ABSTRACT

Fire departments and public safety entities nationwide are becoming more involved with various aspects of Emergency Management and providing coordination to the jurisdictions, they serve. The diversity of services provided by fire departments has made them attractive to local governments to coordinate and manage this challenging element of government services. However, fire departments may not have the technical expertise, experience, funding or resources to initiate, coordinate, and maintain an emergency management division or agency.

The purpose of this paper is to look at the organization, training, and funding associated with the development and continuation of an emergency management element and who is financially responsible. An evaluative research method was utilized in order to answer the following questions:

1. Should fire departments provide coordination of emergency management functions to the community?
2. What part of the services should the fire department coordinate and provide?
3. What is involved in the development of an emergency management team?
4. What are the costs associated with developing, managing, and delivering emergency management services?
5. How should these services be funded or supplemented?
6. What funding is available from local, state, or federal agencies?
7. How can local, state, federal and private sector partnerships combine resources to enable the fire service to provide emergency management coordination?

The procedure used in this research included a literature review of articles, research papers pertaining to technical rescue teams and emergency management agencies, review of technical manuals. Additionally, an ICHIEFS national survey of three thousand members interviews with local emergency managers from state, regional, and local governments and a local survey from local and regional emergency managers in the Tidewater Virginia area were employed.

The results of the survey, interviews, and literature review suggest that the fire department is a viable resource for organization, coordination and fiscal management of emergency management services. The financial aspects can include funding from local, state, federal, and private sources outside the fire department. Recommendations include organizational and traditional and creative financing systems.
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INTRODUCTION

Many fire departments and public safety entities are faced with diversifying services and the associated challenges and changes every day. One of those growing challenges is coordinating emergency management. Many fire departments have developed specialty teams to include: Hazardous Materials, technical rescue, and civil disturbance. Through the formation of these types of teams are opportunities to consider. Some of the opportunities include research and development; collaborative training, and forming partnerships to prepare, respond, mitigate and recover from natural and man-made disasters. These four elements are considered primary emergency management functions that involve and affect the public, government agencies, and private businesses (Areson, 1988 p 1-2).

While many fire departments are assuming the responsibility for developing and coordinating these services, should the organizational, coordination and financial aspects of coordinating emergency services be the total responsibility of the fire department?

The research methodologies utilized in this project were descriptive and evaluative. These methods were covered and discussed within unit three of the Executive Development course conducted in January 2000. The intent of this research is to look at the development, coordination and fiscal management elements of fire department emergency management division. Answering the following research questions may change the department’s organizational structure:
1. Should fire departments provide coordination of emergency management functions to the community?

2. What part of the services should the fire department coordinate and provide?

3. What is involved in the development of an emergency management team?

4. What are the costs associated with developing, managing, and delivering emergency management services?

5. How should these services be funded or supplemented?

6. What funding is available from state or federal agencies?

7. How can local, state, federal and private sector agency partnerships combine resources to enable the fire service to provide emergency management coordination?

BACKGROUND AND SIGNIFICANCE

Historically for more than 200 years fire-rescue departments have had one primary focus, to fight fires and save lives, “we in our protective bubble” (Kincaid, p.3). “Those days are over” according to Kevin Mellott (Mellott, 1992, p. 38). As technology and society change, we find departments facing new and different mandates and challenges.

Some of these modifications have been met and are now considered a routine part of many for departments. An example of this would be the merging and expanding roles that fire departments play in the delivery of Emergency
Medical Services (EMS) and Hazardous Materials mitigation. Major fire
departments in cities such as New York, Chicago and Los Angeles provide not
only EMS care, but they provide it at the Advanced Life Support (ALS) level as
the minimum standard of care. Hazardous materials response has become an
essential part of preparation for dealing with weapons of mass destruction and
provides the basis for dealing with the technological aspects of terrorist acts
(VDEM, April 1999).

The area of emergency management is a complex and growing field. As
stated in the Federal Emergency Management Agencies (FEMA) “Strategic
Plan.” In the past few years, “FEMA has worked in concert with its partners to
respond to 200 disasters, register 2 million Americans in need of Federal disaster
assistance, provide assistance to more than 4,000 countries, and coordinate the
distribution of $12 billion in disaster relief funds. That cost, and the

One study conducted by the National Institute for Occupational Safety and
Health (NIOSH) regarding technical rescue responses, revealed that 60% of the
deaths occurring in confined spaces were potential rescuers. (Mellott, p. 38)
These real, as well as perceived dangers associated with these types of rescues
have created a need for regulations (Kincaid, 1995, p 4). “Several recently
passed mandates cover [rescue] personnel safety and directly affect how
rescues are performed, “ (Kincaid, 1996, p3). “Regulations do not specify what rescue activities you must do, they do specify how you will perform and carry out the tactical functions in those that you respond to. Today’s chief needs to be kept current on all legislative mandates” (Mellott, 1992, p 38).

This research will look at emergency management in the general sense. Although many different types of response and rescue operations are grouped in the definition of emergency management and technical rescue, we are not addressing each specialty on its own merits. We intend to identify problems associated with forming these types of teams. Cost concerns and alternatives to organizing and funding a team as a single entity. It is intended that this research will provide an overview of the development of an emergency management agency may use when researching emergency management operations.

LITERATURE REVIEW

Introduction

The literature review was conducted at the Learning Resource Center (LRC) on the campus of the National Fire Academy in Emmitsburg, Maryland, January, 2000. Additional libraries and resources were pursued to include the Internet, and libraries on the campuses of Old Dominion University, Norfolk, Virginia and Hampton University, Hampton, Virginia, as well as local libraries in the cities of Virginia Beach and Chesapeake, Virginia.

The purpose of the literature review was to retrieve information regarding the planning, development and coordination of local emergency management
agencies. The review included federal rules and mandates, Virginia State Law, technical training manuals, assessment procedures, definition of emergency management (services), funding sources and alternatives for forming and funding local emergency management teams.

CONCEPTS and DEFINITIONS

Emergency Management

The Federal Emergency Management Agency (FEMA) defines emergency management as “an organized analysis, planning, decision making, and assignment of available resources to mitigate (lessen the effect or prevent), prepare for, respond to, and recover from the effects of all hazards.”

Furthermore, FEMA has clarified its description regarding emergency management by developing basic goals to include: save lives; prevent injuries; and protect property and the environment if an emergency occurs. Regardless of whether emergency management agencies are preparing against the threat of a severe storm or nuclear attack – there is one common denominator: “Emergency management is like insurance – it may never have to be used, but if it is not available when needed the losses can be staggering.” (FEMA April 1990)

Hazard

“A hazard is a dangerous event or circumstance that has the potential to lead to an emergency or disaster.” There are two types of hazards classified by FEMA, natural and technological.
Natural hazards are those caused by natural events that pose threats to lives, property and other assets society values. There is a tendency for natural hazards to occur repeatedly in the same geographical locations. This is because these events are related to weather patterns or because they are related to the physical characteristics of an area. “Every state in the US is vulnerable …” (FEMA, p 1-20) Examples of natural hazards include:

- Drought
- Hurricane
- Sleet and hail
- Tornado
- Earthquake
- Flood
- Landslide
- Wind
- Blizzard

Technological hazards are “those caused by the tools, machines, and substances that we use in everyday life.” (FEMA, p 1-21) Examples of these types of hazards include:

- Power outages
- Explosions
- Weapons of Mass Destruction
- Airplane crash
- Chemical spills
- Nuclear emergencies
- Electrical fires
- Biohazards

Also included in this category are manmade events such as: accidents involving hazardous materials (industrial and transportation); civil disorders (Los Angeles riots); and criminal events (Oklahoma City bombing).
Emergency

An emergency is a devastating event that can normally be managed at the local level. However, as defined in the Stafford Act, PL 93-2888 as amended by PL 100-707:

(1) “Emergency” means any occasion or instance which, in the determination of the President, Federal Assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.”

Disaster

A dangerous event that causes significant human and economic loss and demands a crisis response beyond the scope of any single agency or service, such as the fire or police department. Disasters are set apart from emergencies by the greater level of response required. As defined by The Stafford Act, PL 93-288 as amended by PL 100-707:

(2) “Major disaster” means any natural catastrophe (including any hurricane, tornado, storm, high water, winddriven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm or drought) or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President caused damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the
efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused there by."

Community Hazard Analysis

Before emergency management teams are formed, the needs of the community must be clearly defined. A Community Hazard Analysis is a multifaceted process that includes an examination of the history of emergencies in a community, identification of all hazards, identification of risk potential and the determination of vulnerability. A Vulnerability Analysis is undertaken to examine the degree which populations, structures, and land areas are vulnerable to hazards. The term community as defined here refers to any jurisdiction—State, county, municipality, township, etc. – undertaking the study. (VDEM, 1999)

According to Christopher Naum (May 1993), “The conceptualization and planning process can be analyzed under the following tenets that must be thoroughly identified and addressed. They include:

- What elements of an emergency management team are required?
- What risk factors or what risk potential exists within the jurisdiction?
- With what frequency do events occur?
- What level of expertise currently exists within the organizations?
- How can system development and enhancements best be achieved?
- What level of service will the system be able to provide?
- What levels of technical capability will the team achieve?
• How can the services best be achieved?
• What is the current or projected level of interest of staff and personnel?
• What is the time commitment for organization, development and implementation?

“Some fire chiefs and public officials have been reluctant to get involved with emergency management coordination because of the responsibilities and cost involved” (Kincaid, 1995, p 6). The cost of preparing and equipping for an emergency management situation that in many areas is unlikely to occur is difficult to justify (USFA, January 1995). Brown (1994) points out that emergency management events are simply more time consuming and hazardous than fire and EMS calls, but paradoxically receive less funding or support. Nevertheless, what are these costs? Should the development and funding of emergency management agencies become the sole responsibility of the fire department?

A majority of start up costs goes toward establishing and Emergency Operations Center, which requires equipment purchases and training. Operational expenses include ongoing training, equipment maintenance, and salaries if career personnel are used. Initial training costs can range from several hundred to several thousand dollars per team member per course. Continuing education is necessary to keep members up to date and proficient in these skills (USFA, August, 1995). Naum (January, 1995) adds that the following financial considerations: research and development, replacing equipment, upgrades and/or modifications to equipment and storage must also be added into cost considerations.
Naum (May, 1993, p 41) points out that, financial requirements can be met in many ways. Some are conventional in nature, such as traditional budget line items or capital expenditures. Other, non-traditional ways include:

- Partnerships with Federal and State agencies
- Grant funding
- Corporate partnerships and funding
- Local businesses and corporations
- Professional affiliations and associations
- Surplus equipment

In the town of Chincoteague, Virginia, a separate emergency management entity was developed to serve the island community. The citizens of the towns consumed the cost for this service, even though there were tax dollars from the County being used for a County emergency management team. Whatever the reasons, organizations considering emergency management teams or agencies should consider alternative funding opportunities.

Another consideration for funding and relief in the recovery phase of an agency’s operations is the “Robert T. Stafford Disaster Relief and Emergency Assistance Act (Pubic Law 93-288, as amended) which provides the federal government its authority to provide relief in major disasters.” The Stafford Act provides each state affected by a presidential declared disaster to request relief funds for communities and state and local governments (FEMA 1993 p 3-3). As beneficial as this act is, it does not allow for advanced fiscal planning or funding for annual operations under non-disaster circumstances. As priorities and needs
are identified, grants may be available for addressing and procuring equipment and technology requirements.

“The selection of an appropriate organizational structure relies heavily on local conditions and factors” (Naum, April 1995, p 41). If the decision to move forward and integrate the team into the fire service is determined as a necessary course of action after the assessment is completed, a conceptual plan of operation must be developed. This would include emergency operations plans, standard operational procedures and directives that would specify how the team would activate and function. Moreover, this plan would identify the available resources available and how to activate them.

Team member support and commitment to the program must be established and validated at some point in time. Personal experiences by several of the coordinators have revealed that after initial start-up is complete, the ability to keep members interested and motivated is difficult if the acquired skills are not utilized. Even with continual training, if the skills and processes are not used in actual situations, team members will not perform efficiently and lose interest in participating.

Why is this a problem? First, it requires funding to train personnel in emergency management. The Commonwealth of Virginia and Emergency Management Institute in Emmitsburg, Maryland have several training opportunities for local coordinators, co-coordinators, and politicians. Unfortunately, there are too few programs for emergency operations staff to keep their interest or specifically developed for special areas of application. Loss of
team members on a reoccurring basis could generate financial and operational difficulties for the team. A positive benefit to state and federal training programs is low to no cost to the jurisdictions except time away from the job.

Next, large attrition rates by team members form voids in a smooth and complex operational process. Team members need to work together to create continuity that allows for better operations and control when events occur. Finally, team members’ daily/regular responsibilities have priority both financially and operationally over emergency management preparation and training. A successful team requires a strong commitment and direction from the County Administrator, City or Town Manager to commit the necessary time, funding and resources to this program. According to Christopher Naum (May, 1993) the success of a team is influenced by the personnel selected and their ability to function together as a team.

To provide structure to the team, Standard Operational Procedures or Guidelines should be established. The USFA (USFA, 1995) suggests that they be created in two areas, Administrative and Operational. Administrative SOP’s address chain of command, training and certification, equipment requirements, staffing and team placement. Operations SOP’s cover general operating procedures for emergency operations center staff and field personnel. More specifically, they are designed for general events and focused towards incident specific procedures, scene management, regulations, mandates, team activation and response, and tactical control.
Political support is usually required in the development process. In Virginia, state law requires that the Emergency Services Director be a local politician from the council or Board of Supervisors. This requirement has the advantage of having cooperation and participation in many aspects of developing and managing an emergency management team.

Support from the fire chief or lead public safety official should be obtained from inception of this concept. Keep your manager, Mayor or Board of Supervisors Chairperson informed. They should be aware of what the operational capabilities or limitations are within the community and specific events. Also, the Emergency Management Director should be made aware of the risks and hazards associated by any personnel that will be performing the various functions during real events. (USFA, August 1995).

Training

It is helpful to have a training coordinator specifically for emergency management. Teams benefit from the coordination, expertise and planning this position can provide. Teams should be prepared to effectively and efficiently make use of the processes and equipment they are required to manage or utilize. During training exercises, teams should use the same equipment and processes that they will use in real incidents (USFA, 1995, p 7-5).

“The ability of an emergency management team to meet the response, mitigation and recovery needs of the community in an effective and efficient manner is dependent on three main factors: the training level of
the team members, the number of trained personnel, and the team’s equipment and tools” (USFA, January, 1995).

Since the specialization of emergency management has flourished during the past decade, specific designations and certifications to include Certified Emergency Manager (CEM) and Associate Emergency Manager (AEM) have been developed. These certifications are still relatively new but more jurisdictions are requiring the training.

PROCEDURES

Primary research for this paper was obtained from reviewing journal articles, technical training manuals, and research papers. The review of these items was limited to materials available at the NFA Learning Resources Center, Emergency Management Institute, and a local fire department library. In addition, a convenience survey was conducted using local emergency managers from the Commonwealth of Virginia.

There were 24 respondents to the survey. Sixty-two percent reported that the fire department is a logical choice for control and coordination of emergency management agencies and activities. Fourteen responded that the emergency management functions have been delegated to their fire department within the past 10 years. Twelve respondents (50%) reported that emergency management funding should exclusively come from the general fund and allocated to the fire department budget. Twelve respondents (50%) reported that
they received a small stipend for salaries from FEMA/State funding for coastal jurisdictions. (Appendix A).

One instrument used was the 1999 survey conducted by the International Association of Fire Chiefs (ICHIEFS) membership committee regarding responsibilities of member’s departments in emergency management. Of 3,000 members surveyed, 1250 responded to a questionnaire of four questions:

1. Is Emergency Management part of your department?
2. Who is the Emergency Manager?
3. Who has the EOC (emergency Operations Center) responsibility?
4. Should the ICHIEFS work to have fire departments take over the function of emergency management as an integral part of today’s fire service?

The definition used for purposes of the survey “is not limited to fire suppression and emergency medical service (EMS) activities. This function also covers disaster response (natural and man-made), planning, hazard mitigation and emergency communications” (Hershman, April 2000).

The results of the survey reported 72 percent responded that emergency management was a function of their departments. The response regarding who was the emergency manager was answered with 59 percent of members surveyed responding that the fire chief or other fire department personnel, 4 percent indicated the EM was involved in law enforcement, 8 percent stated it was either a county administrator, city manager or individual emergency manager. The question regarding EOC responsibilities revealed that 41 percent
of members indicated that the fire department had those responsibilities while 11 percent was law enforcement and another 11 percent stated it was the responsibility of the city or county management. Tenty-six percent fell into the “Other” category. To no one’s surprise, when answering the question regarding “should the fire service take over this function?” Eighty-one percent indicated yes, while 19 percent responded in the negative.

Finally, several personal and telephone interviews with local emergency managers and the State Hurricane Coordinator Stewart Baker of the Virginia Department of Emergency (June 2000) suggests that “fire departments in small to medium sized jurisdictions are a growing trend in Virginia for the placement of emergency services coordination.” However, equitable funding is not usually included for efficient operations and management.

In addition, these interviews revealed that the Hampton Roads region has a varied assortment of organizational designations for the coordination of emergency services. The regional successes enjoyed by the Hampton Roads Emergency Management Committee (HREMC) are the culmination of regional efforts and coordination for prevention, response and recovery. In an interview with Gary Schuchart a Regional Planner for the Hampton Roads Planning District in June 2000, he states, “The opportunities for comprehensive emergency management planning and response have improved dramatically in the past three years using the forum created by the HREMC.” Although, rarely is fiscal funding shared between the localities, shared projects and regional purchasing have benefited participating jurisdictions.
Assumptions

The procedures used in this research project were based on three basic assumptions. First, it was assumed that all authors cited in the literature review performed objective and unbiased research. Second, it was assumed that all respondents to each survey answered all questions objectively and fairly. Finally, it was assumed that respondents to the survey did not discuss emergency management responsibilities with each other before submitting the surveys.

The two surveys did illustrate of those responding, a clear majority of emergency management agencies are or should be coordinated and funded by fire departments. The freshness of this concept has not provided adequate historical information or statistics for publication and analysis.

Limitations

The limitations that affected this research project included time, unclear program goals, research design and statistical analysis, assessment limitations, and selection methods for survey participants.

The 6-month completion limit imposed by the National Fire Academy for the completion of the Applied Research Project, did not provide enough time for a more thorough review and analysis of literature and information. Moreover, this restricted time did not provide sufficient opportunity to pursue responses from other states and departments within the United States.
The goals of the implementation of emergency services into the fire services are vague and lacked irrefutable objectives. This reduced the exactness of all outcome measures used to access and evaluate the projects’ hypothesis.

As a result of limited local number of fire departments providing emergency management directly, randomizations was not used in the selection of survey participants. Therefore, the results of the surveys cannot be regard with any degree of certainty to be representative sample of the entire fire service that provides similar emergency management services.

RESULTS

From the information collected, it appears that the organization and funding of most emergency management agencies becomes the responsibility of the fire department. Nevertheless, there are many departments who cannot or will not assume the total responsibilities totally. According to Mellott (1992) for these departments alternatives do exist. Types of alternatives include: regional teams, private/public combination teams, or acknowledging that the department coordinating emergency management activities will limit its response functions to a basic level and call for outside state and federal assistance on situations beyond its capabilities. One of the ideas to be considered is one that the USFA suggests to manage technical rescue teams, that is, sharing resources among two or more communities. “Utilizing a shared or multi-agency response is fiscally responsible and can provide an appropriate level of service” (Bullock, p 2-2).
Bullock points out that the USFA lists three common designs of regional and mutual aid teams: pooled resources design, shared specialty design, and stand-alone.

The financial aspects of organizing and maintaining a local emergency management agency are inherently expensive. Costs include initial training, recertification, equipment and maintenance as well as salaries. The initial training and recertification costs are significant in terms of organization, time, and expense to the agency. Significant expenses directly related to the purchase of initial equipment, maintenance, and replacement of the same has a profound impact on fire department budgets. As Naum (January, 1995) suggests, many conventional ways for funding this expense include the use of traditional line items and capital expenditures. Creative funding may be necessary to offset these costs. Naum (May, 1993, p 41) suggests that non-traditional methods are considered to include, corporate and local business funding, surplus equipment purchase, and appropriation and funding from professional societies and associations. Private donations and monies allocated to other areas in the municipal budget can be allocated to offset expenses for technical equipment and training. (i.e., Health, Public Works, Communications, and Finance departments may allocate funds for training and equipment, allowing the fire department access to their resources).

The public and private sector use emergency management resources, e.g., industry and health care. As Battalion Chief John McGrath (January, 2000) suggested during the interview conducted by other researchers, users feel that
their tax dollars have already paid for the use of the fire department services. Research has shown that there are several sources that will contribute corporate funding for their need. Federal regulations require certain industries to have teams available for special situations e.g. hazardous materials response and mass medical care. Often the fire department is designated by the local industry to perform specialty services due to the lack of trained ad available personnel. At certain times, industry will provide funding to the localities through agreements or contracts to lower their personal responsibility, liability and costs.

**DISCUSSION**

Emergency management agencies may be subject to various federal, state and local laws and regulations, as well as, national standards. Any thorough review of applicable literature must include consideration of these essential documents. Depending upon the type of events which impact the community or potential need for prevention and mitigation, and the state in which the community exists, these regulations and standards provide guidance and/or mandates for procedures, equipment and training. These mandates largely determine team structure, procedures and commensurate costs.

Perhaps the first issue for an agency considering providing emergency management services is whether or not there are authorizing statues. Another consideration should be which of the varied services can and will be provided and to what level. A review of state statutes and consultation with the state department of emergency management and FEMA regarding laws, statues,
mandates, and local charters and ordinances will assist in determining the formation and progress of a particular agency. If this review does not indicate clear authority, a process to develop authorizing legislation may be in order.

RECOMMENDATIONS

The following recommendations are submitted as a result of this research project:

1. A comprehensive community needs assessment and risk analysis must be conducted. These assessments should include an evaluation of any and all services that are required for prevention, mitigation, response and recovery of an emergency management incident.

2. Legal authorities should be included and in the planning and development process. They should be used for consultation and the provision of legal oversight regarding the obligations of the fire department under federal, state and local regulations and national standards.

3. The organization of an emergency management agency requires a long-term commitment from both the fire department and members of the team. An analysis should be conducted to evaluate the impact of implementation on the fire department and the current level of service.

4. Costs should be evaluated to include initial and continuing education training, as well as, equipment, repair and staffing.
5. Additional financing should be identified to include potential funding opportunities to include grants provided by local, state and federal government. Private funding sources should also be identified with private/partnerships being considered. These recommendations should not be considered all-inclusive to the myriad opportunities and resources available. Funding and resources procurement must be accessed according the jurisdictional planning and needs.
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Federal Emergency Management Agency (FEMA). (September 1990)


Appendix A
EMERGENCY MANAGEMENT COORDINATOR’S INTERVIEW
Executive Fire Officer Program
Executive Development
July 2000

1. Is your Emergency Management division integrated within your local fire department?  _____ Yes  _____ No

2. What rank are your Coordinator and Deputy Coordinator?
   Coordinator: ______________   Dep. Coordinator: ______________

3. If no, what division or department are you integrated with?

_____________________________________________________________

4. How many personnel are associated with your Emergency Management division?

_____________________________________________________________

5. If associated with a fire department, what type of department are you associated with?
   _____ Career   _____ Combination   _____ Volunteer   _____ Private

6. How large is the jurisdiction your department serves?
   _____ Square miles   _____ Population

7. What is your division/department annual budget?
   Fire-EMS _____________   Emergency Management? ______________

8. Is your jurisdiction primarily:  _____ urban  _____ suburban  _____ rural?

9. Does your fire department provide any elements of Emergency Management?
   If yes, what elements:
   _____ Preparation   _____ Response   _____ Mitigation   _____ Recovery
   _____ Coordination   _____ EOC Sector   _____ HAZMAT   _____ WMD
   _____ Technical-Urban Search & Rescue
10. If no, who provides these types of services?

_____ Preparation  _____ Response  _____ Mitigation  _____ Recovery
_____ Coordination  _____ EOC Sector  _____ HAZMAT  _____ WMD
_____ Technical-Urban Search & Rescue

11. How is your Emergency Management division funded?

_____ Private  _____ Public  _____ Other

12. If funding is shared, how is it shared? _______________________________

13. Who is ultimately responsible for the coordination of Emergency Management in your jurisdiction?

________________________________________

14. Who manages your Emergency Operations Center?

_____ Fire Department  _____ Police Department
_____ Communications Division  _____ Emergency Management Agency

15. Does your Emergency Management agency belong to a local or regional Emergency Manager’s Group or committee?

________________________________________

16. Is your Emergency Management Coordinator or Deputy Emergency Management Coordinator certified as a Certified Emergency Manager by the International Emergency Management Association?

Coordinator:  _____ Yes  _____ No
Dep.Coordinator:  _____ Yes  _____ No