



Objectives

At the end of this unit you will be able to:

- State ways in which to address staffing issues.
- State ways to plan for and prepare a budget.
- Identify what is involved in accounting for resources and the expenditure of these resources.
- Identify training and other opportunities to improve skills and knowledge of emergency management personnel.

Daily Operations

Throughout this course we have examined your various roles and what they entail. We have frequently referred to your role as coordinator, using the analogy of the stage manager. The research we discussed in Unit Two pointed out that the successful emergency manager displays professionalism by integrating and coordinating the activities of other people and organizations, even if resources are few.

Given that emergency management is the coordination of an organized or systematic effort to mitigate against, prepare for, respond to, and recover from an emergency, how does that translate into your daily tasks?

You spend the majority of your time preparing for and mitigating possible emergencies. How well you manage the tasks associated with these activities will significantly affect how well the community will respond to and recover from an emergency.

In this unit we will look at some of the management functions of daily operations. While these tasks are not as glamorous or thrilling as the high-adrenaline responses during an emergency, your community's ability to respond is affected by your careful management of these functions.

- Staffing your office—with full-time paid, part-time paid, or volunteer staff
- Financial planning—the processes of developing a budget, accounting for expenses, and reporting your budget and expenses for the community
- Training—for yourself, your staff, citizens, and other performing emergency management roles

Ask yourself:

- How much of my time will this take? Do I have staff to assist with these?
- How much money will it take to accomplish these tasks? How will I account for the funds? What is the most effective way to report accomplishments?
- Does anyone, including myself, need training? Can I mentor others to help me with these tasks?

Typical Nonemergency Duties

Obviously, what you do on a day-to-day basis will depend on various circumstances and factors. But such factors as your geographical location, the size of your jurisdiction, its disaster history, and the official support you enjoy as reflected in your budget and staff size will largely define your job.

In the previous units, we have addressed the tasks and functions that are part of the emergency manager's job. Let's summarize some typical duties. As you read through this unit, think about the impact of staffing, financial planning, and training on each of these tasks. The following is checklist of typical duties:

Typical Duties

- ✓ Conduct a hazard analysis of the jurisdiction
- ✓ Cooperate with local officials to develop a hazard mitigation program to eliminate or reduce potential hazards
- ✓ Assist local government departments and community organizations in developing emergency plans and capabilities
- ✓ Help industry develop industrial emergency plans and capabilities supporting local government plans
- ✓ Identify resource shortfalls and work with appropriate officials on ways to correct them
- ✓ Inventory personnel and material resources from local government and the private sector available in emergency
- ✓ Establish mutual aid agreements to get necessary services, equipment, and other resources during an emergency
- ✓ Develop an emergency operations center
- ✓ Develop and maintain emergency communications systems
- ✓ Establish an alerting and notification system
- ✓ Establish a shelter and mass care program
- ✓ Develop a training program for personnel, including a program of tests and exercises
- ✓ Develop a public education program
- ✓ Establish an emergency public information system
- ✓ Keep chief elected officials fully informed of emergency management activities
- ✓ Obtain technical and financial assistance available through state and federal programs
- ✓ Prepare, submit, and justify the annual emergency management budget

There may be others. We'll first talk briefly about staffing.

Staffing Issues

As an emergency manager, you may or may not have a paid staff. Even if you serve the community as volunteer emergency manager, it is possible to have a paid staff to assist you. You might have a person serving as receptionist, secretary, or office assistant. That person may be working part-time for some other department. There are all kinds of possibilities.

Let's look at the types of staff, administrative and emergency, and their typical roles.

Administrative Staff

The administrative staff handle the routine office work. You may not be able to run an emergency management office without some type of administrative help. A good administrative assistant handles paperwork effectively and efficiently. Among other important duties, someone needs to answer the phone, check the e-mail, log and track mail, and process reports and data coming in from the other offices. Every emergency management office should have administrative support staff, if only on a part-time basis.



The administrative staff handle the routine office work.

If you are the emergency manager in a large municipality, you may have your own administrative assistant. If you are only a part-time emergency program manager, you may have only part-time administrative help. In many cases, the emergency manager can share a paid employee with other departments.

Even if you are a volunteer, you should have some type of administrative help on a regular basis. Perhaps someone from the police department or a member of your chief executive's staff can serve on a limited basis to make sure that some of the basic administrative duties just mentioned are covered.

If funds are extremely limited, do not overlook the possibility of using volunteers to help in the emergency management office. Senior citizens groups, local service organizations, and youth groups make excellent helpers. Perhaps you can arrange some type of duty roster so volunteers can staff the emergency management office for a few hours every day helping with the paperwork, especially keeping your resource list up-to-date.

If you use volunteers, you will need to prepare a job description with clear directions on their responsibilities. It need not be as elaborate as for a regular staff person, but it should be precise. This will help guide the volunteers and give them a sense of accomplishment.



Things To Do

Review your emergency management office operation. Is the current staffing adequate? If not, explore ways, such as the use of volunteer staff, to get the help you need.

Your emergency management office may consist of limited facilities and equipment: an office, a desk, a computer, a phone, a mail drop, and a file cabinet. Don't get discouraged if your resources are extremely limited. If you are in a small community with little history of major emergencies or disasters, these may be all you need.

However, limited administrative resources should not keep you from doing a good job. With a little resourcefulness and careful planning and use of resources, you can run your emergency management office effectively.

Emergency Staff

The emergency personnel staff the EOC on an as-needed basis.

Depending upon the local community, paid personnel or volunteers will be used. Regardless, it is absolutely essential that your emergency plan spell out the staffing of your EOC and the responsibilities of each person. This is especially critical if the staff does not function in the EOC on a day-to-day basis. When the officials activate your EOC, the staff will need a reminder about their responsibilities. Standard operating procedures (SOPs) can be helpful to remind people about what to do during an emergency.



The emergency personnel staff the EOC as needed.

Plan for at least two shifts a day for 24-hour operations. Check the EOC roster on a regular basis to make sure you have a fully staffed EOC when an emergency occurs.

How well are you able to manage your office, whether it is on a day-to-day basis or during an emergency, depends in part on whether you are adequately staffed. Part of your job as the emergency manager is to estimate what your staffing needs are or will be, and then plan to attain that level of staffing.

Basic Questions

The ability to staff your program will depend on financial planning, all of which is connected to your goals. To manage your emergency program, you need to answer some basic questions:

- What are my current emergency program goals and objectives?
- How can I successfully achieve them?

- What goals should my program have for the next two or three years?
- What are other long-term goals of the program?

The first two are critical questions for preparing your budget. Goals and objectives determine the funding you will need. So before you can prepare a budget, you need to decide what you will do to try to accomplish them. This requires a considerable amount of detail but it is essential.

As you attempt each year to identify where your program has come and where it is going, you can focus on several main program areas, such as:

- Hazard analysis
- Mitigation efforts
- Emergency organization
- Plan development
- Evacuation planning
- Contamination monitoring and control
- Public education and emergency information
- Emergency support services
- Training and exercises

Your plans for each of the areas selected should include an annual review in narrative and/or statistical form. By looking at each program area in the light of the stated goals and objectives and by itemizing your accomplishments and remaining needs, you will develop an accurate picture of emergency management in your community. This will prepare you to plan your program in a realistic way so that you know how to achieve your next set of goals and objectives using the resources your budget provides.

Financial Planning

Financial planning is a vital part of emergency management. Every emergency management office, no matter how small, must have a budget. Even the emergency manager serving on a volunteer basis needs funds for basic administrative expenses and for attending meetings and seminars or subscribing to professional journals.

For discussion purposes, we will divide financial planning into budgeting, accounting, and reporting.

Budgeting

A budget is an itemized summary of probable expenditures for a given period of time, usually a year. The size of your budget will depend upon the history of disasters in your area, the past performance of emergency managers in your job, the size of the community, and the willingness of government officials to commit funds.

Developing an emergency management budget is a simple, straightforward process. You need to look at the community's past appropriations for emergency management. A look at the past will provide a baseline on which to build your request. You need to ask yourself questions like how much it is going to cost to maintain the community in a state of readiness and to operate your emergency management office.

For this discussion, we will break your budget down into three parts: office maintenance costs, operational costs, and anticipated costs for emergencies.

The Toolkit contains a sample budget for a county of 25,000 people.



Sample County Budget



Things To Do

Get a copy of your current emergency management budget. Review it carefully. Also, review past records to determine how much aid, if any, has come from state or federal sources.

Office Maintenance Costs

First, determine the cost of maintaining the emergency management office on a day-to-day basis. Usually, there are expenses for items like salaries and employee benefits and for administrative items like heating, lighting, phones, postage, copying, and office supplies. You may find that the jurisdiction absorbs some costs such as lighting, heating, phones, and copying. It all depends on how the finance office charges these expenses.

Regarding salaries and benefits, you will need to figure in your salary and that of any other staff. Perhaps you are a part-time emergency manager and serve part-time in another capacity. Maybe you share a clerk with another department. In either case, you need to prorate the salaries depending on the proportion of time spent in each job.

Often the services and resources available to the emergency managers are not the property of the emergency management office. In a lot of communities, other departments use some of these resources on a daily basis. So it is unlikely these would appear in your budget. But that department head may ask you to absorb a part of the cost based on past disaster experiences. Again, it all depends on how the finances are set up.

Every community with any type of emergency management program should have an emergency management budget. Too often, the budget for emergency management gets appended to some other department, such as the fire or police department, and does not appear as a separate expense. Local officials should acknowledge their commitment to emergency management by budgeting specifically for it.

Operational Costs

The second part of budgeting requires you to review your operational needs. What new or additional equipment or supplies will you need? Make a list of these items and their associated costs.

The cost of maintaining any specialized equipment needs to be part of the emergency management budget. For example, budget some money for maintenance of your warning system, communications equipment, or the operation of the EOC.

In a small- or medium-sized community, your department is likely to share equipment with other departments. You may even need to borrow equipment or personnel from a neighboring jurisdiction. Some communities set aside funds in an emergency contingency fund to reimburse another department or agency for use of its equipment or personnel.

The purpose of having a category in your budget for the emergency use of such resources is to make it easier for you to monitor and account for costs following an emergency. Accounting for expenditures is essential for obtaining federal assistance.

Anticipated Emergency Operations

Third, you must estimate the funding needed for anticipated emergency operations. This is by far the most difficult because it involves speculation. A potential guideline is expenses from previous emergencies. You might be able to anticipate some new expenses based on what other jurisdictions have experienced.

Examine your community for new hazards. For example, was a nuclear power plant put into operation recently? It may not have been a previous hazard, but now it will require some modifications to your plan along with some community education. Factor these costs in as much as you can.



Examine your community for new hazards.

Putting It All Together

Always be prepared to justify each budget item. Also, be ready to help the other department managers justify the sections of their budgets that are related to emergency management.

In preparing the budget, make sure you talk to someone in authority to find out the proper format. Your budget should be consistent with those submitted by other departments.

In preparing the budget, find out what state or federal funds are available. Under some federal programs, matching funds are available.

Funding Expectations

Don't expect to get everything you ask for, especially regarding new equipment or facilities. Increased spending may mean increased taxes unless other departments require less funding. You may have difficulty getting increased funds over previous appropriations. In most communities, you probably will not be able to get any funding for anticipated emergency operations. Most communities have contingency plans to divert money from one department's budget to another if needed. Some of the affected departments may have to slightly reduce services as a result, but at least the community does not have to increase taxes for an anticipated expense that may not occur.

Whatever you do, do not get discouraged. Getting the funding you need may be a slow process. This is especially true if local officials are not inclined to expand the emergency management program or are currently opposed to raising new revenue to support it. Therefore, make sure you have a good argument for the funds you request.

Also, make your job easier by working with other agency chiefs and gaining their support for the emergency management program.

Accounting

Accounting is another financial process aimed at keeping accurate financial records. Just as the budget is a list of anticipated expenses for a given period, the accounts are the record of the actual expenditures.

More than likely you will base your accounting on monthly records. By looking at these monthly records of the amount of your budget actually spent, you can tell the financial status of your program.

Accounting procedures are likely to be well established in your jurisdiction. The office of financial management or the comptroller usually will be able to provide you with the proper forms and procedures.

Reporting

Reporting consists of sharing budgeting and accounting information with the officials having oversight responsibility for your program. One way to look at the financial report is to see it as a way to summarize your year.

In keeping your financial records, you can also note the activity associated with the expense. This will give you an accurate record of your activities as these relate to program expenditures for items like the training courses you or your staff attended, the speeches you made, the supplies you bought and other program activities.

Reporting, then, is not only part of your financial management responsibility but also potentially a way to keep track of the development of your emergency management program.

Finally, the reporting requirement gives you one more opportunity to make the case for improved emergency management. Don't shy away from budget reports to your elected officials. Seize the opportunity to make new friends for your program through personal presentations emphasizing your accomplishments and the benefits to the community. Cite examples of where emergency management has made a positive difference in the community.

Like the accounting procedures in your jurisdiction, your reporting procedures are likely to be standardized. Check with your jurisdiction's administrative officer for those details. Remember, turn the reporting burden into an opportunity to promote your emergency management program.

Training

Developing a training program for emergency management personnel including a program of tests and exercises, is one of your important functions.



Develop a training program for emergency management personnel.

As an emergency manager, you need a wide range of knowledge and skills.

You can acquire these through training available from municipal, county, state, and federal government as well as many organizations in the private sector. Moreover, you should plan to share your knowledge and skills by helping others to learn about their jobs.

Let's look at some of the available training programs.

Local Opportunities

Often there are many local training opportunities for the emergency manager. For example, to improve the emergency response phase of your job, you can actively participate in or observe the training programs or exercises of your local fire or police department.

For management training, check the classes offered by your local community college or the adult evening classes at a local high school. Often these courses on basic management principles are very good, and you can apply the principles learned directly to your job. Check the classes offered on budgeting and financial planning as well.

Don't overlook the opportunities for training from service agencies such as the American Red Cross. Programs offered include first aid, cardiopulmonary resuscitation (CPR), health care, shelter management, and life saving.

Finally, you may find training opportunities offered in the private sector by various companies. For example, a local chemical plant may have in-house training programs in hazardous materials management. If you come across companies dealing with hazardous materials in your hazards analysis, check to see if they have training programs for their

staff. Ask to be notified when they occur and whether you can participate. Most companies would be more than happy to have you as a participant or observer. Your participation could build a bridge and win over the support of the company for your emergency management program.

State Programs

Most states have a state training officer who coordinates training programs for emergency managers. The programs provide classroom instruction in the areas of emergency management, preparedness planning, emergency operations, and career development. Contact your state training officer for the availability and scheduling of these courses.

The state training officer is a valuable resource, even if you are unable to participate in any of the state-sponsored programs. He or she can serve as an advisor, helping you define your training needs or suggesting other training resources which may be of value.

Tests and exercises are effective ways to familiarize the operations staff with the plan. Some states offer emergency operations simulation training, a valuable training experience. Staff from the state training office may conduct a simulation exercise in your community. In other words, the staff stages a mock emergency to test your EOP. They will provide feedback so you learn where you properly executed the plan and where you did not. Most of all, you find out if your plan is able to deal with the simulated emergency. It is far better to find out if and where the plan needs improvement through a simulation than to find out during an actual emergency.



Things To Do

Contact your state training officer and find out what training programs your state offers, when they are given, and who can attend.

Federal Opportunities

FEMA offers a variety of opportunities for continuing education, through courses and residential and independent study, to improve the personal effectiveness and professional stature of emergency managers. FEMA offers its residential courses at its National Emergency Training Center in Emmitsburg, Maryland, or at its Mount Weather facility in Berryville, Virginia.

Independent Study Courses

The FEMA independent study program consists of self-paced courses designed for both the general public and persons who have emergency management responsibilities. This course is the first in a series of such courses.



Sample Training Record

The Toolkit contains a sample training record for a local emergency management director. The record includes a list of some of the Independent Study and state-sponsored courses.

Residential Courses



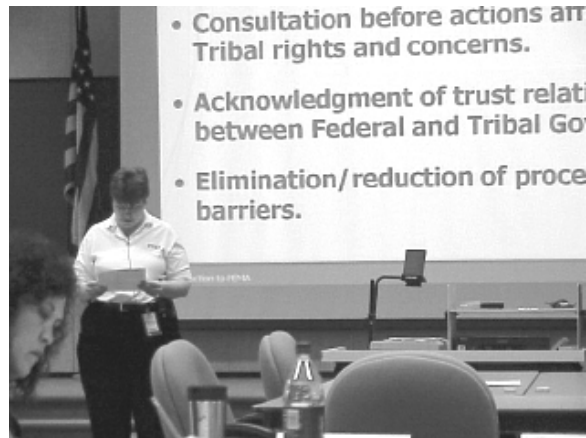
www.training.fema.gov

FEMA has residential offerings for emergency management professionals who are residents of the United States. Like the independent study courses, many of these carry college credit.

You can find more information on each course and a schedule of offerings at the FEMA's Training Resources Portal Page. Go to www.fema.gov and click on Training.

The Emergency Manager as Mentor

You need to take every opportunity to pass on the knowledge you gain from seminars, from visits to the state emergency management office, and from training and exercises. The recipients of this shared knowledge are elected officials, administrative staff, emergency operations staff, and the public. Suggested opportunities for mentoring follow.



Take every opportunity to pass on the knowledge you gain from seminars and training exercises.

Individual Instruction

Individual instruction occurs on a one-to-one basis. This does not need to be formal. It takes place when you are showing a subordinate how to operate a specific piece of equipment or how to activate your warning system. Showing a senior citizen volunteer how your filing system works is also individual instruction.

You will have countless opportunities, possibly even daily, to do this.

Meetings

Meetings can be a form of instruction. Any time a group gets together to discuss a problem, learning takes place. Meetings that are well prepared and have a focus can enlighten and instruct. Some meetings may allow you to share something you have learned at one of the courses or workshops you have attended.

Often an excellent way to instruct without seeming to is to organize and run a meeting that has a specific outcome.



Meetings can be a form of instruction.

Exercises

You learned earlier that you need to test the EOP and that many states can help you in carrying out a simulated emergency. These exercises, whether a table-top exercise or a more elaborate one, are learning experiences for all involved. This is another good example of mentoring.

As you can see, your job as a mentor does not mean that you are standing in front of a class and giving a lecture. In your normal routine as an emergency manager, you will often be teaching someone about emergency management or training them to perform some skill without appearing to do so.

Doing this well will create an atmosphere for learning that will not threaten people. When people are comfortable with you, genuine learning can take place.

Conclusion

You began this course as a trainee in emergency management. You have ended it by finding out that one of your important roles as an emergency manager is to help train others. You have come full circle as an emergency manager. With every bit of knowledge and experience you gain, you can enrich others.

This course has taken you from a definition of your job through the broad panorama of the four phases of emergency management to the local-state-federal-private partnership. You have learned the importance of working with agencies and organizations to keep them alert to ways to mitigate future disasters. You've learned about hazard identification and analysis, preparedness planning, and resource inventorying. You have focused on the EOC as the center of response, and damage assessment as the beginning of recovery. You have learned that the emergency manager's job doesn't end when the crisis is over. It is a continuing job, looking for mitigation opportunities even as the community makes its redevelopment decisions.

In long-term recovery after disaster, your role again comes full circle. The trainee becomes the trainer, the preparer the responder, and the recoverer the mitigator. Throughout it all—different disasters, different phases, different partners—you are there preparing your neighbors for the unexpected, serving the community quietly and behind the scenes.

That truly makes you the stage manager. When the play takes place, thanks to your efforts, it will be as flawless as is humanly possible. Your audience, the community, will benefit from your efforts!

 **QUESTIONS**
Learning Check

Answer the following questions to test your knowledge of Unit Seven facts. Read each question carefully, then write in the answer that you think is correct. Answers can be found on page 7-20.

- 1. What are sources for obtaining staff for your program if your community is unable to pay a salary?

- 2. What are some things you should consider before preparing a budget?

 Learning Check

QUESTIONS

3. Identify and define the three categories of financial planning.

4. Where could you go to obtain training for yourself and your staff?



Learning Check

ANSWERS

For every question that you answered incorrectly, review the page listed next to the answer to find out why your answer was incorrect.

1. What are sources for obtaining staff for your program if your community is unable to pay a salary? (See page 7-4)

Perhaps someone from the police department or a member of your chief executive's staff can serve on a limited basis to make sure that some of the basic administrative duties just mentioned are covered. If funds are extremely limited, do not overlook the possibility of using volunteers to help in the emergency management office. Senior citizens groups, local service organizations, and youth groups make excellent helpers. Perhaps you can arrange some type of duty roster so volunteers can staff the emergency management office for a few hours every day helping with the paperwork, especially keeping your resource list up-to-date.

2. What are some things you should consider before preparing a budget? (See page 7-8)

You need to look at the community's past appropriations for emergency management. A look at the past will provide a baseline on which to build your request. You need to ask yourself questions like how much it is going to cost to maintain the community in a state of readiness and to operate your emergency management office.

3. Identify and define the three categories of financial planning. (See page 7-8)

Budgeting, accounting, and reporting

4. Where could you go to obtain training for yourself and your staff? (See page 7-13)

You can find emergency training programs in municipal, county, state, and federal government agencies, classes offered by your local community college or the adult evening classes at a local high school, American Red Cross programs, or training opportunities offered in the private sector by various companies.