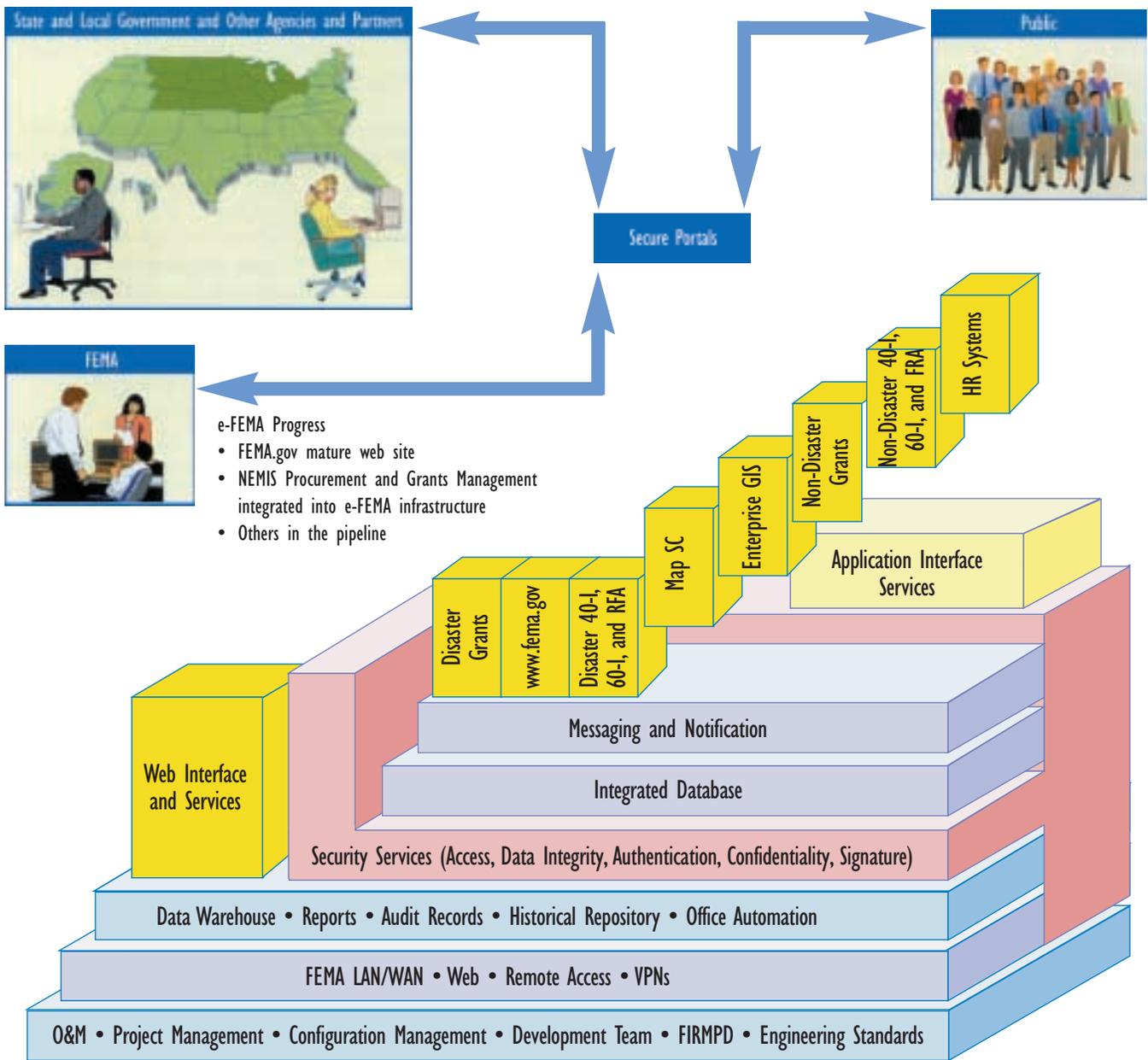


Figure 1. e-FEMA Application Integration Strategy