



U.S. DEPARTMENT OF HOMELAND SECURITY
FEMA REGION III

Fiscal Year 2005 Annual Report

Staying the Course



FEMA

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On the cover: Severe storms, flooding and landslides in West Virginia resulted in a disaster declaration for twenty-two counties on September 20, 2004. This collapsed home typifies the widespread destruction.

DIRECTOR'S MESSAGE

STAYING THE COURSE

PATRICIA G. ARCURI, ACTING REGIONAL DIRECTOR

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Fiscal Year 2005 was a remarkable year. The most devastating hurricane in American history hit the United States, wreaking havoc in the lives of hundreds of thousands of citizens, and at the same time, forever changing the fabric of FEMA.



As for Region III, the 2005 hurricane season did not have the typical impact on our states and the District as in past years. We experienced a fairly quiet summer until Hurricane Katrina roared ashore along the Gulf Coast, followed a few weeks later by powerful Hurricane Rita, inundating the same region once more. In addition to being one of the most destructive storms to hit our shores, it was the sixth-strongest Atlantic hurricane ever recorded.

The catastrophic devastation from the two storms was of historic proportions and required an unprecedented response. FEMA Region III staff were immediately called to duty. Without regard to their personal health and safety, they immediately deployed to support the Gulf operations. Assignments to the regional staff ranged from providing technical support to the Mayor of New Orleans to the administrative processing and training of volunteer and career fire fighters activated to augment depleted staff resources. During the first weeks of their assignments, they experienced extreme working conditions which included lack of shower facilities, minimum food supply, and sleeping in sleeping bags where they could find shelter or in cars. In addition to field deployments, many staff were assigned to FEMA HQ to support ongoing relief efforts. Due to the staffing shortages in virtually every program area, regional personnel, in many cases, were asked to perform new tasks or take on unfamiliar responsibilities.

Here in Philadelphia we activated our Regional Response Coordination Center to assist the national response effort. The U.S. President requested all Governors to consider hosting Katrina evacuees by providing congregate sheltering in their own states. This office deployed staff to each of our states (Delaware, Maryland, Pennsylvania, Virginia and West Virginia) and the District to provide technical assistance to the State Emergency Management Staff and the Governor's offices. We staffed the shelters and provided day-to-day guidance to the evacuees (13,920 Katrina/1,332 Rita) as well as our state governments regarding short and long term housing assistance.

What is noteworthy is that during this peak time of support to the Gulf and our regional state partners, regional day-to-day activities continued to include continuity of grant assistance and monitoring of ongoing temporary housing (mobile homes and trailers) operations resulting from recent regional declarations. In the midst of it all, Hurricane Ophelia threatened the eastern seaboard, and Region III staffed an Emergency Response Team and deployed to the Commonwealth of Virginia's Emergency Operations Center in Richmond, Virginia, in preparation of the Hurricane's impact on the Virginia coast. The RRCC team supported the field folks by assisting in identifying power requirements and solutions for critical facilities in a projected impact area, as well as availability of life saving assets. Again due to staff shortfalls, staff that remained in the regional office shouldered new or additional duties in order to maintain our essential functions.

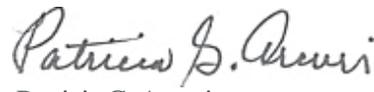
In addition to hurricane recovery, we saw the inception of widespread organizational changes. For National Preparedness, this included the transfer of staff and programs from FEMA to the Office of Domestic Preparedness

(ODP), as well as changes of ODP to the Office of State and Local Government Coordination and Preparedness (OSLGCP), and again from OSLGCP to the Office of Grants and Training, and the Preparedness Directorate. Some of the programs and staff that transferred were the familiar Emergency Management Preparedness Grants (EMPG), Assistance to Firefighters Grants (AFG), the Citizen Corps program and the Metropolitan Medical Response System. With the transfer of these programs came changes in information flow, guidance and funding. All of us – FEMA and States alike – made the effort to reassess our relationships and find new ways of doing business. We continue to work with our Department partners in finding new and complimentary ways of providing assistance and technical expertise.

With the loss of many FEMA programs, our National Preparedness Division's responsibilities increased in other areas, such as Continuity of Operations (COOP), the National Incident Management System (NIMS) and its software support, National Incident Management Capabilities Assessment Support Tool (NIMCAST), and the Remedial Action Management Program (RAMP). Although changes appear to be on the horizon, the traditional Radiological Emergency Preparedness (REP), chemical Stockpile Emergency Preparedness Program (CSEPP) and Hazardous Materials programs continued in 2005.

Despite all the new developments and changes, we have remained on course. Both the 2004 and 2005 hurricane seasons presented many unique opportunities for staff to shine and to acquire new skills. My sincere thanks to you all for the roles you played during the catastrophic response efforts. Be encouraged and know that your hard work has not gone unnoticed.

On behalf of the region, I extend our appreciation to our Federal, State, local and private partners for your unwavering support. We succeed because we are a team!


Patricia G. Arcuri

1.

REDUCE LOSS OF LIFE AND PROPERTY

REGIONAL HIGHLIGHTS

Pre/Post Disaster Mitigation | 322 Planning | NFIP | Congressional Report

Pre/Post Disaster Mitigation

In previous years, the Pre-Disaster Mitigation (PDM) program provided funds to states, tribes and local governments on a competitive and non-competitive basis for planning and projects focused primarily on addressing natural hazards. This year there were no set aside funds and the PDM program was entirely competitive.

On a national basis, states competed for approximately \$255 million. States submitted applications for consideration, including Delaware, Pennsylvania, Maryland and Virginia. Of the 23 applications submitted, 13 applications totaling

\$3,583,340 were awarded in Pennsylvania, Maryland and Virginia. Significantly, the Pennsylvania State System of Higher Education was awarded \$1,694,257 for the development of All-Hazard Mitigation Plans for all public universities and colleges within the Commonwealth of

Pennsylvania. This marks a great stride in FEMA's goal of building disaster resistant universities.



New Hope, Pa., April 26, 2005 — Affected flood victims from recent storms are rebuilding and mitigating simultaneously to make their properties resistant to future flooding.

FAST FACTS

14

Disasters closed for MT

96

HMGP projects funded
totaling \$30 million

Hazard Mitigation Grant Program

Region III's Hazard Mitigation Grant Program (HMGP) funded 96 mitigation plans and projects for a total of more than \$30 million in federal funding. These figures are double the number of plans/projects approved in the previous fiscal year, and three times the federal funds awarded despite reduced staffing. With closeout a priority, the Mitigation Division exceeded projections by closing 14 disasters for mitigation and 55 individual HMGP projects.

Region III continues to provide support to its state partners as evidenced by the steady increase of review and approvals of local hazard mitigation plans. Mitigation programs such as National Flood Insurance Program (NFIP), Pre-Disaster Mitigation (PDM), Flood Mitigation Assistance Program (FMAP), Community Assistance Program (CAP), and Community Rating System (CRS) continue to assist states and local communities in meeting the intent of the Disaster Mitigation Assistance (DMA2K) planning requirements, with an emphasis on planning for disasters before they occur. The following table shows local plans approaching 900 adoptions and approvals to date -- an increase of about 700 from the previous year.

Jurisdiction/State Status/Local-Multi-Jurisdictional

<u>State</u>	<u>State Plan</u>	<u>Local Plans</u>
Delaware	Standard*	60
District of Columbia	Standard	1
Maryland	Enhanced	53
Pennsylvania	Standard*	470
Virginia	Standard*	25
West Virginia	Standard	258
Totals (09/30/2005)	6	867

Standard* - Approval of Enhanced Plan pending for this state

National Flood Insurance Program

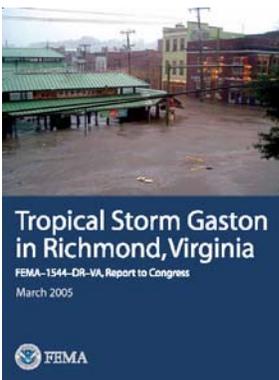
Out of 3,397 incorporated municipalities and counties in Region III, 3,138 participate in the National Flood Insurance Program (NFIP); within the participating communities, 230,920 flood insurance policies are in force for a total insured value of more than \$31 million. Congress requires the NFIP to reasonably assess the risk from flooding in every community. This risk has been identified by means of flood insurance studies and maps in more than 2,800 Region III communities.

During FY 2005, Region III program delivery staff worked closely with the state NFIP coordinators to accomplish various NFIP-required activities such as reviewing 130 local floodplain management ordinances; conducting Community Assistance Visits (CAVs) in designated counties, cities and towns; recommending to FEMA Headquarters that several new communities be admitted to the NFIP and the Community Rating System (CRS), which provides discounts on flood insurance premiums for residents of participating communities; assisting with NFIP training of local elected officials and staff; and coordinating with the Region III Hazard Identification and Risk Assessment (HIRA) Branch to conduct scoping and final map meetings.

Congressional Report

The summer of 2004 will long be remembered as one of Region III's most significant hurricane and tropical storm seasons in recent memory. Tropical Storm Gaston in particular caused serious problems in the Richmond, Va., metropolitan area and claimed eight lives. Shockoe Bottom, the lowest point of elevation in the City of Richmond, suffered extraordinary flooding. Concern over the proportionately high damage and losses in this small, historic neighborhood and future flooding led to a special study. At the request of the House and Senate Appropriations Committees, Region III produced a report, "Tropical Storm Gaston in

Richmond, Virginia," which presents the findings from an analysis of the Shockoe Bottom area. The region concluded that the existing drainage system could be modified to reduce flooding in the Shockoe Valley and Shockoe Bottom, in particular, and proposed changes for consideration and further evaluation.



The report culminated efforts that began during the Gaston recovery operation and were later completed by staff in the regional office.

Response, Recovery & Mitigation Summit

In June, after months of preparation and development, the region hosted the first annual Response, Recovery and Mitigation Summit for Region III state emergency management leaders. The summit provided state counterparts with a detailed breakdown of the phases of response and recovery operations, including best practices and lessons learned from past operations and also served to enhance federal partnerships.

In addition to the response and recovery activities, the Mitigation Division provided information on the

regional structure of its division and all mitigation programs. Discussions continued in a mitigation breakout session with participation from State Hazard Mitigation Officers, State National Flood Insurance Program Coordinators and FEMA mitigation staff. Topics ranged from the HAZUS software program and Preliminary Damage Assessments to Joint Field Office operations and flood insurance.

State and Local Grant Assistance

Administrative and Resource Planning staff worked to award more than \$12 million in grants to support a variety of programmatic activities.

Program	Award
MMMS/FIM	\$1,100,000
CAP/FIM	\$565,032
HAZMAT/NP	\$13,000
CTP/FIM	\$2,010,000
PDM-C/FIM	\$3,531,899
FMA 2004/FIM	\$2,570,342
FMA 2004/FIM	\$1,480,300
CSEPP/NP	\$1,100,963
Total:	\$12,371,536

2.

MINIMIZE SUFFERING AND DISRUPTION CAUSED BY DISASTERS

REGIONAL HIGHLIGHTS

Disaster Declarations | Grant Program | COOP Activities | Outreach Activities

Disaster Declarations

In Fiscal Year 2005, through emergency response operations, the declaration process, and implementation of the Public Assistance and Individual Assistance Programs, the comprehensive services provided by the Response and Recovery Division were highly effective in helping to reduce loss of life and property and to minimize suffering and disruption caused by disasters. The division was involved with disasters in six locations during the year, including four disasters that were transitioned from Fiscal Year 2004 to the new fiscal year.

Overall, there were 15 active disasters, resulting in more than \$17 million in grants to 9,530 eligible applicants under the Individuals and Households Program. Six Direct Housing Operations are ongoing with 215 travel trailers and 336 mobile homes.

Leading into Fiscal Year 2005, the Response and Recovery



Richmond, Va., September 5, 2004 — This section of E. Grace Street collapsed during Tropical Storm Gaston, which dropped twelve inches of rain in the area.



Follansbee, West Va., October 18, 2004 - FEMA Congressional Liaison Officer Jo Ann Heinin (l) and Public Information Officer Tom Cain (r) speak with flood victims in front of the mobile home, which FEMA provided after extensive flooding damaged their Wellsburg, WV home.

Division was very busy managing active disaster operations in West Virginia, Virginia and Pennsylvania that resulted, in part, from the extraordinary hurricane season that plagued Florida and the East Coast during FY 2004. In mid-September of 2004, Tropical Storm Ivan stalled over the interior of Pennsylvania and produced wide-scale flooding throughout the

Commonwealth, resulting in FEMA-1557-DR-PA for Public Assistance and Individual Assistance, as well as Hazard Mitigation for all 67 counties within the Commonwealth.

In West Virginia, major Presidential disaster declaration FEMA-1558-DR-WV authorized Public Assistance, Individual Assistance and Hazard Mitigation in mid-September for 22 counties following severe storms, flooding and landslides. Immediately prior to the disaster events in

mid-September, which impacted West Virginia and Pennsylvania, the remnants of Tropical Storm Gaston caused damage in the Commonwealth of Virginia in late August. This storm produced record amounts of rainfall, which resulted in severe localized flooding affecting 12 counties surrounding the City of Richmond. Again, as in West Virginia and Pennsylvania, Public Assistance and Individual Assistance, as well as Hazard Mitigation were included in the disaster declaration.

Though FY 2004 ended on the last day of September, the effects of the active 2004 hurricane season continued into Fiscal Year 2005. The remnants of Hurricane Jean produced severe storms and flooding throughout Virginia's Roanoke Valley during the last week of September 2004, and on October 18, FEMA-1570-VA became the first disaster declaration for Region III in FY 05. The disaster event in Virginia included Individual Assistance and Hazard Mitigation for 10 counties. This same storm system affected Delaware, and on November 15, 2004, the President declared FEMA-1572-DR-DE for New Castle County, which included Public Assistance and Hazard Mitigation.

West Virginia received a cold and wet welcome to the New Year when severe storms and flooding started on January 4, 2005 and continued until January 25. The effects of the storms were concentrated along the Ohio River and six counties were declared major disaster areas for Public Assistance and Hazard Mitigation, making FEMA-1574-DR-WV the first Region III disaster for calendar year 2005.

In the early spring of 2005, the Joint Field Office in Harrisburg, Pennsylvania was wrapping up operations when severe storms produced another round of flooding on the eastern side of the Commonwealth. Because of the extensive damage from this event, on April 14, 2005, a major disaster declaration was issued for Public Assistance, Individual Assistance and Hazard Mitigation, which involved 11 counties that were still recovering from the impacts of Tropical Storm Ivan.

Following several years of severe spring flooding in West Virginia and southwest Virginia, Region III disaster activity remained unusually tranquil throughout the rest of the spring and into the summer

months. Response and Recovery Division staff, however, remained occupied with managing disaster closeout operations, finalizing disaster grants and mission assignments, as well as training and enhancing operational plans and capabilities.

“Every year between June and October, we maintain a ‘hurricane mode’ since the East Coast is typically hit by storms and hurricanes making land-fall in Florida and moving up the coast through the Carolinas. So, we are on standby for every hurricane.”

— Thomas Majusiak, Division Director, Response & Recovery

Research Grant for the Disadvantaged

The Emergency Preparedness Demonstration Grant Program (EPDP) is a program designed to conduct research and workshops to gain data for use in helping disadvantaged communities in need. Development will involve research into the status of disaster awareness and emergency preparedness in socially and economically disadvantaged households and communities affected by Hurricane Isabel in Delaware, Maryland, North Carolina, Pennsylvania, Virginia, West Virginia and the District of Columbia.

Also, it will involve researching the capacity of such communities to provide awareness education for the public and provide data and information on the demonstration projects. The demonstration project will model program objectives in demonstration sites: improved awareness of the risk of disasters, awareness of the need for preparedness and achievement of concrete improvements in disaster preparedness, response and recovery.

Continuity of Operations Planning (COOP)

Although many programs transitioned out of FEMA in 2005, the National Preparedness Division gained or increased responsibilities in other areas such as Continuity of Operations Planning. Some of the Region III activities are highlighted below.

Regional Continuity of Operations Working Groups: During 2005, Continuity of Operations (COOP) Working Groups (CWG) grew significantly throughout the region. The Philadelphia CWG continued to meet regularly to provide support to the Philadelphia federal community. New CWGs were initiated in Pittsburgh, Baltimore, and the eastern panhandle of West Virginia. Co-chaired by FEMA Region III and the Federal Executive Board/ Association (FEB/FEA) directors, these groups bring together COOP, security, and emergency management personnel from across federal, state, and local agencies. These groups offered training, exercises, and networking opportunities throughout the year, and directly strengthened the ability of the federal government to continue performing essential functions when confronted by disruption or disaster.

COOP Program Manager's Training Course: In March, Region III hosted 44 federal and state COOP planners for the three-day "COOP Program Managers Train-the-Trainer" course, which provided in-depth training on all elements of a viable COOP plan, and helped planners meet the requirements of Federal Preparedness 65.

NARA Regional COOP Training: Region III partnered with the National Archives and Records Administration's Mid-Atlantic Region to provide emergency preparedness training to federal and state records managers in Harrisburg, Pa. (May) and in Baltimore, Md. (December). Workshops focused on creating and maintaining vital records programs as part of an overall COOP program.

Steadfast Response 2005: On June 29, FEMA Region III, in coordination with the Philadelphia FEB, held "Steadfast Response," an Interagency COOP Tabletop Exercise. More than 100 participants from the federal and local community attended. This exercise provided a forum for participating agencies to validate COOP plans, policies and procedures in a

no-fault, non-attribution environment and to share best practices and lessons learned. This event achieved considerable coordination with other regional federal agencies, DHS partners and local response officials. Participants included the Transportation Security Administration, U.S. Customs and Border Protection, Federal Protective Service, HQ-Critical Infrastructure, U.S. Coast Guard, Immigration and Customs Enforcement, Secret Service, Federal Bureau of Investigations, U.S. Attorney's Office, City of Philadelphia and the Philadelphia Fire Company.

FY 2005 Regional COOP Exercises: The Region III Emergency Relocation Group (ERG) successfully completed a COOP exercise program that included quarterly alert and notification tests and a tabletop and deployment exercise for both the Phase I and Phase II ERG, validating the region's ability to continue performing essential functions in the event that the primary facility becomes unavailable.

These exercises tested the region's capability to alert and notify staff during a COOP event, and provided training to ERG members on deployment to the Philadelphia Internal Revenue Service Campus emergency relocation site, including security and communications procedures and orientation with PIRSC facilities and support services. The Region III ERG successfully tested the capability to conduct the normal day-to-day operations of all FEMA divisions through verification of IT systems and interoperable communications at the PIRSC facility.

NFC Relocates to Philadelphia: In the aftermath of Hurricane Katrina, the National Finance Center (NFC) relocated from New Orleans to Philadelphia to continue operations. Region III staff provided immediate disaster assistance support to victims and also coordinated COOP outreach support through the Philadelphia COOP Working Group. The Philadelphia CWG hosted an "NFC Appreciation Night" for NFC staff and families relocated to the area, which included presenting donations and gift cards collected from the Philadelphia federal community. Additionally, the region facilitated an initial after-action review with NFC COOP managers at their relocation site.

Outreach Initiatives Reach New Heights



The Outreach unit stationed teams at eight Home Depot Stores, counseling a total of 437 customers, providing information about the National Flood Insurance Program, mitigation building techniques, mold and mildew and general safety precautions. Homeowners can use this guidance to reduce the risks to their families and property from hurricane winds and floods.



FAST FACTS

8

**Outreach Teams visited
Home Depot stores**

437

**Customers received vital
mitigation information**

The Building Supply Center Outreach initiative is a proactive approach to reaching disaster victims at a time when they need information the most – immediately after a disaster. It places FEMA employees in locations accessible to the public while people are in the process of repairing disaster-related damage. The initiative is a partnership within the region – Mitigation, Individual Assistance and Community Relations join together to offer their expertise to individuals in need.

This initiative was presented at the semi-annual Federal Coordinating Officers meeting in February, and in July, at the Mitigation Field Operations class redesign gathering at the Emergency Management Institute. The activities associated with this initiative are the accumulation and institutionalization of previous practices already exercised by several FEMA regions.

In addition to the activities during a disaster, FEMA Region III also partners with home building supply centers throughout the year. The Mitigation Outreach and Education unit partnered with Philadelphia-area

Home Depot stores to raise awareness of hurricane risks and precautions.

The Mitigation Division supported a day-long “Safety Saturday” at the Lowe’s store in Northeast Philadelphia, where they distributed materials and answered questions about mitigation and flood insurance.

3.

PREPARE THE NATION TO ADDRESS THE CONSEQUENCES OF TERRORISM

REGIONAL HIGHLIGHTS National Preparedness | Training

National Preparedness Measures

Region III's National Preparedness (NP) staff participated in a variety of preparedness activities, including exercise planning for a General Services Administration Continuity of Operations Exercise (COOPEX), a Coast Guard Sector Delaware Bay Radiation Full Scale Terrorism Exercise and working with the Philadelphia Federal Executive Board Continuity of Operations Steering Committee. As a participant with the Philadelphia Anti-Terrorism Advisory Council (ATAC) and the Pennsylvania Regional Counter-Terrorism Task Force, staff coordinated with federal and state partners, which included participation in terrorism exercises. These exercises focused on explosive and food contamination-related scenarios.

Additionally, NP staff supported the Radiological Emergency Preparedness (REP) Program with evaluators for nuclear power plant exercises. There was representation in a Regional NIMS/REP working group that was formed with states to integrate NIMS with the Radiological Emergency Preparedness Program. Also, a representative was sent to the National Training and Exercise Conference in Emmitsburg, Md., and worked with the regional training officer to conduct a regional

state training and exercise workshop as a follow-up to the national conference.

REP staff participated in the first REP critical Infrastructure Review of the Calvert Cliffs Nuclear Plan, which identified potential vulnerabilities/gaps in security or emergency response and provided a list of proposed enhancements. The remaining eight power plants that impact the region will be reviewed during FY 2006 and 2007. REP staff also participated in the North Anna Power Station Emergency Preparedness Security Drill to review security measures and preparedness at the site.

Chemical Stockpile Emergency Preparedness Program (CSEPP):

The CSEPP team was instrumental in the successful demilitarization of the last of more than 1,800 containers of mustard agent at the Edgewood Area of Aberdeen Proving Ground. This effectively marked the

FAST FACTS

5,000

Military personnel are assigned to the Aberdeen Proving Ground

7,500

Civilians work there

end of the CSEPP program in Maryland and eliminated a potential terrorist target of opportunity.

Region III CSEPP is also a member of the national Inter-Agency Working Group that will conduct comprehensive reviews of different chemical sector facilities around the country. This process is designed to identify potential vulnerabilities/gaps in security or emergency response and provide a list of proposed enhancements. The pilot was to be conducted in the Detroit area in February-March 2006.

Hazardous Materials (HAZMAT):

Regional HAZMAT personnel sponsored 2005 ESF-10 Watch Stander Training for United States Coast Guard staff that might be called on to participate in a response to a FEMA-declared incident. They also participated in the Environmental Protection Agency's Emergency Preparedness and Prevention Conference in Philadelphia in December 2004.

Training Held to Boost Partners' Capabilities

The Administration and Resource Planning Division provided training opportunities for Region III's federal/state partners while assisting the NP Division in hosting the COOP Manager and National Incident Management Capabilities Assessment Tool software courses in March. Regional partners were also invited to attend Mission Assignment Overview for Managers, Response Operations III and Incident Command System 300 courses.



A National Incident Management System presentation was given on November 17, 2004, during the Regional Interagency Steering Committee meeting in Philadelphia.

4.

SERVE AS THE NATION'S PORTAL FOR EMERGENCY MANAGEMENT INFORMATION AND EXPERTISE

REGIONAL HIGHLIGHTS

Map Modernization | RR Summit | Software Development

Map Modernization

Flood Map Modernization within Region III progressed successfully in 2005, which is the second official year of the planned five-year program. The Mitigation staff engineers, along with the Administration and Resource Planning Division and Headquarters contracting staff, were able to initiate 16 projects through \$2.5 million in grants and 40 contracted projects worth \$10 million.

The Partners

Region III's business plan to engage many partners in the production of mapping is also proving successful. In 2005, task orders were funded for engineering and mapping with eight offices of the Army Corps of Engineers, two offices of the U.S. Geological Survey and four private engineering companies. Also funded were direct grant partnerships for engineering and mapping with six counties or incorporated communities, three states, two regional planning commissions, two universities and one non-profit agency. The total list of partners reached through the sub-grantees is significantly more, perhaps double. This approach allows for a large number of technical staff, through training and production, to become familiar with the products and processes of the National Flood Insurance Program (NFIP). The value of this knowledge is extraordinarily significant.

Map Modernization Management Support

(MMMS): Region III also granted a total of \$600,000 to state NFIP partners to assist with map modernization management. As projects are planned, the state NFIP staff plays an active role in the search and coordination of resources and needs. As projects are accomplished, staff engages in education and outreach to local governments and citizens on the new, electronic mapping products.

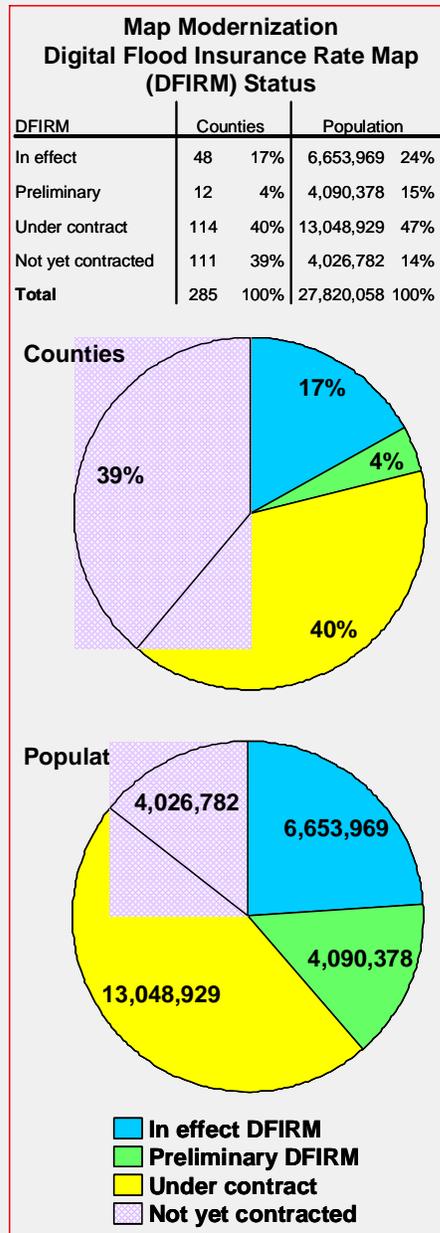
In 2005, as a result of disaster declarations across the region, several disaster recovery mapping and engineering projects advanced within Region III. These included the completion of engineering work in Charleston, West Virginia, following flooding in the summer of 2003; in Richmond, Virginia, following the Tropical Storm Gaston flooding in 2003; and in the Delaware River area of Pennsylvania, following Hurricane Ivan and the April 4, 2005 flooding.

All of this work will be incorporated into the map modernization efforts for affected communities in 2006 (see the map modernization chart on the next page).

Map Modernization

(continued from page 12)

The following chart shows the number of flood mapping studies underway in Region III.



Software Development

NIMS: Region III developed the software tool National Incident Management Capabilities Assessment Tool (NIMCAST) and training program for delivery to states. After receiving initial training from headquarters, Region III staff was the first to present an improved, more user-friendly curriculum, which was shared with other regions, and ultimately became part of the national curriculum.

The region conducted two NIMCAST training sessions for state administrative agencies in Philadelphia and West Virginia. The Philadelphia training on March 8 was attended by a total of eight representatives from Pennsylvania (PEMA), Delaware (DEMA), Maryland (MEMA), Virginia (VDEM) and the District of Columbia (DCEMA). Four participants from West Virginia attended the training on March 10 at the West Virginia Office of Emergency Services (WVOES). Although use of this new software tool is voluntary, the goal is to help states perform their self-assessments and to implement NIMS, as required for future Homeland Security grants.

5.

CREATE A MOTIVATING AND CHALLENGING WORK ENVIRONMENT FOR EMPLOYEES

REGIONAL HIGHLIGHTS

Career Development | Mitigation's DAE Training Strategy

Career Development

The Administration and Resource Planning Division served the region with a robust roster of training. These training activities included development of a Regional State Liaison Officer (SLO) plan to identify skills and abilities of an expert SLO, and development of a Management Development Plan as part of the region's succession planning. This training categorized various management teams, including the Emergency Response Team Supervisory Pool, identification of core training opportunities for each category and training options for cultivating leadership strengths.

Training opportunities for the existing workforce encompassed a variety of internal, individual-focused training such as employee benefits awareness training, human resources training for supervisors/managers and conflict resolution. External training activities included hosting a training conference for the disaster workforce, which focused on mitigation disaster field operations, the National Floodplain Insurance Program, an overview of "Fail Safe Leadership," and a workshop for the

management team. The region also met the Independent Study requirements of the FEMA NIMS Implementation Plan.

The primary focus in FY 2005 was on beginning the development process for an orientation program for new employees. Region III's employee orientation program, once fully developed, will encourage communication with a new employee prior to his or her start date and assign a "sponsor" to assist the employee with becoming acclimated to the regional office and policies.

"ARP strives to provide the tools to help the region meet its priorities. Out-of-the-box training opportunities have proven to be key."

– Steve Adukaitis, Division Director, Administration and Resource Planning

Mitigation's DAE Training Strategy

Hurricane Isabel and Tropical Storms Gaston and Ivan gave the Mitigation Division the opportunity to identify areas in which mitigation disaster operations could be improved.

One area identified for improvement was training the disaster assistance employee (DAE) workforce and the process in which the region plans, budgets and executes our training. Region III has approximately 70 DAEs assigned to the Mitigation Cadre, many of which were hired during the 2003 and 2004 time frame. With the influx of these new employees, Region III established a regional mitigation DAE training strategy. Although it was developed in FY 2004, the benefits began to materialize in 2005. Based on the training strategy, the Mitigation Division submitted a training proposal to use FY 2005 Disaster Relief Funds, which was approved to train regional DAEs.

Training was conducted at Gettysburg, Pa., for hazard mitigation and public affairs employees. It covered floodplain management, flood insurance mapping, deployment procedures, JFO operations/ESF-14, mitigation grant programs, building supply center outreach, Florida Learning and Further Learning (Independent Study Opportunities). Also, "Effective Presentations" training was presented to 10 DAEs by Dr. Amy Ackerman.

Another area of focus during FY 2005 was ensuring that permanent and temporary personnel be given the opportunity to take the "Managing Floodplain Development Through the NFIP" course, a goal the division expects to meet in FY 2006.

Throughout the year, all mitigation staff had completed the mandatory Independent Study training. In addition to this training, regional staff (including DAEs) completed a total of 44 classes at EMI, 117 Independent Study courses and Region III-sponsored training.



A Mitigation DAE talks to a homeowner during the Building Supply Center Outreach at a Home Depot in a community outside the Philadelphia area.

6.

MAKE FEMA A WORLD-CLASS ENTERPRISE

REGIONAL HIGHLIGHTS

RAMP | Divisional Improvements | Environmental and Historic Preservation

Remedial Action Management Program (RAMP)

During calendar year 2005, there were five Remedial Action Management Program (RAMP) hotwashes. Of these, four were accomplished at Joint Field Offices and a functional IT hotwash was conducted at the regional office. The region also took advantage of the relatively quiet period in advance of the hurricane season to look back at previous issues accumulated over the past two years to explore how to resolve or generally improve processes and procedures. Region III utilized RAMP to identify opportunities to improve capability to deliver disaster assistance for response and recovery operations.

Previous RAMP hotwashes identified 46 cross-program issues for Region III, all of which were successfully remediated in 2005. These included the following operational and program issues that were reviewed and corrected by regional staff: geospatial support, long range cadre planning, management of super cards, federal/state housing coordination, special needs and Action Request Form tracking.

With a particular focus on response operations, staff wrote new operational plans, or in some cases, simply was able to formalize lessons learned and processes adopted over the last hurricane season.

Funds were used to address technological issues in the Operations Center.

In all, the RAMP program contributes to each of the six primary goals of the FEMA's Strategic Plan. By focusing on lessons learned and striving for continuous improvement of processes and delivery of services, these hotwashes help to reduce loss of life and property, minimize suffering, enhance our "all risk-all hazard" preparedness and response and encourage employee participation in making FEMA a world class enterprise.



Commemorating the joint partnership between the Federal Emergency Management Agency and the Free Library of Philadelphia to educate citizens on the importance of disaster preparedness are (from left) Patricia Arcuri, Acting Region III Director; Elliott Shelkrot, President and Director of the Free Library of Philadelphia and Niki Edwards, Regional Public Affairs Officer.

Divisional Improvements

Administration and Resource Planning engaged in several review and improvement efforts. The division revamped the Citibank monthly delinquency and abuse review and exceeded disaster close-out goals – closing six FEMA-State Agreements and 28 programs. Other accomplishments comprise the close-out of FY 2005 budget/allocations and Cooperating Technical Partners Agreements, as well as the participation in a national Pre-Disaster Mitigation Grant review, and the upgrade of Regional Response Coordination Center equipment and office technology for improved operations.

“Almost any activity that improves the management and efficiency of regional activities contributes to making FEMA a world class enterprise.”

– Janice Barlow, Training Manager, Administration and Resource Planning

Environmental & Historic Preservation

The 2004 Hurricane Season resulted in disaster declarations for Delaware, Pennsylvania, Virginia, and West Virginia, with field offices opening concurrently. Accordingly, the regional environmental officer and several disaster assistance employees spent time deployed in the first two quarters of 2005 supporting program delivery. For all the disasters combined, several thousand Project Worksheets were efficiently reviewed for environmental and historic preservation compliance issue, with no major compliance problems reported.

To streamline public assistance and mitigation operations and fulfill National Historic Preservation Act compliance requirements, a programmatic agreement was executed for Pennsylvania projects with the Pennsylvania Emergency Management Agency and the Pennsylvania State Historic Preservation Office. Furthermore, in an effort to improve Region III's Environmental and Historic Preservation Cadre capabilities, several new disaster assistance employees were hired and have since started on-the-job training, with an emphasis on historic preservation and management skills.

Participating in the Boy Scout Jamboree



In collaboration with Homeland Security/Citizen Corps, Region III participated in the National Boy Scout Jamboree in July 2005 at Fort A.P. Hill, Virginia. Acting Regional Director Patricia Arcuri (above-center) served as a guest speaker during the Emergency Preparedness Merit Badge presentation, honoring scout leaders who excelled in the Boy Scout's emergency preparedness program. Regional response and recovery personnel staffed an educational exhibit on disaster preparedness.

SUPPORTING THE HURRICANE KATRINA RESPONSE



REGIONAL HIGHLIGHTS

Region III Becomes Fully Engaged

Region III Becomes Fully Engaged

During the historic response effort to Hurricanes Katrina and Rita, the majority of the regional staff traveled to the Gulf Coast to lend a helping hand.

The Regional Response Coordination Center was activated and placed all staff on alert to deploy. Staff deployed to the impacted areas and FEMA Headquarters to serve in key leadership roles, providing vital support to the lifesaving and life sustaining efforts. Many began deploying prior to Katrina's landfall and remained actively involved for several months thereafter in Louisiana, Mississippi, Texas, and Georgia.

While the majority of the regional team worked in the Gulf Coast, the remaining personnel in the region partnered with state and local officials to handle the influx of thousands of evacuees. This influx of evacuees resulted in Emergency Declarations for all five Region III states and the District of Columbia, releasing Public Assistance funding for emergency sheltering of evacuees.

The region assigned a Katrina liaison to each of its states and the District of Columbia to provide assistance in accommodating the large number of evacuees seeking shelter. More than 15,000 evacuees were processed in Region III, with many of those receiving assistance at one of the regionally-

established state congregate shelters: the Wannamaker School in Philadelphia, Pa.; the Project Pittsburgh shelter in Pittsburgh, Pa.; Fort Picket in Blackstone, Va.; Camp Dawson in Kingwood, W. Va.; and the D.C. Armory in Washington, D.C.

In addition to the state-run shelters, the American Red Cross opened shelters in Virginia, Maryland, West Virginia and Washington, D.C. Other shelters, organized and run by various non-profit agencies, churches and outside organizations, were also open and poised to accept evacuees. The Katrina liaisons assisted shelter personnel from start up to closure.

For months, the Response and Recovery Division worked closely with state and local officials, as well as evacuees, to ensure a smooth transition from shelters and motels to interim housing and more long-term housing solutions.