

# **NON-RESIDENT COURSES**



## Mitigation

Mitigation makes sense—and it works. For every dollar spent on mitigation, *at least two are saved in potential response and recovery costs.*

Mitigation means preventing a disaster from ever happening in the first place through land-use planning, retrofitting, effective building codes, hazards identification and risk assessment, and a wide variety of other activities. Mitigation reduces the impact of any future disaster; it protects a community on a *long-term* basis. A disaster-resistant community is one where citizens, elected officials; and local businesses undertake “sustained action that reduces or eliminates long-term risk to people and property from hazards and their effects.”

FEMA encourages communities to become disaster resistant by emphasizing efforts at the *local* level, with mitigation goals determined by the community. The strong partnerships developed between government, private industry, and the citizens of a community bring together resources from diverse sources to address a common goal.

EMI's non-resident courses provide a way for many of these partners to attend the training they need at the state, local, or tribal level. These courses are designed for those who make mitigation happen by making changes at the local level: local officials and community leaders; architects, engineers and building officials; building contractors; educators and school administrators and others concerned with making their community disaster resistant.

Local mitigation leaders also are encouraged to review EMI's Independent Study curriculum offerings, described in this catalog beginning on page 103.

## MITIGATION MANAGEMENT SERIES

...provides mitigation management skills.

The ability to perform mitigation work in both the pre-disaster and post-disaster environments requires a variety of management skills. These skills may be developed through this series of courses that offers “how to” training focused on practical information. This new series emphasizes applied skills in mitigation planning and recovery.

Courses are available through your state emergency management agency training office.

### Mitigation Management Series Requirements for Certificate of Achievement

Those who complete five Mitigation Management Series (MMS) required courses plus four of the elective courses and the practicum are eligible to receive an MMS certificate of completion.

Requests for the certificate of completion must be sent first to the state emergency management agency for verification. Include date and place, as well as name of course manager, for each course completed.

### Who is eligible for the Mitigation Management Series (MMS)?

Any city/county or state professional in the field of mitigation may apply for these courses, which are offered by the Emergency Management Institute and/or by each state. Offerings of these courses completed prior to the new series may be credited toward the MMS certificate of completion.

### Required Courses (Choose 5)

|               |  |
|---------------|--|
| <b>G260</b>   | <i>HMGP/FMA Financial Grants Management</i>  |
| <b>G253</b>   | <i>FEMA Program Responsibilities: Coordinating Environmental and Historic Compliance</i> |
| <b>G278</b>   | <i>Benefit-Cost Analysis: Entry-Level Training</i>                                       |
| <b>G279</b>   | <i>Retrofitting Flood-Prone Residential Buildings</i>                                    |
| <b>G377</b>   | <i>Regional Hazard Mitigation Planning</i>   |
| <b>IS-12</b>  | <i>Property Acquisition for Local Communities</i>  |
| <b>IS-393</b> | <i>Introduction to Mitigation</i>  |

### Elective Courses (Choose 4)

|               |  |
|---------------|--|
| <b>E273</b>   | <i>Managing Floodplain Development through the National Flood Insurance Program (NFIP)</i> |
| <b>G362</b>   | <i>Multi-Hazard Emergency Planning for Schools</i>   |
| <b>G393</b>   | <i>Mitigation for Emergency Managers</i>   |
| <b>G434</b>   | <i>Earthquake Safety Program for Schools</i>   |
| <b>G436</b>   | <i>Earthquakes: A Teacher's Package for K–6 (also known as Tremor Troops)</i>              |
| <b>G439</b>   | <i>Seismic Sleuths: A Teacher's Package on Earthquakes for Grades 7–12</i>                 |
| <b>IS-8</b>   | <i>Building for the Earthquakes of Tomorrow: Complying with Executive Order 12699</i>      |
| <b>IS-279</b> | <i>Retrofitting Flood-Prone Residential Buildings</i>                                      |

### Practicum

(state-level applicants must conduct two of the following; city/county applicants must conduct one of the following)

|               |   |
|---------------|---|
| <b>G398.1</b> | <i>Earthquake Mitigation and Recovery Exercise for Local Government Officials</i> |
| <b>G398.2</b> | <i>Flood Mitigation and Recovery Exercise for Local Government Officials</i>      |
| <b>G398.3</b> | <i>Hurricane Mitigation and Recovery Exercise for Local Government Officials</i>  |

EMI resident courses can be substituted for field courses listed in this brochure, as long as both have the same course title. For example, E279, *Retrofitting Flood-Prone Residential Buildings*, can be substituted for G279. No other course substitutions will be permitted.

**G225 Seismic Retrofit Training for Building Contractors and Inspectors**

This 8-hour course demonstrates methods to retrofit residential structures to reduce seismic damage. Participants are shown methods of properly tying a structure to a foundation and using connectors to strengthen its frame. Topics covered include earthquake basics, shear walls, foundations, connections, and miscellaneous elements in construction. In addition, liability issues for contractors are discussed throughout the course. The manual is designed to be an on-site reference tool for contractors.

**Selection Criteria:** This course is intended for builders, building contractors, building inspectors, and others responsible for retrofitting residential structures to reduce seismic damage.

**G246 Disaster-Resistant Jobs Training**

This 2-day course is designed to highlight the need for the local business community to mitigate and prepare for disasters. Communities must protect their economic base in order to survive and thrive in the wake of a disaster. This course will help local leaders recognize the impact of disasters on business and industry and what steps need to be taken to lessen the impact of disaster on local jobs.

**Selection Criteria:** This course is for economic development district staff, local community leaders and business people, chamber of commerce staff, state economic development officials, and state, tribal, and local emergency managers.

**G253 FEMA Program Responsibilities: Coordinating Environmental and Historic Compliance**

This 3-day course is intended as an introduction to environmental and historic compliance. It examines the importance of fully integrating the compliance steps stipulated by the National Environmental Policy Act (NEPA) and the National Historic Preservation Act (NHPA) into the administration of the Public Assistance and Hazard Mitigation Grant (HMGP) Programs. It addresses the same subject areas as E253 from the field-level perspective more than the management level perspective and therefore is directed to those at environmental/historic entry levels, and others whose primary function is not environmental/historic.

**Selection Criteria:** Entry-level individuals wishing to qualify at level one or level two environmental or historic specialist. Others whose primary function is not environmental/historic, but whose work requires reasonable understanding of these requirements: public assistance coordinators, public assistance officers, grant (HMGP, Flood Mitigation Assistance, Unmet Needs) project officers, and their line managers in the disaster field office (DFO). The regions recommend members of the Environmental and Historic Cadre and/or program specialists working with environmental and historic issues to attend the training.

**Prerequisites:**

**Required:** Participants must have received training in their respective program area prior to taking this course.

**Recommended:** Some environmental/historic background or training (for environmental/historic specialists), or some DFO experience (for others).

**NOTE:** This course will be offered on a periodic basis based on a region's demonstrated need for environmental and historic training and the availability of qualified trainers. G253 is a Mitigation Management Series required course.



**G260 HMGP/FMA Financial Grants Management**

This course provides the participant with information on managing HMGP/FMA grants. It includes information on applications, processing, audits, and closeout.

**Selection Criteria:** State and federal staff involved with the HMGP/FMA program.

**G277 Residential Coastal Construction**

This 2-day course is designed to train participants on FEMA's *Coastal Construction Manual*. This manual is the primary, state-of-the-art reference for planning, designing, and constructing residential structures in the various coastal environments.

**Selection Criteria:** The target audience is engineers, architects, and building code officials. Floodplain management, hazard mitigation, planning, and building officials with building science knowledge also may apply.

**G278 Benefit-Cost Analysis: Entry-Level Training**

This 2-day course is designed as an introduction to the fundamental concepts of benefit-cost (BC) analysis. Participants will learn how to obtain BC data and conduct analyses using the basic versions of the riverine and coastal A-zone software modules. This course will **not** teach how to conduct level-two BC analyses.

**Selection Criteria:** The target audience is FEMA and state hazard mitigation officials. Other personnel involved in conducting BC analyses also may apply.

**Prerequisites:**

**Required:** Participants should have some prior knowledge of mathematics (basic algebra and percentages) and computers (Windows and spreadsheet programs).

**Recommended:** Familiarity with basic flood mitigation terminology is suggested.

**G279 Retrofitting Flood-Prone Residential Buildings**

This 2-day course is designed to provide engineering guidance on retrofitting existing one- to four-family residential structures situated in flood-prone areas. Subjects covered include an introduction to retrofitting, regulatory framework, controlling parameters, building assessment, and design practices. There is also a 1-hour unit on economics and a final exam.

**Selection Criteria:** This course is intended for engineers, architects, and building code officials. Floodplain management, hazard mitigation, planning, zoning, and public works officials with engineering, architectural, or building science knowledge are also part of the target audience.

**G285 Benefit-Cost Analysis Using the Limited-Data Module: Intermediate Training**

The goal of the 2½-day course is to enable participants to conduct complex benefit-cost (BC) analysis on riverine or coastal A-zone flood mitigation projects using FEMA's Riverine Flood Limited-Data (LD) module. The course builds on the skills taught in the *BC Analysis: Entry-Level Training* and focuses exclusively on the LD module.

**Selection Criteria:** The target audience is FEMA and state hazard mitigation officials. The course is intended for participants who have completed the entry-level training (G278) or have several months' on-the-job experience using FEMA's BC analysis modules.

**Prerequisites:**

**Required:** Participants should have knowledge of mathematics (basic algebra and percentages) and computers (Windows and spreadsheet programs).

**Recommended:** Familiarity with flood mitigation terminology is suggested.



**G318 Mitigation Planning Workshop for Local Governments**

This 2-day workshop discusses the Disaster Mitigation Act of 2000 which amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act by, among other things, adding a new section, 322—Mitigation Planning. Section 322 requires local governments to prepare and adopt jurisdiction-wide hazard mitigation plans as a condition of receiving Hazard Mitigation Grant Program (HMGP) funds to “brick and mortar” mitigation projects. The *Mitigation Planning Workshop for Local Governments* assists representatives of local communities or multi-jurisdictional planning areas to develop a mitigation plan that meets community needs as well as the Section 322 local government planning requirements as described in 44 CFR Section 201.6. This workshop explains each of the requirements, demonstrates how FEMA’s new Mitigation Planning How-to-Guides can be used to address each requirement, and provides opportunities to begin the planning process in group activities with representatives of the same community or planning area.

**Selection Criteria:** The target audience for this Workshop includes the following representatives of local government: elected officials, managers, planners, emergency program managers, and other staff with expertise needed for mitigation projects. The Workshop is also intended for community members interested in avoiding or minimizing hazard losses, who may wish to participate in the mitigation planning process.

**G362 Multi-Hazard Emergency Planning for Schools**

This course will provide participants with the basic information and tools needed to develop effective plans for the wide array of potential emergencies that schools may face.

Participants completing the course will be able to explain the importance of effective planning to others and lead individuals in their schools and community through the process of developing an effective multi-hazard program.

**Selection Criteria:** This course is for state and local training teams. The recommendation is one team member from the following area designated by:

- Representative of state department of education
- Representative of school district, such as
  - District administrator or school board member
  - School principal or assistant principal
  - District or school risk manager

- District or school plan facility engineer/manager
- District resource officer supervisor or school resource officer, crisis team member, or school counselor
- Representative of emergency management
- Representative of law enforcement
- Representative of fire service
- Representative of medical service
- Representative of public health

**G376 State Hazard Mitigation Planning**

This 1-day course is designed to provide participants with the knowledge and resources about hazard mitigation concepts, programs, and regulations that will enable them to contribute to their states’ efforts to reduce vulnerability to natural hazards. The course modules include hazard vulnerability and mitigation, the state hazard mitigation program, post-disaster mitigation opportunities, and a hazard mitigation case study exercise.

**Selection Criteria:** State officials who have been or would be assigned lead responsibility within their particular state agency for accomplishing hazard mitigation. All state agencies should be represented at this course because the programs and activities of virtually all state agencies affect the socioeconomic, land use, and development patterns of local governments within the state. Representatives of large local jurisdictions whose mitigation activities may affect state-level operations also may participate in the course.



**G377 Regional Hazard Mitigation Planning**

This course is designed to provide participants with knowledge about hazard mitigation that will enable them to effectively coordinate state and local hazard mitigation responsibilities. Course modules include state mitigation responsibilities, mitigation techniques and technology, planning, managing the grant program, and developing state mitigation teams. Issues are addressed through a variety of techniques such as workshops, informal discussions, group analysis of a realistic case, and practical exercises. The course can be conducted in a 2- to 3-day format to allow for regional flexibility in selecting course content.

**Selection Criteria:** State hazard mitigation officers who have been assigned lead responsibility within their state governments for accomplishing hazard mitigation. Each state should send at least one representative from its state office of emergency management and one from its state office of natural resources. It is recommended that the state emergency management training officer also attend this course to obtain background information that is essential to the “team training” approach necessary to successfully deploy mitigation training at the state and local levels.

**G379 Interagency Hazard Mitigation Team Training**

This course is designed specifically to train participants who may serve on an interagency hazard mitigation team. The course covers pre-disaster as well as post-disaster situations, and its purpose is to provide team members with knowledge of the range of mitigation activities. The modular format gives the instructor maximum flexibility in designing the course. The course can be taught in a 1½-day to a 4-day format.

**Selection Criteria:** Designated members of interagency hazard mitigation teams and their alternates as well as federal, state, tribal, and local staff who may be so designated.

**G393 Mitigation for Emergency Managers**

This course is designed to train emergency managers and other interested individuals who have no specialized technical background, but can support mitigation efforts as advocates. The course provides activities and exercises that build the participants' abilities to: perform the tasks and responsibilities of the emergency manager's role; create long-term strategies for disaster-resistant communities; identify local mitigation opportunities; select mitigation solutions to hazard risk problems; find resources to carry out mitigation activities in a post-disaster environment.

**Selection Criteria:** Tribal and local government officials, emergency managers, community leaders in such efforts as voluntary organizations, businesses and industries, and other emergency service personnel.

**Prerequisites:**

**Required:** Completion of IS-393, *Introduction to Mitigation*.

**Recommended:** None.

**G398 Mitigation and Recovery Exercises**

- G398.1 Earthquake**
- G398.2 Flood**
- G398.3 Hurricane**

The *Mitigation and Recovery Exercises* are 1-day exercises for local government agencies such as building officials, zoning officers, commissioners, councils, and chief executive officers. The exercises present a series of challenges to a local government that could face a threat from earthquake, flood, or hurricane. The local government will have to solve how it intends to deal with temporary housing issues, building permits, and temporary business locations as well as long-term recovery issues.

These exercises work well in any size community from large metropolitan areas to small rural towns and villages. The exercise material explains what must be done to plan and prepare for the activity.



**G434 Earthquake Safety Program for Schools**

This 2-day course is intended to help the school community prepare to be self-sufficient in the aftermath of a damaging earthquake. Topics include planning, hazard identification and nonstructural mitigation techniques, drills, immediate response exercises, post-earthquake recovery and mitigation opportunities, and crisis intervention.

**Selection Criteria:** The intended audience for the workshop includes school district administrators, principals, school board members, school district facility and risk managers and others concerned with the physical plant and operation of a school system, teachers, PTA members, and local emergency services officials.

**G436 Earthquakes: A Teacher's Package for K–6**

This hands-on workshop introduces kindergarten and elementary school teachers to *Earthquakes: A Teacher's Package for K–6* (publication FEMA 159). Also known as *Tremor Troop*, the collection of multidisciplinary hands-on classroom activities was developed for FEMA by the National Science Teachers Association. The material provides basic information about earthquakes. The lesson plans and activities are designed to promote scientific literacy among young children and give them the information and skills they need to cope safely during and following an earthquake. The workshop also addresses **Crisis Intervention**, focusing on the needs of children and school personnel, and **earthquake risk reduction for schools**.

**Selection Criteria:** Elementary science coordinators, elementary curriculum coordinators, kindergarten and elementary classroom teachers, and teacher educators from regional science and educational resource centers.

The purpose of the 1-day workshop is to introduce *Tremor Troop* to teachers who then will use it in their own classrooms.

The purpose of the 2-day workshop is to introduce *Tremor Troop* to educators who then will train teachers in their own districts.

**G439 Seismic Sleuths: A Teacher's Package on Earthquakes for Grades 7–12**

This 2-day institute introduces master teachers of grades 7–12 to *Seismic Sleuths* curriculum. This teacher's package provides hands-on/minds-on classroom activities on earthquake-related topics that can be integrated into existing science, math, and social studies curricula. Produced by the American Geophysical Union, in cooperation with FEMA, the materials foster an understanding of how science, math, and social studies concepts can be applied to reduce earthquake hazards and risk in the built environment through seismic safety design, construction, land-use, and emergency management techniques.

**Selection Criteria:** Master teachers with a minimum of 5 years of teaching experience in grades 7–12. The purpose of the institute is to introduce the package to master educators who then will provide workshops for teachers in their school districts.



**FIELD-DELIVERED COOPERATIVE COURSES**

FEMA's Federal Insurance Administration and Mitigation Directorate, in cooperation with the Readiness, Response and Recovery Directorate, has entered into cooperative agreements with numerous professional organizations and associations in order to bring appropriate technical mitigation information to the audiences served by these organizations. To date, we have developed technical training courses and seminars for the following audiences:

- Building Code Enforcement Officials
- Engineers
- Architects
- School Administrators
- K-12 Teachers

Should you wish to arrange for such technical courses or seminars to be conducted in your state or jurisdiction, please contact your FEMA Regional Training Manager for additional information. The upcoming courses and seminars, as they are scheduled, also will be listed on EMI's training bulletin board.

- G250.1** *Workshop: State and Local Continuity of Government (COG)* (description on page 71)
- G250.11** *Workshop: Continuity of Operations (COOP)* (description on page 72)
- G271** *Hazardous Weather and Flood Preparedness* (description on page 72)
- G276** *Resource Management* (description on page 73)
- G278** *Benefit-Cost Analysis: Entry-Level Training* (description on page 64)
- G279** *Retrofitting Flood-Prone Residential Buildings* (description on page 64)
- G285** *Benefit-Cost Analysis Using the Limited-Data Module: Intermediate Training* (description on page 64)
- G305.3** *Hazardous Materials Workshop: Risk Analysis* (description on page 74)
- G305.6** *Hazardous Materials Workshop: Community Awareness and Right-to-Know* (description on page 74)
- G365.3** *Workshop in Emergency Management: Partnerships for Creating and Maintaining Spotter Groups* (description on page 78)
- G376** *State Hazard Mitigation Planning* (description on page 65)
- G377** *Regional Hazard Mitigation Planning* (description on page 66)

- G379** *Interagency Hazard Mitigation Team Training* (description on page 66)
- G393** *Mitigation for Emergency Managers* (description on page 66)
- G434** *Earthquake Safety Program for Schools* (description on page 67)
- G436** *Earthquakes: A Teacher's Package for K–6* (description on page 67)
- G439** *Seismic Sleuths: A Teacher's Package on Earthquakes for Grades 7–12* (description on page 67)

**Independent Study Courses**

- IS-8** *Building for the Earthquakes of Tomorrow: Complying with Executive Order 12699* (description on page 105)
- IS-279** *Retrofitting Flood-Prone Residential Buildings* (description on page 113)
- IS-362** *Multi-Hazard Emergency Planning for Schools* (description on page 115)
- IS-393** *Introduction to Mitigation* (description on page 115)
- IS-394** *Mitigation for Homeowners* (description on page 115)

## Readiness and Technology

The Emergency Management Institute offers a number of training activities that develop operational capabilities and facilitate an effective response when an emergency occurs. Much of this readiness training supports the requirements of chief executives and top-level, appointed emergency management officials. Public officials are responsible for protecting the lives and property of their constituents at all times. Yet, it is the emergency management professional on whom chief executives must depend for developing and maintaining emergency response capabilities on a day-to-day basis, as well as for providing sound advice and proper resource support during a period of crisis. This team relationship is critical for smooth, quick decisionmaking and coordination during a community emergency. Preparedness courses provide both orientation and insight into emergency responsibilities including the development of emergency plans, facilities, and appropriate public policies.

EMI offers courses that facilitate public policy formulation, technical skill building, and effective planning measures at federal, state, local, and tribal levels of government. Such courses, seminars, and workshops address preparedness issues including continuity of government, radiological preparedness, hazardous materials, and the Chemical Stockpile Emergency Preparedness Program.

Some of the training is specific and technical, while other topics are designed to stimulate proactive policy level decisionmaking. The many resident and non-resident training activities included in the Readiness and Technology Curriculum provide specialized training and information needed by federal, state, local, and tribal government staffs and selected representatives from the private sector (business and industry).

**G190 Incident Command System (ICS): Law Enforcement**

This 2-day course introduces law enforcement personnel to the ICS. Several scenarios are included that allow participants to apply ICS to law enforcement.

**Selection Criteria:** Law enforcement officers who are involved with ICS.

**Prerequisites:**

**Required:** None.

**Recommended:** IS-195, *Basic ICS*

**G191 Incident Command System/Emergency Operations Center (ICS/EOC) Interface**

This 1½-day course works best when delivered to Incident Command System and Emergency Operations Center personnel from the same community. The course provides an opportunity for participants to begin developing an ICS/EOC interface for their community. The course reviews ICS and EOC responsibilities and functions and depends heavily on exercises and group discussions to formulate the interface.

**Selection Criteria:** Participants should be teams from a community's ICS and EOC personnel.

**Prerequisites:**

**Required:** None.

**Recommended:** IS-195, *Basic ICS*

**G192 Incident Command System (ICS): Public Works**

This 2-day course introduces public works personnel to the ICS. Several scenarios are included that allow participants to apply ICS to public works events.

**Selection Criteria:** Public works personnel involved with ICS.

**Prerequisites:**

**Required:** None.

**Recommended:** IS-195, *Basic ICS*

**G194 Incident Command System (ICS) for Public Officials' Conference**

The 1½-hour conference is designed as a briefing for elected and appointed policy level officials. This conference focuses on providing public officials with an awareness of ICS as an effective management tool which can be adopted in managing emergency situations.

**Selection Criteria:** Elected and appointed policy level officials.

**Prerequisites:**

**Required:** None.

**Recommended:** IS-195, *Basic ICS*

**G195 Intermediate Incident Command System (ICS)**

This 3-day course is designed for a multidiscipline audience of persons who would likely serve as supervisors in an ICS structure. Topics include organization and staffing, incident and event planning/staffing, organizing a response to an incident or a planned event, and incident resource management. The course includes group activities, a tabletop exercise, and a final examination.

The content of this course is generally equivalent to the *National Interagency Incident Management System (NIIMS)* training modules 7–11 (I-300).

**Selection Criteria:** Participants who would serve in supervisory positions in an ICS structure.

**Prerequisites:**

**Required:** Successful completion of at least one of the following: EMI's *Basic ICS* (IS-195), *ICS for Law Enforcement* (G190), or *ICS for Public Works* (G191), or NIIMS training modules 1-6 (I-100/200).

**Recommended:** None.



**G196 Advanced Incident Command System (ICS)**

This 3-day course is designed for a multidiscipline audience of staff who would likely serve as incident commanders in an ICS structure. Topics include command and general staff, unified command, major incident management, area command, and multiagency coordination. The course includes group activities, a tabletop exercise, and a final examination.

The content of this course is generally equivalent to the *National Interagency Incident Management System (NIIMS)* training modules 12–16 (I-400).

**Selection Criteria:** Participants who would serve as Incident Commanders in an ICS structure.

**Prerequisites:**

**Required:** Successful completion of at least one of the following: *Intermediate ICS* or *NIIMS* training modules 7–11 (I-300).

**Recommended:** None.

**G200 Public Officials' Conference (1 day)**

This conference for a city/county provides an orientation to the federal, state, and local partnership in emergency management. FEMA programs are related to state and local needs and activities. Participants learn how to use such programs effectively to meet responsibilities. They also share information that would enhance emergency management at all levels of government and discuss specific community preparedness capabilities.

**Selection Criteria:** Elected and appointed officials, private association leaders, and private disaster and emergency relief officials.

**G250 Workshop: Emergency Management (WEM)**

This special workshop deals with specific emergency management activities and problems. It is intended to cover nonadministrative, innovative, or situational emergency management training subjects that may normally confront local directors. It does not replace any current course or segments of courses. The following workshop modules are available for use in conducting WEM workshops.

**G250.1 Workshop: State and Local Continuity of Government (COG)**

This 1-day module is designed to increase awareness and understanding of the concept of COG and the seven preparedness/planning elements that are necessary to ensure that state and local governments can carry out their executive, legislative, and judicial functions under the threat or occurrence of any emergency that could disrupt such functions and services. This training activity should be delivered as part of a WEM.

**Selection Criteria:** State and local officials, emergency managers, and other members of community support groups.

**G250.6 Workshop: Amateur Radio Resources**

This 3- to 4-hour workshop is designed to provide state and local elected officials, emergency managers, and other public officials an understanding of how these volunteer communication groups can help in supplementing telecommunication and warning systems.

**Selection Criteria:** State and local elected officials, emergency managers, and other public officials.

**G250.11 Workshop: Continuity of Operations (COOP)**

This 1-day module is designed to increase awareness and understanding of the need for continuity of operations plans for state and local government offices. Recent events have demonstrated that government buildings and offices can be closed for extended periods of time due to natural or manmade events. These closures negatively affect service delivery to the general public. The workshop focuses on identifying state and local government tasks that must continue should an incident affect the staff or location where the tasks are performed. The workshop introduces the benefits of public-private cooperation in COOP planning. This introduction to COOP planning also will help participants determine appropriate backup measures so that essential service delivery can continue.

**Selection Criteria:** State and local government agency/department representatives.

**G250.12 Senior Officials' Workshop: Preparedness and Response for Terrorist Incidents (involving nuclear, biological, and chemical agents)**

This 4-hour course focuses on the roles and responsibilities of community senior officials in preparing for, responding to, and recovering from terrorist attacks. It is the revised version of the course originally offered by the Department of Defense as part of the Domestic Preparedness Program.

This workshop has an optional tabletop exercise.

**Selection Criteria:** Elected and appointed community officials.

**G271 Hazardous Weather and Flood Preparedness**

The National Weather Service (NWS) and FEMA developed this course with input from many states and local emergency managers. It is intended to help to promote a more proactive response to weather and flooding hazards through close coordination between emergency management and NWS. This course covers:

- how the basic elements of weather can combine to create potential hazards in an area;
- weather forecast products and how to interpret them;
- And anticipating hazardous weather for planning, warning, and response purposes.

**Selection Criteria:** Local and state emergency managers who respond to hazardous weather events.

**G272 Warning Coordination**

This 1½-day field course is the latest in the hazardous weather series of courses produced in partnership with the National Weather Service (NWS). It is designed to be conducted jointly by NWS warning coordination meteorologists and state emergency management staff for an audience of local emergency managers.

Every year the United States experiences more severe weather than any other country in the world. In order to reduce deaths, injuries, and property losses, emergency managers must work closely with the NWS and the news media to provide effective warnings that can be received and understood by people at risk. This course is intended to help facilitate that process.

Course topics include The Social Dimensions of Warning Response; Developing Effective Warning Messages; Developing an Effective Community Warning Process; and working with the news media to create a Weather Warning Partnership. In addition to lecture and discussion, the course includes case studies, exercises, and an opportunity for interaction with representatives of the local news media.

**Selection Criteria:** Intended for local emergency managers.



**G275 Emergency Operations Center (EOC) Management and Operations**

This 3-day course provides participants with the knowledge and skills to effectively manage and operate an EOC during crisis situations. The course covers locating and designing an EOC, how to staff, train, and brief EOC personnel, and how to operate an EOC during various situations. It is modular so that it is flexible to meet various jurisdictions' needs.

**Selection Criteria:** State and local individuals responsible for developing, staffing, managing, and operating an EOC. Other EOC staff are encouraged to attend.

**Prerequisites:**

**Required:** Successful completion of IS-275, *The Emergency Operations Center's Role in Community Preparedness, Response, and Recovery Operations*.

**Recommended:** None.



**G276 Resource Management**

This 2-day course provides participants with the knowledge and skills to effectively identify, develop, and manage a resource management system. The course covers aspects of how to tap into little used resources, how to develop and manage a system to better manage scarce public and private sector resources in a crisis situation, and how to ask for help (the videotape and facilitator's guide for G270.1 has been incorporated into this course).

**Selection Criteria:** State and local individuals responsible for effectively developing and managing a resource management system within the EOC or Incident Command System (ICS).

**The course received the Outstanding Technology Branch Training Program award for 1993-1994 from the Potomac Chapter of the International Society for Performance and Instruction.**



**G300 Hazardous Materials: An Introduction for Public Officials**

This is a 3- to 4-hour unit of instruction for key public officials, department heads, and private executives with a need to understand basic policy issues regarding hazardous materials threats to the community. Focusing on "standard of care," hazard assessment, risk management, planning, and response considerations, it provides officials with a basic overview of hazardous materials issues. It is an interagency course designed in cooperation with the U.S. Department of Transportation and the Environmental Protection Agency.

**Selection Criteria:** Public officials and other decisionmakers with a need for basic introductory instruction to policy issues related to hazardous materials management at the local level.



**G301 Introduction to Hazardous Materials Preparedness**

This 5- to 6-hour, 2-module course provides an introduction to hazardous materials concepts and practices. It goes beyond the content of the G300, *Public Officials* course and is predicated on participants' mastery of the hazardous materials Independent Study course (IS-5) prior to enrollment. It covers basic principles of preparedness, the role of local communities, and the hazards presented by chemicals in transportation or fixed-site threats. Each participant must be familiar with IS-5 principles before enrolling in this class.

**Selection Criteria:** State and local personnel with a responsibility for hazardous materials.

**Prerequisites:**

**Required:** Completion of IS-5, *Hazardous Materials: A Citizen's Orientation*.

**Recommended:** None.



### G305 Hazardous Materials Workshops

This series of special-topic modules (Student Manual and Instructor Guide) is for participants receiving instruction either as stand-alone delivery in a *Workshop in Emergency Management (WEM)* or a *Public Officials Conference (POC)*, or as enhancement of regular classroom course work such as *Exercise Design*. Each module is intended for 1 to 3½ hours of instruction, as determined by the instructor.

- G305.1** *Hazardous Materials Risk Communication*
- G305.2** *Hazardous Materials Information Management*
- G305.3** *Risk Analysis*
- G305.4** *Exercising Emergency Plans Under Title III*
- G305.5** *Alert and Notification*
- G305.6** *Community Awareness and Right-to-Know*
- G305.7** *Overview of Incident Command System*
- G305.8** *Hazardous Materials Workshop for EMS Providers*
- G305.9** *Hazardous Materials Workshop for Law Enforcement*
- G305.10** *Facility Coordinator's Role and the LEPC*
- G305.11** *Liability Issues in Emergency Management*
- G305.14** *Hazardous Materials Response Team: Should You Have One?*



### G310 Weapons of Mass Destruction Courses

This series of facilitator-led courses is intended to help senior local government officials prepare for and improve their ability to manage and respond to mass casualty terrorism incidents involving the use of Weapons of Mass Destruction (WMD). Each course has the same five objectives and each uses a different scenario to enable participants to accomplish them. The objectives are stated below.

At the completion of the training, local government officials should be able to:

- Exercise greater leadership in preparing for and managing response to WMD mass casualty terrorism incidents through a better understanding of their jurisdiction's response capabilities.
- Analyze the appropriateness of plans, policies, procedures, and other preparedness elements currently in place to respond to and recover from a mass casualty terrorist incident.
- Determine the adequacy and the level of training of jurisdictional disaster and emergency management staff.

- Determine the adequacy of the jurisdiction's resources (e.g., personnel, materials, and personal protective and other equipment) for response and recovery from a mass casualty incident.
- Identify the coordination requirements among local, state, and federal governments for response to WMD terrorist incidents.

All five courses are designed as either 1-day or 3-day offerings. There are no Student Manuals; the facilitator must tailor the course for the specific community.

- G310.1** *Weapons of Mass Destruction: Nuclear Scenario*
- G310.2** *Weapons of Mass Destruction: Radiological Scenario*
- G310.3** *Weapons of Mass Destruction: Chemical–Sarin Scenario*
- G310.4** *Weapons of Mass Destruction: Chemical–Vx Scenario*
- G310.5** *Weapons of Mass Destruction: Biological–Anthrax Scenario*
- G310.6** *Weapons of Mass Destruction: Suicide Bomber Scenario*

**Selection Criteria:** The following is a list of recommended participants, but it is not all-inclusive.

**Core Recommended Audience:** Chief elected/appointed officials; fire chiefs; sheriffs; police chiefs; directors, emergency services; directors, public works; directors, public health and safety; public information officers, chief financial officers, legal counsel, chief medical examiner/coroners, and communications directors. **Other Possible Participants:** transportation authority (port authority, airport authority, and/or area transportation authority, etc.\*); evacuation coordinators;\* mass care coordinators;\* resource managers; chiefs, animal care and control agency; warning coordinators; coordinator of volunteer organizations; directors, emergency medical service (EMS); directors, hazardous materials team (HMT)\*; state and/or federal representatives, as appropriate;\* area military representative;\* National Guard representatives; Department of Energy (DOE) representatives; federal Bureau of Investigations (FBI) representatives;\* Centers for Disease Control (CDC) representatives; Environmental Protection Agency (EPA) representatives; U.S. Coast Guard (USCG) representatives; and representatives of neighboring jurisdictions.

\* *The target audience with an asterisk must be invited (if they are available).*

**Prerequisites:**

**Required:** The course is designed with the following assumptions about participation:

1. The city or county conducting the course has an emergency operations plan (EOP) and Standard Operating Procedures (SOPs).
2. The participants know and understand their roles and responsibilities, as defined by their EOP; are trained in their areas of expertise; and know their jurisdiction.

**Recommended:** None.

**G311 Hazardous Materials Contingency Planning**

This 4½-day course is for emergency management personnel responsible for hazardous materials planning and coordination. It covers emergencies including transportation, use, storage, and disposal of hazardous materials and episodic releases of air-toxic chemicals from fixed-site facilities. Emphasis is placed on interagency cooperation and the identification of technical assistance that is available. Topics include local, state, and federal mechanisms to assist in planning and response, tactical requirements, hazardous materials characteristics, and regulatory compliance. This course is co-sponsored by the Environmental Protection Agency, the U.S. Department of Transportation, and FEMA.

**Selection Criteria:** Open to all officials responsible for public policy and strategic planning and response.

**Radiological Instructors**

States select a cadre of instructors who become qualified to teach radiological monitors and radiological response teams. These instructors could be key local staff, such as fire department instructors, emergency managers, radiological officers, state radiation control agency representatives, and others. Radiological instructors obtain qualification by successfully completing the following program of Non-Resident and Resident study:

G320, *Fundamentals Course for Radiological Response*.

We encourage these instructors to attend S301, *Radiological Emergency Response Operations* also.

**G320 Fundamentals Course for Radiological Response**

This 3-day performance-based (hands-on) course for assigned local radiological response team members covers the concepts of radiation protection, radiation detection instruments, radiological monitoring techniques, radiological hazards and protective actions, team-building, and basic procedures to support planning/response for emergency and recovery activities in the event of a radiological incident. This course is designed so that modules may be conducted separately and adapted to specific audience needs and requirements.

**Selection Criteria:** State and local government radiological response teams and newly assigned hazardous materials response team members.

**Prerequisites:**

**Required:** IS-3, *Radiological Emergency Management*.

**Recommended:** None.



**G346 Hospital Emergency Department Management of Hazardous Materials Accidents (HMA)**

This 1-day course introduces medical personnel to procedures for handling radiation and other hazardous materials accident victims in the hospital environment. The goal is to enable participants to provide prompt and appropriate care for hazardous materials accident victims while minimizing exposure and preventing the spread of contamination. Part 1 concentrates on radiation accidents whereas part 2 covers other hazardous materials incidents.

**Selection Criteria:** Physicians, nurses, and others who provide emergency medical services in hospitals.

**Prerequisites:**

**Required:** Successful completion of IS-346, *Orientation to Hazardous Materials for Medical Personnel*.

**Recommended:** None.



**G351 Who's in Charge Here?: Exercising Leadership in an Emergency or Disaster**

The purpose of this 6-hour course is to prepare local elected government officials to lead and direct their jurisdiction in implementing comprehensive emergency management systems.

At the conclusion of the course, participants will be able to:

- Exercise greater leadership in an emergency through a better understanding of their roles and responsibilities;
- Develop emergency management policies and procedures for emergency management activities and implement necessary policies and procedures to respond to and recover from a disaster;
- Initiate appropriate emergency management actions during a disaster;
- Negotiate through the intergovernmental response system to obtain the required resources and assistance in an emergency;

- Maximize gains for disaster recovery assistance through appropriate contacts and knowledge of available resources;
- Understand the partnership among federal, state, and local governments;
- Establish relationships and partnerships with other agencies and organizations (i.e., profit, not-for-profit, and business and industry) for effective emergency management response and recovery outcomes; and
- Take actions to ensure citizen satisfaction during a disaster and build credibility before a disaster.

**Selection Criteria:** Local elected officials (i.e., mayors, etc.).



**G357 Emergency Response to Criminal and Terrorist Incidents**

The primary goals of this course include increasing safety by describing hazards that may exist at crime scenes, enhancing evidence preservation and rescue efforts and fostering cooperative working relationships among all responders through role and responsibility clarification. The course uses a combination of instructor-led discussions and videotape presentations and concludes with an exercise.

**Selection Criteria:** The audience for this 6- to 8-hour course consists of persons who will respond to a criminal or terrorist event. This course is a joint training effort that includes firefighters, emergency medical services, law enforcement, public works, and others with emergency management responsibility from a local community. It is recommended that this course be taught to groups from the same jurisdiction for maximum benefit.

EMI has sent reproducible copies of this course to state emergency management agencies, state fire academies, and state law enforcement academies. Additional reproducible copies can be obtained by contacting EMI.



**G358 Evacuation and Re-entry Planning Course**

This 12-hour course is designed to provide participants with knowledge and skills needed to design and implement an evacuation and re-entry plan for their jurisdictions. It uses a community's vulnerability analysis and evacuation plan. It also addresses evacuation behavior and recommends methods to make evacuation and re-entry more efficient.

This course **does not address** the decision to evacuate or re-enter.

**Selection Criteria:** The persons responsible for planning, implementing, and carrying out evacuations within a jurisdiction must attend this course as a team. This includes, but is not limited to, local and state government emergency program managers, emergency planners, and response personnel.

**G360 Hurricane Planning**

This 2½-day course is designed to assist state and local planners responsible for developing or revising emergency operations plans and procedures. The course provides methods and techniques for using the latest information from Hurricane Evacuation Studies and other sources in planning response operations before and after a hurricane.

**Selection Criteria:** Members of state and local planning teams from jurisdictions covered by a completed Hurricane Evacuation Study.

**G365.3 Workshop: Partnerships for Creating and Maintaining Spotter Groups**

This 5-hour workshop emphasizes the valuable service that spotter groups provide to protect lives during hazardous weather and flooding. This activity is intended to promote the creation and enhancement of spotter groups across the country. It includes a wide variety of tools and approaches to help make spotter groups a key part of effective community warning systems. This workshop should be delivered jointly by emergency management and National Weather Service staff.

**Selection Criteria:** State and local emergency managers and National Weather Service staff.

**G386 Mass Fatalities Incident Response**

This course prepares local and state response personnel and other responsible agencies and professionals to handle mass fatalities effectively and to work with the survivors in an emergency or disaster.

**Selection Criteria:** The course is designed for a wide audience, encompassing the range of personnel with a role to play in mass fatality incidents. Coroners, medical examiners, funeral directors, heads of first response agencies (fire, police, EMS, etc.) planners, and emergency management coordinators will benefit from this course.

**G408 Terrorism Planning Course**

This course teaches participants to evaluate, revise, or develop terrorism appendices for their jurisdiction's Emergency Operating Plan (EOP). The course revisits such key issues as vulnerability and command and control in a terrorism response environment. In keeping with recommendations of the Gilmore Commission, this course builds the existing emergency response system as articulated by the EOP. **Participants must bring a current copy of their EOP and a map of their jurisdiction, as these are integral to the training.**

This course supplements EMI's Emergency Planning Workshop.

**Selection Criteria:** Ideally, Local Emergency Planning Teams that include one person from: emergency management; law enforcement; fire service; public health/medical service. *Individuals responsible for emergency planning also may apply.*

**NOTE:** *While this course targets local governments, state personnel involved with assisting local planners are encouraged to apply.*

**Prerequisites:**

**Required:** Participants should have a working knowledge of emergency planning (as articulated in *FEMA's Guide for All-Hazard Emergency Operations Planning*), the Incident Command System, and/or EOC operations.

**Recommended:** None.

**Course Length:** 4 days  
**CEUs:** 3.2





# CHEMICAL STOCKPILE EMERGENCY PREPAREDNESS PROGRAM

## CHEMICAL STOCKPILE EMERGENCY PREPAREDNESS PROGRAM (CSEPP) TRAINING COURSES

Ten states are part of the Chemical Stockpile Emergency Preparedness Program: Alabama, Arkansas, Colorado, Illinois, Indiana, Kentucky, Maryland, Oregon, Utah, and Washington.

These courses are not available for the general public. Only federal, state, and local personnel having CSEPP or WMD responsibilities may find these materials useful.

Training materials, job aids, and the CSEPP training plan can be downloaded from the CSEPP Web site at:

[http://www.ornl.gov/emc/CSEPPweb/  
FEMACSEPPHome.html](http://www.ornl.gov/emc/CSEPPweb/FEMACSEPPHome.html)

CSEPP videos and CD-ROMs may be obtained through your CSEPP State Training Officer or may be purchased through the National Technical Information Service Web site at:

<http://www.ntis.gov>



### **G901 Personal Protective Equipment (PPE)**

**This course is designed to be presented as an independent course or as part of the ACT FAST course.**

This 4- to 6-hour course is designed to initiate emergency workers to the proper way to protect persons from contamination by donning PPE; removing potentially contaminated PPE without contaminating the wearer; recognizing the limitations of PPE; knowing when and how to use chemical detector kits; and knowing state and local work rules, policies, and procedures, as well as those used by CSEPP.

**Selection Criteria:** This course is designed to prepare personnel to perform the functions identified in Appendix L on Personal Protective Equipment for the CSEPP Planning Guidance and Standards: program participants, decon station personnel, and emergency medical personnel.

### **Prerequisites:**

**Required:** None.

**Recommended:** The ACT FAST course.



### **G902 CSEPP JIC Advisor**

This computer-based training (CBT) program is designed to be used as a Joint Information Center (JIC) familiarization and refresher course. It also contains a site-specific resources catalog that can be used by public affairs personnel in time of an emergency.

The program is designed to provide CSEPP Emergency Public Information (EPI) in a manner that is structured, learner-controlled, easily accessible, and maintainable. It can be used to guide EPI personnel through information that assists the learner in integrating and applying new information so that it can be transferred from the learning environment to emergency response.

The CSEPP CBT program's learning experience is presented through five components: an information component; a scenario component; a reference system component; and a CBT support component.

This program is designed to be self-paced and can be used by individuals within a work setting.

**Selection Criteria:** Individuals selected through FEMA region and state.

### **Prerequisites:**

**Required:** None.

**Recommended:** JICsaw III course.



**G903 CSEPP Spokesperson Training**

This 8- to 16-hour course is designed to develop in nonpublic affairs personnel the ability to successfully convey accurate and concise information to the media in a chemical (CSEPP) emergency.

The class covers:

- The function of the media today
- Media concerns
- Broadcast vs. print
- Being part of the message and message content
- On-camera actions and appearance
- Spokesperson responsibilities
- News conferences

The program consists of classroom instruction, group instruction, and one-on-one on-camera training. Portions of the class also focus on the relationship of the Joint Information Center and System to the successful dissemination of information during an emergency.

**Selection Criteria:** CSEPP specific. Funded by the U.S. Army Soldier and Biological Chemical Command (SBCCOM).

**NOTE:** *The length of the class is determined by the number of participants.*

**G904 CSEPP Chemical Awareness**

This 8-hour course is designed to familiarize participants with the chemical stockpile and its components, the Chemical Stockpile Disposal Program (CSDP), and the Chemical Stockpile Emergency Preparedness Program (CSEPP). Participants will be able to recognize chemical agent characteristics, signs and symptoms of agent exposure, and how to avoid contact with agents in an off-site incident involving the accidental release of one or more chemical agents (nerve agents, such as Vx, GA, GB; and blister agents such as sulfur mustard).

Specifically, at the end of this training program, the participant should be able to describe the types of chemical agents stored in each location, describe the major emergency planning steps for protecting people in the event of a chemical incident, describe how to avoid contact with chemical agents, and describe the effects of weather and terrain on the movement of chemical agents.

**Selection Criteria:** This course is designed for people engaged in planning for emergency response in the event of a chemical agent incident under the CSEPP.

**G905 ACT FAST (Agent Characteristics Toxicity—First Aid and Special Treatment)**

This 8-hour course is designed to prepare emergency medical personnel to recognize and provide first response treatment to persons accidentally exposed to nerve and blister agents. The objective of this training program is to prepare participants to respond to an off-installation scene involving an accidental release of one or more chemical agents (nerve agents, such as Vx, GA, GB; and blister agents, such as sulfur mustard).

Specifically, at the end of this training program, the participant should be able to describe the potential hazards of nerve and blister agents; (what they are, how they spread, and how they work to identify the signs and symptoms of nerve and blister agent exposure) and to describe the initial first-aid treatment for victims of nerve and blister agents.

**Selection Criteria:** This course is designed to prepare participants to respond to an emergency situation involving an accidental release of nerve or blister agent. The focus is pre-hospital treatment—providing treatment at the scene and during transportation to the hospital. Although anyone who performs emergency medical duties can use the information provided in this course, it is especially designed to meet the needs of those who are likely to be the first on scene: emergency medical technicians, police, fire department personnel, paramedics, ambulance operators, and nurses.

**Prerequisites:**

**Required:** None.

**Recommended:** CSEPP *Chemical Awareness* course (G904).



**G906 Response Phase Decontamination**

**This course is designed to be presented as an independent course or as part of the ACT FAST course.**

Decontamination should be considered an integral part of the necessary planning for emergency response. Adherence to the response phase decontamination guidelines will reduce the potential for injury and save lives during the emergency response phase immediately following a significant agent release. Decontamination (decon) of people exposed to a chemical agent must begin in the first stages of response, possibly concurrently with the implementation of protective actions. Independent modules (each requiring 1-2 hours) have been developed covering performing self- and buddy decon; decon station procedures; decon by emergency medical personnel; and a planner's checklist for use in planning for decon within the CSEPP framework.

**Selection Criteria:** This course is designed to prepare personnel to perform the functions identified in Appendix L on Response Phase Decontamination for the CSEPP Planning Guidance and Standards: program participants, decon station personnel, and emergency medical personnel.

**Prerequisites:**

**Required:** None.

**Recommended:** CSEPP *Chemical Awareness* or ACT FAST course should be completed before this course.

**G907 Use of Auto-Injectors by Civilian Emergency Medical Personnel to Treat Civilians Exposed to Nerve Agent**

**This course is designed to be presented as an independent course or as part of the ACT FAST course.**

This 3-hour course is designed to prepare participants to identify antidotes to be administered in the event of nerve agent exposure, identify the conditions under which antidote auto-injectors should be used, demonstrate the use of the antidote auto-injectors, and recognize adverse reactions to the use of the antidotes.

**Selection Criteria:** This course is designed to prepare those persons called upon to respond to an emergency situation involving an accidental release of nerve agent who are allowed, under pertinent state laws and regulations, to administer drugs. May include emergency medical technicians, paramedics, and nurses.

**Prerequisites:**

**Required:** The ACT FAST course.

**Recommended:** None.

**G908 Joint Information Center/Joint Information System (JICsaw III)**

This course is 16 to 24 hours depending on the presentation. The *JICsaw III* course is an updated and expanded version of the original CSEPP *Joint Information Center/System (JIC/JIS)* course. The *JICsaw III* course describes how to plan for and implement a successful multiagency emergency information program.

*JICsaw III* is a 3-day, comprehensive, modular package designed to provide your staff with a basic foundation in the concept, goals, focus, functions, organizational structure, and facility of the JIC. It is a generic foundation on which each site can build or enhance its site-specific JIC/JIS plans and procedures and strengthen its team. The course concludes with an enhanced JIC demonstration using a scenario that tests JIC play with realistic activity. The *JICsaw III* course consists of 2 days of classroom instruction and a 1-day exercise.

**Selection Criteria:** This course is designed for people whose duties during an emergency response to a CSEPP chemical agent incident will require them to perform their jobs in the Joint Information Center.

**Prerequisites:**

**Required:** For background, the *Chemical Awareness* course should be taken before attending this course. For PIO's, the *Basic Public Information Officers* course (G290) must be taken prior to attending the *JIC/JIS* course.

**Recommended:** None.



**G909 Technical Planning and Evaluation**

An accident involving chemical agents could be a rapidly occurring event with no time for detailed analysis—it would require an immediate emergency response. In order to provide such a response, as much decisionmaking as possible regarding protective action strategies should be completed during the response planning phase. Then the decisions made can be implemented in case of an accident. Protective action strategies are sets of pre-planned responses to different emergency situations that are developed using a variety of planning tools. After the strategies have been defined, a decisionmaking process can be developed for selecting the appropriate strategy in an emergency.

This computer-based, self-paced course is designed to identify the physical and chemical properties of chemical agents that are important to the protective action decisionmaking process and how these relate to developing protective action strategies; to identify the potential human health effects of chemical agents that are important to the protective action decisionmaking process and how these relate to developing protective action strategies; to define and illustrate the concepts of exposure, dose, and risk, and show how these relate to the protective action decisionmaking process; to list the basic function of models and describe their use in planning; to list and describe the specific planning tools developed within CSEPP for protective action planning; and to define evacuation and sheltering as protective actions for CSEPP.

Specifically, at the end of this training program the planner will be able to use the information and concepts discussed in the CSEPP Planning Guidance to develop local protective action strategies. By completing a detailed case study requiring development of strategies for responding to a set of specified conditions, the planner will use the CSEPP emergency decisionmaking process just as it is to be used on the job: first identifying critical information required to make the decision, then identifying the affected portion of the emergency planning zone, and finally identifying the protective action strategy to be implemented.

**Selection Criteria:** This course is designed for those responsible for developing protective action plans for CSEPP chemical accidents, as well as for those who want an overview of the planning process and the tools used in developing protective action plans.

**Prerequisites:**

**Required:** Completion of the *CSEPP Chemical Awareness* course is a prerequisite for taking this course. This course also requires, as a minimum, a 286 DOS-based machine with 4 Megs of memory running Windows 3.0 or 3.1. Basic computer skills are a requirement for the participant running actual models as required in the workbook portion and are suggested for the participant seeking an overview and not participating in the model exercises.

**Recommended:** None.

**G910 Techniques for CSEPP Program Instructors**

This course is designed to familiarize instructors of the Chemical Stockpile Emergency Preparedness Program with: the adult learning process, the characteristics and responsibilities of an effective instructor, the five methods of instruction, presentation techniques including the use of voice and body language for effective communication, the four-step process for dealing with resistance, the use and misuse of questions, the use of instructional aids, and the importance and use of evaluation.

**Selection Criteria:** This course is designed for people whose duties include conducting CSEPP-specific training.



## Chemical Stockpile Emergency Preparedness Program Videos

### Chemical Stockpile Agent Characteristics and Effects

This video is designed to accompany the *Agent Characteristics and Toxicology First Aid and Special Treatment* (known as the ACT FAST) classroom-training course. The video has coupled adult learning principles with exemplary video techniques to produce a program that teaches sophisticated information about chemical warfare agents in a manner every adult, not only those involved in CSEPP, can understand. Although designed for use in FEMA's technical training courses for state and local CSEPP personnel, the material presented will help all emergency workers responsible for protecting U.S. citizens in the event of a chemical warfare agent release.



### Re-Act FAST/Re-Act FAST II (Refresher on Agent Characteristics and Toxicology First Aid and Special Treatment)

This video was designed for CSEPP as a refresher course to prepare emergency workers to recognize and provide initial treatment to persons exposed to nerve and blister agents. The video is intended to provide information to those qualified to perform emergency medical treatment, such as emergency medical technicians, paramedics, ambulance operators, nurses, and others who may be in a position to provide assistance to persons exposed to nerve and blister agents. This includes recognizing signs and symptoms of nerve and sulfur mustard agent exposure, appropriate decontamination procedures, and the pre-hospital treatment for nerve agent poisoning using the appropriate doses of atropine and 2-PAM chloride.

The *Re-Act FAST II* video contains updated information on donning and doffing CSEPP-approved Personal Protective Equipment (PPE).



### Residential Shelter-In-Place (SIP)

This video describes Shelter-In-Place techniques for residential structures in CSEPP communities. It explains how officials will notify residents to Shelter-In-Place, why and how sheltering protects people from a chemical vapor, and the measures residents can take to protect themselves in their homes from a chemical agent. Available in video or DVD format. DVD contains additional supporting documents and reports.



### How Do I Know? Guide to Selecting PPE

*How Do I know?* is a video that describes and illustrates the testing and evaluation that went into assessing Personal Protective Equipment (PPE) available for use by civilian emergency responders and addresses federal regulatory requirements that have helped shape CSEPP emergency responder operations. It compliments *A Guide to the Selection of Personal Protective Equipment for Responding to a Release of Chemical Warfare Agents*. This guide contains a collection of information sheets dealing with PPE that were prepared for use in CSEPP technical training courses on PPE, decontamination procedures, and medical care of chemical casualties.



### An Introduction to Protective Action Decisionmaking

This video describes two primary protective action options (evacuation and shelter-in-place) that could be recommended during a chemical emergency, the crucial decision issues for each option, and a process that planners and decisionmakers can use in developing protective action plans.



### Some Assembly Required: How Models are Built and Used

This video describes what scientific models are, how models are developed, how models can be used in the protective action decisionmaking process, and the limitations and issues concerning the reliability of models.



## Chemical Stockpile Emergency Preparedness Program CD-ROMs

### Emergency Planner's Companion Series

A suite of five CD-ROM titles designed to familiarize planners with and evaluate their competency in critical areas of the emergency planning process. CD-ROMs include:

- Command and Control
- Public Education and Information
- Protective Action
- Emergency Operations and Evacuee Support
- Communications\*

\*Currently under development.



### Command and Control

Its primary audience includes planners involved in CSEPP, but it will also be useful to others involved in developing plans for coordinating resources and implementing response procedures for fast-moving emergencies. The material is based on recommendations of the CSEPP Planning Guidance and addresses issues involved in preparing for a coordinated response among agencies responsible for protecting the public from the consequences of a chemical warfare agent release.

This course will prepare emergency planners to develop plans that help officials analyze an emergency situation and decide on the appropriate response, direct and coordinate the efforts of emergency response forces under their control, coordinate with the efforts of other involved organizations, and ensure that needed response resources are available and used effectively.



### Medical Sustainment Training

The CD-ROM contains six interactive computer-based modules designed as a refresher training program, which are accredited for Continuing Medical Education credit for hospital and pre-hospital medical care providers. The modules are: Nerve Agents, Vesicant Agents, PPE and Worker Fitness, Chemical Case Studies, Decontamination, and Triage. These courses also are available on-line through the CSEPP Portal Web site.



### Protective Action

Its primary audience includes planners involved in CSEPP, but it will also be useful to others involved in planning for actions the public can take to avoid exposure to chemical agent hazards.

This course is intended to foster planning that maximizes the effectiveness of protective actions. The course describes the public protective actions appropriate under CSEPP, outlines a methodology for selecting the best protective action within the time constraints of a fast-moving emergency, lists measures that must be taken beforehand to implement each protective action during an emergency, and describes decisionmaking and implementation issues related to self- and buddy decon which may be advised for the public to reduce the effects of agent exposure.



### Public Education and Information

Its primary audience is planners involved in CSEPP, but it will also be useful to others involved with implementing public educational programs and issuing emergency warnings.

This course will assist planners in providing factual information to the public in a timely and effective manner during an emergency involving chemical agents. If the public is to respond quickly and effectively to an emergency involving toxic chemical agents, people must be made aware of the risk from chemical agents and the necessary protective actions well before an emergency occurs. A carefully planned public education program is needed to provide people potentially at risk with the knowledge required to take lifesaving actions.



## CSEPP State Exercise and Training Officers

The CSEPP exercise and training officers in each of the CSEPP states maintain the schedule for these courses in their respective states. Please contact them for further information on outside availability of these courses.

|            |   |  |
|------------|---|--|
| Alabama    | Steve Baker<br>Alabama Emergency Management Agency<br>5898 County Road 41<br>Box 2160<br>Clanton, Alabama 35046-2160  | Phone: (205) 280-2285<br>Fax: (205) 280-2444<br>E-mail: training@aema.state.al.us    |
| Arkansas   | Rebecca Edwards<br>Arkansas Department of Emergency Management<br>P.O. Box 758<br>Conway, Arkansas 72034  | Phone: (501) 730-9750 (ext. 9816)<br>E-mail: rebecca.edwards@adem.state.ar.us        |
| Colorado   | Greg Moser<br>Colorado Office of Emergency Management<br>15075 South Golden Road<br>Golden, Colorado 80401-3997   | Phone: (303) 273-1640<br>Fax: (303) 273-1795<br>E-mail: greg.moser@state.co.us       |
| Illinois   | Jana S. Fairow<br>Illinois Emergency Management Agency<br>110 East Adams Street<br>Springfield, Illinois 62701-1109   | Phone: (217) 557-4766<br>E-mail: jfairow@iema.state.il.us                            |
| Indiana    | Robert O. Stanley<br>Indiana State Emergency Management Agency<br>302 W. Washington Street, Room E208<br>Indianapolis, Indiana 46204  | Phone: (317) 232-6878<br>E-mail: rstanley@sema.state.in.us                           |
| Kentucky   | Melissa Jones<br>Kentucky CSEPP<br>1111-B Louisville Road<br>Frankfort, Kentucky 40601  | Phone: (502) 607-5717<br>Fax: (502) 607-5710<br>E-mail: jonesmg@bngc.dma.state.ky.us |
| Maryland   | Paul Kozloski<br>Maryland Emergency Management Agency<br>State Emergency Operations Center<br>Camp Fretterd Military Reservation<br>5401 Rue Saint Lo Drive<br>Reisterstown, Maryland 21136 | Phone: (410) 517-5126<br>Fax: (410) 517-3610<br>E-mail: pkozloski@mema.state.md.us   |
| Oregon     | Stan Ross<br>Oregon Emergency Management Agency,<br>125 Southeast First Street<br>Pendleton, Oregon 97801   | Phone: (541) 966-9640<br>Fax: (541) 966-9650<br>E-mail: sross@oem.state.or.us        |
| Utah       | Marc DiFrancesco<br>Utah Division of Comprehensive Emergency<br>Management/CSEPP<br>1110 State Office Building<br>Salt Lake City, Utah 84114  | Phone: (801) 538-3510<br>Fax: (801) 538-3770<br>E-mail: mdifranc@pds.state.ut.us     |
| Washington | Steve Debow<br>Washington Emergency Management<br>Building 20<br>Camp Murray, Washington 98430-5122   | Phone: (253) 512-7066<br>Fax: (253) 512-7206<br>E-mail: s.debow@emd.wa.gov           |



## Professional Development

In most communities, the strength of the emergency management system is related directly to the skills of the local emergency management professionals. Protection of lives and property begins on the local level where the emergency impact is felt immediately. Prompt, effective response and speedy recovery is the result of planning done over the years. The creation of a viable emergency management system, one that can tap needed resources from both public and private agencies, can be credited to those individuals who took leadership roles in their communities.

FEMA's Professional Development curriculum addresses skills and abilities required by the emergency management professional in today's complex environment. Whether dealing with natural hazards, technological hazards, or national security hazards, the emergency manager must be prepared to exercise a leadership role that extends far beyond his or her own department.

The field of emergency management is emerging into higher visibility in communities throughout the Nation as they are victimized by disasters that are increasingly severe and more numerous. With this come greater responsibilities for the emergency managers, and likewise for the trainers who guide them in developing the skills to deal with disasters. In our efforts to professionalize the emergency management workforce, the Professional Development Series has been the central focus.

### G249 Managing People in Disasters: A Local Perspective

This 3-day course is aimed at preparing people to step in to manage and supervise in chaotic and stressful crisis situations. The package of skills offered in this course should enable an emergency manager to shift from managing a normal office environment to supervising an expanded staff in rapidly changing conditions. Major topics include communicating, community relationships, leadership, managing staff, teams, and managing the work.

**Selection Criteria:** Anyone who performs emergency management work. Although this course is not a requirement for the PDS certificate, it does apply many of the basic skills within a disaster context, and thus offers the possibility of being given as a Capstone experience or offered as refresher modules at conferences and other functions.

#### Prerequisites:

**Required:** None.

**Recommended:** IS-240, *Leadership and Influence*, IS-241, *Decisionmaking and Problem-Solving*, and IS-242, *Effective Communication*.



### G265 Instructional Delivery Skills (formerly G261, Instructional Presentation Skills)

The purpose of this 3½-day course is to prepare the participant to assist with state-delivered training. It covers preparation, presentation, and evaluation skills. In addition, participants will be able to incorporate the needs of training participants into their training delivery. At the conclusion of this course, participants should be able to:

- Analyze the audience characteristics, given a particular training activity.
- Review course materials to determine how the needs of the training participants affect their presentation.
- Prepare to use instructional techniques, methods, and media effectively.
- Prepare and manage the learning environment.
- Demonstrate effective instructional delivery techniques given a specific audience and materials.

**Selection Criteria:** Members of state and local emergency management teams. Recommended for members of state and local emergency management teams who assist in the teaching of FEMA- or state-developed classroom training.

#### Prerequisites:

**Required:** Must have responsibility for teaching a portion of a FEMA- or state-developed course.

**Recommended:** None.



### G280 Public Policy in Emergency Management

This 1-day course is designed to heighten awareness of public policy issues inherent in emergency management. Discussions and exercises cover public policy analysis, executive roles, hazard evaluation, establishing public policy, and media relations.

**Selection Criteria:** Elected and appointed officials of state and local governments who have policy responsibilities, such as mayors, city council members, county executives, district attorneys, legal counsel, county supervisors, attorneys general, adjutants general, public safety directors, budget officers, and those with similar responsibilities.



### G290 Basic Public Information Officers (PIO)

This 2½-day course is intended for the new or less experienced PIO. Its emphasis is on the basic skills and knowledge needed for emergency management public information activities. Topics include the role of the PIO in emergency management, conducting awareness campaigns, news release writing, and television interviews.

**Selection Criteria:** Emergency management personnel, including fire and law enforcement who have either full- or part-time responsibilities for public information in their communities or departments. Individuals with considerable experience in public information may want to consider applying for a waiver to attend the *Advanced Public Information Officers* (E388) course at EMI. See page 43 of this catalog for details.



**ADVANCED PROFESSIONAL SERIES**

The Advanced Professional Series is a new series of courses that offers “how to” training for applying skills in disaster operations and enabling communities to become disaster resistant. Participants who complete the six required courses plus any four of the elective courses are eligible to receive a certificate of completion.

**Required Courses**

- G191** *Incident Command System/Emergency Operations Center Interface* (description on page 70)
- G250.7** *Workshop: Local Situation (RAPID) Assessment and*
- G270.1** *Asking for Help* (descriptions on page 93)
- G288** *Donations Management Workshop* (description on page 94)
- G385** *Disaster Response and Recovery Operations (DRRO)* (description on page 95)
- G393** *Mitigation for Emergency Managers* (description on page 66)

**and at least one of the following:**

- G279** *Retrofitting Flood-Prone Residential Buildings* (description on page 64)
- G362** *Multi-Hazard Emergency Planning for Schools* (description on page 65)
- G434** *Earthquake Program for Schools* (description on page 67)

**Elective Courses (Choose 4)**

Any of the last three listed not taken as a required course, and

- G137** *Exercise Program Manager/Management* (description on page 99)
- G197** *Emergency Planning and Special Needs Populations* (formerly G250.3—*Disaster-Related Needs of Seniors and Persons with Disabilities*) (description on page 92)
- G202** *Debris Management* (description on page 92)
- G275** *Emergency Operations Center (EOC) Management and Operations* (description on page 73)
- G276** *Resource Management* (description on page 73)
- G361** *Flood Fight Operations* (description on page 94)
- G386** *Mass Fatalities Incident Response* (description on page 78)



## **Disaster Operations and Recovery**

Disaster Operations and Recovery are phases of emergency management that require a team effort at all levels of government and the private sector. Professionals involved in disaster operations and recovery include elected and appointed officials, city and county administrators, emergency managers, public works directors, building officials, community planners, emergency services personnel, and other allied professionals.

Training and education in disaster operations is a critical first step towards ensuring successful disaster operations. The Disaster Operations and Recovery curriculum is designed to equip federal, state, local, and tribal professionals with the knowledge, skills, and abilities required to perform their jobs. These professionals are encouraged to avail themselves of the courses offered in the curriculum.

**G108 Community Mass Care Management**

This 2-day course is intended to equip emergency management staff and voluntary agency personnel with the knowledge and skills necessary to perform as effective mass care coordinators in a broad range of disaster situations. The course covers how to assess and size up mass care needs; how to plan for mass care; recruitment, training, and exercises for mass care personnel; and actions to take in short-term and long-term mass care operations (response and recovery).

**Selection Criteria:** State, tribal, and local government emergency management and voluntary agency personnel who provide mass care assistance.

**G197 Emergency Planning and Special Needs Populations**

This 2½-day course is intended to provide those with responsibilities for providing emergency planning or care of seniors, people with disabilities, and/or special needs groups with the skills and knowledge they will need to prepare for, respond to, and recover from emergency situations.

**Selection Criteria:** The target audience for this course includes emergency managers, senior first-response personnel, special needs coordinators, human services organization personnel, facility planners, community-based organizational personnel, advocacy group personnel, elected officials, public health personnel, and Voluntary Organizations Active in Disaster (VOAD) personnel.

**G202 Debris Management**

This field course is designed for state and local personnel at all levels as well as public works directors, their staffs, and waste management personnel. The course provides an overview of issues and recommended actions necessary to plan for, respond to, and recover from debris-generating events.

**Selection Criteria:** State, local, and tribal personnel.

**NOTE:** All course files are accessible to the State Training Officer via the FEMA Web site.

**G203 Public Assistance Applicants' Workshop**

This 1-day field course is an overview of the roles and responsibilities of potential applicants who participate in FEMA's Public Assistance program. The target audience includes local government personnel, public works directors, emergency management coordinators, and other local government personnel with disaster assignments involving the community infrastructure.

\*During the early stages of disaster recovery, this course can be used to provide an overview of local government responsibilities involving public assistance.



**G250 Workshop: Emergency Management (WEM)**

This special workshop deals with specific emergency management activities and problems. It is intended to cover non-administrative, innovative, or situational emergency management training subjects that may normally confront local directors. It does not replace any current course or segments of courses. The following workshop modules are available for use in conducting WEM workshops.

**G250.7 Workshop: Local Situation (RAPID) Assessment**

Communities can use the Resource Guide and Facilitator's Guide when developing the plan and procedures for rapidly and efficiently collecting disaster intelligence immediately following a disaster. This intelligence is used to prioritize response activities, allocate available resources, and specifically request resources from other sources to save and sustain lives.

**Selection Criteria:** Any community working to improve its disaster intelligence collection procedures.

**G270 Workshop in Emergency Management (WEM): Response and Recovery**

These Response and Recovery WEM modules treat current topics in response and recovery that can be included in state workshops. Plans include development of a series of modules that will be ready for field delivery during the current and future years. Notification of future availability of WEM modules will be made through EMI Grams and other communications with the states.

Currently, six WEM modules, described below, are available: G270.1, G270.2, G270.3, G270.4, G270.5, and G270.6.

**G270.1 Asking for Help**

This videotape and facilitator guide are designed to promote local officials' awareness of effective approaches for requesting government assistance during and immediately after disasters. Recent disasters have shown that many local officials are unsure of the size, amount, location, and type of resources needed. This can be used in conjunction with the *Resource Management* course (description on page 73).

**Selection Criteria:** Local government emergency managers.

**G270.2 The Federal Response Plan (FRP)**

This videotape and accompanying facilitator guide are designed to promote awareness of the FRP. The overview explains what the FRP is, when it is used, and who is involved.

**Selection Criteria:** State and local government emergency managers.

**G270.3 Expedient Flood Training**

This 45-minute orientation module is designed to train volunteers in flood-fighting techniques using sandbags and other materials.

**Selection Criteria:** Local government emergency managers and emergency responders.

**G270.4 Recovery From Disaster: The Local Government Role**

This workshop is designed for local government disaster recovery professionals (elected officials, city/county administrators, emergency management coordinators, public works directors, building inspectors, community planners, and unmet needs committee coordinators).

The WEM is designed for ½- to 2-day delivery, depending on local need, and covers the roles, responsibilities, and major tasks of each team member during short- and long-term recovery. Course materials include checklists, sample forms, brochures, public notices, sample news releases, sample ordinances, and other resources (in hard copy and electronic file) to assist local recovery teams in their jobs.

**Selection Criteria:** Local government emergency managers, city and county administrators, community planners, building inspectors, and public works directors.

**G270.5 Managing Through a Disaster for Supervisors**

This 1½-day workshop provides local government managers and supervisors with an improved ability to supervise disaster workers and to plan for and cope with problems working through and recovering from disasters.

**Selection Criteria:** Local government managers and supervisors.

**G270.6 Working Through a Disaster for Front-Line Employees**

This 1-day workshop provides front-line local government employees with an improved ability to plan for and cope with the problems of working through and recovering from disasters.

**Selection Criteria:** Local government emergency managers and response and recovery personnel.

**G288 Donations Management Workshop**

This 8-12 hour workshop addresses the planning considerations and operational requirements for an effective donations management system at the state and/or local level. A special emphasis is put on the importance of collaborative partnership between state/local government and voluntary agencies as the key to success in donations management.

**Selection Criteria:** Local government officials or state and local leaders of key voluntary organizations (i.e., those affiliated with the state VOAD), who have responsibility for planning, coordinating, implementing, and/or operating the donations management function at the state and local level.

**Prerequisites:**

**Required:** Participants must have some responsibility to oversee, coordinate, and/or assist with the state and local donations function during large-scale disasters.

**Recommended:** IS-288, *Role of Voluntary Agencies in Emergency Management*.

**G361 Flood Fight Operations**

This 2½-day course is for emergency managers, public works officials, levee district representatives, and others responsible for planning, preparing, and managing the response to a flood. Using a combination of lectures, discussions, activities, and exercises, the course will take participants through the complete process from well before the flood to clean-up afterwards. Officials from every community at risk of flooding should take this training.

While this training emphasizes how to conduct a flood fight, it provides information to help communities decide if a flood fight is possible and worth the effort and cost. Diagrams with materials lists and equipment and labor requirements to construct various types of temporary flood protection can be used to help determine if there is enough time and resources to protect the community. If the whole community cannot be protected, then officials must decide where to concentrate their efforts to protect some areas and/or evacuate and relocate what they can. If a flood fight is undertaken, it should be done the right way or the effort will be wasted.

Instructors should be experienced in flood fighting. It is recommended that the U.S. Army Corps of Engineers be part of the instructional team to discuss the methods and techniques it will use in your region and to explain what assistance it may be able to provide.

**NOTE:** *Some states may decide to add the 45-minute Expedient Flood Training (G270.3) to offerings of this course and may also do a field activity to build a sandbag wall. If participants will be asked to fill and place sandbags, they should be told to bring appropriate clothing.*

**Selection Criteria:** Federal, state, tribal, and local officials responsible for planning, preparing, and managing response to floods.



**G385 Disaster Response and Recovery Operations (DRRO)**

This revised 3-day course covers the basic concepts, operational procedures, and authorities involved in responding to major disasters. It addresses federal, state, and local roles and responsibilities in major disaster recovery work. An overview of preliminary damage assessment, disaster recovery centers, and special needs of victims and disaster workers is also included.

**Selection Criteria:** State disaster staffs, local government emergency management personnel, and private relief agency disaster staffs.

**NOTE:** *PowerPoint visuals are available from the FEMA Web site via the State Training Officer.*





## Integrated Emergency Management

The Integrated Emergency Management curriculum also includes courses (offered by state emergency management agencies) that are designed to improve the overall exercise capabilities of local, tribal, state, and federal organizations. Five courses which feature job aids complete an overall Comprehensive Exercise Curriculum (CEC). These courses will provide all of the building blocks necessary to achieve a performance-based curriculum in simulation and exercise.

The *Exercise Program Manager/Management Course* was designed to provide higher level program management skills in developing performance-based exercise systems. An *Exercise Control/Simulation* course will enable participants to establish effective exercise control and simulation teams. The *Exercise Controller/Simulator* and *Exercise Evaluator Workshops in Emergency Management (WEMs)* are designed as utility training packages to train staff to perform these critical tasks in the conduct of emergency management exercises. When coupled with FEMA's Comprehensive Exercise Program as coordinated by state offices of emergency management, the learning and performance-based experience in this curriculum can establish the foundation for an excellent community- and system-wide emergency response system.

The Emergency Management Institute developed the Master Exercise Practitioner (MEP) Program in FY 1999 to recognize those individuals who successfully complete all the training courses in the CEC. G138, *Exercise Practicum*, is available for those individuals who wish to earn the title Master Exercise Practitioner. The practicum is a self-directed and negotiated series of 11 proficiency demonstrations in which the MEP candidate will be challenged to apply the knowledge, skills, and abilities acquired through participation in CEC courses to emergency management exercises.

State emergency management agencies serve as sponsors for MEP candidates. When the MEP candidate has successfully completed G138, *Exercise Practicum*, the sponsor may request through their respective FEMA regions that EMI award the Master Exercise Practitioner title to recognize the high level of achievement in this specialized field.

## MASTER EXERCISE PRACTITIONER (MEP) PROGRAM

The overall goal of the MEP program is to establish a level of professional achievement and recognition for persons charged with administering and conducting emergency management exercise programs and activities.

The award of the MEP title is a means of recognizing individuals who have completed the Comprehensive Exercise Curriculum (CEC) and have demonstrated, through hands-on application of knowledge and skills in proficiency demonstrations, a high level of professionalism and capability in the arena of emergency management exercises.

Individuals who wish to earn the MEP title must enroll in the G138, *Exercise Practicum* in order to complete the specific exercise proficiency demonstrations.

The CEC is comprised of the following:

- IS-120** *An Orientation to Community Disaster Exercises* (Independent Study) (description on page 108)
- IS-139** *Exercise Design* (description on page 109)
- G130** *Exercise Evaluation* (description on page 98)
- G135** *Exercise Control/Simulation* (description on page 99)
- E136** *Exercise Development* (EMI Resident) (description on page 57)
- G137** *Exercise Program Manager/Management* (description on page 99)
- G138** *Exercise Practicum* (For MEP Candidates Only) (description on page 99)
- G250.8** *Exercise Controller/Simulator WEM* (description on page 100)
- G250.9** *Exercise Evaluator WEM* (description on page 100)

## G110 Emergency Management Operations Course (EMOC) for Local Governments

The EMOC is designed for local communities or tribal governments that may not be able to participate in FEMA's resident *Integrated Emergency Management Courses*. The EMOC is an exercise-based program with planning sessions that begin weeks prior to the actual course, and it includes classroom sessions and exercises. The flexible format of the EMOC allows it to be conducted in a 2½-day or 3-day format. The purpose of the EMOC is to improve operational capabilities as they relate to managing emergencies in the local community. The course places emphasis on the Emergency Operations Center (EOC) as a focal point for managing a simulated emergency.

**Selection Criteria:** Elected and appointed city and county officials. These include mayor, city manager, city council, county commissioner, county manager, and other key positions, such as emergency management director and public information officer. Also included as eligible participants are upper- and mid-management personnel, including supervisory, operational, and communications staff from the fire service, law enforcement, public works, and emergency medical services. Volunteer groups also should participate.



## G130 Exercise Evaluation

This 2-day course provides knowledge and develops skills that will enable those attending to manage exercise evaluation activities before, during, and after an emergency management exercise.

**Selection Criteria:** State, FEMA regional, and local emergency management and emergency services staff who have the responsibility of managing exercise evaluation activities associated with the overall emergency management functions or emergency service disciplines, such as fire, law enforcement, emergency medical services, public works, and community service/volunteer agencies and organizations.

### Prerequisites:

**Required:** None.

**Recommended:** The participant must have substantial knowledge of emergency operations within his/her organization and the assigned responsibility to manage the evaluation function or serve as an evaluation team leader as part of the community's exercise program.



**G135 Exercise Control/Simulation**

This 2-day course is designed for experienced emergency exercise staff to perform tasks as chief exercise controllers or control team leaders for emergency management exercises. Participants are challenged to examine exercise concepts and objectives, develop exercise control plans, and perform an examination of the tasks necessary to perform effective exercise control and simulation for tabletop, functional, and full-scale exercises.

**Selection Criteria:** State, FEMA regional, other federal agency staff, and local emergency management/emergency services staff who have the responsibility of functioning as chief exercise controller or exercise control team leader in their respective organization's/jurisdiction's comprehensive exercise program activities.

**Prerequisites:**

**Required:** None.

**Recommended:** The participant must have substantial knowledge of emergency management operations and exercises within his/her organization and the assigned responsibility to function as chief exercise controller or control team leader/member. EMI recommends participants complete IS-120, *An Orientation to Community Disaster Exercises* and G139, *Exercise Design* course.

**G137 Exercise Program Manager/Management**

This 2½-day course provides knowledge, skills, and job aids to assist local, state, and federal personnel in implementing their roles and responsibilities as exercise program managers. Work products developed during the course will be useful for the participant to develop or upgrade his or her comprehensive exercise program.

**Selection Criteria:** State, FEMA regional, other federal agency staff, and local emergency management/emergency services staff who have the responsibility to initiate and/or maintain their respective organization's/jurisdiction's overall exercise program.

**Prerequisites:**

**Required:** The participant must have substantial knowledge of emergency management operations and exercises within his/her organization and the assigned responsibility to initiate and/or upgrade the overall comprehensive exercise program.

**Recommended:** EMI recommends that participants complete IS-120, *An Orientation to Community Disaster Exercises*, G139, *Exercise Design* course, and G130, *Exercise Evaluation* course.

**G138 Exercise Practicum for the Master Exercise Practitioner**

This activity consists of a series of self-directed and negotiated proficiency demonstrations of the knowledge, skills, and abilities acquired through the completion of courses in the Comprehensive Exercise Curriculum (CEC). The proficiency demonstrations are structured in three major areas of concentration: exercise design and control, exercise evaluation, and exercise management/program management. Practicum sponsors will monitor the completion of 11 major proficiency demonstrations. In this manner, capabilities gained in classroom instruction can be applied to actual emergency management exercises as conducted by local, state, and federal agencies.

**Selection Criteria:** State, FEMA regional, other federal agency staff, and local/tribal emergency management/emergency services staff who have the responsibilities related to the design, development, performance, and evaluation of emergency management exercises. Applicants must declare their intention of completing the CEC offerings and earn the Master Exercise Practitioner title.

**Prerequisites:**

**Required:** The participant must have completed IS-120, *An Orientation to Community Disaster Exercises* and G139, *Exercise Design*, and must be accepted by the Practicum sponsor as a Master Exercise Practitioner candidate.



**G139 Exercise Design**

This 2-day course develops skills that will enable those attending to train staff and to conduct an exercise that will test a community's plan and its operational response capability.

**Selection Criteria:** FEMA regional, state, and local emergency management staff responsible for developing and conducting exercises. Local government participants should represent jurisdictions with completed emergency plans and should bring their plans to the course.

**Prerequisites:**

**Required:** None.

**Recommended:** Complete Independent Study Course IS-120, *An Orientation to Community Disaster Exercises*, before attending the field offering.

**G250 Workshop: Emergency Management (WEM)**

This special workshop deals with specific emergency management activities and problems. It is intended to cover nonadministrative, innovative, or situational emergency management training subjects that may normally confront local directors. It does not replace any current course or segments of courses. The following workshop modules are available for use in conducting WEM workshops.

**G250.8 Exercise Controller/Simulator**

This 6-hour workshop is designed for use with specific exercises to prepare individuals to function as exercise controllers and/or simulators. Participants, given a job aid, will identify tasks, define roles and responsibilities, demonstrate proper use of the master scenario event list, and solve potential/actual exercise problems and issues related to exercise controller/simulator roles.

**Selection Criteria:** State, FEMA regional, other federal agency staff, and local emergency management/emergency services staff who have responsibility to function as exercise controller/simulator in his/her respective organization's/jurisdiction's comprehensive exercise program activities.

**Prerequisites:**

**Required:** None.

**Recommended:** The participant must have substantial knowledge of emergency management operations and exercises within his/her organization and the assigned responsibility of functioning as a control/simulation team leader or member.

**G250.9 Exercise Evaluator**

This 6-hour workshop is designed for use with specific exercises to prepare individuals to function as exercise evaluators. Participants, given a job aid, will define roles and responsibilities, review evaluation plans and individual assignments, demonstrate proper use of evaluation plans and individual points of review, data collection techniques, and solve evaluation-related problems and issues.

**Selection Criteria:** State, FEMA regional, other federal agency staff, and local emergency management/emergency services staff who are responsible for functioning as exercise evaluators in their respective organization's/jurisdiction's comprehensive exercise program activities.

**Prerequisites:**

**Required:** None.

**Recommended:** The participant must have substantial knowledge of emergency management operations and exercises within his/her organization and the assigned responsibility to function as an evaluation team leader or member.



**INDEPENDENT  
STUDY  
COURSES**



## Independent Study

The Federal Emergency Management Agency's Independent Study Program is delivered through the Emergency Management Institute (EMI) and consists of several self-paced courses. Each course is supported with specialized sets of course materials. These materials include practice exercises, unit reviews, glossaries, subject matter appendices, and a final examination. The average course completion time is 10–12 hours; however, each course has its estimated study hours listed with the course descriptions that follow. Those who score 75 percent or better on the final examination are issued a certificate of achievement.

**Enrollment Options** (There are no enrollment fees or charges.)

All **individual enrollment** requests must include:

- Course selected by course title and course number;
- Participant's name (this name will be the one that will be maintained in the participant file and will be printed on all completion records and certificates);
- Participant's mailing address; and
- Participant's social security number.

**Group Enrollments** may be coordinated for groups of five or more participants. **Each group enrollment** must include all of the above for each participant on the group roster with the name and contact information for the group enrollment coordinator.

**Study Options:** There are several options by which participants can review and study course materials.

- Where indicated, the course may be taken as an online Web computer-based training (CBT).
- The courses may also be downloaded from the Independent Study Web site (<http://training.fema.gov/EMIWeb/IS/>) if indicated when video, CD-ROM, or other materials do not accompany the course booklet.
- All courses may be delivered as either a hard copy or CD-ROM to participants when requested.

**Enrollment Requests:** May be submitted to the EMI Independent Study office by:

- **Fax** to (301) 447-1201;
- **Internet** at <http://www.training.fema.gov/EMIWeb/IS/> (Group enrollments cannot be submitted via the Internet at this time.); or
- **By United States Postal Service** to:

FEMA Independent Study Program  
Emergency Management Institute  
16825 South Seton Avenue  
Emmitsburg, Maryland 21727-8998

**College credits** may be obtained for each successfully completed course. For information regarding applications for academic credit and fees, contact the Independent Study office.

**Continuing Education Units (CEUs)** may be granted if an individual is not seeking college credit.

**Military retirement and retention points:** FEMA does not award military retirement and retention points. However, Army, Air Force, and Coast Guard reserve personnel not on extended duty **may** earn points upon successful completion if determined appropriate by the participant's unit or branch of service. The unit or branch of service will also determine the number of points awarded and acceptable courses. Please refer all requests on this matter to your unit administrator.

To contact the FEMA Independent Study office:

- **Phone:** (301) 447-1200
- **Fax to** (301) 447-1201
- **E-mail** at independent.study@dhs.gov
- **United States Postal Service**

FEMA Independent Study Program  
Emergency Management Institute  
16825 South Seton Avenue  
Emmitsburg, Maryland 21727

## COURSE LISTING

### FEMA Independent Study Program

- Course listings by:
- Course code,
- Prerequisites,
- Continuing Education Units (CEUs),
- Study hours, and
- Point of contact.

#### IS-1 Emergency Manager

This Independent Study course is for emergency managers and related professionals from federal, state, and local offices in the field of emergency management. This course provides an overview of the field of emergency management, the job of the emergency manager, and the four phases of emergency management: mitigation, preparedness, response, and recovery as they are implemented in a comprehensive emergency management program. The course consists of a text, illustrations, diagrams, figures, and an accompanying toolkit on CD-ROM. The CD-ROM toolkit contains supplementary information as well as aids for performing the emergency management job including: sample budget, emergency management plans, and other materials. This course cannot be downloaded from the Independent Study Web site (<http://training.fema.gov/EMIWeb/IS/>) since it contains a CD-ROM toolkit. The exam can be taken on the Independent Study Web site.

**Prerequisites:** None.

**CEUs:** 1.0

**Study Hours:** 10 hours.

**Point of Contact:** Linda Straka, Training Division, (301) 447-1162.



#### IS-2 Emergency Preparedness, USA

This Independent Study course contains information about natural and technological hazards. Participants are led through the development of personal emergency preparedness plans and are encouraged to become involved in the local emergency preparedness network. Illustrations, maps, charts, and diagrams accompany the text.

This course is in the process of being revised. The new course will be IS-22, *Are You Ready?* It is anticipated that the new course will be available in 2004. This course can be downloaded from the Independent Study Web site (<http://training.fema.gov/EMIWeb/IS/>) and the test can be completed and submitted online.

**Prerequisites:** None.

**CEUs:** To be determined.

**Study Hours:** To be determined.

**Point of Contact:** John Peabody, Training Division, (301) 447-1287.



**IS-3 Radiological Emergency Management**

This Independent Study course contains information on a variety of radiological topics, including:

- Fundamental principles of radiation
- Nuclear threat and protective measures
- Nuclear power plants
- Radiological transportation accidents
- Other radiological hazards

This course is a prerequisite for *Fundamentals Course for Radiological Response* (G320). The course materials can be downloaded from the Independent Study Web site (<http://training.fema.gov/EMIWeb/IS/>) and the test can be completed and submitted online.

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 8-10.

**Point of Contact:** Bernice Zaidel, Training Division, (301) 447-1360.

**IS-5 Hazardous Materials: A Citizen's Orientation**

This Independent Study course provides a general introduction to hazardous materials that can serve as a foundation for more specific research. The course has five units and has been designed with the objective of helping the individual recognize the dangers posed by hazardous materials, identify places where hazardous materials are likely to be encountered, understand when a hazard may exist, contact the appropriate persons or agencies to give or receive specific hazardous materials information, and identify procedures to minimize personal and community exposure to hazardous materials. This course can be downloaded from the Independent Study Web site (<http://training.fema.gov/EMIWeb/IS/>) and the test can be completed and submitted online.

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 14-16.

**Point of Contact:** Juliann Frantz, Training Division, (301) 447-7689.

**IS-7 A Citizen's Guide to Disaster Assistance**

This Independent Study course provides a basic understanding of the roles and responsibilities of the local community, state, and the federal government in providing disaster assistance. It is appropriate for both the general public and those involved in emergency management who need a general introduction to disaster assistance. This course can be downloaded from the Independent Study Web site (<http://training.fema.gov/EMIWeb/IS/>) and the test can be completed and submitted online.

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 10-12.

**Point of Contact:** Peter Smith, Training Division, (301) 447-1194.

**IS-8 Building for the Earthquakes of Tomorrow: Complying with Executive Order 12699**

This course provides the participant with the background necessary to understand the effects of Executive Order (EO) 12699, signed by President Bush in 1990. In the wake of the Loma Prieta earthquake of October 1989, this EO requires all federally owned, leased, or financed new buildings to comply with strict earthquake building design set forth in the National Earthquake Hazard Reduction Plan (NEHRP) Recommended Building Provisions. The NEHRP has provided a base for all national building codes for seismic design.

The course is a nontechnical discussion of earthquakes, building design, and the requirements of the EO. It is for local officials including mayors, city managers and commissioners, local council persons, building inspectors, zoning officials, building designers, and others concerned with this topic. The materials for this course can NOT be downloaded. However, the test can be completed and submitted online at the Independent Study Web site (<http://training.fema.gov/EMIWeb/IS/>).

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 6-10.

**Point of Contact:** Joe Bills, Training Division, (301) 447-1356.



**IS-10 Animals in Disaster: Module A “Awareness and Preparedness”**

Module A of this two-part course is designed to increase the awareness and preparedness of animal owners and care providers. It includes sections on typical hazards, how these can affect animals, and what responsible animal owners can do to prepare for or avoid such hazards. This course can be downloaded from the Independent Study Web site (<http://training.fema.gov/EMIWeb/IS/>) and the test can be completed and submitted online.

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 10-12.

**Point of Contact:** Joe Bills, Training Division, (301) 447-1356.

**IS-11 Animals in Disaster: Module B “Community Planning”**

Module B, the second part of the *Animals in Disaster* course, is intended to guide emergency management officials, animal owners, care providers, and those in the commercial industry in preparing disaster plans. The goal of this module is to provide sufficient information to enable the animal care community and emergency management officials to meet and develop meaningful and effective plans that improve the care of animals in times of disaster. This course can be downloaded from the Independent Study Web site (<http://training.fema.gov/EMIWeb/IS/>) and the test can be completed and submitted online.

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 10-12.

**Point of Contact:** Joe Bills, Training Division, (301) 447-1356.

**IS-12 Property Acquisition (Buyout) for Local Communities (Restricted to FEMA, State, and local officials in the Acquisition Buyout Program)**

Property acquisition is a way to reduce repetitive losses, primarily those resulting from floods. Properties that are repeatedly damaged from floods may be eligible for purchase, relocation, or elevation through a state-managed grant program to local communities. Once property is acquired and structures removed, it is then maintained as open space, such as a park, which will suffer little damage in future flooding. This course familiarizes the state and local officials with the property acquisition process under FEMA’s Hazard Mitigation Grant Program. Using the guidance manual for the acquisition program, this course takes the participant through the steps required to successfully apply for and implement a program in his/her own community. Sample forms and job aids are provided to assist participants in preparing applications, reports, and other requirements to participate and manage the program. The course is for state and local officials who will manage or administer property acquisition programs in their own jurisdictions.

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 10-12.

**Point of Contact:** Joe Bills, Training Division, (301) 447-1356.



**IS-14 Welcome to FEMA: An Orientation for New Employees (Enrollment restricted to FEMA employees)**

This orientation course is part of the process of helping staff learn about FEMA—its past, present, and vision for the future—and basic procedures and policies that provide the framework for doing their job in the Agency. The course is available in interactive Web-based format that is completed entirely on the FEMA Intranet and as a printed textbook. The interactive Web course includes many links to other information within FEMA as well as other sites on the World Wide Web. It also includes audio interviews with new staff, a visual tour of a disaster field office, and many opportunities to check understandings of the material. Both versions of the course require a final exam to earn a completion certificate.

To access the course, visit the FEMA Web site at

<http://www.fema.gov/priv/is14.htm>

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 6-8.

**Point of Contact:** Darren Moten, Training Division, (202) 646-3471.



**IS-15 Special Events Contingency Planning for Public Safety Agencies**

Almost every community is host at one time or another to a special event, whether it is a fair, parade, sporting event, or another type of mass gathering. This CD-ROM-based course is intended for representatives of the public safety team involved in development of the event contingency plan. The course has numerous activities based on a series of planning aids contained on the CD-ROM. These planning aids include contingency plan considerations for law enforcement, fire, emergency medical, public health, public works, and emergency management. Because this course is on CD-ROM, it CANNOT be downloaded. However, the test can be completed and submitted online at the Independent Study Web site (<http://training.fema.gov/EMIWeb/IS/>).

**Prerequisites:** None.

**CEUs:** .4.

**Study Hours:** 4.

**Point of Contact:** Ron Freeman, Training Division, (301) 447-1082.



**IS-16 Supervisor's Guide to Equal Opportunity Employment (Enrollment restricted to FEMA employees)**

This course instructs managers and supervisors on their responsibilities in equal opportunity employment and helps them handle equal rights and other potential issues. Specifically, the course:

- Addresses equal opportunity employment laws and how to handle certain situations.
- Identifies managers' and supervisors' responsibilities in preventing and dealing with discrimination and harassment.
- Describes the role and responsibilities of the equal rights officer in the Disaster Field Office.

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 12.

**Point of Contact:** Tom Marlowe, Training Division, (301) 447-1060.



**IS-55 Household Hazardous Materials**

The course will introduce you to household hazardous materials and things you can do to protect yourself and your family from injury or death.

In the 1<sup>st</sup> unit, you will learn about basic chemical and physical properties, the ways chemicals enter your body, and the effects chemicals have on your body.

In the 2<sup>nd</sup> and 3<sup>rd</sup> units, you will learn about cleaning products, lead, mercury, gasoline, compressed gases, carbon monoxide, medical supplies, chlorine, pesticides, and much more.

In the last two units, you will cover labels, personal protective equipment, proper disposal methods, preventive measures to take before natural disasters, and less toxic alternatives.

Dangers from chemical products depend greatly on the individuals using them. Chemicals are safe to use when people read the directions and use them correctly. This course is available both online or by requesting a CD-ROM from (<http://training.fema.gov/EMIWeb/IS/>). It will take 1 to 3 hours to complete all the units and take the final exam.

(Technical Requirements: Internet Explorer 5.5 or higher. You may encounter problems when viewed in Netscape browser. [Quicktime viewer](#) to view panoramic picture (in CD version only) and [Windows Media Player](#) to view video clips.)

**Prerequisites:** None.

**CEUs:** .3.

**Study Hours:** 3.

**Point of Contact:** Juliann Frantz, Training Division, (301) 447-7689.

**IS-111 Livestock In Disasters**

This Independent Study course is for farmers, extension agents, emergency managers and others who have interests in the livestock industry. It describes the various hazards that animals can face and how to mitigate for them, as well as how to respond to an actual disaster. The livestock industry is a multi-billion dollar business that provides food for the American people as well as those overseas. It is important to insure our livestock are safe from hazards and will not suffer from the effects of hazards. This course can be downloaded from the Independent Study Web site (<http://training.fema.gov/EMIWeb/IS/>) and the test can be completed and submitted online.

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 10.

**Point of Contact:** Joe Bills, Training Division, (301) 447-1356.

**IS-120 An Orientation to Community Disaster Exercises**

This Independent Study course includes a ½" VHS videocassette and a student manual, and provides an orientation to the types of exercises used to test and evaluate a community's emergency plan. The content illustrates the eight basic steps in exercise design and emphasizes the use of a design team to ensure the success of a community's exercise program. Because this course is on video, it CANNOT be downloaded. However, the test can be completed and submitted online at the Independent Study Web site (<http://training.fema.gov/EMIWeb/IS/>).

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 4-10.

**Point of Contact:** Lowell Ezersky, Training Division, (301) 447-1355.



### Professional Development Series Certificate of Completion

Those who complete all Professional Development Series (PDS) courses are eligible to receive a PDS Certificate of Completion. The courses are, in recommended order of completion: IS-230, IS-235, IS-242, IS-241, IS-240, IS-244, and IS-139.

#### IS-139 Exercise Design

Emergency managers, emergency services personnel, and individuals who are part of the emergency preparedness and response communities at all levels of government need to be able to use the fundamentals of exercise simulation and design as an integrated system of resources and capabilities. This course is designed to develop exercising skills in the following areas:

- Comprehensive exercise program
- The exercise process
- Exercise design steps
- Tabletop, Functional, and Full-scale exercises
- Exercise evaluation
- Exercise enhancements
- Designing a functional exercise

This course is available for download from the Web site.

**Prerequisites:** None.

**CEUs:** 1.5.

**Study Hours:** 15.

**Point of Contact:** Lowell Ezersky, Training Division, (301) 447-1355.



#### IS-195 Basic Incident Command System

This Independent Study course provides a general introduction to the Incident Command System (ICS) for individuals who have emergency response duties. It is designed as a multidiscipline course with various incident scenarios and activities. Units of study include:

- Introduction to the Incident Command System (ICS),
- The ICS Orientation, Incident Facilities,
- Incident Resource Management, and Incident Command System Assignments.

(This course also may be delivered in the classroom (1½ days). FEMA has developed an Instructor Guide.)

The content of this course is generally equivalent to National Interagency Incident Management System (NIIMS) training modules 1-6 (1-100/200).

This course can be downloaded from the Independent Study Web site (<http://training.fema.gov/EMIWeb/IS/>) and the test can be completed and submitted online. This course has a Web-interactive version (CBT) available from this Web site.

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 12-15.

**Point of Contact:** Ronald Freeman, Training Division, (301) 447-1249.



**IS-208 State Disaster Management**

This course provides fundamental information on the disaster assistance process and disaster assistance programs. During a disaster, states must be responsive to local jurisdictions and must effectively acquire and distribute federal resources. State disaster management is complex, requiring that state staff members have accurate information on the federal programs available and work with federal counterparts in the management of those programs. As a State Coordinating Officer (SCO), you play a critical role in managing the response and recovery operations. Other state staff that have a vital role includes Operations Officers, Individual Assistance (IA) Officers, Public Assistance (PA) Officers, Hazard Mitigation Officers (HMO), Community Relations Managers, and Public Information Officers.

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 10-20.

**Point of Contact:** Bernice Zaidel, Training Division, (301) 447-1360.

**IS-230 Principles of Emergency Management**

Understanding the fundamental principles and practices of emergency management provides a framework for the future of professional growth of every emergency manager and responder. This course is designed to provide a basic framework of understanding of emergency management in the following areas:

- Overview of the Integrated Emergency Management System
- The emergency management cycle
- The Plan as program centerpiece
- Functions of an emergency management program
- Emergency management program participants
- Applying emergency management principles

This course is available for download from the Independent Study Web site.

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 10.

**Point of Contact:** Thomas Gilboy, Training Division, (301) 447-1535.

**IS-235 Emergency Planning**

Being able to use all the basic elements of the planning process gives emergency managers, planners, and other stakeholders a basis for working together to shape the community's disaster response to all types of hazards and problems. This course is designed to provide common experience of a properly structured Emergency Operations Plan in the following areas:

- The planning process
- Hazard analysis
- The basic plan
- Annexes and appendices
- Implementing instructions

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 10.

**Point of Contact:** Thomas Gilboy, Training Division, (301) 447-1535.



**IS-240 Leadership and Influence**

Being able to lead others—to motivate them to commit their energies and expertise to achieving the shared mission and goals of the emergency management system—is a necessary and vital part of the job for every emergency manager, planner, and responder. This course is designed to improve your leadership and influence skills. It addresses:

- Leadership from within.
- How to facilitate change.
- How to build and rebuild trust.
- Using personal influence and political savvy.
- Fostering an environment for leadership development.

**Prerequisites:** None.

**CEUs:** .9.

**Study Hours:** 9.

**Point of Contact:** Thomas Gilboy, Training Division, (301) 447-1535.

**IS-242 Effective Communication**

Being able to communicate effectively is a necessary and vital part of the job for every emergency manager, planner, and responder. This course is designed to improve your communication skills. It addresses:

- Basic communication skills
- How to communicate in an emergency
- How to identify community-specific communication issues
- Using technology as a communication tool
- Effective oral communication
- How to prepare an oral presentation.

**Prerequisites:** None.

**CEUs:** .8.

**Study Hours:** 8.

**Point of Contact:** Thomas Gilboy, Training Division, (301) 447-1535.

**IS-241 Decisionmaking and Problem-Solving**

Being able to make decisions and solve problems effectively is a necessary and vital part of the job for every emergency manager, planner, and responder. This course is designed to improve your decision-making skills. It addresses:

- The decisionmaking process
- Decisionmaking styles
- Attributes of an effective decision maker
- Ethical decisionmaking and problem-solving

**Prerequisites:** None.

**CEUs:** .8.

**Study Hours:** 8.

**Point of Contact:** Thomas Gilboy, Training Division, (301) 447-1535.



**IS-244 Developing and Managing Volunteers**

This course is for emergency managers and related professionals working with all types of volunteers and coordinating with voluntary organizations. This course will provide procedures and tools for building and working with voluntary organizations. Topics include benefits and challenges of using volunteers; building a volunteer program; writing job descriptions; developing volunteers through recruitment, placement, training, supervision and evaluation; coordinating with voluntary agencies and community-based organizations; and special issues such as spontaneous volunteers, liability, and stress. This course is designed for all audiences including federal, state, tribal, local emergency management, voluntary agencies, and affiliated organizations in the Federal Response Plan. This course can be downloaded from the Independent Study Website (<http://training.fema.gov/EMIWeb/IS/>) and the test can be completed and submitted online or the materials may be shipped.

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 10.

**Point of Contact:** Tom Gilboy, Training Division, (301) 447-1535.

**IS-271 Anticipating Hazardous Weather and Community Risk (CD-ROM Only)**

This course will help you, the emergency manager, anticipate and prepare for hazardous weather more effectively by:

- Enhancing your ability to recognize potentially hazardous weather and flooding situations and how they may affect your community.
- Familiarizing you with National Weather Service (NWS) products so that you understand how to use and interpret forecasts.
- Encouraging you to develop a partnership with the NWS well in advance of a threat. This course has four main sections: Weather, Hazards, Forecasting, and Warning Partnership.

Enrollment to receive a CD-ROM is limited to members of the emergency management community.

Enrollment on the Web is accomplished by accessing

<http://www.training.fema.gov/EMIWeb/IS/>

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 10.

**Point of Contact:** Sam Isenberger, Training Division, (301) 447-1071.

**IS-275 The Emergency Operations Center's (EOC's) Role in Community Preparedness, Response, and Recovery Operations**

This course is a prerequisite for G275, *Emergency Operations Center (EOC) Management and Operations*. The goal of this Independent Study course is to provide the reader with an understanding of the vital role an EOC plays in the community's overall preparedness, response, and recovery activities.

This course includes a workbook and videotape, *The Role of the EOC*, which the reader may keep for future reference. Because this course is on video, it can NOT be downloaded. However, the test can be completed and submitted online at the Independent Study Web site (<http://training.fema.gov/EMIWeb/IS/>).

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 2-5.

**Point of Contact:** Thomas Gilboy, Training Division, (301) 447-1535.



**IS-279 Retrofitting Flood-Prone Residential Buildings**

This Independent Study course is recommended prior to attendance at EMI's more technical resident course of the same title (E279). The course provides the users with an overview of retrofitting, the National Flood Insurance Program (NFIP), and minimum requirements of floodplain management as it relates to retrofitting methods, and parameters that influence retrofitting decisions.

This course format is programmed instruction which allows you to work at your own pace. This course can be downloaded from the Independent Study Web site (<http://training.fema.gov/EMIWeb/IS/>) and the test can be completed and submitted online.

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 10.

**Point of Contact:** Dan Bondroff, Training Division, (301) 447-1278.

**IS-288 The Role of Voluntary Agencies in Emergency Management**

This Independent Study course is intended to educate the reader about the vital role that voluntary agencies play as key partners in providing disaster relief services throughout the entire emergency management cycle (i.e., mitigation, preparedness, response, and recovery). This course can be downloaded from the Independent Study Web site (<http://training.fema.gov/EMIWeb/IS/>) and the test can be completed and submitted online.

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 10.

**Point of Contact:** Jennifer Ogle, Training Division, (301) 447-1585.

**IS-292 Disaster Basics**

This course will provide individuals with the basic information about federal disaster programs and operations. It will prepare the FEMA personnel for response or recovery operations whether assigned to a Regional Operations Center (ROC), an Emergency Operations Center (EOC), Disaster Field Office (DFO), or other FEMA fixed facility. Other FEMA employees may complete the course as a prerequisite for other training.

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 10.

**Point of Contact:** Bernice Zaidel, Training Division, (301) 447-1360.

**IS-301 Radiological Emergency Response**

This course is a prerequisite to the resident course S301, *Radiological Emergency Response Operations (RERO)*. The goal of this Independent Study course is to provide a learning experience in which participants demonstrate a comprehensive understanding of radiological protection and response principles, guidelines, and regulations that will prepare them for the operations course (RERO). This course can be downloaded from the Independent Study Web site (<http://training.fema.gov/EMIWeb/IS/>) and the test can be completed and submitted online.

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 10.

**Point of Contact:** Bernice Zaidel, Training Division, (301) 447-1360.



**IS-324 Community Hurricane Preparedness  
(CD-ROM Only)**

This computer-based course is to provide those involved in the decisionmaking process for hurricanes with basic information about:

- How hurricanes form.
- The hazards they pose.
- How the National Weather Service forecasts future hurricane behavior.
- What tools and guiding principles can help emergency managers prepare their communities.

Because of limited quantities, the CD-ROM is only available to members of the emergency management community and officials with decisionmaking responsibility at the local, state, or federal levels, who work with hurricane-prone areas. Others who are interested in completing the course can access it at the following Web site:

<http://meted.ucar.edu/hurricane/chp/index.htm>

(Technical requirements: Windows 95, 98, or NT 4.0, Intel Pentium Processor, 133 MHz or faster, Windows compatible sound card, 4x or greater CD-ROM drive, 16 MB RAM.)

**Prerequisites:** None.

**CEUs:** 1.

**Study Hours:** 10.

**Point of Contact:** Sam Isenberger, Training Division, (301) 447-1071.

**IS-330 Refresher Course for Radiological Response**

This individualized instruction is available on videotape and workbook for the individual to review monitoring techniques, protective actions, and radiation information for all types of radiation emergencies. Access to a ½" VHS video player and television is required. The videotape may be kept for future refresher training. CD-ROM format also is available.

**Prerequisites:** Successful completion of G320, *Fundamentals Course for Radiological Response*. Participants should submit a copy of their certificates along with the enrollment application.

**CEUs:** 1.0.

**Study Hours:** 10.

**Point of Contact:** Bernice Zaidel, Training Division, (301) 447-1360.

**IS-346 Orientation to Hazardous Materials for Medical Personnel**

This self-study guide is designed to prepare medical and hospital personnel to analyze hazardous materials situations, take the necessary steps to assure medical provider safety, and identify appropriate resources for decontamination and medical care. This course serves as the prerequisite for the field (non-resident) course G346, *Hospital Emergency Department Management of Hazardous Materials Accidents (HMA)*. This course can be downloaded from the Independent Study Web site (<http://training.fema.gov/EMIWeb/IS/>) and the test can be completed and submitted online.

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 10.

**Point of Contact:** Ronald Freeman, Training Division, (301) 447-1082.



**IS-362 Multi-Hazard Emergency Planning for Schools**

This Independent Study course will provide individuals with the basic information and tools needed to develop effective plans for the wide array of potential emergencies that schools may face. It addresses: understanding emergency management; recruiting your planning team; assessing your hazards; developing your plan; planning for terrorism, and training and testing your plan.

The audience for this course includes all who are responsible for planning and responding to school emergencies.

This course can be downloaded from the Independent Study Web site (<http://training.fema.gov/EMIWeb/IS/>)

**Prerequisites:** None.

**CEUs:** To Be Determined.

**Study Hours:** To Be Determined.

**Point of Contact:** Dawn Warehime, Training Division, (301) 447-1309.

**IS-386 Introduction to Residential Coastal Construction**

This is a very comprehensive, advanced level course. This course will introduce the learner to basic information about residential coastal construction. Some unit topics include coastal environment, regulatory requirements and identifying hazards. The target audience is engineers, architects, and building code officials. Floodplain management, hazard mitigation, planning and building officials with building science knowledge are also part of the target audience. This course can be downloaded from the Independent Study Web site (<http://training.fema.gov/EMIWeb/IS/>) and the test can be completed and submitted online.

**Prerequisites:** None.

**CEUs:** 1.4.

**Study Hours:** 14.

**Point of Contact:** Dan Bondroff, Training Division, (301) 447-1278.

**IS-393 Introduction to Mitigation**

This Independent Study course provides an overview of the basic mitigation knowledge that is needed to initiate interested parties into the field of mitigation and hazards threatening the community mitigation strategies, responsibilities, and resources, and about building a program.

Completion of this course is a prerequisite for participation in the *Mitigation for Emergency Managers* course, G393. This course can be downloaded from the Independent Study Web site (<http://training.fema.gov/EMIWeb/IS/>) and the test can be completed and submitted online.

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 10.

**Point of Contact:** Lillian Virgil, Training Division, (301) 447-1490.

**IS-394 Mitigation for Homeowners**

This course is designed for homeowners and small businesses. The course will introduce mitigation and assist in identifying the natural hazards which affect their communities and to which they are most vulnerable, as well as, the potential risks that could affect their homes during disasters; and, in determining which mitigation actions they should undertake to reduce the risk of potential damage to their families, homes and property from disaster.

It provides the homeowner with nontechnical mitigation techniques for the home, both pre-disaster (preventive) and post-disaster (corrective) that will reduce disaster costs and the impacts of natural hazards. This course can be downloaded from the Independent Study Web site (<http://training.fema.gov/EMIWeb/IS/>) and the test can be completed and submitted online.

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 10.

**Point of Contact:** Lillian Virgil, Training Division, (301) 447-1490.



**IS-513 The Professional in Emergency Management**

This course is for any professional in emergency management or anyone who is looking for a career in the profession. It is designed to give a broader professional outlook for versatile emergency managers. These professionals will be able to coordinate outside the home jurisdiction and apply skills to hazards and circumstances in any part of the country.

There are two parts to this book. One part is an orientation to the national assets coordinated by FEMA and the federal role in disaster management. The other part is devoted to increasing knowledge of a wider range of hazards. We have joined these two different topics in one book because they represent the broader field of emergency management. This course can be downloaded from the Independent Study Web site (<http://training.fema.gov/EMIWeb/IS/>) and the test can be completed and submitted online.

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 10.

**Point of Contact:** Tom Gilboy, Training Division, (301) 447-1535.

**IS-600 Special Considerations for FEMA Public Assistance Projects**

Special considerations are issues, other than eligibility, that affect the scope of work and funding for FEMA Public Assistance projects. These issues include insurance, hazard mitigation, environmental considerations, and historical considerations. Noncompliance with these issues can result in applicant loss of funding, delays in project approval, legal action, and negative publicity. Timely identification and resolution of special considerations issues can prevent these consequences. This Independent Study course provides a baseline for identifying special considerations issues, guidelines for applicant documentation, and steps for timely resolution. The target audience for this course includes federal, state, and local disaster workers with assignments in FEMA's Public Assistance Program. Two videotapes accompany this workbook. Because this course is on video, it can NOT be downloaded. However, the test can be completed and submitted online at the Independent Study Web site (<http://training.fema.gov/EMIWeb/IS/>).

**Prerequisites:** None.

**CEUs:** 1.0.

**Study Hours:** 10.

**Point of Contact:** Marty DiGregory, Training Division, (301) 447-1203.

**IS-630 Introduction to the Public Assistance Process**

This Independent Study program is a CD-ROM, computer-based training program. It includes four units of instruction covering such topics as an overview, eligibility, kick-off meeting, project formulation, and small project validation. The materials include a section on "How to take this course"—an interactive summary activity, and a resource center which includes public assistance policy publications, forms, glossary, link to FEMA's Web site, and end-of-course examination. The course is designed for all audiences including federal, state, tribal, and local emergency management staffs with responsibilities in FEMA's Public Assistance Program. It is highly recommended for nonpublic assistance personnel who need a basic understanding of the process. Course materials are not available for downloading due to imbedded video, but enrollment is available via the FEMA Web site (<http://www.training.fema.gov/EMIWeb/IS/>).

**Prerequisites:** None.

**CEUs:** .2.

**Study Hours:** 2.

**Point of Contact:** Marty DiGregory, Training Division, (301) 447-1203.



**IS-631 Public Assistance Operations I**

This is a CD-ROM computer based training (CBT) course. It replaces the resident course, E381, *Public Assistance Operations I*. The units of instruction cover such topics as initial operations, governing documents, eligibility, special considerations, project formulation (worksheet and validation), and a summary. The course also includes a resource center that includes public assistance policy publications, forms, glossary, a link to FEMA's Web site, and an end-of-course exam. This CBT Course is designed for all audiences including federal, state, tribal, local emergency management, and contractor staffs with responsibilities in FEMA's Public Assistance Program. Course materials are NOT available for downloading due to imbedded video but enrollment is available via the FEMA Web site at: [www.training.fema.gov/emiweb/emicourses/](http://www.training.fema.gov/emiweb/emicourses/)

**Prerequisites:** IS-630, *Introduction to the Public Assistance Process*.

**CEUs:** .7.

**Study Hours:** 7.

**Point of Contact:** Marty DiGregory, Training Division, (301) 447-1203.

**IS-632 Introduction to Debris Operations in FEMA's Public Assistance Program**

This course is a CD-ROM computer-based training (CBT) course. The course is designed into two major topic areas—General Debris Removal Operations and Critical Issues in Debris Operations. There is also a resource center which includes Public Assistance documents, test resources (exam), sample forms, key content, and a link to the FEMA Web site.

Course is designed for all audiences including federal, state, tribal, local emergency management, and contractor staffs with debris removal responsibilities in FEMA's Public Assistance Program. It is recommended for all staff required to take an introductory course in debris operations. Course materials are NOT available for downloading due to imbedded video, but enrollment is available via the FEMA Web site at [www.training.fema.gov/emiweb/emicourses/](http://www.training.fema.gov/emiweb/emicourses/)

**Prerequisites:** None.

**CEUs:** .5.

**Study Hours:** 5.

**Point of Contact:** Marty DiGregory, Training Division, (301) 447-1203.





## Training Division Faculty and Staff

### SUPERINTENDENT

**Stephen G. Sharro.** Previous experience: Extensive experience in adult education and training with FEMA and with the Department of Defense. Assignments include Deputy and Acting Director of Education, U.S. Army Europe; Chief, Operations, U.S. Army Europe; Director of Education, 7<sup>th</sup> Army Training Command; and education leadership positions with HQ Department of the Army; Fort Ritchie, Maryland, U.S. Army Southeast Asia, and U.S. Army Engineer School. Education: B.S., Indiana University of Pennsylvania; M.S., University of Southern California; U.S. Army War College.

### FACULTY AND STAFF

**Karen J. Andrew.** Secretary. Integrated Emergency Management Branch. Provides clerical support for Branch staff. Responsible for micropurchases; travel arrangements; credit card purchases; time and attendance; and other miscellaneous administrative duties. Previous experience: 10 years in the secretarial field. Education: Graduated Catocin High School, 1991; attended Abbie Business Institute, 7/91-4/92, Executive Secretary Certificate.

**Loretta Arscott.** Secretary. Office of the Superintendent. Responsible for supporting the Superintendent and Deputy Superintendent. Previous experience: Office management and project management for the government and private industry. Education: Currently attending UMUC; USDA/Graduate School-Aspiring Leader Graduate.

**Duane Baltz.** Education Specialist. Employee Development Branch. Responsible for applying performance improvement technology that will enable employees to effectively perform their jobs. Previous experience: Program director for fire and emergency management at the National Association of Counties. Education: B.A., History and Government with teaching certificate, Iowa State University; M.P.A., American University; certification to teach front-end analysis and job aid development.

**Karen Barnes.** Secretary. Readiness Branch. Administrative support to Branch Chief and staff. Previous experience: 10 years of experience as executive and legal assistant, 4 years of experience as help desk/software specialist, 4 years of experience as Web developer. Education: Certificate in Executive Office Technology from Frederick Community College; attending University of Maryland University College.

**Pat Baughman.** Training Support Specialist. Office of the Superintendent/Director. Responsibilities: Assists the division program analyst on a daily basis. Assists the training support specialist in managing classroom and editorial support contract requirements, property management, EMI schedule and catalog. Joined FEMA in 1989. Previous experience: Eight years of secretarial experience at the U.S. Army Medical Institute of Infectious Diseases, Fort Detrick, Frederick, MD.

**Dynia Beaty.** Training Specialist. Employee Development Branch. Currently monitoring and coordinating training opportunities for FEMA's administrative personnel. Serve as the course manager for Travel Manager 8.1, Council for Excellence in Government, LEGIS Fellows Program, and Executive Leadership Program. Training liaison for Response and Recovery Directorate, providing advice and assistance on training needs. Executive Administrator for FEMA's leadership development programs and co-advisor for the Support Advisory Group for Empowerment (SAGE). Previous experience: assisted branch specialist with course design and served as the advisor of SAGE and course manager of the Career Enhancement Program.

**Joseph K. Bills.** Training Specialist. Mitigation Branch. Responsible for course development and deliveries, course content and criteria, faculty recruitment and selection, and support of courses in mitigation, dam safety, economic development, and animals. Previous experience: disaster planning and response for state government and the U.S. Navy. Education: B.A., Political Science.

**B. Wayne Blanchard.** Higher Education Project Manager. Readiness Branch. Manages FEMA's Emergency Management Higher Education Project. FEMA's Commissioner to the IAEM Certified Emergency Manager Commission. Disaster Experience: Hurricane Andrew, Mid-West Floods of 1993, Northridge Earthquake. Education: Ph.D., University of Virginia, 1980. B.A., Political Science, UNCC, 1974. Minor in Philosophy, Mount St. Mary's College, 1994-1995. Graduate work in Theology, Mount St. Mary's Seminary, 1996-1998. Adjunct faculty Shenandoah University (1999), and Florida Atlantic University (2002).

**Daniel L. Bondroff.** Training Specialist. Mitigation Branch. Responsible for course management in the mitigation curriculum area. Previous experience: EMI faculty member since 1987; 10 years as a guidance counselor and program manager for the Army Continuing Education System. Education: B.A., Psychology; M.A., Psychology; additional graduate work in Education.

**Stephen M. Borth.** Training Specialist. Readiness Branch. Responsible for Radiological Emergency Preparedness (REP), Continuity of Operations (COOP), and Special Event Contingency training programs. Previous experience: Technological Hazards Program Specialist, FEMA Region I, 1988-1991; Emergency Programs Specialist; U.S. Department of Agriculture, 1991-1992; EMI Training Specialist since 1992. Education: B.S., Education; M.A., Political Science.

**Bonnie L. Butler.** Chief. Mitigation Branch. Responsible for planning and management of EMI curricula to support FEMA's Mitigation programs. Previous experience: instructor, developer and manager of curricula for government and secondary schools. Education: B.A., English; M.A., English Education, U.S. Army War College.

**Richard W. Callis.** Deputy Superintendent. Emergency Management Institute. For the 3 years prior to taking this position, was the Integrated Emergency Management Branch chief, duty stationed at the Conference and Training Center, Mount Weather. Prior to that, was the team leader for the Integrated Emergency Management Team and also managed the Professional Development Series of courses. Prior to joining federal service, managed a state training program for 12 years. During that time, also served as an instructor for a business management program for a private college. Education: B.S., Business Administration; M.S., Education.

**Gary L. Chase.** Education Specialist. Distance Learning Branch. Responsible for course deliveries, course content and criteria, faculty recruitment and selection, and development support for *Management and Supervision of Training* (E601) and *Course Development* (E604), part of the Master Trainer Program, plus the *Basic Instructional Skills* (G265) course. Previous experience: FEMA Region V Training Manager, Administrative Officer, and Disaster Assistance Employee. Instructor, secondary school system. Education: B.S., Education, 60+ hours in Education.

**Ray Chevalier.** Training Specialist. Integrated Emergency Management Branch. Responsibilities include lead course and curriculum manager for the Integrated Emergency Management Course team; revise/develop course content; assist in contract faculty recruitment and selection. Previous experience in National Security, Technical Programs curriculum; served in U.S. Air Force Disaster Preparedness for 12 years. Education: B.A., Liberal Arts.

**Linda Choha.** Training Specialist. Disaster Operations and Recovery Branch. Responsibilities: Develops and conducts training for Preparing Regional Declaration documents, National Emergency Management Information System (NEMIS) software, Basic Disaster Logistics and the Action Tracker cadre. Previous experience: Region II Information Management System Chief; Project Monitor for IA Inspection Services, Inspection Services Field Coordinator, Inspection Services Reviewer/Inspector, NEMIS Individual Assistance application developer and tester, and instructor for *NEMIS Orientation* for NPSC and field office staff. Education: Associate's degree, Business Administration and Accounting.

**Rosemary Conley.** Employee Development Specialist, U.S. Fire Administration, Training Division, Employee Development Branch. Responsibilities: Course enrollment administration, delivery, planning, content and criteria, faculty recruitment, management, and selection. Assists participants with program participation. Prepares announcements and applications for board review for Executive Program Coordinator and branch offerings. Previous experience: instructor, designer and manager or training and education curriculum for private industry, government, and religious programs. Education: A.A., Liberal Arts.

**José D. Cortés.** Training Specialist. Integrated Emergency Management Branch. Responsible for course development, course content and criteria, and course deliveries. Course Manager for the resident Radiological Emergency Response Operations courses. Previous experience: More than 35 years in electronic technology and radiation safety with the federal government. Education: B.G.S., Business. James Madison University.

**Martin L. DiGregory.** Training Specialist. Disaster Operations and Recovery Branch. Responsible for Public Assistance Program training, including *Public Assistance Officer*, *Public Assistance Operations II*, and *Debris Operations*. Previous experience: Public Assistance Program office POC for employee performance standards and training. Program POC for development of EMI independent study and resident courses. Education: B.S., Mathematics.

**Deborah M. Evans.** Training Specialist. Mitigation Branch. Responsible for course deliveries, course content and criteria, and development of NEMIS—Mitigation and eGrants in-house and field training. Previous experience: Curriculum developer and Instructor for the State of Maryland’s Correctional Education Department, technical and automation training for the U.S. Department of Energy, U.S. Department of Defense, U.S. Department of Housing and Urban Development, and the U.S. Patent and Trademark Office. Education: B.A., Art; M.Ed., M.S., Reading; and additional coursework in Computer Science.

**Lowell D. Ezersky.** Training Specialist. Integrated Emergency Management Branch. Manages the Emergency Management Institute’s Comprehensive Exercise Curriculum and the Master Exercise Practitioner program; Course Manager and Chief Exercise controller for Integrated Emergency Management Courses for state, local, and tribal governments. Fifteen years with FEMA, 5 years with Nebraska Civil Defense Agency. Education: B.A., History; M.A., Education, all Ph.D. work except dissertation, Community and Human Resources/Leadership Development for Specialized Programs.

**Albert H. Fluman.** Chief. Integrated Emergency Management Branch. Responsibilities: 21 years in the emergency management field developing, conducting, and evaluating disaster and special event exercises for federal, state, and local governments, private industry, and airports. Participated in the development and revision of numerous courses at EMI including the Integrated Emergency Management Course (IEMC) series. Education: B.A., Political Science; M.P.A., Public Administration.

**Juliann Frantz.** Training Specialist. Readiness Branch. Responsible for assisting with Chemical Stockpile Emergency Preparedness Program training. Previous experience: Emergency Management Higher Education Project Assistant. Education: B.S., Sociology.

**Ronald Freeman.** Training Specialist, Hazardous Materials and Incident Command System Program Manager for the Readiness Branch. Responsible for ICS/Hazmat course design, delivery, and management at EMI. Previous experience: Training manager, senior trainer, consultant and subject matter expert in design, development and delivery of E, H, and S, Emergency Preparedness, Weapons of Mass Destruction (WMD), Incident Command System (ICS), and Mass Casualty Incidents (MCI) training programs for industry. Education: B.A., in Psychology; M.Ed., in Education, Certified Environmental Training (awarded by the National Environmental Training Association in Phoenix, Arizona) since 1988.

**Susan Friedman.** Training Specialist. Disaster Operations and Recovery Branch. Responsible for the course management, course content and delivery of the software (NEMIS) Emergency Support (ES) training programs. Works closely with the Financial Acquisitions Management Division (FAMD) program office for supporting training objectives. Previous experience: Trainer at the VA-NPSC, DAE—HS Region V for 3 years, Peace Corps—Water Sanitation and Health Education Africa. Education: B.A., Applied Behavioral Science and M.A., Adult Education.

**J. Thomas Gilboy.** Training Specialist. Readiness Branch. Responsible for managing the Professional Development Series, the Advanced Professional Series, and various other courses including Integrated Financial Management Information System Training. Previous experience: 29 years of federal service with FEMA and predecessor agency in programs that cover all phases of emergency management; 7 years in training; Master Trainer Program graduate; Community Relations Field Officer; and Certified Emergency Manager. Education: B.A., M.A., all Ph.D. work but dissertation, English.

**Elizabeth C. Gober.** Supervisory Training Specialist. Employee Development Branch. Responsible for leadership, executive, and individual skill development; customer service, communications, and mandatory training; and outsourced Web-based training. Previous experience: Instructional design, delivery and employee development for defense and community service organizations. Education: B.S., Communications; M.A., Counseling.

**H. Marie Harkenrider.** Education Specialist. Disaster Operations and Recovery Branch. Course Manager for *Response Operations* Course and Regional Workshops, Regional Support Team (RST) training, *Managing FEMA Staff on Disaster Operations*, and *Mission Assignment (MA)* courses including MA Processing and MA for Managers. Currently member of the National Capitol Region (NCR) ERT-N Team. Previous experience: Special Assistant on the ERT-N Blue Team, State Training Officer, Minnesota Division of Emergency Services. EMI faculty member since 1983. Degree B.A., Mathematics; Secondary Education Teaching Certificate.

**Eileen Harrison.** Program Analyst. Office of the Superintendent. Responsible for financial and personnel management. Joined FEMA in 1979. Previous experience: Health and Human Services, Food and Drug Administration, Bureau of Drugs; and Maryland State Income Tax Division.

**Mollie C. Herrick.** Training Specialist. Distance Learning Branch. Responsibilities include coordination of all intranet and Internet activities for EMI, development of Web-based materials, and Master Trainer Course Manager. Previous experience: More than 10 years in state and local emergency management training. Education: B.S., Education; M.S., Education Instructional Technology.

**Dennis R. Hicketier.** Supervisory Education Specialist. Distance Learning Branch. Responsible for directing and coordinating activities of the Distance Learning Branch. These include the Independent Study program, Web sites for the Training Division, technical support for the FEMA Employee Knowledge Center (FEKC), and regional liaison. Previous experience: 11 years with FEMA developing training materials and conducting courses, plus 17 years with the Department of the Army managing the delivery of education and training programs. Education: B.A., Psychology; M.S., Educational Psychology.

**Thomas Hirt.** Training Specialist. Mitigation Branch. Responsibilities: Course manager for classes and resident and Independent Study Managing Floodplain Development through the National Flood Insurance Program classes and others. Previous experience: FEMA employee since 1987. Worked as an Emergency Management Program Specialist with responsibilities in the REP, DC&W, National Preparedness, DAP, and other programs. Training Specialist for the NFA and administered the TRADE Program. Education: B.S., Psychology and English major. M.S., Social Work. Thesis on adult education and training.

**Samuel P. Isenberger.** Training Specialist. Mitigation Branch. Program Manager for the Community Emergency Response Team Program. Coordinate with the National Weather Service on development of weather-related training. Manage FEMA and NWS training for emergency managers at the National Hurricane Center. Coordinate delivery of training at the National Hurricane Conference. Education: B.A., Business Administration; M.S., College Counseling; M.Ed., Special Education.

**Doris Jackson.** Secretary, Employee Development Branch located at FEMA Headquarters. Responsible for the obligating, processing, and tracking of money through the Integrated Management Information System (IFMIS), liaison for payment of vendors through the Office of Financial Management, Time and Attendance, Branch Chief's calendar, and other administrative duties, and SAGE Advisor. Joined FEMA in 1983. Previous experience: The Federal Mediation and Conciliation Service. Graduate of the Smith Business School and CEP.

**K. Bryan Johnson.** Employee Development Specialist. Employee Development Branch. Previous experience: With FEMA since 1990. Briefing Specialist on the Emergency Support Function (Blue Team)—Information and Planning; 6 years of experience in exercise program; 2 years of experience in the National Preparedness Directorate. Before coming to FEMA, employed by the State Department and the National Park Service/Park Police. Education: 6 years U.S. Army/Nuclear, Biological, Chemical Operations Specialist. B.S., Mathematics.

**Rakesh “Rick” Kaushal.** Training Specialist. Integrated Emergency Management Branch. Responsible for Integrated Emergency Management (IEM) Course development, faculty recruitment and selection. Serves as course manager and chief exercise controller for IEM courses. Previous experience: Two years as the State Training Officer for Alaska Division of Emergency Services and 16 years as planner, trainer, contracts and logistics manager in the United States Air Force. Education: B.S., Behavioral Sciences; M.S., Human Resources Management.

**Patricia LaBrosse.** Training Specialist. Disaster Operations and Recovery Branch. Responsible for course development, course deliveries, course content, and criteria for the FEMA IT Directorate. She also serves as Project Officer for a new Web-based recovery course, and the EMI point of contact for new NEMIS Training and Proficiency Environment (TPE). Previous experience: personnel specialist, administrative officer, network administrator, and emergency management specialist. Education: Red Rocks College-Colorado; CNE.

**Arlene S. Lawson.** Employee Development Specialist. Employee Development Branch. Responsible for managing various training programs for Agency Employees. Previous experience: responsible for managing mandatory Agency training programs and co-managing the *Instructional Delivery for Subject Matter Experts* course at EMI and managed the *Dealing with Negative Attitudes in the Workplace* course at Headquarters and Mount Weather. Develops the annual catalog of training opportunities for FEMA employees and the annual list of mandatory training for agency employees; coordinates the Annual Call for Executive Development with HR and the ERB; and manages the video lending library with the Branch. Education: Strayer University and continuing adult education courses.

**Dan S. Lubman.** Training Specialist, Distance Learning Branch. Responsible for content development for the FEMA Employee Knowledge Center (FEKC). Previous experience: instructional designer, scriptwriter, video editor, video producer/director, videographer, and firefighter/EMT. Education: B.S., Liberal Arts and Technology—Video Production, M.A., Instructional Systems Design.

**Thomas E. Marlowe.** Training Specialist. Readiness Branch. Terrorism Preparedness Training Manager, responsible for EMI's terrorism preparedness courses. Previous experience: More than 25 years of experience in emergency management at the local and federal Level. Participated in several federally declared disasters including the Oklahoma City bombing. Taught with the U.S. Department of State's Anti-Terrorism Assistance Program Weapons of Mass Destruction First Responder Training Program. His pre-FEMA experience includes 3 years as a firefighter, 10 years in emergency medical services including 2½ years as the Chief Marion County (West Virginia) Rescue Squad, and 2 years as the Director of Marion County Emergency Services. Vice President of the West Virginia Emergency Medical Services Administrator's Association. Education: A.B., Education, Fairmont State College; M.A., Instructional Communication, West Virginia University.

**Philip P. McDonald.** Training Specialist. Integrated Emergency Management Branch. Responsibilities: manages the Master Trainer Program, provides course management functions for assigned Integrated Emergency Management Courses (IEMCs). Previous experience: 19 years with FEMA in various management and staff positions within EMI. Education: B.A., Political Science; M.P.A., Public Administration.

**Kathy D. McKoy.** Chief. Customer Services Unit. Employee Development Branch. Responsible for program management of Customer Service training and survey operations; course content and criteria, development and delivery; and support for Community Relations Cadre training. Previous experience: Instructor, developer, designer, customer service facilitator, employee development specialist. Education: Concord College and Howard University; currently pursuing M.P.A. at LaSalle University.

**William McLean.** Manager of Mount Weather Television Studio used for the IEMC courses and to create programs for departments in the Agency. Previous experience: Began broadcasting career at WITN-TV in Washington, North Carolina, in 1955. Commercial broadcasting until joining the federal government television in 1966. Education: Graduated from University of North Carolina Television in 1955.

**Sherill A. McQuain.** Secretary, Mitigation Branch. Responsible for locating, reviewing, and summarizing information from files and documents relevant to assigned projects; responds to inquiries concerning programs and activities; assists specialists in setting up conferences, coordinating necessary procurements for supplies, materials, and services; makes travel arrangements; assists in planning and coordinating the overall office activities. Previous experience: Worked for the Army Education Center under the Department of Defense; served as Legal Assistant in the Legal and Legislative Affairs Department of Blue Cross and Blue Shield of the National Capital Area; and worked in Multifamily Housing Division at the Department of Housing and Urban Development. Education: Certificate in Executive Secretarial Science.

**Kevin J. Molloy.** Training Specialist, Integrated Emergency Management Branch. Experience: 30 years in the emergency management field. In addition to federal, has served at the local, county, and state emergency management program levels. County coordinator during the Three Mile Island Nuclear Accident in 1979. Serves as course manager and exercise controller for the Integrated Emergency Management Course (IEMC) covering a wide variety of natural and manmade emergencies. Education: *National Defense University Reserve Component National Security course, Air Force University (ECI) Air Command and Staff course*, and numerous emergency management-related courses.

**Maria Mendoza Moore.** Training Specialist. Disaster Operations and Recovery Branch. Previous experience: Joined FEMA in 1993. Supervisory Instructional Systems Specialist for the curriculum development of technical course for the Naval Reserve. Faculty member of the Defense Industrial Security Institute, the Defense Language Institute, and part-time instructor at the Harrisburg Area Community College. Education: B.A., Southwest Texas State University and has done graduate work at the University of Texas at San Antonio and Southwest Texas State University.

**Phillip Moore.** Training and Exercise Specialist. Integrated Emergency Management Branch. Responsible for Integrated Emergency Management Course (IEMC) development, content, faculty recruitment and selection, exercise development and delivery, with emphasis on consequences of terrorism, hazardous materials, and natural disasters affecting communities. Previous experience: Course manager for DoD *Senior Officers Nuclear Weapons Accident* course and instructor for numerous other emergency management courses offered by the military and the State of Texas for local communities. Education: B.S., Microbiology; M.B.A., Business Administration. Retired U.S. Air Force Officer.

**Darren C. Moten.** Employee Development Specialist. Employee Development Branch. Responsible for developing, managing, and administering various training programs for FEMA employees. Primary point of contact for the Headquarters Employee Development Branch Web site. Experience: Joined FEMA in 2001; 11 years of training and development experience; 16 years of federal government service, and 4 years of U.S. Air Force Military Service. Education: Community College of the Air Force, Resource Management, U.S. Air Force Leadership Education.

**Jennifer A. Ogle.** Training Specialist. Disaster Operations and Recovery Branch. Responsible for course deliveries, course content, faculty recruitment and selection, and development support for Emergency Planning and Special Needs Populations and Response and Recovery Directorate's Individual Assistance courses. Previous experience: Training Specialist working with the Hazardous Materials Emergency Preparedness (HMEP) Grant Program. Education: B.S., Psychology.

**John N. Peabody, Jr.** Chief. Readiness Branch. Previous experience: Assistant Director, Maryland Emergency Management Agency; Natural Disaster Program Manager, U.S. Army Corps of Engineers, Baltimore District; EMI faculty member since 1987. Education: B.A., Government; M.Ed., Education.

**Virginia A. Richards.** Secretary. Disaster Operations and Recovery Branch (OR). Responsibilities: Provide secretarial and administrative support to the Chief, OR, and office staff. Previous experience: 25 years of secretarial and administrative experience in various federal agencies.

**Garry Sale.** Operations Specialist. Conference and Training Center Branch. Responsibilities: Serve as instructor and briefer for CTC activities. Coordinate and manage classroom setup. Responsible for CTC maintenance management and repairs. Act for and support Branch Chief in operations and management of miscellaneous CTC activities. Previous experience: 37 years with federal government, to include FEMA, FPA, GSA, and Army Corps of Engineers. Education: B.S., Forestry and Wildlife; M.B.A., Management.

**Wilma Schifano-Milmoe.** Regional Liaison and Training Specialist. Distance Learning Branch. Project Officer, Independent Study Program. Previous experience: Director, Preparedness, Training and Exercise Division, and Director, Regional Operations Center, Region II; Director, Federal Energy Management Program in Region II, Department of Energy; Executive Director, Greater Los Angeles Federal Executive Board (of Southern California, Arizona, and Nevada), Department of Justice, Special Projects; Administrative Officer for Surgical Service, Director's Special Assistant, Management Analyst, and Personnel Management Specialist, Veteran's Administration Medical Center in Long Beach, California. Special assignments: President's Council on Management Improvement and President's Task Force, Los Angeles Riots. Education: B.A., Political Science and Community Services from Wilkes University; M.A., Public Administration with Full Fellowship, Marywood University; Alumnus, Presidential Management Intern Program.

**Glenna Shifflett.** Operations Specialist. Integrated Emergency Management Branch. Mount Weather Emergency Operations Center. Responsibilities include scheduling conferences and training at the Conference and Training Center, Mount Weather; finalizing conference preparations and logistics; preparing financial statements for other agencies conferences. Previous experience: scheduling activities at CTC since 1985. Education: 2 years of college.

**Paulette Simpson.** Training Assistant, Disaster Operations and Recovery Branch. Responsible for providing administrative support to all personnel within the Disaster Operations and Recovery Branch.

**Peter Smith.** Chief. Disaster Operations and Recovery Branch. Previous experience: environmental and capital improvements planning for regional planning commissions in Missouri; Flood Insurance Specialist, Federal Insurance Administration, FEMA Region VII; Program Manager for long-term curriculum planning, NETC; natural hazards Training Program Manager, EMI; Chief, Field Training and Coordination Division, EMI; Chief, Curriculum Planning and Evaluation Division, EMI. Education: B.S., Geography; M.S., City and Regional Planning; Education certification.

**Linda K. Straka.** Training Specialist. Readiness Branch. Responsible for needs analysis, course design, course development, course delivery, and course evaluation for traditional classroom and distance learning environments. Also responsible for the development and implementation of emergency management training for tribal nations. Previous experience: instructor, developer, and manager of training and education curriculum for secondary and college systems. Education: B.A., Business; M.A., Business; Certification in Data Automation; graduate education in Counseling.

**Brian Thompson.** Training Specialist. Distance Learning Branch. Responsibilities: Development and administration of FEMA's Intranet-based Learning and Knowledge Management System, and development of Web-based training materials. Previous experience: Classroom teacher, experiential educator, team building consultant, FEMA trainer for Automated Deployment Database (ADD) and Individual Assistance. Education: B.A., Psychology/Education, M.A., Technology Education, 50+ post-master's graduate hours toward Ph.D., Technology Education.

**Susanne E. Thompson.** Training Specialist. Disaster Operations and Recovery Branch. Responsible for course design, creation of materials and Web sites and faculty selection for NEMIS Human Services resident and field courses. Previous experience: introduction of scanning in NPSC business process, NEMIS Imaging Pilot Program 1996-1997. Applicant Assistance Processing at the FEMA Virginia National Processing Service Center 1995-1997. Current part-time legal practice with the West Virginia Legal Service Plan. Education: B.S., Political Science, Programming and Information Systems, 1988; J.D. University of Maryland, 1993.

**Jennifer S. Tokar.** Training Specialist. Employee Development Branch. Responsible for needs assessment, course design, delivery and evaluation. Previous experience: Joined FEMA in 1991 as a Management intern; 2 years in FEMA's state and local to the Assistant Associate Director; 6 years as a Training Specialist with the Response and Recovery Branch of the Emergency Management Institute. Education: B.A., Psychology, 1991, from George Mason University; 1998 graduate of the Women's Executive Leadership Program.

**Rae Varian.** CFM, Training Specialist. Integrated Emergency Management Branch. Responsible for course manager and exercise control officer duties for both community specific and generic Integrated Emergency Management Course (IEMC) programs with an emphasis on health and bioterrorism issues. Previous experience: Mitigation program officer, trainer, financial management specialist, hazmat planner, and construction cost estimator. Military: U.S. Navy. Education: B.S., Emergency Management and Disaster Planning.

**Char L. Virgil.** Training Specialist. Mitigation Branch. Responsible for course delivery, course content and criteria, faculty recruitment and selection, and development support for EMI mitigation courses. Previous experience: EMI administrative support, customer service facilitator, public affairs director/news anchor, and public school assistant teacher. Education: B.A., Mass Communications and graduate of EMI's Master Trainer Program.

**Peter K. Vogel.** Training Specialist. Distance Learning Branch. Responsibilities: course manager for *Basic* and *Advanced Public Information Officer* courses. Producer of the Emergency Education Network's (EENET) award-winning monthly news magazine "National Alert." He also produces other EENET broadcasts and many of the training videos used in EMI and National Fire Academy courses. Previous experience: Has been involved in emergency management training since 1978 when he started working for the Civil Defense Staff College in Battle Creek, Michigan. He was part of the founding members of EMI when the Staff College moved here in the fall of 1980. Since then, he has designed and managed many of EMI's courses including the *Exercise Design* course, the *IEMC Earthquake* and the *Basic* and *Advanced Public Information Officers* courses. He also has been a guest instructor at York College of Pennsylvania and Mount St. Mary's College in Emmitsburg, Maryland. Education: B.F.A., Art Education; M.Ed., Education.

**Dawn D. Warehime.** Training Specialist. Mitigation Branch. Responsible for course deliveries, course content and criteria, faculty recruitment and selection, and development support for EMI Mitigation courses. Responsible for FEMA's schools program. Previous experience: 25 years of federal service; 24 with FEMA and predecessor agency.

**Kenneth L. Whitehead.** Education Specialist. Employee Development Branch. Customer Service Training. Responsible for course content, development, and delivery. Previous experience: 21 years active duty Naval officer, alternating between shipboard duty and education and training commands ashore, 5 years teaching in private and public schools at various levels, 10 years with the Department of the Navy Education and Training activities in San Diego, Washington, DC, and Great Lakes, Illinois. Education: B.A., History; M.A., Human Resources Management, Pepperdine University; M.A., Educational Administration, Villanova University.

**Jasper D. Widener, Jr.** Operations Specialist. Integrated Emergency Management Branch. Mount Weather Emergency Operations Center. Previous experience: USAF Crypto maintenance technician. Craftsman, Private Line Telegraph Systems, AT&T. federal government service: 23 years as Cryptographic Systems Technician with Department of Navy and FEMA. Attack Warning Officer, NORAD and FEMA Region III at Olney, Maryland.

**Deborah L. Wiles.** Secretary. Distance Learning Branch. Responsible for providing secretarial support to branch staff. Provides video editing and production support to the NETC television studio manager. Previous experience: 27 years in secretarial field and 7 years in video production field. Education: Associate degree work in Video Production and Communications.

**Laurie A. Wivell.** Training Support Specialist. Office of the Superintendent/Director. Responsibilities: Provide support for course scheduling, catalog, property management, classroom and editorial support contract, printing, etc., for Division staff. Previous experience: 17 years of secretarial experience in various federal agencies (10 years within FEMA at branch or division level). Education: A.A., Secretarial Science.

**Christopher Yambor.** Training Specialist. Disaster Operations and Recovery Branch. Responsible for course management, course content and delivery, and training cadre recruitment and selection for the NEMIS Infrastructure System. Previous experience: Programmer/Analyst and User Trainer for the U.S. House of Representatives. Education: B.S., Economics.

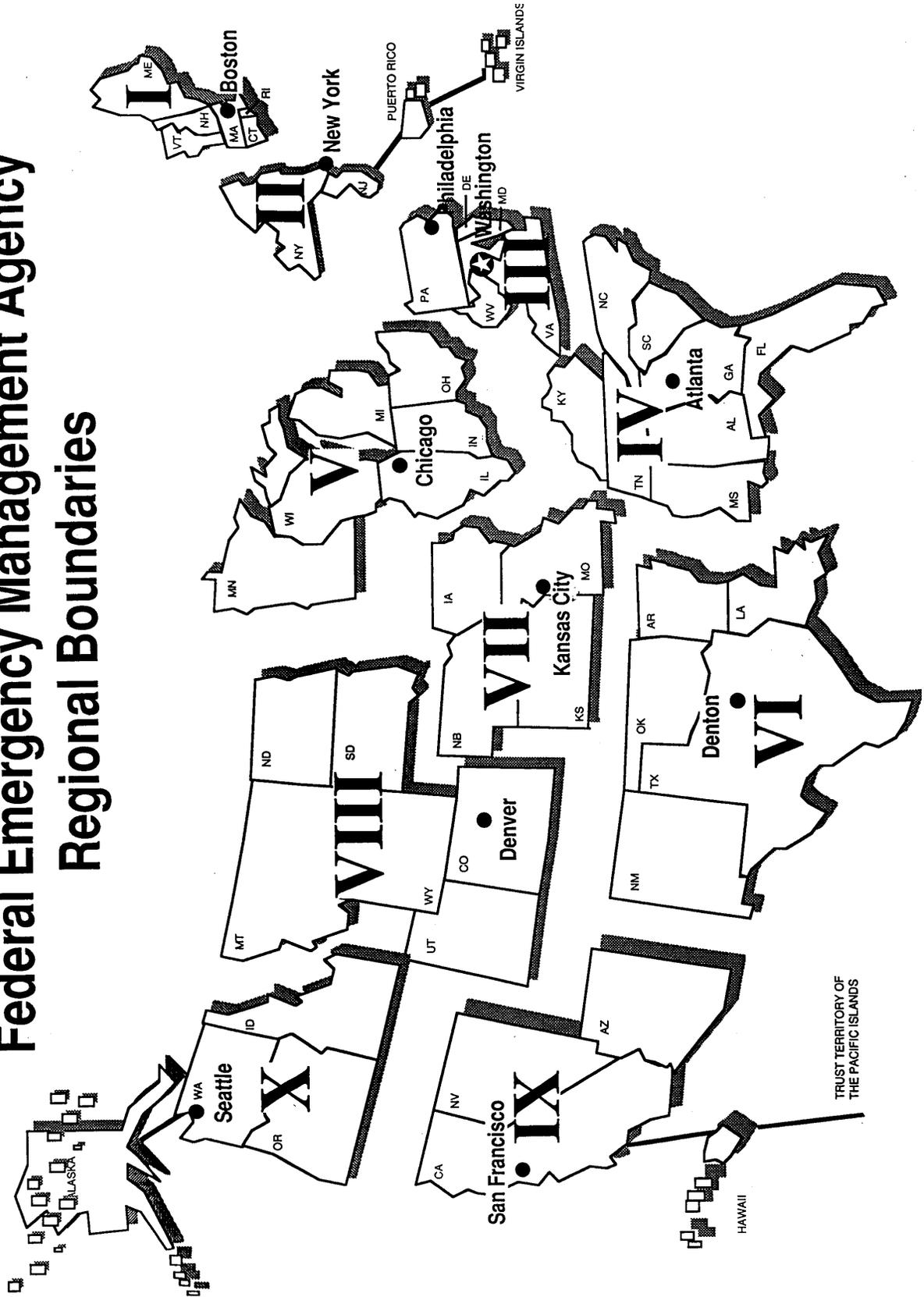
**Bernice W. Zaidel.** Training Specialist. Disaster Operations and Recovery Branch. Responsible for all aspects of instructional systems design for training activities. Previous experience: designer, developer, instructor, evaluator, and manager for EM training programs at federal, state, and local level for over 20 years. Education: B.A., M.S., and working on Ed.D. in Adult and Organizational Development.

**REGIONAL AND  
STATE  
INFORMATION**





# Federal Emergency Management Agency Regional Boundaries



## FEMA Regional Offices

There are 10 FEMA regional offices. Each office is headed by a regional director who reports to the Undersecretary of Emergency Preparedness and Response and is responsible for FEMA programs in the region.

### Address

### States Served

#### Region I

442 J.W. McCormack Post Office and  
Courthouse Building (P.O.C.H.)  
Boston, Massachusetts 02109-4595  
(617) 223-9540  
(617) 223-9550 (Training Office)  
FSN: (617) 551-9550  
Fax: (617) 223-9552 or 223-9638  
E-mail: richard.quinlan@dhs.gov

Connecticut, Maine,  
Massachusetts,  
New Hampshire, Rhode Island,  
Vermont

#### Region II

26 Federal Plaza, Room 1307  
New York, New York 10278-0002  
(212) 680-3662  
(212) 225-7018 (Training Office)  
Fax: (212) 680-3608  
E-mail: robert.jones@dhs.gov

New Jersey, New York,  
Puerto Rico, Virgin Islands

#### Region III

One Independence Mall Building  
615 Chestnut Street, 6<sup>th</sup> Floor  
Philadelphia, Pennsylvania 19106-4404  
(215) 931-5500  
(215) 931-5569 (Training Office)  
FSN: 553-5569  
Fax: (215) 931-5539  
E-mail: janice.barlow@dhs.gov

Delaware, District of Columbia,  
Maryland, Pennsylvania,  
Virginia, West Virginia

#### Region IV

3003 Chamblee Tucker Road  
Atlanta, Georgia 30341  
(770) 220-5200  
(770) 220-5218 (Training Office)  
FSN: (770) 554-5218  
Fax: (770) 220-5275  
E-mail: gayle.alston@dhs.gov

Alabama, Florida, Georgia,  
Kentucky, Mississippi, North  
Carolina, South Carolina,  
Tennessee

#### Region V

536 South Clark Street, 6<sup>th</sup> Floor  
Chicago, Illinois 60605  
(312) 408-5500  
(312) 408-5377 (Training Office)  
FSN: (312) 555-5377  
Fax: (312) 408-5222  
E-mail: sharon.wolf@dhs.gov

Illinois, Indiana, Michigan, Minnesota, Ohio,  
Wisconsin

**Region VI**

Federal Regional Center  
800 North Loop 288  
Denton, Texas 76201-3698  
(940) 898-5104  
(940) 898-5457 (Training Office)  
FSN: (940) 536-5157  
Fax: (940) 898-5263  
E-mail: kory.gabrielsen@dhs.gov

Arkansas, Louisiana, New Mexico, Oklahoma,  
Texas

**Region VII**

2323 Grand Boulevard, Suite 900  
Kansas City, Missouri 64108-2670  
(816) 283-7060  
(816) 283-7033 (Training Office)  
FSN: (816) 537-7033  
Fax: (816) 283-7098  
E-mail: james.nelson@dhs.gov

Iowa, Kansas, Missouri, Nebraska

**Region VIII**

Federal Regional Center  
Building 710, Box 25267  
Denver, Colorado 80225-0267  
(303) 235-4812  
(303) 235-4929 (Training Office)  
FSN: 538-4929  
Fax: (303) 235-4857  
E-mail: anne.griffin@dhs.gov

Colorado, Montana, North Dakota, South Dakota,  
Utah, Wyoming

**Region IX**

111 Broadway, Suite 1200  
Oakland, CA 94607-4052  
(415) 923-7100  
(415) 923-7106 (Training Office)  
FSN: (415) 539-7106  
Fax: (415) 923-7213 or 923-7214  
E-mail: wayne.schmaling@dhs.gov

Arizona, California, Hawaii, Nevada, Guam,  
American Samoa, Commonwealth of the Northern  
Mariana Islands

**Region X**

Federal Regional Center  
130 228<sup>th</sup> Street SW  
Bothell, Washington 98021-9796  
(425) 487-4600  
(425) 487-4603 (Training Office) or  
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## Regional Training Staff

### Region I

**Richard J. Quinlan.** B.A., English/Communications. Experience: 16 years of experience in the emergency management field. Served as Regional Hazardous Materials Program Coordinator from June 1987 to June of 1993. Detailed to the Office of the Regional Director in 1995 to coordinate the Special Olympics World Games in New Haven, Connecticut. State Liaison Officer for the State of Vermont for the last 14 years and have worked in 17 presidentially declared disasters. Exercise Response 1998 coordinator for all Region I staff and all six New England states. Created and developed Regional Training Lab to enhance computer skills for Region I staff. Regional Training Manager for Regional and state staff. Cadre Manager for the Regional Disaster Field Training Organization (DFTO).

### Region II

**Robert F. Jones.** Has 40 years of Federal Government service, with FEMA, Defense Civil Preparedness Agency (DCPA), Federal Preparedness Agency (FPA), and other federal agencies. He has a Bachelor of Arts Degree in Political Science and Education from Iona College, New York. He served as Chief of Staff for several presidentially declared disasters, Special Assistant to the ROC Director, and Manager of the Regional Disaster Field Training Program. From 1997 through 1999 he served as the Terrorism Point of Contact with the Department of Defense for the Domestic Preparedness Program as well as the Department of Justice/Federal Bureau of Investigation (DOJ/FBI) for Consequence Management and the Nunn Luger Dominici II Program. He has served as the state Liaison to the New York State Emergency Management Office for disasters from 1994 to the present. For several years, he served as the Regional Fire Representative. Periodically, he acts for the Division Director or Deputy Division Director.

### Region III

**Janice Barlow.** B.S., Biology, M.A., Zoology, M.Ed., Instructional Systems: Training Design and Development (in progress). Experience: More than 15 years in the design, development, and management of training and performance improvement systems. Training solutions have included Classroom Training, Computer-Based Training, Web-Based Training, and Intelligent Tutoring Systems; has supported the United States Coast Guard, U.S. Navy, U.S. Army, and USDA Forest Service in the implementation and evaluation of training programs, knowledge management, and performance improvement solutions. Experience also includes 10 years as an Ordnance Officer in the U.S. Army with assignments as an instructor and Curriculum Manager for the U.S. Army Ordnance Center and School, Aberdeen Proving Grounds, Maryland.

### Region IV

**Gayle Alston.** B.S., Education M.L.S. Library Science. Experience: 4 years as public school librarian, 6 years as Library and Records Manager at the EPA Atlanta Regional Office where responsibilities included computer training; 8 years Health Education Specialist at Agency for Toxic Substances and Disease Registry with responsibilities in delivering adult education programs and overseeing cooperative agreements in environmental health education.

### Region V

**Sharon Wolf.** B.S. Secondary Education and Social Studies, M.S. Educational Psychology. Experience: 10 years advising, counseling and teaching at Alverno College and the University of Wisconsin—Milwaukee School of Education. Seventeen years in the Response and Recovery Division of FEMA Region V, Human Services and Operations and Planning branches. Responsibilities included Individual Assistance and Operations/Planning program management and training of state staff, other federal agency staff and disaster assistance employees. Regional Training Manager since 1997.

**Region VI**

**Kory V. Gabrielsen.** Currently the FEMA Region VI Training Manager and cadre manager for Disaster Field Training Operations. More than 20 years of experience in emergency management, response, exercise evaluation, and adult education. Many years of experience designing and developing training and exercise programs for use by the EPA, DOE, U.S. Coast Guard, and other federal and state agencies. Served as an emergency manager, hazardous materials officer, fire officer, safety officer, and environmental specialist. More than 10 years allied experience in DOE, Nuclear Facilities. Certifications include: National Environmental Training Association, DOE, OSHA, National Safety Council, and DOT. Continue to serve as a Master Chief in the U.S. Coast Guard Reserve with the Eighth Coast Guard District, Planning and Readiness Staff. Education: B.S., Fire Protection Management.

**Region VII**

**James Nelson.** B.S., Government; M.S., Educational Leadership; M.A. Business. Experience: 24 years as active duty military with the U.S. Army in the field of operations, plans, training, and exercises; training and exercise officer for operational organizations of varying sizes that deployed worldwide; Department of the Army systems integrator, developed and implemented fielding plans incorporating personnel, training, and exercising with new aviation hardware systems; director of professional development training program for Army executive leadership; 6 years of experience as emergency services director for American Red Cross; managed disaster response, planning and mitigation, training and exercises for large metropolitan area; member of the American Red Cross National Disaster Response Team, deployed to federally declared disasters involving floods, hurricanes, and terrorism.

**Region VIII**

**Anne Griffin.** B.A., French Language and Literature; M.S., Education (Teaching English as a Second Language). Responsible for Regional Training and Education Programs; administration and conduct of the major training and exercise programs of the state and tribal governments in the region; program evaluation. Experience: developer and manager of training and education curriculum for the U.S. Air Force School of Aerospace Medicine (USAFSAM); instructor and developer of English as a Second Language curriculum for the Defense Language Institute English Language Center (DLIELC); 13 years teaching English as a Second Language at university and adult education levels in the United States and Italy.

**Region IX**

**Wayne E. Schmalig.** B.S., American History with a minor in Business Administration from the State University of New York. Regional Training Manager since 1996. Experience: 24 years of operations and training with the Department of Defense in world-wide assignments. Operated and taught English as a Second Language for 12 months while assigned to the United States Military Training Mission in Riyadh, Saudi Arabia. Four years university-level instructional experience at Niagara University, New York. Additional duties as faculty advisor for the Rifle Marksmanship and Self-Defense Modules at Niagara University. Regional Manager of the Disaster Field Training Organization and National Defense Executive Reserve Cadres. Eleven years of disaster experience with FEMA at such disasters as the Northridge, California, earthquake of 1994. Co-chair of the Regional Awards Review Team, and charter member of the Regional Safety Committee.

**Region X**

**Kathy J. Burke.** B.A., Health and Physical Education; M.A., Counseling; C.A.S., Education Counseling. Experience: Civil servant for 20 years. I began my federal career on active duty with the U.S. Air Force. This led me to several job opportunities on military bases working in the field of education and counseling. I worked as an education counselor, and as a family support counselor with the U.S. Air Force statewide and overseas for 10 years. The past 12 years I have been the Regional Training Manager for FEMA Region X. In this role, I manage employee development for full-time and intermittent employees. I manage the regional DFTO Cadre. I have worked on many projects to design and deliver training activities within the agency and in coordination with other federal agencies or academic institutions. I am a member of the American Society for Training Development (ASTD), SALT, International Association of Emergency Managers (IAEM), and the Seattle Federal Executive Board (SFEB) Learning Council.



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# Index of Courses and Topic Areas

## Categorized by NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs

*The National Fire Protection Association (NFPA) 1600 standard establishes a common set of criteria for disaster management, emergency management, and business continuity programs. The purpose of the standard is to provide those with the responsibility for disaster and emergency management and business continuity programs the criteria to assess current programs or to develop, implement, and maintain a program to mitigate, prepare for, respond to, and recover from disasters and emergencies. NFPA 1600 was developed in cooperation with representatives from the Federal Emergency Management Agency, the National Emergency Management Association, and the International Association of Emergency Managers.*

*EMI supports NFPA 1600 by providing activities that include training and education in all the program elements in the standard. These same program elements are included in FEMA's Capability Assessment for Readiness (CAR) that is used by the states to assess their emergency management programs.*

| Course Code | Course Title  | Laws & Authorities | Hazard Identification/Risk Assessment | Hazard Mitigation | Resource Management | Planning | Direction, Control & Coordination | Comm & Warning | Operations & Procedures | Logistics & Facilities | Training | Exercises Evaluation & Corrective Actions | Crisis Comm, Public Educ & Information | Finance & Administration |
|-------------|---|--------------------|---------------------------------------|-------------------|---------------------|----------|-----------------------------------|----------------|-------------------------|------------------------|----------|---|--|--------------------------|
| E136        | Exercise Development  |                    |                                       |                   |                     | X        |                                   |                | X                       |                        | X        | X   |  |                          |
| E170        | Advanced HAZUS Multi-Hazard (MH) for Hurricane                                      |                    | X                                     | X                 |                     | X        |                                   |                |                         |                        |          |   |  |                          |
| E172        | Advanced HAZUS Multi-Hazard (MH) for Flood  |                    | X                                     | X                 |                     | X        |                                   |                |                         |                        |          |   |  |                          |
| E174        | Advanced HAZUS Multi-Hazard (MH) for Earthquake                                     |                    | X                                     | X                 |                     | X        |                                   |                |                         |                        |          |   |  |                          |
| E202        | Debris Management   |                    |                                       |                   |                     | X        | X                                 |                | X                       |                        |          |   |  |                          |
| E207        | Mitigation Field Operations   |                    |                                       | X                 |                     |          |                                   |                | X                       |                        |          |   |  |                          |
| E208        | State Coordinating Officer  |                    |                                       |                   |                     |          | X                                 |                | X                       |                        |          |   |  |                          |
| E210        | Recovery from Disaster  |                    |                                       |                   |                     | X        |                                   |                | X                       |                        |          |   |  |                          |
| E234        | Digital Hazard Data   |                    | X                                     | X                 |                     | X        |                                   |                |                         |                        |          |   |  |                          |
| E238        | Cooperating Technical Partners Course   |                    | X                                     | X                 |                     | X        |                                   |                | X                       |                        |          |   | X                                      |                          |
| E260        | HMGP/FMA Grants Administration Course   |                    |                                       | X                 |                     |          |                                   |                |                         |                        |          |   |  | X                        |
| E263        | Managing the HMGP for States  |                    |                                       | X                 |                     |          |                                   |                |                         |                        |          |   |  | X                        |
| E273        | Managing Floodplain Development Through the National Flood Insurance Program (NFIP) | X                  | X                                     | X                 |                     | X        |                                   |                | X                       |                        |          |   |  | X                        |
| E276        | Benefit-Cost Analysis: Entry-Level Training   |                    |                                       | X                 |                     | X        |                                   |                |                         |                        |          |   |  | X                        |

| Course Code | Course Title   | Laws & Authorities | Hazard Identification/ Risk Assessment | Hazard Mitigation | Resource Management | Planning | Direction, Control & Coordination | Comm & Warning | Operations & Procedures | Logistics & Facilities | Training | Exercises Evaluation & Corrective Actions | Crisis Comm, Public Educ & Information | Finance & Administration |
|-------------|--|--------------------|--|-------------------|---------------------|----------|-----------------------------------|----------------|-------------------------|------------------------|----------|---|--|--------------------------|
| E278        | National Flood Insurance Program/Community Rating System (NFIP/CRS)                | X                  | X                                      | X                 |                     | X        |                                   |                | X                       |                        |          |   |  | X                        |
| E279        | Retrofitting Flood-Prone Residential Buildings                                     | X                  |  | X                 |                     | X        |                                   |                |                         |                        |          |   |  | X                        |
| E282        | State Community Relations  |                    |  |                   |                     | X        |                                   |                | X                       |                        |          |   | X                                      |                          |
| E288        | State Donations Management Course  |                    |  |                   | X                   | X        | X                                 |                | X                       | X                      |          |   | X                                      | X                        |
| S301        | Radiological Emergency Response Operations (RERO)                                  |                    |  |                   |                     |          | X                                 | X              | X                       |                        |          | X   |  |                          |
| S302        | Advanced Radiation Incident Operations (ARIO)                                      |                    | X                                      |                   | X                   | X        | X                                 | X              | X                       |                        |          | X   |  |                          |
| E303        | HAZUS Multi-Hazard/ DMA 2000 Risk Assessment                                       | X                  | X                                      | X                 | X                   | X        |                                   |                |                         |                        | X        |   |  |                          |
| E304        | Radiological Emergency Preparedness (REP) Exercise Evaluation                      |                    |  |                   | X                   | X        | X                                 |                | X                       | X                      |          |   | X                                      | X                        |
| E308        | Using HAZUS in Mitigation Planning   |                    | X                                      | X                 |                     | X        |                                   |                |                         |                        |          |   | X                                      |                          |
| E313        | Basic HAZUS Multi-Hazard (MH)  |                    | X                                      | X                 |                     | X        |                                   |                |                         |                        |          |   |  |                          |
| E317        | Comprehensive Data Management for HAZUS Multi-Hazard (MH)                          |                    | X                                      | X                 |                     | X        |                                   |                |                         |                        |          |   |  |                          |
| L324        | Introduction to Hurricane Preparedness   |                    | X                                      | X                 |                     | X        | X                                 |                |                         |                        |          |   |  |                          |
| E329        | Multi-Hazard Building Design Summer Institute (MBDSI)—Flood Protective Design      |                    | X                                      | X                 |                     |          |                                   |                |                         |                        |          |   |  |                          |
| E330        | Multi-Hazard Building Design Summer Institute (MBDSI)—Earthquake Protective Design |                    | X                                      | X                 |                     |          |                                   |                |                         |                        |          |   |  |                          |
| E331        | Multi-Hazard Building Design Summer Institute (MBDSI)—Wind Protective Design       |                    | X                                      | X                 |                     |          |                                   |                |                         |                        |          |   |  |                          |
| E340        | Radiological Emergency Preparedness (REP) Planning                                 | X                  | X                                      |                   |                     | X        | X                                 | X              | X                       | X                      | X        |   |  |                          |
| E341        | Radiological Accident Assessment Concepts (RAAC)                                   |                    | X                                      |                   |                     |          |                                   |                |                         |                        |          | X   |  |                          |

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| E354        | Crisis Counseling Grant Program Course (Basic)                                     | X                  |  |                   |                     | X        |                                   |                | X                       |                        | X        |   | X                                      |                          |
| E359        | Application Services (Individual Assistance)                                       |                    |  |                   | X                   |          |                                   |                |                         |                        | X        |   |  |                          |
| E362        | Multi-Hazard Emergency Planning for Schools TTT                                    |                    | X                                      | X                 | X                   | X        | X                                 | X              | X                       | X                      | X        | X   | X                                      | X                        |
| E376        | State Public Assistance Operations   | X                  | X                                      | X                 |                     | X        | X                                 |                | X                       | X                      |          |   |  | X                        |
| E386        | Residential Coastal Construction   | X                  | X                                      | X                 |                     |          |                                   |                |                         |                        |          |   |  |                          |
| E388        | Advanced Public Information Officers   |                    |  |                   |                     | X        |                                   |                | X                       |                        |          |   | X                                      |                          |
| E407        | Homeland Security Planning for Local Governments TTT                               | X                  | X                                      |                   | X                   | X        | X                                 | X              | X                       | X                      |          |   | X                                      |                          |
| E417        | Community Emergency Response Team (CERT) TTT                                       |                    |  | X                 | X                   | X        | X                                 | X              | X                       |                        | X        |   | X                                      | X                        |
| E425        | Radiological Series TTT  |                    |  |                   |                     |          |                                   |                | X                       |                        | X        |   |  |                          |
| E435        | Geology and Seismology Education for Teachers: Earthquake Science and Preparedness |                    | X                                      | X                 | X                   | X        | X                                 | X              | X                       | X                      | X        | X   | X                                      | X                        |
| E449        | Incident Command System (ICS) Curricula TTT  |                    |  |                   |                     |          | X                                 |                |                         |                        | X        |   |  |                          |
| E464        | Disaster-Resistant Jobs  |                    |  | X                 | X                   | X        |                                   |                | X                       | X                      | X        |   |  | X                        |
| E485        | Direct Housing Program Management (Individual Assistance)                          | X                  |  |                   | X                   |          |                                   |                | X                       |                        | X        |   |  |                          |
| E488        | Donations Management Workshop TTT  |                    |  |                   | X                   | X        | X                                 |                | X                       | X                      | X        |   | X                                      | X                        |
| E580        | Emergency Management Framework for Tribal Governments                              | X                  | X                                      | X                 | X                   | X        | X                                 | X              |                         | X                      | X        | X   | X                                      |                          |
| E601        | Management and Supervision of Training   |                    |  |                   |                     |          |                                   |                |                         |                        | X        |   |  |                          |
| E602        | Performance and Needs Assessment   |                    |  |                   |                     |          |                                   |                |                         |                        | X        |   |  |                          |
| E603        | Instructional Design   |                    |  |                   |                     |          |                                   |                |                         |                        | X        |   |  |                          |
| E604        | Course Development   |                    |  |                   |                     |          |                                   |                |                         |                        | X        |   |  |                          |
| E605        | Instructional Delivery   |                    |  |                   |                     |          |                                   |                |                         |                        | X        |   |  |                          |
| E607        | Master Trainer Practicum   |                    |  |                   |                     |          |                                   |                |                         |                        | X        |   |  |                          |
| E608        | Alternate Delivery Methods   |                    |  |                   |                     |          |                                   |                |                         |                        | X        |   |  |                          |

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| E900          | IEMC/All Hazards: Preparedness and Response                         |                    |  |                   |                     |          | X                                 |                |                         |                        |          | X   |  |                          |
| E901          | IEMC/All Hazards: Recovery and Mitigation                           |                    |  | X                 |                     |          | X                                 |                |                         |                        |          | X   |  |                          |
| E905          | IEMC/Hurricane: Preparedness and Response                           |                    |  |                   |                     |          | X                                 |                |                         |                        |          | X   |  |                          |
| E906          | IEMC/Hurricane: Recovery and Mitigation                             |                    |  | X                 |                     |          | X                                 |                |                         |                        |          | X   |  |                          |
| E910          | IEMC/Earthquake: Preparedness and Response                          |                    |  |                   |                     |          | X                                 |                |                         |                        |          | X   |  |                          |
| E911          | IEMC/Earthquake: Recovery and Mitigation                            |                    |  | X                 |                     |          | X                                 |                |                         |                        |          | X   |  |                          |
| E915          | IEMC/Homeland Security  |                    |  |                   |                     |          | X                                 |                |                         |                        |          | X   |  |                          |
| E920          | IEMC/Hazardous Materials: Preparedness and Response                 |                    |  |                   |                     |          | X                                 |                |                         |                        |          | X   |  |                          |
| E925/<br>L925 | IEMC/State: Response and Recovery                                   |                    |  |                   |                     |          | X                                 |                |                         |                        |          | X   |  |                          |
| E930          | IEMC/Community Specific/All Hazards: Response and Recovery          |                    |  |                   |                     |          | X                                 |                |                         |                        |          | X   |  |                          |
| E931          | IEMC/Community Specific/Hurricane: Response and Recovery            |                    |  |                   |                     |          | X                                 |                |                         |                        |          | X   |  |                          |
| E932          | IEMC/Community Specific/Earthquake: Response and Recovery           |                    |  |                   |                     |          | X                                 |                |                         |                        |          | X   |  |                          |
| K606          | Evaluation of Training  |                    |  |                   |                     |          |                                   |                |                         |                        | X        |   |  |                          |
| G108          | Community Mass Care Management                                      |                    |  |                   |                     | X        |                                   |                | X                       |                        |          |   |  |                          |
| G110          | Emergency Management Operations Course (EMOC) for Local Governments |                    |  |                   |                     | X        | X                                 |                | X                       |                        |          | X   |  |                          |
| G130          | Exercise Evaluation   |                    |  |                   |                     |          |                                   |                |                         |                        |          | X   |  |                          |
| G135          | Exercise Control/Simulation   |                    |  |                   |                     |          |                                   |                |                         |                        |          | X   |  |                          |
| G137          | Exercise Program Manager/ Management                                |                    |  |                   |                     |          |                                   |                |                         |                        |          | X   |  |                          |
| G138          | Exercise Practicum for the Master Exercise Practitioner             |                    |  |                   |                     |          |                                   |                |                         |                        |          |   | X                                      |                          |
| G139          | Exercise Design   |                    |  |                   |                     | X        |                                   |                |                         |                        |          | X   |  |                          |

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| G190        | Incident Command System (ICS): Law Enforcement                                |                    |  |                   |                     |          | X                                 |                |                         |                        |          |   |  |                          |
| G191        | Incident Command System/Emergency Operations Center (ICS/EOC) Interface       |                    |  |                   |                     |          | X                                 |                |                         |                        |          |   |  |                          |
| G192        | Incident Command System (ICS): Public Works                                   |                    |  |                   |                     |          | X                                 |                |                         |                        |          |   |  |                          |
| G194        | Incident Command System (ICS) for Public Officials' Conference                |                    |  |                   |                     |          | X                                 |                |                         |                        |          |   |  |                          |
| G195        | Intermediate Incident Command System (ICS)                                    |                    |  |                   |                     |          | X                                 |                |                         |                        |          |   |  |                          |
| G196        | Advanced Incident Command System (ICS)  |                    |  |                   |                     |          | X                                 |                |                         |                        |          |   |  |                          |
| G197        | Emergency Planning and Special Needs Populations                              |                    | X                                      |                   | X                   | X        | X                                 |                | X                       |                        | X        |   |  | X                        |
| G200        | Public Officials' Conference  | X                  |  | X                 |                     | X        | X                                 | X              | X                       | X                      |          |   | X                                      | X                        |
| G202        | Debris Management   |                    |  |                   |                     |          | X                                 |                | X                       | X                      |          |   |  |                          |
| G203        | Public Assistance Applicants' Workshop  | X                  |  | X                 |                     |          | X                                 |                | X                       |                        |          |   |  | X                        |
| G225        | Seismic Retrofit Training for Building Contractors and Inspectors             | X                  |  | X                 |                     |          |                                   |                |                         |                        |          |   |  |                          |
| G246        | Disaster-Resistant Jobs Training  |                    |  | X                 |                     |          |                                   |                |                         |                        | X        |   |  |                          |
| G249        | Managing People in Disasters: A Local Perspective                             |                    |  |                   |                     |          | X                                 |                |                         |                        |          |   |  |                          |
| G250.1      | WEM: State and Local Continuity of Government (COG)                           | X                  |  |                   |                     |          |                                   |                | X                       |                        |          |   |  |                          |
| G250.6      | WEM: Amateur Radio Resources  |                    |  |                   |                     |          |                                   | X              |                         |                        |          |   |  |                          |
| G250.7      | WEM: Local Situation (RAPID) Assessment                                       |                    |  |                   |                     | X        |                                   |                | X                       |                        |          |   |  |                          |
| G250.8      | WEM: Exercise Controller/Simulator  |                    |  |                   |                     |          |                                   |                |                         |                        | X        | X   |  |                          |
| G250.9      | WEM: Exercise Evaluator   |                    |  |                   |                     |          |                                   |                |                         |                        | X        | X   |  |                          |
| G250.11     | WEM: Continuity of Operations (COOP)  | X                  |  |                   |                     |          |                                   |                | X                       |                        |          |   |  |                          |
| G250.12     | Senior Officials' Workshop: Preparedness and Response for Terrorist Incidents |                    |  |                   |                     | X        | X                                 |                | X                       |                        |          |   |  |                          |

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| G253        | FEMA Program Responsibilities: Coordinating Environmental and Historic Compliance | X                  |  |                   |                     |          |                                   |                |                         |                        |          |   |  |                          |
| G260        | HMGP/FMA Financial Grants Management  |                    |  | X                 |                     |          |                                   |                |                         |                        |          |   |  | X                        |
| G265        | Instructional Delivery Skills (formerly G261, Instructional Presentation Skills)  |                    |  |                   |                     |          |                                   |                |                         |                        | X        |   |  |                          |
| G270.1      | WEM (Response and Recovery): Asking for Help                                      |                    |  |                   |                     |          | X                                 |                |                         |                        |          |   |  |                          |
| G270.2      | WEM (Response and Recovery): The Federal Response Plan (FRP)                      |                    |  |                   |                     |          | X                                 |                |                         |                        |          |   |  |                          |
| G270.3      | WEM (Response and Recovery): Expedient Flood Training                             |                    |  |                   |                     |          |                                   |                |                         |                        | X        |   |  |                          |
| G270.4      | WEM (Response and Recovery): Recovery from Disaster: The Local Government Role    |                    |  |                   | X                   | X        | X                                 |                | X                       |                        |          |   |  |                          |
| G270.5      | WEM (Response and Recovery): Managing Through a Disaster for Supervisors          |                    |  |                   |                     |          | X                                 |                |                         |                        | X        |   |  |                          |
| G270.6      | WEM (Response and Recovery): Working Through a Disaster for Front-Line Employees  |                    |  |                   |                     |          | X                                 |                |                         |                        | X        |   |  |                          |
| G271        | Hazardous Weather and Flood Preparedness  |                    |  |                   |                     | X        |                                   |                |                         |                        |          |   |  |                          |
| G272        | Warning Coordination  |                    |  |                   |                     |          | X                                 | X              |                         |                        |          |   |  |                          |
| G275        | Emergency Operations Center (EOC) Management and Operations                       |                    |  |                   | X                   |          | X                                 |                | X                       |                        |          | X   |  |                          |
| G276        | Resource Management   |                    |  |                   | X                   |          | X                                 |                | X                       |                        |          | X   |  |                          |
| G277        | Residential Coastal Construction  | X                  | X                                      | X                 |                     |          |                                   |                |                         |                        |          |   |  |                          |
| G278        | Benefit-Cost Analysis: Entry-Level Training                                       |                    |  | X                 |                     | X        |                                   |                |                         |                        |          |   |  | X                        |
| G279        | Retrofitting Flood-Prone Residential Buildings                                    | X                  |  | X                 |                     | X        |                                   |                |                         |                        |          |   |  | X                        |
| G280        | Public Policy in Emergency Management   | X                  |  |                   |                     | X        |                                   |                |                         |                        |          |   | X                                      |                          |
| G285        | Benefit-Cost Analysis Using the Limited-Data Module: Intermediate Training        |                    |  | X                 |                     | X        |                                   |                |                         |                        |          |   |  | X                        |

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| G288        | Donations Management Workshop                             | X                  |  |                   | X                   | X        | X                                 |                | X                       | X                      |          |   | X                                      | X                        |
| G290        | Basic Public Information Officers                         |                    |  |                   |                     | X        |                                   |                | X                       |                        |          |   | X                                      |                          |
| G300        | Hazardous Materials: An Introduction for Public Officials | X                  | X                                      |                   |                     | X        |                                   | X              |                         |                        |          |   |  |                          |
| G301        | Introduction to Hazardous Materials Preparedness          | X                  | X                                      |                   |                     | X        |                                   | X              |                         |                        |          |   |  |                          |
| G305.1      | Hazardous Materials Risk Communication                    | X                  | X                                      |                   |                     | X        |                                   | X              |                         |                        |          |   |  |                          |
| G305.2      | Hazardous Materials Information Management                | X                  | X                                      |                   |                     | X        |                                   | X              |                         |                        |          |   |  |                          |
| G305.3      | Risk Analysis   | X                  | X                                      |                   |                     | X        |                                   | X              |                         |                        |          |   |  |                          |
| G305.4      | Exercising Emergency Plans Under Title III                |                    |  |                   |                     |          |                                   |                |                         |                        |          | X   |  |                          |
| G305.5      | Alert and Notification                                    |                    |  |                   |                     |          |                                   | X              | X                       |                        |          |   |  |                          |
| G305.6      | Community Awareness and Right-to-Know                     | X                  |  |                   |                     |          |                                   |                |                         |                        |          |   | X                                      |                          |
| G305.7      | Overview of Incident Command System                       |                    |  |                   |                     |          | X                                 |                |                         |                        |          |   | X                                      |                          |
| G305.8      | Hazardous Materials Workshop for EMS Providers            |                    |  |                   |                     |          | X                                 |                |                         |                        |          |   | X                                      |                          |
| G305.9      | Hazardous Materials Workshop for Law Enforcement          |                    |  |                   |                     |          | X                                 |                |                         |                        |          |   | X                                      |                          |
| G305.10     | Facility Coordinator's Role and the LEPC                  | X                  |  |                   |                     |          | X                                 |                |                         |                        |          |   | X                                      |                          |
| G305.11     | Liability Issues in Emergency Management                  | X                  |  |                   |                     |          |                                   |                |                         |                        |          |   | X                                      |                          |
| G305.14     | Hazardous Materials Response Team: Should You Have One?   |                    |  |                   |                     | X        | X                                 |                | X                       | X                      |          |   |  |                          |
| G310.1      | Weapons of Mass Destruction: Nuclear Scenario             |                    |  |                   |                     | X        | X                                 |                | X                       |                        |          |   |  |                          |
| G310.2      | Weapons of Mass Destruction: Radiological Scenario        |                    |  |                   |                     | X        | X                                 |                | X                       |                        |          |   |  |                          |
| G310.3      | Weapons of Mass Destruction: Chemical-Sarin Scenario      |                    |  |                   |                     | X        | X                                 |                | X                       |                        |          |   |  |                          |
| G310.4      | Weapons of Mass Destruction: Chemical-Vx Scenario         |                    |  |                   |                     | X        | X                                 |                | X                       |                        |          |   |  |                          |

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| G310.5      | Weapons of Mass Destruction: Biological-Anthrax Scenario                        |                    |  |                   |                     | X        | X                                 |                | X                       |                        |          |   |  |                          |
| G310.6      | Weapons of Mass Destruction: Suicide Bomber Scenario                            |                    |  |                   |                     | X        | X                                 |                | X                       |                        |          |   |  |                          |
| G311        | Hazardous Materials Contingency Planning  |                    | X                                      |                   |                     | X        |                                   |                | X                       |                        |          |   |  |                          |
| G318        | Mitigation Planning Workshop for Local Governments                              |                    |  | X                 |                     | X        |                                   |                |                         |                        |          |   |  |                          |
| G320        | Fundamentals Course for Radiological Response                                   |                    | X                                      |                   |                     | X        |                                   |                | X                       |                        | X        |   |  |                          |
| G346        | Hospital Emergency Department Management of Hazardous Materials Accidents (HMA) |                    |  |                   |                     | X        |                                   |                | X                       |                        | X        |   |  |                          |
| G351        | Who's in Charge Here?: Exercising Leadership in an Emergency or Disaster        |                    |  |                   |                     |          | X                                 |                |                         |                        |          |   |  |                          |
| G357        | Emergency Response to Criminal and Terrorist Incidents                          | X                  | X                                      |                   |                     | X        | X                                 |                | X                       |                        |          |   |  |                          |
| G358        | Evacuation and Re-entry Planning Course   | X                  |  |                   |                     | X        | X                                 | X              | X                       |                        |          |   | X                                      |                          |
| G360        | Hurricane Planning  |                    | X                                      |                   |                     | X        |                                   |                |                         |                        |          |   |  |                          |
| G361        | Flood Fight Operations  |                    |  |                   |                     |          | X                                 |                |                         |                        |          |   |  |                          |
| G362        | Multi-Hazard Emergency Planning for Schools                                     |                    | X                                      | X                 | X                   | X        | X                                 | X              | X                       | X                      | X        | X   | X                                      | X                        |
| G365.3      | WEM: Partnerships for Creating and Maintaining Spotter Groups                   |                    |  |                   | X                   |          |                                   |                |                         |                        |          |   |  |                          |
| G376        | State Hazard Mitigation Planning  |                    |  | X                 |                     | X        |                                   |                |                         |                        |          |   |  |                          |
| G377        | Regional Hazard Mitigation Planning   |                    |  | X                 |                     | X        |                                   |                |                         |                        |          |   |  |                          |
| G379        | Interagency Hazard Mitigation Team Training                                     |                    |  | X                 |                     | X        |                                   |                |                         |                        |          |   |  |                          |
| G385        | Disaster Response and Recovery Operations (DRRO)                                |                    |  |                   |                     |          | X                                 |                | X                       |                        |          |   |  |                          |
| G386        | Mass Fatalities Incident Response   |                    |  |                   |                     |          | X                                 | X              | X                       |                        |          |   |  |                          |
| G393        | Mitigation for Emergency Managers   |                    |  | X                 |                     |          |                                   |                |                         |                        |          |   |  |                          |

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| G398.1      | Earthquake Mitigation and Recovery Exercise                                      |                    |  | X                 |                     |          |                                   |                |                         |                        |          | X   |  |                          |
| G398.2      | Flood Mitigation and Recovery Exercise   |                    |  | X                 |                     |          |                                   |                |                         |                        |          | X   |  |                          |
| G398.3      | Hurricane Mitigation and Recovery Exercise                                       |                    |  | X                 |                     |          |                                   |                |                         |                        |          | X   |  |                          |
| G408        | Terrorism Planning Course  | X                  | X                                      |                   | X                   | X        | X                                 | X              | X                       | X                      |          |   | X                                      |                          |
| G434        | Earthquake Safety Program for Schools  |                    | X                                      | X                 | X                   | X        | X                                 | X              | X                       | X                      |          | X   | X                                      | X                        |
| G436        | Earthquakes: A Teacher's Package for K-6   |                    | X                                      | X                 | X                   | X        | X                                 | X              | X                       | X                      |          | X   | X                                      | X                        |
| G439        | Seismic Sleuths: A Teacher's Package on Earthquakes for Grades 7-12              |                    | X                                      | X                 | X                   | X        | X                                 | X              | X                       | X                      |          | X   | X                                      | X                        |
| G901        | Personal Protective Equipment (PPE)  |                    |  |                   |                     |          |                                   |                |                         | X                      |          |   |  |                          |
| G902        | CSEPP JIC Advisor  |                    |  |                   |                     |          |                                   |                |                         |                        |          |   | X                                      |                          |
| G903        | CSEPP Spokesperson Training  |                    |  |                   |                     |          |                                   |                |                         |                        |          |   | X                                      |                          |
| G904        | CSEPP Chemical Awareness   |                    |  |                   |                     | X        |                                   |                |                         |                        | X        |   |  |                          |
| G905        | ACT FAST (Agent Characteristics Toxicity—First Aid and Special Treatment)        |                    |  |                   |                     |          |                                   |                |                         |                        | X        |   |  |                          |
| G906        | Response Phase Decontamination   |                    |  |                   |                     |          |                                   |                |                         |                        | X        |   |  |                          |
| G907        | Use of Auto-Injectors by Civilian Emergency Medical Personnel to Treat Civilians |                    |  |                   |                     |          |                                   |                |                         |                        | X        |   |  |                          |
| G908        | Joint Information Center/Joint Information System (JICsaw III)                   |                    |  |                   |                     |          |                                   |                |                         |                        |          |   | X                                      |                          |
| G909        | Technical Planning and Evaluation  |                    |  |                   |                     | X        |                                   |                |                         |                        |          |   |  |                          |
| G910        | Techniques for CSEPP Program Instructors   |                    |  |                   |                     |          |                                   |                |                         |                        | X        |   | X                                      |                          |
| IS-1        | Emergency Manager  | X                  | X                                      | X                 |                     | X        | X                                 | X              | X                       | X                      |          |   |  |                          |
| IS-2        | Emergency Preparedness, USA  |                    | X                                      | X                 |                     | X        | X                                 | X              | X                       | X                      |          |   |  |                          |
| IS-3        | Radiological Emergency Management  |                    | X                                      |                   |                     | X        | X                                 |                |                         | X                      |          |   | X                                      |                          |
| IS-5        | Hazardous Materials: A Citizen's Orientation                                     |                    | X                                      |                   |                     | X        |                                   |                |                         |                        |          |   |  |                          |

| Course Code | Course Title  | Laws & Authorities | Hazard Identification/ Risk Assessment | Hazard Mitigation | Resource Management | Planning | Direction, Control & Coordination | Comm & Warning | Operations & Procedures | Logistics & Facilities | Training | Exercises Evaluation & Corrective Actions | Crisis Comm, Public Educ & Information | Finance & Administration |
|-------------|---|--------------------|--|-------------------|---------------------|----------|-----------------------------------|----------------|-------------------------|------------------------|----------|---|--|--------------------------|
| IS-7        | A Citizen's Guide to Disaster Assistance                          |                    |  |                   |                     | X        |                                   |                |                         |                        |          |   | X                                      |                          |
| IS-8        | Building for the Earthquakes of Tomorrow: Complying with EO 12699 |                    |  | X                 |                     |          |                                   |                |                         |                        |          |   |  |                          |
| IS-10       | Animals in Disaster: Module A, "Awareness and Preparedness"       |                    |  |                   |                     |          | X                                 |                |                         |                        |          |   |  |                          |
| IS-11       | Animals in Disaster: Module B, "Community Planning"               | X                  | X                                      | X                 | X                   | X        |                                   |                |                         |                        |          |   | X                                      |                          |
| IS-12       | Property Acquisition (Buyout) for Local Communities               |                    |  | X                 |                     | X        |                                   |                |                         |                        |          |   |  | X                        |
| IS-14       | Welcome to FEMA: An Orientation for New Employees                 |                    |  |                   |                     |          |                                   |                |                         |                        | X        |   |  |                          |
| IS-15       | Special Events Contingency Planning for Public Safety Agencies    |                    | X                                      |                   |                     | X        | X                                 |                |                         |                        |          |   |  |                          |
| IS-16       | Supervisor's Guide to Equal Opportunity Employment                | X                  |  |                   |                     |          |                                   |                |                         |                        |          |   |  | X                        |
| IS-55       | Household Hazardous Materials                                     |                    | X                                      | X                 |                     |          |                                   |                |                         |                        |          |   |  |                          |
| IS-111      | Livestock in Disasters  | X                  | X                                      | X                 | X                   | X        |                                   |                |                         |                        |          |   | X                                      |                          |
| IS-120      | An Orientation to Community Disaster Exercises                    |                    |  |                   |                     | X        |                                   |                |                         |                        |          | X   |  |                          |
| IS-139      | Exercise Design   |                    |  |                   |                     | X        |                                   |                |                         |                        |          | X   |  |                          |
| IS-195      | Basic Incident Command System                                     |                    |  |                   |                     |          | X                                 |                |                         |                        |          |   |  |                          |
| IS-208      | State Disaster Management   | X                  |  |                   |                     | X        |                                   |                | X                       |                        |          |   |  |                          |
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| IS-235      | Emergency Planning  | X                  | X                                      |                   |                     | X        | X                                 | X              | X                       | X                      |          |   |  | X                        |
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| Course Code | Course Title  | Laws & Authorities | Hazard Identification/ Risk Assessment | Hazard Mitigation | Resource Management | Planning | Direction, Control & Coordination | Comm & Warning | Operations & Procedures | Logistics & Facilities | Training | Exercises Evaluation & Corrective Actions | Crisis Comm, Public Educ & Information | Finance & Administration |
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| IS-346      | An Orientation to Hazardous Materials for Medical Personnel                 |                    | X                                      |                   |                     | X        |                                   |                | X                       |                        |          |   |  |                          |
| IS-362      | Multi-Hazard Emergency Planning for Schools                                 |                    | X                                      | X                 | X                   | X        | X                                 | X              | X                       | X                      | X        | X   | X                                      | X                        |
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## Acronyms

|          |  |
|----------|--|
| ACE      | American Council on Education                                      |
| ACT FAST | Agent Characteristics Toxicity—First Aid and Special Treatment     |
| APS      | Advanced Professional Series                                       |
| ARES     | Amateur Radio Emergency Services                                   |
| ARIO     | Advanced Radiation Incident Operations                             |
| BC       | Benefit-Cost   |
| CBI      | Computer-Based Instruction   |
| CBT      | Computer-Based Training  |
| CDC      | Centers for Disease Control and Prevention                         |
| CEC      | Comprehensive Exercise Curriculum                                  |
| CEM      | Comprehensive Emergency Management and Certified Emergency Manager |
| CEO      | Chief Executive Officer  |
| CERT     | Community Emergency Response Team                                  |
| CEU      | Continuing Education Unit  |
| CFR      | Code of Federal Regulations  |
| COE      | Corps of Engineers (U.S. Army)                                     |
| COG      | Continuity of Government   |
| COOP     | Continuity of Operations   |
| CRS      | Community Rating System  |
| CSDP     | Chemical Stockpile Disposal Program                                |
| CSEPP    | Chemical Stockpile Emergency Preparedness Program                  |
| CTC      | Conference and Training Center                                     |
| DAE      | Disaster Assistance Employee                                       |
| DCPA     | Defense Civil Preparedness Agency                                  |
| DFIRM    | Digital Flood Insurance Rate Map                                   |
| DFO      | Disaster Field Office  |
| DFTO     | Disaster Field Training Organization                               |
| DH       | Disaster Housing   |
| DHS      | Department of Homeland Security                                    |
| DMW      | Donations Management Workshop                                      |
| DOE      | Department of Energy   |
| DOJ      | Department of Justice  |
| DRC      | Disaster Recovery Center   |
| DRO      | Disaster Recovery Operations                                       |
| EAS      | Emergency Alert System   |
| EENET    | Emergency Education NETwork  |
| EEO      | Equal Employment Opportunity                                       |
| EMI      | Emergency Management Institute                                     |
| EMOC     | Emergency Management Operations Course                             |
| EMS      | Emergency Medical Services   |
| EMT      | Emergency Management Training                                      |
| EO       | Executive Order  |
| EOC      | Emergency Operations Center  |
| EOP      | Emergency Operations Plan  |
| EPA      | Environmental Protection Agency                                    |
| EPI      | Emergency Public Information                                       |
| EST      | Eastern Standard Time  |
| ETO      | Exercise and Training Officer                                      |
| FBI      | Federal Bureau of Investigation                                    |
| FCRR     | Fundamentals Course for Radiological Response                      |
| FEKC     | FEMA Employee Knowledge Center                                     |
| FEMA     | Federal Emergency Management Agency                                |
| FMA      | Flood Mitigation Assistance  |
| FPA      | Federal Preparedness Agency  |
| FRERP    | Federal Radiological Emergency Response Plan                       |
| FRP      | Federal Response Plan  |

|         |   |
|---------|---|
| G       | Graduate Program or Code for non-resident/field courses |
| GCO     | Grant Coordinating Officer                              |
| GIS     | Geographic Information System                           |
| GSA     | General Services Administration                         |
| HAZUS   | Hazards United States                                   |
| HMA     | Hazardous Materials Accidents                           |
| HMGP    | Hazard Mitigation Grant Program                         |
| HS      | Human Services  |
| HUD     | Department of Housing and Urban Development             |
| IAEM    | International Association of Emergency Managers         |
| ICS     | Incident Command System                                 |
| ICS/EOC | Incident Command System/Emergency Operations Center     |
| IEMC    | Integrated Emergency Management Course                  |
| IEMS    | Integrated Emergency Management System                  |
| IFGP    | Individual and Family Grant Program                     |
| IHP     | Individuals and Households Program                      |
| IS      | Independent Study                                       |
| JIC     | Joint Information Center                                |
| JIS     | Joint Information System                                |
| LD      | Lower Division and Limited Data                         |
| LEP     | Leadership Excellence Program                           |
| LEPC    | Local Emergency Planning Committee                      |
| LRC     | Learning Resource Center                                |
| MBDSI   | Multi-Hazard Building Design Summer Institute           |
| MEP     | Master Exercise Practitioner                            |
| MMS     | Mitigation Management Series                            |
| MTP     | Master Trainer Program                                  |
| NAWAS   | National Warning System                                 |
| NBC     | Nuclear, Biological, and Chemical                       |
| NDER    | National Defense Executive Reserve                      |
| NEHRP   | National Earthquake Hazards Reduction Program           |
| NEMIS   | National Emergency Management Information System        |
| NEPA    | National Environmental Policy Act                       |
| NETC    | National Emergency Training Center                      |
| NFA     | National Fire Academy                                   |
| NFDC    | National Fire Data Center                               |
| NFIP    | National Flood Insurance Program                        |
| NHPA    | National Historic Preservation Act                      |
| NIIMS   | National Interagency Incident Management System         |
| NTIS    | National Technical Information Service                  |
| NUREG   | Nuclear Regulatory Guide                                |
| NWS     | National Weather Service                                |
| OMB     | Office of Management and Budget                         |
| OSHA    | Occupational Safety and Health Administration           |
| PDA     | Preliminary Damage Assessment                           |
| PDS     | Professional Development Series                         |
| PIO     | Public Information Officer                              |
| POC     | Public Officials' Conference                            |
| POV     | Privately Owned Vehicle                                 |
| PPA     | Performance Partnership Agreement                       |
| PPE     | Personal Protective Equipment                           |
| PTA     | Parent-Teacher Association                              |
| RAA     | Radiological Accident Assessment                        |
| RAAC    | Radiological Accident Assessment Concepts               |
| RACES   | Radio Amateur Civil Emergency Services                  |
| REP     | Radiological Emergency Preparedness                     |
| RERO    | Radiological Emergency Response Operations              |
| RTM     | Regional Training Manager                               |
| SARA    | Superfund Amendments and Reauthorization Act of 1986    |
| SCM     | Survivable Crisis Management                            |
| SCO     | State Coordinating Officer                              |
| SLE     | State and Local Exercise                                |

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|       |  |
|-------|--|
| SLG   | State and Local Guide                      |
| SOP   | Standard Operating Procedures              |
| TD    | Technical Document                         |
| TEEM  | Training Excellence Emergency Management   |
| TTT   | Train-the-Trainer                          |
| UD    | Upper Division                             |
| URL   | Uniform Resource Locator                   |
| USCG  | U.S. Coast Guard                           |
| USFA  | United States Fire Administration          |
| VISTA | Volunteers In Service To America           |
| VOAD  | Voluntary Organizations Active in Disaster |
| WEM   | Workshop: Emergency Management             |
| WMD   | Weapons of Mass Destruction                |
| WWW   | World Wide Web                             |







## CONFERENCE AND TRAINING CENTER, MOUNT WEATHER

The Conference and Training Center (CTC), located at the Mount Weather Emergency Operations Center, near Bluemont, Virginia, is also used to conduct FEMA training. These facilities include various sized classrooms, small and large conference rooms, and exercise and simulation areas (indoor and outdoor).

**Smoking:** All buildings on the facility are nonsmoking.

**Weapons/Cameras:** Weapons (e.g., firearms, mace, etc.) and cameras are prohibited on the facility and must be turned in to the Security Office until ready to be removed from the facility.

### Administration

The Mount Weather Emergency Operations Center is a limited access facility; however, participants enrolled in training activities are welcome. Course participants must be enrolled and rostered by name and social security number, a minimum of 2 weeks prior to the course start date. Additional information regarding any training scheduled at Mount Weather can be obtained by calling (540) 542-2266.

### Registration

Participants should report to the Mount Weather Visitor's Center in Building 403. Further instructions will be provided by staff in Building 403.

### Food Service

All personnel staying overnight at Mount Weather are required to purchase a meal ticket. This includes FEMA personnel and all non-FEMA personnel to include instructors. Meal ticket purchase will be part of in-processing at Guest Registration. Personnel staying off-site may purchase meals in a Café a la carte.

Guest Registration accepts payment by cash, corporate check (includes government), traveler's checks, purchase order, or credit card (VISA, MasterCard, Discover, and Government Travel Card). Checks should be payable to FEMA. Guest Registration does not accept personal checks.

The meal charge will be identified in the acceptance letter (it is dependent upon the exact arrival and departure date and time as well as other special requirements of the class. Special requirements include, but are not limited to, prescheduled dining off-site, cookouts, and class breaks.) No adjustment will be made after the ticket has been purchased.

No exceptions will be made to this policy and no refunds will be given after a meal ticket is purchased without written approval from John Matticks, Senior Resident Manager or his designated representative. If an exception is approved, a copy of the approval must be included with your travel voucher.

Any questions regarding this policy should be directed to Jerry Howse at (540) 542-2008.

**Special Requirements:** If you have special food or dietary requirements, the food service contractor will work to meet your needs. Arrangements for special food or dietary requirements must be made at least 2 weeks prior to arriving at Mount Weather.

### Lodging

All rooms are nonsmoking rooms. \* Lodging in campus housing is provided at no cost for most participants enrolled in courses conducted by FEMA's training division. Exceptions include federal employees and persons representing the private sector. Participants in these categories must pay the prevailing rate for housing at Mount Weather. For those required to pay, lodging may be paid for by cash, personal check, traveler's check, MasterCard, or Visa. Check-in time is anytime after 12 noon on the day prior to your course start date. Check-out time is 8:30 a.m. on departure day.

**No accommodations are available at Mount Weather for relatives or friends of participants.** Information on accommodations in the area is available on request; however, the traveler is responsible for arranging and paying for such accommodations.

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\* Handicapped-accessible rooms are available for those who require them; this should be indicated on the FEMA Form 75-5.

There are no connections for mobile homes or recreational vehicles. No animals other than seeing-eye dogs or other guide dogs are allowed.

If you have a physical disability, allergies, or other medical condition that may require special housing consideration or attention, notify Mount Weather at least 2 weeks prior to course start date. The phone number is (540) 542-2266.

### **Dress Code**

Casual dress and low-heeled shoes are appropriate. Shorts, cutoffs, tank tops, and sweats are not permissible except during physical exercise, jogging, etc. Certain courses conducted at Mount Weather may have special dress requirements. In these cases, information will be outlined in acceptance information.

### **Automobile Travel/Parking**

Participant parking is available at all dormitories for participants electing to drive privately owned vehicles or rental cars. Participant parking is limited to the dormitory area. On-site shuttle service will be available to transport participants from dormitories to the classroom and dining hall areas.

### **Transportation to and from Dulles Airport**

Mount Weather operates shuttle service for course participants to and from Washington Dulles airport only. If you need bus transportation to Mount Weather, plan to arrive at Dulles at least 1 hour before the bus pickup times. Standard pickup times are 2 p.m. and 6 p.m. Sunday and 6 p.m. only on weekdays. To be assured a space on the bus, you must call the CTC at least 1 week prior to the course start date. The number to reserve ground transportation from the airport is (540) 542-2266. When calling, please have the following information available:

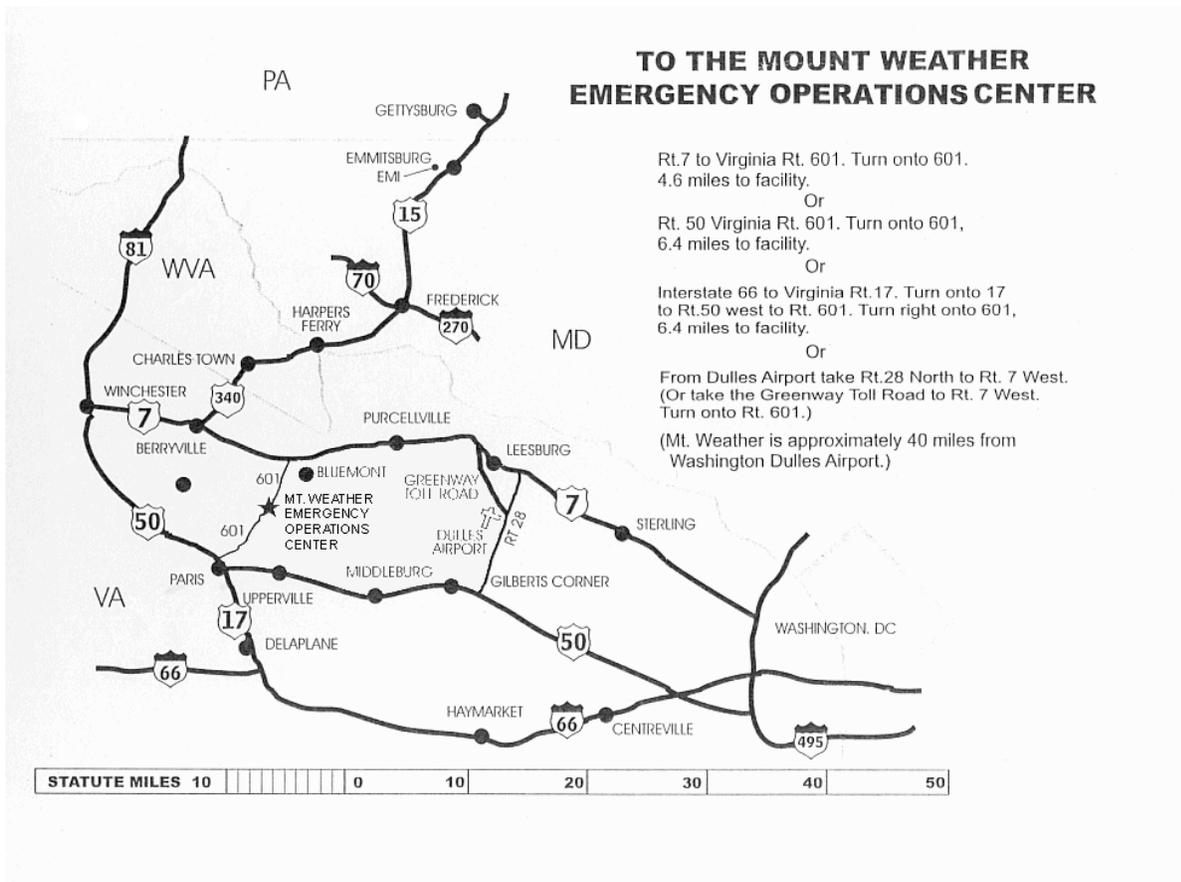
Course name and date  
Airline and flight number  
Arrival time, date  
A contact phone number

**Arrival:** Mount Weather transportation departs Dulles International Airport promptly at 2 p.m. and 6 p.m. Sunday, 6 p.m. weekdays. You must meet the driver in the domestic Traveler's Aid area located in the east end of the main terminal, baggage claim level, near baggage claim area 4. Driver will have a sign saying Mount Weather.

**Alternate Transportation:** Mount Weather transportation picks up passengers **ONLY** at Dulles International Airport. If you schedule a flight to Baltimore Washington International (BWI) or Ronald Reagan Washington National Airport, you should make arrangements to catch a shuttle to Dulles in time to meet the 2 p.m. or 6 p.m. departure.

**Delayed Flights:** If you are scheduled to use Mount Weather bus transportation and your flight is delayed for reasons beyond your control, you should arrange for a taxi from the airport. If you are a participant eligible for reimbursement under the stipend program, you will need a receipt for the taxi to be turned in with your stipend reimbursement form. If you have questions enroute or anticipate a delay, please contact Mount Weather security at (540) 542-2139.

**IF YOU DO NOT CALL MOUNT WEATHER TO RESERVE BUS TRANSPORTATION, OR IF YOU SCHEDULE FLIGHTS THAT DO NOT COINCIDE WITH THE MOUNT WEATHER TRANSPORTATION SCHEDULE, IT IS YOUR RESPONSIBILITY TO ARRANGE AND PAY FOR YOUR TRANSPORTATION FROM THE AIRPORT TO MOUNT WEATHER.**









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