



U.S. DEPARTMENT OF HOMELAND SECURITY  
FEMA REGION III

# Annual Report

# Fiscal Year 2006

*In Pursuit of Excellence*



FEMA

# Front Cover: Independence Hall

*A panoramic view of one of the nation's most revered and historic sites, as viewed from the Philadelphia FEMA regional office.*

# Regional Director's Message



“I am proud the region was recognized by Philadelphia’s Federal Executive Board on May 4, 2006, with a gold medal for *Outstanding Professional Performer*.”

PATRICIA G. ARCURI  
*ACTING REGIONAL DIRECTOR*

Fiscal Year 2006 was a year of substantial growth that resulted from new initiatives and partnerships. From supporting the Hurricane Katrina response and recovery to working along side our state partners during regional disaster operations, Region III forged ahead to meet the agency’s strategic goals.

When Hurricane Katrina blew through the Gulf Coast on August 29, 2005, the force of its devastation was felt across the United States, with mass evacuations and the urgent need for emergency housing solutions. Region III answered the call for assistance, deploying the majority of regional staff to Georgia, Louisiana, Maryland, Mississippi, Pennsylvania, Texas, Virginia, Washington D.C., and West Virginia. Staff served in various leadership roles for months on end, helping to develop policy to address serious housing issues and to provide guidance to state and local officials on public assistance. The small number of employees who remained in the region worked around the clock with state counterparts to provide housing for more than 15,000 displaced families.

Region III was committed to providing unwavering support during this most critical time in FEMA’s history. For our efforts, I am proud the region was recognized by Philadelphia’s

Federal Executive Board on May 4, 2006, with a gold medal for *Outstanding Professional Performer*.

Although the region was heavily involved in Katrina-related activities early in the fiscal year, we became entrenched in planning for the 2006 hurricane season. According to the forecasters, the mid-Atlantic coastal areas were going to have a busy season. Fortunately, the predictions did not come to fruition, and Region III had a relatively inactive hurricane season.

Five major Presidential disaster declarations were issued, with four being associated with a severe weather system that moved throughout the mid-Atlantic in June. The fifth was due to severe flooding stemming from Tropical Depression Ernesto. Delaware, Maryland, Pennsylvania, and Virginia all received declarations.

While planning for the upcoming hurricane season, we simultaneously embarked on new initiatives to strengthen our relationships in preparation for pandemic flu planning. In February, we actively engaged in supporting the Department of Homeland Security’s Pandemic Flu Summits by sending regional staff to participate in the various panel discussions throughout the region.

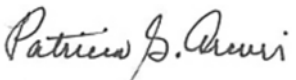
In collaboration with the Department’s Office of

Grants and Training, the region participated in the planning and execution of the Regional Hurricane Exercise. This exercise, held May 3-4, 2006, involved participation from state, federal, and national governmental organization partners in a table-top exercise to develop procedures for responding effectively to hurricanes in the mid-Atlantic states.

A major outreach initiative that began in May brought together designated lead federal officials for hurricane season. Our federal coordinating officers and response and recovery managers accompanied the principal federal official for the mid-Atlantic region in visits to each of our states and the District of Columbia. Through these meetings, they were able to discuss roles and responsibilities with emergency managers in the event of a major regional event.

While the outreach was underway, the Defense Coordinating Element (DCE) was settling into the regional office. The addition of the DCE has been a major step in enhancing our readiness capabilities. This team has enabled the region to better utilize existing resources within the military to enhance communications and access to military installations for the staging of commodities.

As I look ahead to 2007, our partnerships will no doubt expand to meet the demands of our growing mission. I am proud of what the region has been able to accomplish in 2006 and look forward to the legislative changes that will rebuild FEMA, resulting in a New FEMA, and bolstering the agency to meet the preparedness, mitigation, response and recovery needs of the future.



Patricia G. Arcuri

# Annual Report

# Fiscal Year 2006

*In Pursuit of Excellence*

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# FEMA Strategic Goal - One

## Reduce Loss of Life and Property

**T**o preserve life and property, communities must know in advance what they can do to prevent, withstand, and recover from disasters. The Mitigation and Administration and Resource Planning Divisions have essential contributions to make in helping prepare communities. The following are some highlights of how they supported this important effort in FY 06.

### PRODUCTIVITY

Region III worked closely with its partners to guide them through the approval process for state and local mitigation plans. Two states, Delaware and West Virginia, have achieved 100 percent local mitigation

plan approval. Maryland and Pennsylvania have approved enhanced plans while Virginia is in the process of finalizing its enhanced plan. In FY 06, 574 local mitigation plans were approved, as shown on the table to the right.

A mitigation plan is required in order to receive FEMA grant assistance. Incentives are offered for increased coordination and integration of mitigation activities. States that demonstrate a commitment to comprehensive mitigation planning and implementation can achieve a “standard” or an “enhanced” rating based on the number of requirements met in their plan.

### Hazard Mitigation Grant Program

Throughout the fiscal year, the Mitigation Division continued to maximize grant management, minimize potential risks, and capitalize on financial savings. Through the Hazard Mitigation Grant Program (HMGP), the region funded 92 plans and projects totaling more than \$40 million. In addition, Mitigation closed six disasters and 35 individual HMGP projects.

### National Flood Insurance Program

In FY 06, a total of 274,622 national flood insurance policies in Region III communities were in force with a total insured value of nearly \$48 million. Community Assistance Program-State Support Services Element (CAP-SSSE) grants were negotiated and executed for each Region III state and the District of Columbia. In addition, 183 community floodplain management ordinances were approved and 53 Community Assistance Visits (CAVs) were conducted in designated counties, cities and towns. The City of Harrisburg was recognized as the first community in Pennsylvania to obtain a Class 6 rating in the agency’s Community Rating System (CRS), which provides discounts on flood insurance premiums for residents of participating communities that exceed the minimum flood insurance standards.

On May 7-10, 2006, the annual National Flood Conference was held at the Sheraton Hotel in Philadelphia. The conference gave flood insurance agents, adjusters, mortgage lenders and floodplain management officials the opportunity to hear critical National Flood Insurance Program (NFIP) news, and to offer their suggestions for program improvements.

Approved Mitigation Plans		
State	State Plan	Local Plans
Delaware	Standard	0
District of Columbia	Standard	0
Maryland	Enhanced	51
Pennsylvania	Enhanced	331
Virginia	Standard*	171
West Virginia	Standard	21
<b>Totals</b>	<b>6</b>	<b>574</b>
* Standard - Approval of Enhanced Plan pending. As of January 2007.		

The topics included floodplain management, flood map modernization, lender compliance, flood insurance underwriting and claims, and NFIP marketing.

### Educational Investment

Region III Mitigation staff participated in a series of educational seminars and panel discussions during FY 06. Mitigation continuously invested in disaster education awareness for employees, federal agency partners and the public through both formal and informal training, seminars, workshops and conferences. The range of subjects and audiences below are just a sampling:

- Virginia Association of Surveyors Conference to train local surveyors
- Post-disaster recovery workshops for local officials on NFIP requirements
- Western Shores Coordinating Committee hurricane evacuation study
- Interagency workshop on floodplain management
- Episcopal District Conference on the church’s role during emergency response
- Managing floodplain development through the NFIP

### NON-DISASTER GRANTS

The Administration and Resource Planning Division’s success in piloting Grants.gov for electronic submission of the CAP-SSSE grants made Region III state partners the first participants in this Presidential initiative.

The Administrative Services Branch awarded the following non-disaster grants totaling more than \$7 million in FY 06:

<b>Non-Disaster Grants - FY 06</b>		
Program	Allocations	Obligations / Award
CAP-SSSE	\$579,000	\$579,000
CTP	\$2,672,000	\$2,672,000
FMA 2005*	\$1,207,186	\$1,207,186
FMA 2006	\$1,154,127	\$1,154,127
MMMS	\$600,000	\$600,000
PDM*	\$66,321	\$66,321
PDM 2006	\$150,000	\$150,000
Repetitive Loss / FIM	\$625,033	\$625,033
		<b>\$7,053,667</b>

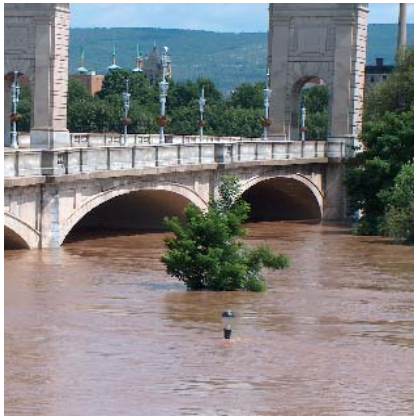
\* FY05 carry over. As of December 2006.



**PHOTO CAPTION:**

*Harrisburg, Pa., Nov. - Mitigation Division Director Gene Gruber (right) presents Mayor Stephen Reed with a Community Rating System plaque during a press conference.*





# FEMA Strategic Goal - Two

## Minimize Suffering and Disruption Caused by Disasters

**H**urricanes Katrina and Rita commanded FEMA's attention in fiscal years 2005-2006. Emergency declarations were received by every state and the District of Columbia due to a need to house evacuees numbering in the hundreds of thousands. The Response and Recovery Division engaged every mechanism and program in its arsenal in confronting these disasters and, along with other FEMA divisions, responded to Tropical Depression Ernesto.

### UNPRECEDENTED NEEDS

Through the 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 (R&R) are effective in helping minimize suffering and disruption caused by disasters.

Specific examples of R&R’s contributions to FEMA’s second strategic goal are highlighted by the region’s involvement in the response and recovery operations following Hurricanes Katrina and Rita. Individuals within the R&R division oversaw critical lifesaving mission assignments, led the development of the nation’s emergency housing strategy, and provided overwhelming support to the individual survivors and the impacted state and local governments.

### **FY 06 DISASTER ACTIVITY**

Leading into FY 06, Hurricane Katrina came ashore along the Gulf Coast as a deadly Category 5 storm, on August 26, 2005, followed a few weeks later by powerful Hurricane Rita, which came ashore in the same region. The catastrophic devastation from the two storms was of historic proportions and required an unprecedented response.

Immediately following the catastrophic hurricanes, the majority of regional staff deployed to the impacted areas and to FEMA Headquarters, serving in key leadership roles and providing vital support to the response and recovery efforts. Some deployed prior to Katrina making landfall and remained actively involved throughout FY 06.

The Office of the Regional Director, the National Preparedness and the Administration and Resource Planning Divisions deployed individuals to various interim and joint field offices. Employees worked in the Atlanta Community Relations Resource Center to assist with FEMA’s Automated Deployment Database and to manage the training operations. Others provided extensive long-term support at Katrina operations in Baton Rouge and New Orleans.

Mitigation supported all areas of the recovery operations, assisting in flood recovery data collection, engineering and mapping, as well as educational outreach campaigns and assessments. The division also took part in the Environmental Historic Program Review process in New Orleans.

R&R staff and managers made significant

contributions to the Katrina/Rita effort on a national level, with extended deployments to Georgia, Louisiana, Maryland, Mississippi, Pennsylvania, Texas, Virginia, Washington D.C., and West Virginia. The following details their roles:

- Served as primary liaison between local government officials and the federal government during the critical crisis management phase of the response operation.
- Directed the nation’s response efforts for all activities associated with FEMA’s Public Assistance program.
- Developed unique and creative policy directives for safe and secure emergency shelter and sustainable, long-term housing.
  - Managed the federal response effort in the hardest hit area of southwest Louisiana.
  - Worked to process billions of dollars in grant assistance to state and local governments.

Staff that remained in the region worked daily to coordinate evacuation flights from New Orleans into West Virginia and Pennsylvania, to coordinate mass congregate shelters in Philadelphia, West Virginia and Baltimore and to disseminate new and evolving guidance. The widespread migration of evacuees resulted in emergency declarations in all the Region III states plus the District of Columbia. The amount of assistance is shown in the chart below:

<b>Emergency Declarations - FY 06</b>			
Number	State	Date	Federal Share
3221	WV	Sep. 5	\$778,539
3226	DC	Sep. 7	\$1,839,828
3235	PA	Sep. 10	\$4,083,622
3240	VA	Sep. 12	\$250,677
3251	MD	Sep. 13	\$1,565,202
3263	DE	Sep. 30	\$98,499
			<b>\$8,616,367</b>
Hurricane Katrina Evacuation			As of December 2006.

### **2006 HURRICANE SEASON**

With predictions for major hurricane activity along the Mid-Atlantic coastal areas, the R&R division planned for worst-case scenarios. Operational plans were revamped, relationships with

federal, state and local partners were enhanced, and commodities and assets were pre-positioned throughout the region.

### **Pre-Positioning of Assets**

The Pre-Positioned Disaster Supplies (PPDS) program was developed to position life saving and life sustaining disaster equipment and supplies near potential disaster sites. In preparation for hurricane season, R&R was successful in placing additional Household Repair Kits (HRK) and Initial Response Resources (IRR) units into Delaware, Maryland and Virginia.

These pre-positioned supplies are packed in 40 foot and 20-foot containers that house supplies for up to 500 people. Items range from electrical cords and work lights to generators, cots, and blankets. In FY 07, R&R will continue to work with the other Region III states to get these containers pre-positioned.

The following is a breakdown of the placements:

- Delaware: (1) 20-foot IRR, (1) 20-foot HRK
- Maryland: (4) 20-foot IRR, (2) 40-foot HRK
- Virginia: (1) 40-foot IRR, (2) 20-foot HRK

In addition to these containers, commodities were pre-staged in Pennsylvania and Virginia, which included trailers of water, tarps, cots and blankets. The Willow Grove Air Reserve Station in Pennsylvania served as a Federal Operations Staging Area during severe storms and flooding, where the following assets were pre-positioned:

- 2 trailers of ice
- 2 trailers of blankets
- 9 trailers of cots
- 44 trailers of Meals Ready to Eat
- 56 trailers of water

### **Severe Weather System**

On June 23, 2006, the National Weather Service issued Severe Weather Bulletins for most of Region III. Initial forecasts included up to nine inches of rain between June 23 and June 26. Over that weekend, heavy rains precipitated flooding across the mid-Atlantic region, washing out roads, disrupting Amtrak service and forcing some evacuations. Severe weather systems continued to linger over the region. Weather forecasts indicated the continuation of heavy rains through most of the

eastern part of the region for the remainder of the week.

During what was to be a long Fourth of July weekend for many, R&R staff worked to ensure resources were available for those affected by the flooding and began processing requests for major declarations. In sum, the Commonwealths of Pennsylvania and Virginia, and the states of Maryland and Delaware, all received presidential disaster declarations.

### **Tropical Storm Ernesto**

The final disaster declaration for FY 06 was in response to Tropical Storm Ernesto. A storm front stalled over the Commonwealth of Virginia on August 29, 2006, producing significant rainfall in southeastern Virginia in excess of two inches per day. This front joined tropical moisture in advance of Tropical Depression Ernesto and continued to produce significant rainfall as the remnants of the tropical depression moved through the mid-Atlantic region. The remnants moved northward into Virginia after making landfall near the North Carolina/South Carolina border during the late evening hours of August 31, 2006.

In addition to the activation of the RRCC for Tropical Storm Ernesto, members of the R&R and Mitigation divisions were deployed as State Liaison Officers to work in the various state Emergency Operation Centers. Joint Preliminary Damage Assessment teams from the R&R Division were deployed after the storm to assess the impact of the events on public infrastructure and individual dwellings in Virginia and Maryland.

The storm and damage in Virginia resulted in FEMA-DR-1661-VA, a Public Assistance only declaration.

### **Regional Interagency Steering Committee**

Although Hurricanes Katrina and Rita forced the cancellation of the Regional Interagency Steering Committee (RISC) in November of 2005, the storms did provide the primary topic for the rescheduled meeting in February. The 2005 Hurricane Season provided many lessons to the emergency management community in addition to increasing the level of interest in the semi-annual RISC meetings. The February meeting focused on

## Major Disaster Declarations - FY 06

Number	State	Date	Description	Type of Assistance / Total Funding	
				PA	IA
1649-DR-PA	PA	Jun. 30	Severe storms, flooding and mudslides	\$77,090,875	\$20,466,952
1652-DR-MD	MD	Jul. 2	Severe storms and flooding	\$6,590,155	
1654-DR-DE	DE	Jul. 5	Severe storms and flooding	\$652,921	
1655-DR-VA	VA	Jul. 13	Severe storms and flooding	\$4,755,750	
1661-DR-VA	VA	Sep. 22	Severe storms and flooding associated with Tropical Depression Ernesto	\$7,268,949	
				<b>\$96,358,650</b>	<b>\$20,466,952</b>

PA - Public Assistance / IA - Individual Assistance

As of January 2007.

reviewing the successes and weaknesses of the interagency responses to Katrina. The June RISC, combined with the R&R/Mitigation Summit, addressed the corrective actions identified throughout the year.

### NATIONAL DISASTER MEDICAL SYSTEM

The Response and Recovery Division was enhanced with the addition of the National Disaster Medical System (NDMS). Although this program will transfer back to the U.S. Department of Health and Human Services in FY 07, its short stay in Region III fostered productive working relationships with a critical component of disaster response. Throughout the fiscal year, staff was involved in various conferences and exercises involving pandemic flu planning, the Disaster Mortuary Teams and Disaster Medical Assistance Teams.

### CONTINUITY OF OPERATIONS PLANNING (COOP)

#### Internal COOP Program

In FY 06, Region III took steps to improve its internal COOP program. National Preparedness personnel worked with a contractor to conduct an assessment of the region's COOP Plan and held workshops with each division in order to gather specific information to enhance the plan. The Region III Emergency Relocation Group held a remote-access exercise in September to test the region's ability to perform essential functions from facilities other than the COOP site, such as homes or Joint Field Offices. This exercise was modeled on a pandemic flu scenario, where social distancing measures would be in effect. The exercise successfully tested communications, remote access

and the Divisional COOP Implementation Checklists.

#### State and Local Outreach

Region III provided technical assistance in the COOP program to state and local partners throughout FY 06. In August, staff conducted training sessions in Pennsylvania and Washington D.C. The region also hosted a workshop for state COOP planners. This conference focused on states sharing lessons learned and best practices. Due to the positive reaction, this event will be hosted in FY 07 by the COOP program manager from one of the Region III states.

#### Other COOP Outreach

Region III coordinated a functional COOP exercise for the Pennsylvania Middle District U.S. Courts in March. Approximately 100 court system members participated, including several judges and the Chief Judge of the federal court systems.

The region also presented a COOP/Continuity of Government (COG) training seminar for the City of Philadelphia in May. The audience included 70 high-level agency commissioners and COOP points of contact within all major city agencies. The event included two mini-tabletop exercises, a training session, and a moderated question-answer period.

### NATIONAL INCIDENT MANAGEMENT SYSTEM

FEMA Region III has continued its commitment to providing assistance to state partners for implementation of the National Incident Management System (NIMS). To that end, the national preparedness division hosted monthly conference calls with state and local partners to offer guidance and technical assistance for the implementation and compliance with NIMS and the

National Response Plan. Staff arranged for a NIMS overview to be conducted in coordination with the Incident Command System (ICS) Train-the-Trainer courses in Maryland, Pennsylvania and West Virginia in FY 06. These efforts will continue into FY 07, with a regional NIMS Implementation Workshop scheduled for March 2007. Plans are being made to conduct site visits to each state Emergency Management Agency in order to provide assistance in NIMS compliance.

## **REMEDIAL ACTION MANAGEMENT PROGRAM**

The region continued to work to eliminate hurdles in disaster assistance processes, and to share lessons learned, as well as smart practices identified during exercises and actual disaster responses. The Remedial Action Management Program (RAMP) program has ensured that responsible action offices within FEMA take steps to remediate issues identified through reviews, referred to as “hot washes.”

During FY 06, the region completed RAMP hot washes following the summer floods for the Regional Response Coordination Center (RRCC) and four Joint Field Offices in Pennsylvania, Maryland, Delaware, and Virginia. Additionally, Region III staff completed a review for the Community Relations Response Center in Atlanta. Items noted in this hotwash were immediately implemented, resulting in improved systems and better support to field offices along the Gulf Coast.

## **REGIONAL EXERCISE PROGRAM**

In June 2006, staff began a quarterly conference call for state exercise officers to provide a forum to discuss new exercise initiatives and possible partnering for interstate exercise participation.

In May 2006, in conjunction with other U.S. Department of Homeland Security affiliates, Region III coordinated a two-day hurricane preparedness Table-Top Exercise (TTX) at Philadelphia’s Lincoln Financial Field. Normally the home of the city’s Philadelphia Eagles, for these two days the complex hosted 261 exercise participants, representing 25 federal departments and agencies, 31 state agencies, three local agencies, and 15 other private sector partner organizations.

The TTX was designed to improve interagency coordination in a number of functional areas including communications, mass care, evacuation, critical resource logistics and distribution, and emergency public information and warning. Specifically, the exercise measured the government’s ability to recognize capabilities and expectations for resource and volunteer management, and addressed expectations in dealing with protective measures and mass care for hurricane-related evacuations.

Similar preparedness exercises were held in other FEMA regions. Region III anticipates a repeat of these activities in the spring of 2007 as we get ready for the hurricane season.



### ***PHOTO CAPTIONS: (from top left to bottom right )***

***Philadelphia, Pa., May*** - Attendees at the Hurricane Preparedness Table-Top Exercise at Lincoln Financial Field.

***Southeastern, Va., October*** - An aerial photo showing the impact of heavy flooding on roads and rail lines.

***Harrisburg, Pa., June*** - The Susquehanna River crests at Market Street Bridge in Wilkes-Barre in the aftermath of severe storms, flooding and mudslides.

***Pennsylvania, June*** - A tree trunk is removed from atop a home days after a storm caused serious damage throughout much of the state.

***Virginia, September*** - Preliminary damage assessment teams gathered damage information, which was later used for a Presidential disaster declaration request.



# FEMA Strategic Goal - Three

## Prepare the Nation to Address the Consequences of Terrorism

**S**ince the U.S. Department of Homeland Security leads the unified national effort in securing America, it incorporates the mission of all appropriate agencies and departments in handling the aftermath of a terrorist attack. FEMA's expertise in the areas of response, continuity of services, training and coordination remain an integral part of national preparedness.

To accomplish these efforts, FEMA Region III maintains a wide variety of relationships with emergency management officials in all levels of government and law enforcement ranging from state Emergency Management agencies to anti-terrorism task forces.

## **COOPERATION AND COORDINATION**

National Preparedness (NP) staff participated in the U.S. Environmental Protection Agency's (EPA) planning meetings and Emergency Preparedness, Prevention and HazMat Spill Conference. They also worked with EPA and U.S. Coast Guard representatives to coordinate the Region III-sponsored 2007 Emergency Support Function (ESF) 10 Watchstander Training, which included a Regional Response Coordination Center (RRCC) exercise. The training's primary purpose was to give an overview of FEMA operations and the RRCC to those who staff ESF 10. After receiving positive feedback, NP is planning to expand the training in FY 07 to allow participation from other federal agencies.

### **Federal COOP Working Groups**

During FY 06, Region III continued to support the three regional Federal Executive Boards (FEBs) (Philadelphia, Pittsburgh, and Baltimore) with training, guidance, and exercise coordination.

The Philadelphia COOP Working Groups (CWGs) grew in size and scope this fiscal year with the addition of local support and coordination. Several training events brought together local emergency management officials and the CWG to discuss important issues, such as Philadelphia's emergency management response capabilities, evacuation philosophy and procedures, communication capabilities, and credentialing efforts.

Exercise Design training was held in January for the Philadelphia CWG, and the group agreed to hold a functional interagency COOP exercise, LIBERTY DOWN, in February, 2007. Rigorous planning continues for this event, which will be co-sponsored by the FEB and the Southeastern Pennsylvania Regional Counterterrorism Task Force (SEPRCTTF). Over 600 players from all levels of government will test their COOP plans under a common scenario.

In September, the Philadelphia CWG finished the fiscal year with exercise DETERMINED ACCORD, a pandemic flu interagency COOP exercise. This exercise brought together over 171 local, state, federal and private personnel to evaluate continuity capability during a pandemic event. The event

consisted of a morning tabletop exercise followed by an expert panel discussion with representatives from the Philadelphia and Pennsylvania Departments of Health, the Office of Personnel Management, the Southeastern Pennsylvania Regional Counterterrorism Task Force, the Delaware Valley Health Council, the Philadelphia Police Department, and Verizon Communications.

### **Training**

Region III held COOP Manager's Training for the Pittsburgh FEB in February and the Baltimore FEB in May. Steadfast Response, an inter-agency COOP tabletop exercise, was held for the Pittsburgh FEB in April.

### **Valuable Relationships**

On January 16, 2007, FEMA Region III participated in an Emergency Preparedness Briefing sponsored by Philadelphia's Anti-Terrorism Advisory Council. Other partners in the event included the U.S. Attorney's Office for the Eastern District of Pennsylvania, the Federal Bureau of Investigation, the City of Philadelphia, and the Southeastern Pennsylvania Regional Counterterrorism Task Force. This briefing was intended for local elected officials and for private sector executives. The focus of the briefing was to enhance the general knowledge of 110 officials regarding all hazards incident management, to identify some of the ongoing regional collaborations within the first responder community, and to present programs and resources available in the Delaware Valley. Presentations included updates on the SEPRCTTF, the City of Philadelphia's Ready Region Program, the Alert Philadelphia Network, and the National Response Plan.

In collaboration with the District of Columbia Emergency Management Agency (DCEMA), Region III hosted a National Capital Region (NCR) Evacuation Planning Meeting on February 6, 2007. In Fiscal Year 2007, the NCR began a project to improve its ability to support evacuation and mass care. On February 6, DCEMA staff met with FEMA Region III senior leaders and state counterparts to discuss the NCR mass care and evacuation project. Participants at the meeting identified areas where the region collaborates in planning for mass care and

evacuation.

Region III agreed to assist in developing common terminology and in coordinating regional issues where concerns crossed state borders.



***PHOTO CAPTION:***

*Philadelphia, Pa., Nov. - Response Operations staff led the semi-annual RISC meeting on November 7-8. The meeting was attended by 74 state and federal partners representing 13 different agencies, including state emergency management/homeland security, Federal Air Marshals, and Department of Defense.*





# FEMA Strategic Goal - Four

## Serve as the Nation's Portal for Emergency Management Information and Expertise

**E**ducation, training, and grant funding all help to enhance the knowledge of Region III's state and federal partners. Activities in these areas bring recognition to FEMA as a primary source of national emergency management information. Region III undertook several noteworthy initiatives in FY 06 to meet the challenges of turning FEMA into the Nation's Portal for Emergency Management Information and Expertise.

### MAP MODERNIZATION

Region III mitigation engineers awarded \$13.4 million in contract and Community Technical Partnership

(CTP) grant actions in FY 06. As a result, since FY 02, the region's total mapping program awards exceeded \$43 million. Mitigation completed 43 county-wide projects to date across the region. Projections included completing 26 county-wide projects in fiscal year 2007 and awarding approximately \$13 million in new engineering and mapping actions.

The U.S. Army Corps of Engineers' Product Delivery Team (PDT) delivered premier Map Modernization products, and received over \$2 million in FY 06 map modernization funds for engineering studies and reviews as well as Flood Insurance Rate Map creation.

### **ARP-DRIVEN INITIATIVES**

Fiscal Year 2006 represented a landmark year for the Administrative and Resource Planning (ARP) Division. ARP contributed by investing in staff, equipment and the regional office space enhancements.

#### **Boosting Response Capabilities Improvements**

Thanks to other ARP-driven initiatives, the region saw a substantial improvement in its disaster response capabilities.

Using FY 05 funds returned by the Office of Management and Budget (OMB), the regional office worked with FEMA HQ to upgrade the audio-visual capabilities of the R&R Operations Room, the RRCC, and each of the regional office's conference rooms at a cost of a little over half a million dollars.

Moreover, the RRCC was fitted with a new computer system, Blades, that allows the central processing units to be located in the Information Technology (IT) computer room, thus freeing up workstations.

To improve communication with the the regional office during deployments, computers were installed at the region's state Emergency Operation Centers. These will provide system connectivity for any State Liaison Officer (SLO) deployed to support that state. FY 05 funds were also used to purchase mini Sony VAIO computers for the SLOs use.

Using the same OMB funding, ARP was able to purchase nine additional Emergency Response Team - Advance Element (ERT-A) go-kits for the R&R division. This purchase, plus the addition of a new

cabinet to store and maintain the IT readiness of the ERT-A computers combine to enhance our ability to dispatch teams to disaster sites or a state EOC.

### **COOP**

In FY 06, Region III built upon the existing high-level COOP capabilities by purchasing new computers for the COOP site. These units will be stored in a new mobile cabinet at the site, always connected to the FEMA network to ensure continuous software updates. They will function as "pull-and-play" units, capable of being taken to another stand-up facility should the need arise.

In addition, a new COOP file server is now in place. Each member of the Emergency Relocation Group (ERG) was issued a VAIO portable computer for uninterrupted capability in the event the region "Coops" at a location other than the designated facility.

Region III further bolstered its disaster response and COOP capabilities through the distribution of thumb drives, the purchase of additional BlackBerries, and the provision of Air Cards for the VAIO computers. Watch Duty Officers and some ERG members were provided with software giving them printer, copier, scanner and fax capabilities outside the office.

Lastly, the region purchased a portable video teleconference for use in or out of the office.

### **Office Space**

The region's office space and working environment also underwent changes to induce a more efficient working environment in FY 06.

To improve privacy and noise abatement levels, partition heights were extended at designated points in the office while six new work stations were set up in the regional office, annex on the seventh floor. Work spaces also saw the replacement of the seven-year old chairs and an augmentation of storage space with the acquisition of new two-drawer file cabinets.



#### **PHOTO CAPTIONS:** (top to bottom)

*Pennsylvania - A public affairs officer provides an update on FEMA disaster relief efforts.*

*Regional Office - Advanced Blades IT equipment such as this displayed in this photo, have enhanced the region's emergency operations by ensuring constant readiness of the office's computers.*

*West Virginia - A satellite link is established to allow disaster victims to access information.*



# FEMA Strategic Goal - Five

## Create a Motivating and Challenging Work Environment for Employees

**R**egion III worked to do its part in encouraging a workforce that carries out the FEMA mission with integrity and dedication. The management team kept staff abreast of new developments through seminars and meetings and provided opportunities for professional growth.

### A COMMITTED WORKFORCE

The Administrative and Resource Planning (ARP) Division was instrumental in successfully acquiring an additional \$21,000 in Disaster Relief Training funds for the Mitigation Division. These funds were used to conduct two offerings of *Powerful Presentations* in June 2006. This course impro-

ved the ability of the division's Disaster Assistance Employee (DAE) cadre to present vital mitigation information during public meetings and presentations to public officials during disaster declarations.

### Staff Development

Utilizing its designated employment training / development funds and other resources, ARP funded 15 individual training requests and provided a Contracting Officer's Technical Representative (COTR) group training, an agency priority, and a Microsoft Project 2003 class. ARP also sponsored a U.S. Department of Agriculture Appropriations Law course - a regional priority.

Moreover, concerns regarding mission assignments prompted ARP to host and instruct the "Mission Assignment Billing, Reimbursement and Closeout" course for the region's Emergency Support Functions (ESFs). Attendees learned how the Disaster Finance Center processes bills and what to do to ensure reimbursement. ARP also assisted the NIMS Integration Center and emergency management officials in meeting FY 07 NIMS requirements to train state and local middle managers in the Incident Command System (ICS) 300 and 400. The Incident Command System Train-the-Trainer course was offered in Maryland, Pennsylvania, and West Virginia.

### Regional Employee Orientation Program

A new Employee Orientation Plan was rolled out by ARP. The program includes: job aids for managers; in-processing checklists for Human Resources, Finance, and Information Technology (IT) personnel; and an Individual Development Plan to familiarize employees with training requirements. The comprehensive plan set mandatory requirements in the areas of technical/job related skills, leadership development and pre-retirement training.

### DAE Support

In support of the 455 regional DAEs, ARP provided the newly revised "Conditions of Employment Policy" to all reappointed DAEs, and participated in the Human Resource Cadre Focus Group at the Emergency Management Institute

(EMI) in February 2006.

### MaxHR

ARP has been preparing for the implementation of MaxHR, the new Department of Homeland Security Human Resources Management. Informational briefings were conducted for all region employees. The region also hosted MaxHR Performance Leadership Training May 22 - 24, 2006, with individuals from FEMA Region V, Headquarters, the Preparedness Directorate, and regional staff in attendance.

### ARP at a Glance

The following chart reflects ARP's contracting/acquisition and financial management accomplishments for this fiscal year.

ARP at a Glance	
* Interagency Agreements	15 actions totaling \$3.8 million
* Map Modernization Awards	17 actions totaling \$6.6 million
* Additional Purchase Orders / Mods	26 actions totaling \$600,000
* Regional Allocations	Successfully obligated 99 percent of regional allocations
* Regional Closeouts	Regional closeouts for FY06 include 5 FEMA-State Agreements, 54 programs, 45 mission assignments

Efforts in meeting the HR 95/95 hiring initiative are shown in the table below:

Human Resources 95/95 Hiring Initiatives				
	Authorized Hires Onboard	Losses	Filled	Percent Filled
As of 10/01/05	80		68	85%
Net Hires		8		
Net Losses		9		
As of 09/30/06	90		67	74%

As of December 2006.

### Government Card Oversight

Region III's Citibank Delinquencies Monitoring program continues to yield positive results, which shows a delinquency decline from 15 to four percent for the permanent full-time (PFT) staff and a decline of 13 to five percent for regional DAEs. Our efforts include counseling, issuing warnings, assessing points, and processing terminations.

### PHOTO CAPTIONS:

*Philadelphia, Pa., March - (top photo) Senior management prepared pancakes during the annual "Employee Appreciation Day."*  
*Philadelphia, Pa., May - (from bottom left to right) Pictured are employees being recognized for their many years of federal service.*



# FEMA Strategic Goal - Six

## Make FEMA a World-Class Enterprise

**T**he ability to keep disaster victims, elected officials, and news media informed about individual preparedness and the recovery process is crucial. External Affairs grasped opportunities throughout the year to disseminate information to government officials and the general public to enhance the nation's understanding of FEMA's programs and role in emergency management.

### OUTREACH

In April 2006, the External Affairs office provided hurricane preparedness information to Region III's Congressional delegation, consisting of brochures and booklets on mitigation and the National Flood Insur-

ance Program. Fact sheets were provided that outlined ways in which FEMA was working closely with state and local governments to ensure all levels of government are prepared to respond to disasters. This literature assisted congressional aides in responding to questions from constituents.

### Congressional Field Hearing

On August 15, 2006, Pennsylvania Rep. Michael Fitzpatrick (District 8) sponsored a Congressional hearing in Bucks County to focus on the major flooding that severely and repeatedly impacted the area since 2004. The meeting was represented by influential county and local officials such as the Chairman of the Bucks County Commissioners, the Mayor of New Hope, a Yardley Borough Council member and Borough Manager, and the Executive Director of the Delaware River Basin Commission. Also in attendance were an insurance executive and a flood victim. FEMA Mitigation Division Director and Federal Insurance Administrator David I. Maurstad testified before the committee on issues concerning NFIP, mitigation, and flood maps. Region III Mitigation Director Gene Gruber and Federal Coordinating Officer Tom Davies attended the hearing.

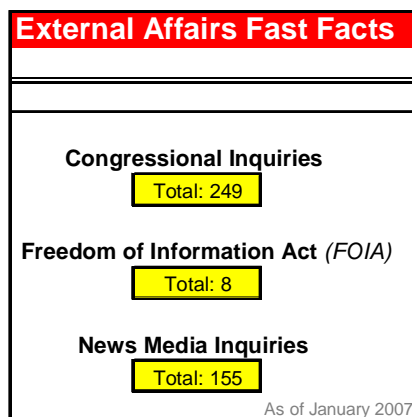
### Director Visits Delaware County, Pa.

On March 11, 2006, Pennsylvania Rep. Curt Weldon (District 7) invited FEMA Director David Paulison to speak at the Primos-Secane-Westbrook Park Fire Company in Upper Darby. The External Affairs staff accompanied Mr. Paulison on the visit. Director Paulison spoke on FEMA's recovery efforts in Louisiana, Mississippi, and Alabama and thanked members of the audience for contributing to the recovery. Attendees consisted of local fire and Emergency Medical Services personnel.

### A Prepared Nation

In keeping with the Agency's vision of having a prepared nation, Region III's Public Affairs cadre worked in close coordination with FEMA Headquarters to develop a hurricane preparedness Public Service Announcement (PSA) for television. The PSA was designed to motivate the public to prepare for hurricanes and flooding. The concept was initiated during a disaster recovery operation in

Maryland, 1652-DR-MD. In conjunction with the operation's deputy federal coordinating officer, public affairs developed a script and traveled to the National Hurricane Center in Miami, Florida, to videotape Dr. Max Mayfield, the director of the National Hurricane Center. Public Affairs developed a plan for airing the PSAs in strategic media markets throughout the region.



A chart reflecting the number of external requests received in Region III.

### School Donations

In helping local communities, Administration and Resource Planning donated over 160 pieces of computer equipment to Archbishop Ryan High School in Philadelphia and Townsend Elementary School in Townsend, Delaware. The equipment included desktop computers, monitors, laptops and printers, which enhanced teaching and learning capabilities in both schools.

#### PHOTO CAPTIONS: (from top left to bottom right)

**Philadelphia, Pa., May** - A Maryland presidential disaster declaration was the catalyst for a joint FEMA-National Hurricane Center Public Service Announcement (PSA) encouraging the public to prepare for storms and flooding. National Hurricane Center Director Dr. Max Mayfield is featured in the PSA.

**Philadelphia, Pa., May** - In recognition for its call to duty and diligence during the 2005 hurricane season, Region III was awarded top honors by the Philadelphia Federal Executive Board during its "Excellence in Government Awards" ceremony. Kevin Koob accepts the gold medal on behalf of the region.

**Upper Darby, Pa., March** - FEMA Director David Paulison poses with Congressman Curt Weldon and Philadelphia firefighter David Goble during his visit to the Primos-Secane-Westbrook Park Fire Company.

**Upper Darby, Pa., March** - Local residents and officials hold a symbolic \$440,000 check showing the amount donated for the Hurricane Katrina Relief Fund.

**Yardley, Pa., Aug.** - House Financial Services Committee Chair Rep. Michael G. Oxley, (OH-R), (right), calls the meeting to order as Rep. Michael Fitzpatrick (PA-R), reviews remarks.

**Yardley, Pa., Aug.** - David I. Maurstad, FEMA's Mitigation Director and Federal Insurance Administrator, testifies before the House Financial Services Committee on the National Flood Insurance Program.

## ACRONYMS

<b>AED</b>	Automatic External Defibrillator
<b>ARP</b>	Administration and Resource Planning
<b>CAP</b>	Community Assistance Program
<b>CAP-SSSE</b>	Community Assistance Program - State Support Services Element
<b>CAV</b>	Community Assistance Visits
<b>COG</b>	Continuity of Government
<b>COOP</b>	Continuity of Operations
<b>CRS</b>	Community Rating System
<b>CTP</b>	Cooperating Technical Partners
<b>CWG</b>	COOP Working Group
<b>DAE</b>	Disaster Assistance Employee
<b>DCE</b>	Defense Coordinating Element
<b>DMAT</b>	Disaster Medical Assistance Team
<b>DMORT</b>	Disaster Mortuary Team
<b>DRF</b>	Disaster Relief Fund
<b>EEO</b>	Equal Employment Opportunity
<b>EHP</b>	Environmental Historic Program
<b>EMA</b>	Emergency Management Agency
<b>EMI</b>	Emergency Management Institute
<b>EMS</b>	Emergency Medical Services
<b>EMT</b>	Emergency Management Teams
<b>EMMIE</b>	Emergency Management Integrated Environment Mission
<b>EOC</b>	Emergency Operations Center
<b>EPA</b>	Environmental Protection Agency
<b>ERG</b>	Emergency Relocation Group
<b>ERT-A</b>	Emergency Response Team - Advance Element
<b>ESF</b>	Emergency Support Function
<b>FCO</b>	Federal Coordinating Officer
<b>FEB</b>	Federal Executive Board
<b>FEMA</b>	Federal Emergency Management Agency
<b>FMA</b>	Floodplain Management Association / Flood Mitigation Assist
<b>FMAP</b>	Flood Mitigation Assistance Program
<b>FOIA</b>	Freedom of Information Act
<b>FY</b>	Fiscal Year
<b>HHS</b>	Health and Human Services
<b>HMGP</b>	Hazard Mitigation Grant Program
<b>HPE</b>	Hurricane Preparedness Exercises
<b>HRK</b>	Household Repair Kit
<b>ICS</b>	Incident Command System
<b>IOF</b>	Interim Field Office
<b>IRR</b>	Initial Response Resources
<b>IT</b>	Information Technology

## ACRONYMS

<b>JFO</b>	Joint Field Office
<b>MERS</b>	Mobile Emergency Response Support
<b>MMMS</b>	Map Modernization Management Support
<b>NDMS</b>	National Disaster Medical System
<b>NFIP</b>	National Flood Insurance Program
<b>NIC</b>	National Instrumentation Center / NIMS Integration Center
<b>NIMS</b>	National Incident Management System
<b>NP</b>	National Preparedness
<b>OSHA</b>	Occupational Health and Safety Administration
<b>PDA</b>	Perliminary Damage Assesments
<b>PDM</b>	Pre-disaster Mitigation
<b>PDT</b>	Product Delivery Team
<b>PFO</b>	Principal Federal Official
<b>PFT</b>	Permanent Full Time
<b>POC</b>	Point of Contact
<b>PSA</b>	Public Service Announcement
<b>RAMP</b>	Remedial Action Management Program
<b>R&amp;R</b>	Response and Recovery
<b>RISC</b>	Regional Interagency Steering Committee
<b>RRCC</b>	Regional Response Coordination Center
<b>RRT</b>	Regional Response Team
<b>SEPTA</b>	Southeastern Pennsylvania Transportation Authority
<b>SEPRCTTF</b>	Southeastern Pennsylvania Regional Counterterrorism Task Force
<b>SERT</b>	State Emergency Response Team
<b>SHPO</b>	State Historic Preservation Office
<b>SPAWAR</b>	Space and Naval Warefare Systems Command
<b>TTX</b>	Tabletop Exercise





**FEMA**

One Independence Mall  
Sixth Floor  
615 Chestnut Street  
Philadelphia, PA 19106-4404  
215-931-5608  
[www.fema.gov](http://www.fema.gov)  
<http://r3.fema.net/>