



## Emergency Management and Response Information Sharing and Analysis Center (EMR-ISAC)

**INFOGRAM 16-09**

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***NOTE:** This INFOGRAM will be distributed weekly to provide members of the Emergency Services Sector with information concerning the protection of their critical infrastructures. For further information, contact the Emergency Management and Response- Information Sharing and Analysis Center (EMR-ISAC) at (301) 447-1325 or by e-mail at [emr-isac@dhs.gov](mailto:emr-isac@dhs.gov).*

### Emergency Management Challenges

The National Emergency Management Association (NEMA) explains that the mission of emergency management agencies today is much broader than ever before. Having consulted NEMA resources, the Emergency Management and Response—Information Sharing and Analysis Center (EMR-ISAC) understands that emergency management agencies develop emergency operations plans and procedures for all disasters and emergencies, as well as respond to the catastrophes that may occur. These agencies are also involved in planning for school safety, large-scale public happenings, national security special events, etc.

An all-hazards approach to emergency management ensures the effective and consistent response to any disaster or emergency that threatens citizens and their communities. This approach, however, requires regular planning and coordinating with decision-makers in local and state government, the fire and emergency medical services, law enforcement, health and human services, transportation, environmental protection, natural resources, agriculture, education, and others with roles in disaster preparedness, response, and recovery.

According to a recent article at Homeland1.com, the resource limitations of emergency management agencies, particularly those in rural communities, are an increasing problem “brought forth through a lack of availability of capital.” In rural communities, the scarcity of financial resources is worsened by “an aging population and the out-migration of young, educated residents to urban areas.”

The EMR-ISAC ascertained from multiple sources that emergency managers can partially offset the decline in financial and human assets by implementing the following lessons learned:

- Build relationships with diverse sectors of the community.
- Do not rely solely on official power relationships to get things done.
- Encourage volunteerism as a rich source of personnel for emergency services.
- Reach outside the community to achieve political access and leverage additional resources.
- Develop cooperative agreements between and among the emergency services, community organizations, and local businesses to secure funding and staffing.

See the Homeland1.com article “Challenges of Rural Emergency Management,” at <http://www.homeland1.com/disaster-preparedness/articles/480917-Challenges-of-rural-emergency-management>.

### Sleep Deprivation Hazards

Numerous health and medical sources indicate that sleep deprivation must be considered among the threats to the well-being, safety, and security of Emergency Services Sector (ESS) personnel. Sleep-loss-related fatigue degrades performance, productivity, and safety, as well as health and fitness. Medical and performance specialists generally agree that adequate daily sleep is needed for individuals to function optimally, maintain good health, and avoid the risks resulting from an altered state of awareness.

The Emergency Management and Response—Information Sharing and Analysis Center (EMR-ISAC) examined the hazards to first responders and their colleagues associated with chronic sleep deprivation. The potential decrements in the performance of duties and the cumulative adverse health effects to personnel are considerable and warrant the attention of the leaders, owners, and operators of ESS departments and agencies.

According to an article seen in the March 2009 National Institute of Justice (NIJ) Journal (Issue No. 262), a researcher in the Washington State University Sleep and Performance Research Center wrote that there are actions ESS leaders can implement to mitigate the undesirable consequences of sleep deprivation among emergency responders. The EMR-ISAC summarizes five beneficial activities as follows:

- Review policies that affect overtime, moonlighting, and the number of consecutive hours a person can work.
- Ensure the policies keep shift rotation to a minimum and give personnel adequate rest time.
- Assess the level of fatigue personnel experience, the quality of their sleep, and how tired they are while on the job.
- Create a culture in which employees receive adequate information about the importance of good sleep habits, the risks of sleep deprivation, and strategies for managing the hazards.
- Encourage personnel to remain physically fit, get enough exercise, maintain a healthy body weight, eat nutritious meals, and stop smoking.

The entire NIJ Journal articles can be seen and downloaded at <http://www.ojp.usdoj.gov/nij/journals/262/sleep-deprivation.htm>. More information about this subject can be accessed at [http://www.iafc.org/associations/4685/files/progsSleep\\_SleepDeprivationReport.pdf](http://www.iafc.org/associations/4685/files/progsSleep_SleepDeprivationReport.pdf).

## All-Hazard CPG 101

The Federal Emergency Management Agency's (FEMA) Comprehensive Preparedness Guide (CPG) 101 presents Emergency Services Sector (ESS) and homeland security managers with recommendations on how to develop a viable all-hazard Emergency Operations Plan. Considered the foundation for state and local planning in the United States, the guidance explains how to form a planning team, write and maintain the plan, and execute the plan.

The Emergency Management and Response—Information Sharing and Analysis Center (EMR-ISAC) reviewed CPG 101: "Developing and Maintaining State, Territorial, Tribal, and Local Government Emergency Plans." The EMR-ISAC noted that the March 2009 publication has been updated to reflect the impacts of the September 11, 2001 terrorist attacks and more recent natural disasters such as Hurricanes Katrina and Rita. It integrates concepts from the National Preparedness Guidelines (NPG), National Incident Management System (NIMS), National Response Framework (NRF), National Strategy for Information Sharing (NSIS), and National Infrastructure Protection Plan (NIPP). The Guide aims to accomplish the following:

- Serve as the basis for effective response to any hazard that threatens the jurisdiction.
- Integrate prevention, protection, and mitigation activities with traditional response and recovery planning.
- Facilitate coordination with the federal government during incidents that require implementing the National Response Framework. (Identify special circumstances where federal interests are involved, and catastrophic incidents where a state would require significant support.)

A working group of officials from state, local, and tribal governments, and representatives from professional associations and universities worked with FEMA to develop the Guide, the first in a series of publications from FEMA's Comprehensive Preparedness Guide (CPG) Initiative. Under this initiative, future guides will be developed regarding special needs planning, emergency response for pets, interfacing fusion centers with emergency operations centers, and specific hazard situations.

CPG 101(172 pp., 4 MB) can be viewed and downloaded at [http://www.fema.gov/pdf/about/divisions/npd/cpg\\_101\\_layout.pdf](http://www.fema.gov/pdf/about/divisions/npd/cpg_101_layout.pdf).

## ESS Training Resources

This month, FireEngineering.com's "Roundtable" posted responses to the question of how funding cutbacks affect training budgets. Emergency Services Sector (ESS) personnel from a mix of departments offered ideas and solutions on how to maintain training despite constrained resources. Their ideas included no-cost solutions such as awareness training acquired through on-duty walkthroughs of high-hazard occupancies, and setting up a National Fire Protection Association apparatus driver obstacle course in a nearby parking lot. Many respondents discussed the cost-saving advantages of joint training with local and/or regional partners, saving travel expenses by collaborating to bring national speakers to a local or regional venue, sending a few members to training who can return to train others, videotaping training sessions for those unable to attend, and taking advantage of nearby educational institutions, distance learning, and relevant online portals.

([http://www.fireengineering.com/display\\_article/358787/25/none/none/BRNIS/April-Roundtable:-Training-and-the-Budget?cmpid=EnlFireEngineeringApril222009](http://www.fireengineering.com/display_article/358787/25/none/none/BRNIS/April-Roundtable:-Training-and-the-Budget?cmpid=EnlFireEngineeringApril222009))

The Emergency Management and Response—Information Sharing and Analysis Center (EMR-ISAC) also learned of additional no-cost sources of online training available from the Police Officers Safety Association (POSA) and the Firefighters Support Foundation (FSF). POSA offers training programs, training videos, and video tips. A recent addition, "Responding to Bomb Threats, Bombing Incidents, and Suicide Bombers," includes a PowerPoint presentation of 100+ slides, guides, and checklists. Among its training videos are topics such as Basic Crisis Entry and Basic Close Quarters Shooting, and more than 50 video tips, all of which can be accessed at

[http://www.officer.com/posa/posa\\_videos.jsp?siteSection=30](http://www.officer.com/posa/posa_videos.jsp?siteSection=30).

FSF training videos are set up in modules to enable viewing in short blocks of time, or for roll-call or in-service training. The EMR-ISAC viewed clips that focused on working with outside agencies and working with law enforcement agencies. There are 20 available clips at

<http://flashovertv.firerescue1.com/GroupVideos.aspx?qrId=637B6BDF1ECC08D>.

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## REPORTING NOTICE

The National Infrastructure Coordinating Center (NICC) within the Department of Homeland Security (DHS) Office of Infrastructure Protection is the central point for notifications regarding infrastructure threats, disruptions, intrusions, and suspicious activities. Emergency Services Sector personnel are requested to report any incidents or attacks involving their infrastructures using at least the first and second points of contact seen below:

- 1) NICC - Voice: 202-282-9201, Fax: 703-487-3570, E-Mail: [nicc@dhs.gov](mailto:nicc@dhs.gov)
- 2) Your local FBI office - Web: <http://www.fbi.gov/contact/fo/fo.htm>
- 3) EMR-ISAC - Voice: 301-447-1325, E-Mail: [emr-isac@dhs.gov](mailto:emr-isac@dhs.gov), fax: 301-447- 1034,  
Web: [www.usfa.dhs.gov/subjects/emr-isac](http://www.usfa.dhs.gov/subjects/emr-isac), Mail: J-247, 16825 South Seton Avenue,  
Emmitsburg, MD 21727