



NEWAYGO COUNTY EMERGENCY OPERATIONS PLAN 2015-2017



**AN ALL HAZARDS EMERGENCY PLAN DEVELOPED TO COORDINATE RESPONSE
TO DISASTER OR SEVERE EMERGENCIES OF NATURAL, MAN-MADE, WARTIME,
TECHNOLOGICAL, OR TERRORISM ORIGIN.**

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Part I - Introduction

Purpose

The purpose of the Newaygo County Emergency Operations Plan is to save lives, minimize damage, and enhance emergency response operations during any incident within Newaygo County. This plan sets forth the emergency response organizational structure and management system under which Newaygo County will operate. It describes how different government and non-government entities will interact with each other to respond effectively during any disaster or emergency situation. In addition, this plan assigns various emergency objectives and responsibilities that may need to be performed when circumstances call for response and recovery measures outside the realm of normal operations.

Objectives

The objectives of the Newaygo County Emergency Operations Plan are:

1. To provide guidance for Emergency Operations Center Staff during an emergency.
2. To establish clear lines of authority and responsibility for managing an emergency.
3. To describe the operating concepts and the organization and support systems required to implement the Emergency Operations Plan.
4. To educate Functional Section Leaders, Supporting Entities, and Participating Entities on their roles and responsibilities before, during, and after an incident.
5. To empower Functional Section Leaders, Supporting Entities, and Participating Entities to act quickly and knowledgably during an incident through the development, maintenance, and exercising of the Emergency Operations Plan.
6. To establish and maintain an effective and comprehensive emergency management program.

Plan Components

The developed guidelines and procedures for dealing with existing and potential emergency incidents are defined in the plan below. The program policy, basic plan and the functional and hazard-specific annexes outline an organized, systematic method to mitigate, prevent, prepare for, respond to, and recover from incidents.

Emergency Management Program Framework

The Emergency Management Program Framework describes and establishes a comprehensive, local emergency management program that incorporates the five phases of prevention, preparedness, response, recovery, and mitigation.

Basic Plan

The Basic Plan describes the purpose, scope, situation, policies, and concept of operations for the response and recovery activities to an emergency or crisis.

Functional Annexes

The Functional Annexes describe the actions required to respond to or recover from any emergency or crisis. They include:

- Direction and Control
- Warning
- Communications
- Public Information
- Damage Assessment
- Law Enforcement
- Fire Services
- Public Works
- Emergency Medical Services
- Public Health
- Human Services
- Resource Management

Hazard Annexes

The Hazard Annexes describe the actions required to respond to or recover from a specific hazard. They are:

- CBRNE Terrorism
- Hazardous Materials
- Severe Weather
- Flood / Dam Failure
- Winter / Ice Storm
- Wildfire
- Wildland Search and Rescue
- Pipeline Emergency

Appendices

This section provides supporting information such as a glossary, the Record of Revision, and the State Plan Review document

PUBLIC ACCESS
(Supervised and Documented Access For Official Use Only)

The Emergency Management Program Policy and Basic Plan sections of the Newaygo County Emergency Operations Plan are public documents. Access to both are available on the Newaygo County Emergency Services Department Website at <http://www.countyofnewaygo.com/EmergencyServices.aspx>

A full copy of the Newaygo County Emergency Operations Plan is maintained at the Newaygo County Clerk's Office for public viewing only. All Functional Annexes and Hazard Specific Annexes, which include Checklists, Attachments, and Forms are considered except from the Michigan Freedom of Information Act (MCL 15.243y). Unauthorized possession of this information to the extent that it pertains to a specific vulnerable target could constitute a violation of the Michigan Anti Terrorism Act (MCL 750.543r).

The information contained in this document is intended for official emergency preparedness use only.

NEWAYGO COUNTY EMERGENCY OPERATIONS PLAN 2015 - 2017



PART II - EMERGENCY MANAGEMENT PROGRAM FRAMEWORK



AN ALL HAZARDS EMERGENCY PLAN DEVELOPED TO COORDINATE RESPONSE TO DISASTER
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OVERVIEW

Emergency Management

Emergency management is the managerial function charged with creating the framework within which communities reduce vulnerability to hazards and cope with disasters. Emergency management seeks to promote safer, less vulnerable communities with the capacity to cope with hazards and disasters with the mission of protecting communities by coordinating and integrating all activities necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from threatened or actual natural disasters, acts of terrorism, or other man-made disasters.

Emergency management must be:

1. **Comprehensive:** emergency managers consider and take into account all hazards, all phases, all stakeholders and all impacts relevant to disasters.
2. **Progressive:** emergency managers anticipate future disasters and take preventive and preparatory measures to build disaster-resistant and disaster-resilient communities.
3. **Risk-driven:** emergency managers use sound risk management principles (hazard identification, risk analysis, and impact analysis) in assigning priorities and resources.
4. **Integrated:** emergency managers ensure unity of effort among all levels of government and all elements of a community.
5. **Collaborative :** emergency managers create and sustain broad and sincere relationships among individuals and organizations to encourage trust, advocate a team atmosphere, build consensus, and facilitate communication.
6. **Coordinated:** emergency managers synchronize the activities of all relevant stakeholders to achieve a common purpose.
7. **Flexible:** emergency managers use creative and innovative approaches in solving disaster challenges.
8. **Professional:** emergency managers value a science and knowledge-based approach based on education, training, experience, ethical practice, public stewardship and continuous improvement.

History of Emergency Management

The first governmental emergency management intervention in the United States occurred in 1803. This is when a Congressional Act was passed to help a New Hampshire town recover from a destructive fire. This ad hoc intervention was really the only emergency management task that the federal government undertook until the next century. In the early part of the 20th century, President Roosevelt created several programs to stimulate the economy, including programs that focused on emergency management like the 1934 Flood Control Act.

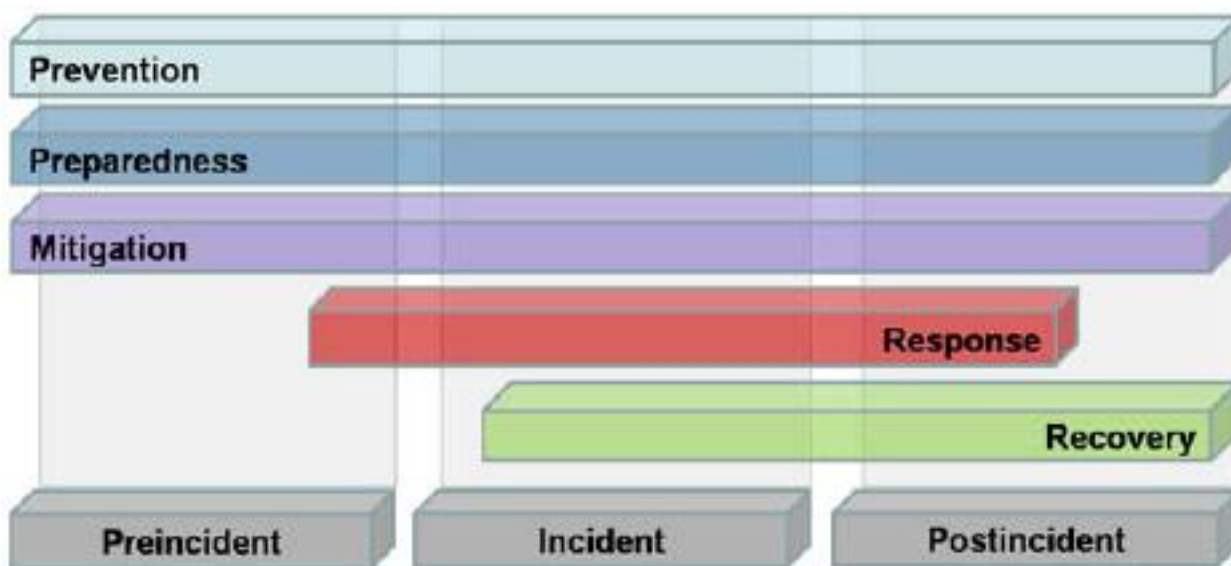
The next era of government emergency management intervention started at the end of World War II. The initiation of the Cold War created a need for an emergency management program that would prepare the American people in the event of a nuclear attack on the U.S. Natural disaster preparedness was pretty much ignored during this decade, mainly because there were few natural disasters to contend with. To handle the emergency management needs of the country the Federal Civil Defense Administration and the Office of Defense Mobilization were created. However, the bulk of the emergency management strategies implemented during this era were community based.

During the 1960s and the 1970s the United States' emergency management strategy changed lanes and focused more on natural disasters. This was due to 3 major natural disasters that traumatized the U.S. during the 1960s. In response to the new threats to U.S. citizen security, the Kennedy Administration created the Office of Emergency Preparedness. This agency was responsible for handling natural disaster planning and response, while the Department of Defense was left in charge of civil defense issues. During the 1970s emergency management in the U.S. was fragmented and ineffective. To centralize emergency management activities President Carter established FEMA. The final two decades of the 20th century saw further flip flops in U.S. emergency management focus. However, by the end of the 1990s, Project Impact had finally ushered in an era of all inclusive emergency management planning strategies.

Emergency management has evolved significantly since 1803 when the Congressional Act was first passed. Today, emergency management focuses on being proactive with an emphasis on maintaining a comprehensive emergency management that incorporates the five phases of **prevention, preparedness, response, recovery, and mitigation**.

The Five Phases of Emergency Management

Only by integrating planning efforts and the National Incident Management System (NIMS) in the five phases can jurisdictions produce an effective emergency management and homeland security program.



Phase 1 - Prevention

Prevention happens when property and lives are protected by those that identify, deter or stop an incident from occurring. Activities that may include these types of countermeasures can include:

- Heightened inspections
- Improved surveillance and security operations
- Investigations to determine the full nature and source of the threat
- Public health surveillance and testing
- Immunizations
- Isolation or quarantine

Phase 2 - Preparedness

Preparedness is the phase of emergency management in which governments, organizations, and individuals assess risks; develop plans to save lives and minimize damage; and enhance emergency response operations. Preparedness includes the research, development, and testing of:

- Risk analysis and assessments
- Emergency Management Plans
- Emergency Training and Exercises
- Warning and Notification Systems
- Emergency Communication Systems
- Equipment Supplies and Resources
- Emergency Operation Centers
- Resource Inventories
- Emergency Personnel Contact Lists
- Mutual Aid Agreements
- Public Education Techniques and information dissemination methods

Phase 3 - Response

Response is that phase in emergency management, during and following an emergency or disaster, in which governments, organizations, and individuals act to provide emergency assistance to people and property. They seek to minimize further injuries or fatalities; to limit property damage; and to speed recovery operations. Response activities include:

- Determination of the Type of Incident, its Scope, and its Location
- Dispatch of “on-duty” Emergency Service Personnel or Teams
- Notification of “Stand-by” or Emergency Service Organizations
- Development of Incident Action Plans (IAPs)
- Notification of Mutual Aid Groups
- Implementation of Emergency Management/Operation plans
- Declaration of Emergencies
- Issuance of Public Advisories and Warnings
- Command and Control of Incidents
- Field Operations, including Medical Assistance, Search, Rescue, and Security
- Evacuations and Shelter Operation Centers
- Activation of Emergency Operations Centers

Phase 4 - Recovery

Recovery is that phase of emergency management, which continues after an event or incident, until all systems are restored to normal operations. Short term recovery operations focus on returning vital life support systems (roads, bridges, power, telephones,

water, sewer, food distribution, etc.) to minimum operating standards. Long term recovery is aimed at restoring life in an area to normal or improved levels. Often recovery also includes mitigation measures to reduce the potential impact of a repeat event. Recovery activities include:

- Damage Assessment
- Financial Aid in the Form of Insurance, Low-Interest Loans, and Grants
- Counseling Programs
- Temporary Housing
- Reconstruction
- Relocation

Phase 5 / Mitigation

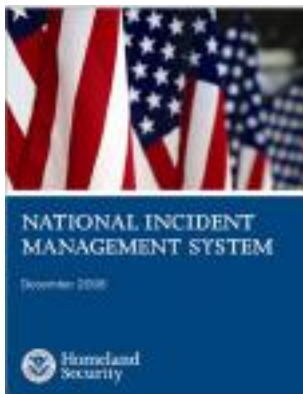
Mitigation is the long-term phase of emergency management which aims to reduce or eliminate the impacts or probability of a disaster. It also includes activities which reduce the effects of unavoidable disasters. Mitigation activities include:

- Improvements in Building Codes
- Zoning and Land Use Management
- Safety Codes
- Code Enforcement
- Public Education
- Planning

Disasters are forever imposing on communities and for a variety of reasons occur with greater frequency. Population increases have influenced sprawl and development of what use to be rural and farm lands, away from the urban, centralized cities. As a result, people must consider the reality of facing a natural or man-made disaster where they reside, travel or work. Planning for the inevitable incident can help alleviate the consequences of a disaster.

National Influences on Program Management

National Incident Management System



On February 28, 2003, the President issued Homeland Security Presidential Directive (HSPD)–5, *Management of Domestic Incidents*, which directs the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS). This system provides a consistent nationwide template to enable Federal, State, local, and tribal governments and private-sector and nongovernmental organizations to work together effectively and efficiently to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity, including acts of catastrophic terrorism.

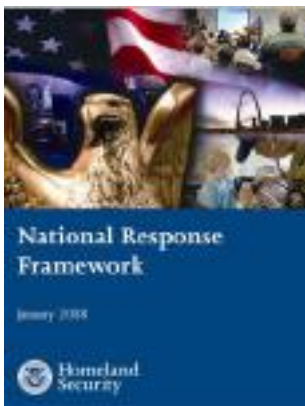
Building on the foundation provided by existing incident management and emergency response systems used by jurisdictions and functional disciplines at all levels, NIMS integrates best practices that have proven effective over the years into a comprehensive framework for use by

incident management organizations in an all hazards context (terrorist attacks, natural disasters, and other emergencies) nationwide. It also sets in motion the mechanisms necessary to leverage new technologies and adopt new approaches that will enable continuous refinement of the NIMS over time. NIMS was developed through a collaborative, intergovernmental partnership with significant input from the incident management functional disciplines, the private sector, and nongovernmental organizations.

The NIMS represents a core set of doctrine, concepts, principles, terminology, and organizational processes to enable effective, efficient, and collaborative incident management at all levels and includes critical components including: 1) Utilization of the incident command system; 2) Public Information Systems; 3) Preparedness Planning. Institutionalization of NIMS in a community's government, public, and non-governmental agencies is critical for an effective jurisdiction wide emergency management program.

National Response Framework and National Disaster Recovery Framework

The National Response Framework (NRF) and National Disaster Recovery Framework (NDRF)

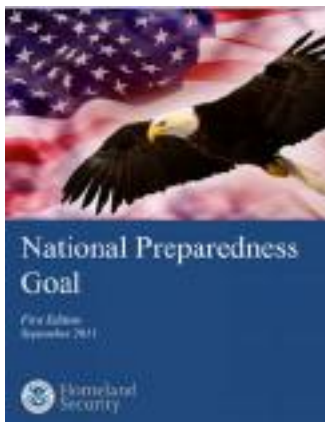


provide guiding principles for all levels of government to work together when responding to and recovering from a major incident. When local jurisdictions become overwhelmed and resources are exhausted, the State steps in to provide assistance and if this is not enough, the Governor may then request for federal assistance, in this case the NFR & NDRF are then used to provide for an effective coordination of response from the federal, through the State, to the local government. The response from the federal government is divided into 15 functional areas called Emergency Support Functions (NRF) with an additional 6 Recovery specific functions from the NDRF.

The NRF works hand in hand with the National Incident Management System (NIMS). The NIMS provides the template for the management of incidents, while the NRF provides the structure and mechanisms for national-level policy for incident management.

National Preparedness Goal and Core Capabilities

The National Preparedness Goal was released in September of 2011 under Presidential Policy



Directive 8: National Preparedness (PPD-8) which describes the Nation's approach to preparing for threats and hazards that pose the greatest risk to the security of the United States. This Directive required the establishment of a National Preparedness Goal—an overall target that the entire nation will strive to achieve; the development of a National Preparedness System to provide the processes for achieving the Goal and for measuring our collective progress along the way; and an annual National Preparedness Report to summarize progress.

Under the National Preparedness Goal there are 31 core capabilities—identified and defined through a collaborative process involving federal

departments and agencies, state and local government officials, and individuals from across the entire community—that we as a nation must build and sustain in order to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk to the Nation. Those capabilities include activities such as intelligence and information sharing; screening, search and detection; vulnerability reduction; mass care services; housing; and economic recovery, etc.

Using the core capabilities, we achieve the National Preparedness Goal by:

- Preventing, avoiding, or stopping a threatened or an actual act of terrorism.
- Protecting our citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows our interests, aspirations, and way of life to thrive.
- Mitigating the loss of life and property by lessening the impact of future disasters.
- Responding quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.
- Recovering through a focus on the timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.

Target Capabilities List

The Target Capabilities List (TCL) supports the Core Capabilities under the National Preparedness Goal by providing guidance on the specific capabilities and levels of capability that Federal, State, local, tribal, and non-governmental entities should develop and maintain in order to ensure readiness for all hazards. The TCL provides references and baseline information for 37 capabilities across the prevention, protection, response, and hazard mitigation mission areas derived from the National Planning Scenarios. While the 37 capabilities found in the TCL are not the only capabilities that should be built and maintained, they are those that have the highest payoff in terms of national readiness.



The TCL is also designed to serve as a reference document to assist jurisdictions in understanding what actions they may take to build and sustain capabilities, as well as to help align the development and delivery of Federal preparedness assistance programs. By using the Target Capabilities List, local jurisdictions measure their capabilities against the list, identifying shortfalls and making corrective actions. In addition, local exercises are designed around using the national planning scenarios which allows for local jurisdictions to determine required capabilities already identified using pre-developed scenarios.

Integrated Planning System

The Integrated Planning System (IPS) is designed to enhance the preparedness of the nation by establishing a standard and comprehensive approach to emergency planning. Initially developed for federal agencies, over time it is expected that state and local jurisdictions will adapt to the system and align and synchronize planning efforts with the federal government so that the system will be used as a collaborate effort amongst all levels of government. To help move this effort foreword, the Comprehensive Preparedness Guide (CPG) 101 is a guide for federal, state, local, and tribal jurisdictions to use a standard planning process and develop their emergency operation plan, meeting all necessary and required plans components. Together, IPS and CPG 101 support national vertical integration by clearly articulating federal planning procedures to State, local, and tribal governments.



National Preparedness Directorate (NPD)

Mandated out of the Post Katrina Emergency Management Reform Act (PKEMRA), the National Preparedness Directorate (NPD) strives to achieve a Nation prepared through a comprehensive cycle of planning, organizing and equipping, training, exercising, and evaluating and improvement planning. The Preparedness Cycle provides a process for enhancing preparedness and the NPD provides the doctrine, programs, and resources to help entities implement the Cycle. The NPD prioritizes its resources to align Federal, State, local and tribal governments, as well the private and non-governmental sector, toward a state of increased preparedness for all hazards. Additionally, the NPD has established organizational structures that align key roles and responsibilities across the Nation. State and local partnerships have also been built through the FEMA Regions and are sustained through the Annual Program Guidance.

Emergency Management Accreditation Program (EMAP)

The EMAP is a standard-based voluntary assessment and accreditation process for government programs responsible for coordinating prevention, mitigation, preparedness, response, and recovery activities for natural and human-caused disasters. Accreditation is based on compliance with collaboratively developed national standards, the Emergency Management Standard by EMAP.

National Fire Protection Agency, Standard 1600

The NFPA 1600 establishes a common set of criteria and terminology for disaster management, emergency management, and business continuity programs. This standard provides those with the responsibility for disaster and emergency management and business continuity the specific criteria to assess current programs or to develop, implement, and maintain a program to prevent, mitigate, prepare for, respond to, and recover from disasters and emergencies.

THE EMERGENCY MANAGEMENT SYSTEM

The general nature of most emergencies and disasters requires prompt response and effective action. This can best be obtained from existing agencies of federal, state and local government. For this reason, such governmental agencies constitute the basic framework of the emergency management system in Michigan. In those situations where governmental agencies cannot accomplish all necessary and appropriate emergency functions, the private sector augments existing forces.

Local Government

In accordance with the provisions of the Michigan Emergency Management Act, each county shall appoint an Emergency Management Director/Coordinator and enabling legislation creating an emergency management program. Municipalities with a population of 10,000 or more may have also elected to appoint an Emergency Management Director/Coordinator and establish an emergency management program. A jurisdiction must have an appointed Emergency Management Director/Coordinator and meet other criteria established by the Emergency Management and Homeland Security Division, Department of Michigan State Police, to be formally recognized as an emergency management program. Coordination between the Emergency Management and Homeland Security Division and local emergency management programs is accomplished through the Emergency Management and Homeland Security Division District Coordinator.

State Government

At the state level, the Director of the Department of State Police is the State Director of Emergency Management and Homeland Security in accordance with Act 390, P.A. 1976, as amended (The Michigan Emergency Management Act). The Director maintains an Emergency Management and Homeland Security Division within the Department of Michigan State Police. The commanding officer of the Emergency Management and Homeland Security Division is designated as Deputy State Director of Emergency Management and Homeland Security. The Emergency Management and Homeland Security Division consists of headquarters staff and field (District) Coordinators - each in charge of a specific area of the state. The Emergency Management and Homeland Security Division coordinates the comprehensive emergency management activities of mitigation, preparedness, response and recovery for state and local government.

Federal Government

Federal emergency management programs are primarily coordinated by the Federal Emergency Management Agency (FEMA) under direction from the Department of Homeland Security (DHS). FEMA maintains seven regions, each in charge of coordinating emergency preparedness activities within their assigned states. FEMA works with DHS and other federal agencies to

coordinate federal emergency management activities with state and local government to ensure a common system of emergency management for the nation.

Newaygo County's Emergency Services Program

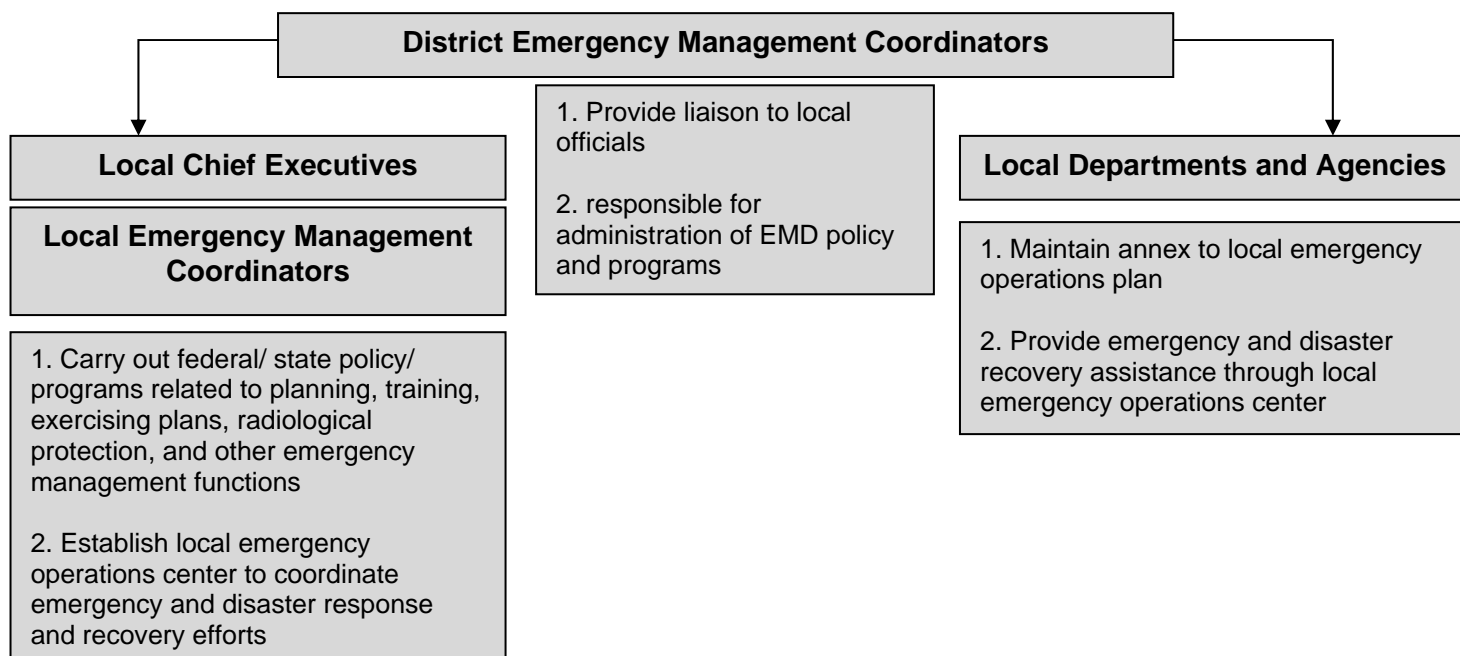
Newaygo County's Emergency Management Program was established in the late 60's. Originally known as the Civil Defense Program, the first Director, Victor R Johnson, was responsible for the establishment of county's first Emergency Operations Center in 1967. His predecessor Dick Black managed four Presidential Disaster Declarations back to back including the flood of September 1975, ice storm of March 1976, and January Blizzards of 1977 and 1978. In the early 1980s, the program was renamed to the Emergency Services Department. Donald Betts became the county's first Emergency Services Director. He directed the program for over 20 years and managed the County's largest disaster, the Flood of 1986. With the addition of Homeland Security in 2002, the focus on the program grew. When Don retired in 2006, Newaygo County re-evaluated the program and determined the need to move from a part time program to a full time program. Russ Kolski was brought in to manage the transition period. The current program director, Abigail Watkins was appointed in January of 2007 by the Newaygo County Board of Commissioners as the first full time Emergency Services Director in Newaygo County.

Newaygo County's program is supported by the Newaygo County Board of Commissioners through legislation entitled as the "Resolution Establishing Emergency Management/ Homeland Security Policy and Organization for Newaygo County" resolution number 01-005-15 dated January 28, 2015. This document provides legal authority to the program and assigns critical responsibilities to government officials. In addition to the administrative support provided by local government, the emergency management program is also supported through the Federal Emergency Management Agency's Emergency Management Performance Grant (EMPG) as administered by the State of Michigan. This program provides partial funding to local emergency management programs that successfully implement emergency management efforts in accordance with current state and federal emergency management principles and practices.

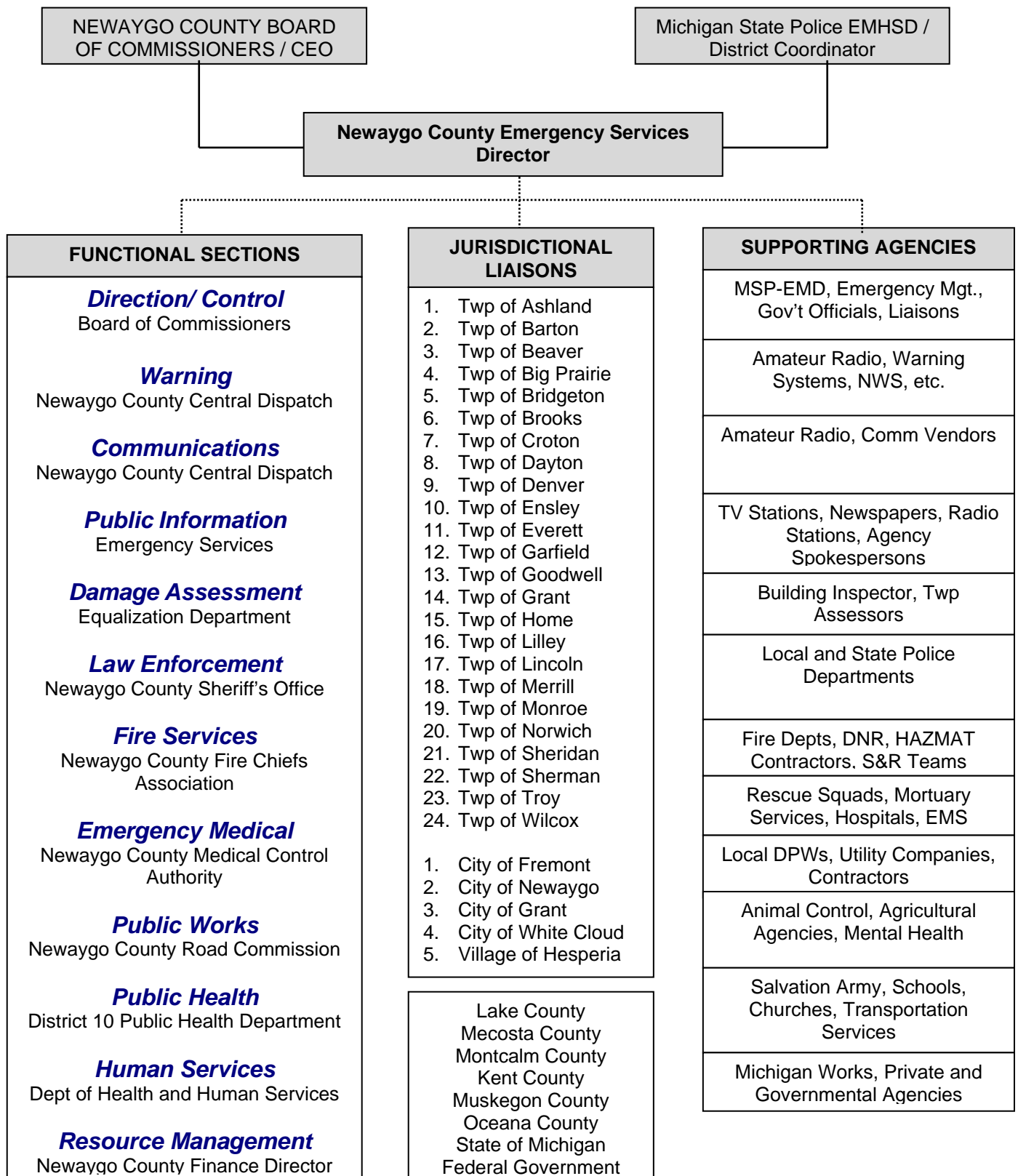
The Newaygo County Emergency Services Department has utilized federal and state support to maintain a comprehensive and progressive program. Standard staffing consists of a full-time Director and part-time volunteer coordinator. In addition to paid staff, Newaygo County Emergency Services utilizes the Community Emergency Response Team (CERT) and Medical Reserve Corps (MRC) Programs to support basic disaster response, emergency preparedness, and general emergency management duties. A local Emergency Operations Center (EOC) provides a central point for all emergency management department operations, including supporting the Emergency Operations Center role. This integration of department and EOC facility allows local officials to conduct planning sessions (i.e. local emergency planning team meetings), deliver training courses, host tabletop and functional exercises, and maintain emergency equipment all at a single site which improves familiarity with incident management operations.

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graph TD; President[President] --> Governor[Governor]; President -.-> FEMA[Federal Emergency Management Agency (FEMA)]; Governor --> SDEM[State Disaster of Emergency Management (Director, Department of State Police)]; Governor -.-> State[State Departments and Agencies]; SDEM --> EMD[Emergency Management Division]; FEMA --> FEMA_List[1. National emergency management policy<br/>2. Provide emergency management funds and advice/ guidance to state and local government]; State --> State_List[1. Appoint individual to coordinate departmental emergency management activities through the Emergency Management Division<br/>2. Maintains annex to Michigan Emergency Management plan];
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The diagram illustrates the organizational structure and responsibilities related to emergency management in Michigan. At the top, the **President** and **Governor** are shown. The President has a solid arrow pointing to the Governor and a dashed arrow pointing to the **Federal Emergency Management Agency (FEMA)**. The Governor has a solid arrow pointing to the **State Disaster of Emergency Management (Director, Department of State Police)** and a dashed arrow pointing to **State Departments and Agencies**. The State Disaster of Emergency Management has a solid arrow pointing to the **Emergency Management Division**. FEMA is associated with a list of responsibilities: 1. National emergency management policy, and 2. Provide emergency management funds and advice/ guidance to state and local government. State Departments and Agencies are associated with a list of responsibilities: 1. Appoint individual to coordinate departmental emergency management activities through the Emergency Management Division, and 2. Maintains annex to Michigan Emergency Management plan.



NEWAYGO COUNTY EMERGENCY SERVICES ORGANIZATION



STRATEGIC PLAN

Purpose

In order to ensure an effective emergency management program, the Local Emergency Management Director/Coordinator needs to continually assess the jurisdiction's program and develop methods for keeping it current. Developing a strategic plan provides purpose and direction for an emergency management program by taking the time to envision what the program should be and where the program should be going in comparison with historical accomplishments. This information provides the Local Emergency Management Director/Coordinator and the Local Emergency Advisory Committee with a method to continually evaluate how the program is functioning and guide ongoing efforts to improve effectiveness.

Considerations

Emergency Management Director/Coordinators begin by discussing with community officials (i.e. officials identified in the existing Emergency Plan and/or Local Emergency Advisory Committee representatives) what their impressions of what the community's emergency management program are, and where it should be going. Directors/Coordinators also evaluate the completeness of their program by completing or reviewing accepted emergency management assessment guidance such as the EMD PUB - 206, *"Emergency Management Standards Workbook and Assessment Guide."*, Emergency Management Accreditation Program "E.M.A.P.", or the N.F.P.A. 1600 *"Standards for Local Emergency Management"*. Additionally, new Emergency Management Directors/Coordinators communicate with other Emergency Management Directors/Coordinators with similar size and scale programs and representatives from professional emergency management associations (i.e. Michigan Emergency Management Association) in discussions that provide guidance, resources, and examples of emergency management practices that have proven successful in other communities.

New Emergency Management Directors/Coordinators immediately begin to participate in formal training in the emergency management profession by courses provided by the Federal Emergency Management Agency, Michigan State Police Emergency Management Division, and other federal, state, and local sources. Formal training provides Emergency Management Directors/Coordinators with an educated understanding of what their new job entails and what professional practices to implement in their local program.

The Strategic Plan

After evaluating the community's emergency management needs and the community's future, a vision of the community's emergency management program must be developed without limiting the possibilities because of current funding trends or politics. From this vision, a mission statement for the emergency management program is developed, formally documenting the reason for the existence of the emergency management program and direction for the growth of

the program. The mission statement provides a direction that may need to take a few bends in the road with it being reasonable to expect to take five to ten years to accomplish long-term goals.

After developing a mission statement, long-term goals must be identified to accomplish the statement. Long-term goals involve multiple activities that need to be completed, many of which may take several years to accomplish and may need to be changed due to current influences. These long-term goals reflect the community's intent for the program. The goals are reviewed annually to determine whether they are still appropriate and relevant and are also reviewed to measure how the program is doing in accomplishing the goals, and whether they are appropriate for the mission statement.

Based on the long-term goals, a list of short-term goals or objectives to help achieve the long term goals are developed. As with the long-term goals, these are also reviewed annually to determine how the program is doing, and to determine whether the short-term goals are still pertinent. Short-term goals are used to generate the Annual Work Agreements developed between Local Emergency Management Directors/Coordinators and the Emergency Management and Homeland Security Division.

Newaygo County's Multi-Year Strategic Plan

Newaygo County ensures the consistent progression of its local emergency management program through the establishment of a system designated as "Program Progression". The Program Progression system focuses on the development, maintenance, and implementation of regular evaluations and corrective measures, and advances the local program's capabilities and performance. Activities of this system include:

- Annually evaluating the program's performance to standards described in accepted emergency management assessment methodologies. The primary of these is the Emergency Management Accreditation Program (EMAP), the NFPA 1600 Standards For Emergency Management, the national Targeted Capabilities List (TCL's), National Incident Management System Capability Assessment Tool (NIMSCAST), and Homeland Security Exercise Evaluation Program (HSEEP).
- Using assessment information as a basis for revising long-term goals and short-term goals or objectives in the "Multi-Year Strategic Plan" that describes the Program's plans and performance for three operational years
- Allocating specific periods, usually calendar year "quarters", to focus on each of the identified goals and objectives. This schedule is carefully coordinated with the State – Local EMPG Work Agreement to ensure a synchronized, mutually beneficial timeline of activities.
- Ongoing evaluation of "Annual Goals" and resulting objectives to keep the program focused on improvement areas, resulting in a final annual evaluation of performance.

Newaygo County Strategic Plan

Vision Statement:

To provide for a comprehensive, community based, all-hazard Emergency Management program that meets or exceeds established standards described in the Emergency Management Accreditation Program (EMAP) by utilizing nationally accepted industry standards and best practices.

Mission Statement:

To provide for the protection, mitigation, preparedness, response, and recovery from natural, technological, and human-made disasters within the County of Newaygo; to provide for the coordination and utilization of all resources in the county in an emergency or disaster situation; and to provide a means through which the Newaygo County Board of Commissioners may exercise the authority and discharge the responsibilities in them by Act 390, Public acts of 1976 as amended and Newaygo County Resolution 01-005-15, dated January 28, 2015.

Long Term Goals:

1. Develop/maintain **Administrative** capability through continual support of program staffing, financial, policy, and legislative elements.
2. Develop/maintain a **Program Progression** process to ensure a multi-year strategic plan that supports the continual improvement and development of the jurisdiction's emergency management program.
3. Develop/maintain an active **Local Emergency Planning Team** to ensure community participation and teamwork in emergency management program activities.
4. Develop/maintain a comprehensive **Emergency Plan** that effectively and efficiently describes the jurisdiction's response and recovery to natural, man-made, and technological emergencies/disasters.
5. Develop/maintain an effective **Resource Management** system that provides for the rapid identification and utilization of jurisdiction personnel, equipment, funds, and services.
6. Develop/maintain **Site Emergency Plans** required by legislation and/or community risk for hazardous facilities, areas, and/or situations as necessary to enhance the jurisdiction's emergency plan.
7. Develop/maintain a current **Hazard Analysis** that provides an accurate description of the jurisdiction's threat, risk, and vulnerability as to support local emergency planning and mitigation efforts.
8. Develop/maintain **Hazard Management and Mitigation** projects focused on improving the jurisdiction's resistance to emergencies and disasters.

9. Develop/maintain a **Community Outreach** program that supports public understanding of emergency management programs, hazard awareness, and preparedness issues.
10. Develop/maintain **Training** programs that support the education and skills necessary for stakeholders to effectively implement duties described in the Emergency Plan.
11. Develop/maintain an effective **Exercise** program that supports the practical application of program elements to various scenarios and allows for pre-event response experience.
12. Regularly utilize routine, emergency, and disaster **Response** events to improve community coordination, capabilities, and experience for utilization in future emergency/disaster events.

LOCAL EMERGENCY PLANNING TEAM (LEPT)

Purpose

An effective emergency management program must have the support and commitment of many different individuals and organizations. As no one organization or person can accurately portray an entire community, it takes a communal effort to accurately portray the jurisdiction's emergency management system. The development of an advisory council / planning team provides a method of ensuring the emergency management program reflects the community. Also, if all organizations with an emergency management role take an active part in developing critical program components, they will have ownership in the program.

Emergency management activities require a great deal of time and effort on the part of many people, most of whom already have other day to day responsibilities. Therefore, it is vitally important to secure the support and commitment of the key policy makers in the community. The leaders of the community must convey that emergency management activities are necessary and important, and should rank high in organizational work priorities. One common way of accomplishing this is by having the governing body pass a resolution directing departments and organizations to work cooperatively in emergency management activities and expressing the governing body's support of such efforts. Emergency Management Directors/Coordinators frequently utilize a public officials' conference to share information pertaining to emergency management to gain support for their programs. The Emergency Management Director/Coordinator can also show agencies' with emergency management responsibilities why their roles are important and how to better implement them.

Advisory Council Function

The purpose of the Advisory Council Function is to oversee and resolve issues relevant to emergency management. The Advisory Council Function should regularly provide goals and focus for the entire emergency management program. Members performing the Advisory Council Function should be from both the private and public sectors with roles in emergency management. Representatives are invited to discuss their roles in the emergency management program. In some community's this role is handled by the Local Emergency Planning Committee created under SARA, Title III.

Planning Team Function

The purpose of the Planning Team Function is to write and maintain the community's emergency management documents.

Planning Team members should possess the following characteristics:

- authorized to speak for their organization
- able to commit organization resources
- able to make changes in their organization
- possess good writing and organizing skills
- experienced with disaster response

It should be noted the Advisory Council Function and Planning Team Function may or may not be performed by the same membership. This is most common in smaller jurisdictions with limited personnel. In larger communities, the Advisory Council will consist of the highest ranking official from governmental agencies who may delegate planning responsibilities to a subordinate. Planning team members should be a representative of their section.

A system must be established to determine who should be a part of the Advisory Council and Planning Team. In most communities, the Chief Elected Official may appoint members through some pre-existing system. In others the Chief Elected Official will rely on the Emergency Management Director/Coordinator to identify potential members. It is up to the community to determine what positions are needed for the functions.

Newaygo County Local Emergency Planning Team (LEPT)

The Newaygo County Local Emergency Planning Team was established in 2007 by the Newaygo County Board of Commissioners via Resolution 04-012-07 as the permanent Emergency Management advisory body serving the functions of the Homeland Security Local Planning Team (LPT), SARA Title III Hazardous Materials Local Emergency Planning Committee (LEPC), Citizen Corps Council, and Hazard Mitigation Planning Council to provide a forum for representatives of local government, private businesses, and public organizations to participate in community emergency planning and preparedness activities. This provides for a consistent approach to activities by an established team of officials involved in all aspects of emergency management.

The Local Emergency Planning Team (L.E.P.T.) is composed of community agency officials assigned key roles in the jurisdiction's emergency plan and chaired by the Emergency Services Director, is a primary component of the jurisdiction's multi-disciplined, community approach to emergency management. This group meets regularly, as needed, and/or at the request of the CEO or Director to develop procedures for mitigation, preparedness, response and recovery from emergencies or disasters. At a minimum, the Local Emergency Planning Team meets bi-monthly to specifically review the EAG and ensure that it is current and operationally ready. The team also directs training and exercising (testing) of the plan.

The Local Emergency Planning Team comprises the Emergency Operations Center Officials and consists of 3 identifiable ranks:

- **“Section Leaders”** are assigned by the Chief Elected Official (CEO) and the Emergency Services Director and have the responsibility for maintaining a functional component of the jurisdiction’s emergency plan. Next to the CEO or Director, these officials are the highest ranking officials within the emergency management system, managing the critical functional components of the Emergency Plan.
- **“Supporting Entities”** are identified to represent agencies/organizations that provide key services to the entire jurisdiction. These are usually county government agencies, or entities that provide county-wide coverage of services. These entities are necessary to support the functional components of the plan and are vital to the local emergency management system.
- **“Participating Entities”** are single jurisdiction, or smaller entities that provide an emergency service covering only a single area or task. They support emergency operations in an important, but limited manner within the emergency management system.

LEPT Activities and Functions

All Emergency Services activities within Newaygo County are coordinated through the Newaygo County Local Emergency Planning Team (LEPT). These officials work together with the Emergency Services Director to support the emergency management program in providing a multi-disciplined, community wide approach to emergency readiness. The following are the functions and activities the LEPT is responsible for:

LEPT Functional Operations

- | | |
|--|---|
| • Emergency Advisory Council (EMAP) | • Emergency Planning Committee (EMAP) |
| • Local Emergency Planning Committee (SARAI) | • Local Planning Committee (Homeland Security Grant Program) |
| • Citizen Corps Council (CERT, and MRC) | • Hazard Mitigation Committee (Hazard Mitigation Act of 2000) |
| • EOC Officials Group | |

Sample Annual LEPT Activity List

- | | |
|-----------------------------------|--------------------------------|
| • Capability Assessment | • Training |
| • Emergency Plan Maintenance | • Exercise |
| • Emergency Mgt. Operations | • Public Education |
| • Site / Hazard Specific Planning | • Hazard Analysis / Mitigation |

Newaygo County Local Emergency Planning Team

Council Position	Title	Organization
Direction & Control	Chairperson	County Commissioners
Direction & Control	Director	Emergency Services
Direction & Control	Public Safety Chairperson	County Commissioners
Direction & Control	Municipal Government Liaison	Municipal Government Board
Warning & Communications	Director	Newaygo County Central Dispatch
Warning & Communications	Amateur Radio Coordinator	RACES / ARES
Damage Assessment	Director	Equalization Department
Public Information	Director	Emergency Services
Law Enforcement	Sheriff	Sheriff Department
Law Enforcement	Post Commander – Hart	Michigan State Police
Law Enforcement	Police Chiefs Representative	Police Chiefs Association
Fire Services	President	Fire Chiefs Association
Fire Services	Planning Representative	Fire Chiefs Association
Emergency Medical	Chair	Newaygo County Medical Control
Emergency Medical	Emergency Planning Coordinator	Spectrum Health Gerber Memorial Hospital
Emergency Medical	Life EMS	EMS Representative
Emergency Medical	Pro Med EMS	EMS Representative
Emergency Medical	Director	Newaygo Co Medical Care Facility
Emergency Medical	Director	Transitional Health Services
Public Works	Manager	Road Commission
Public Health	Public Health Officer	Public Health Department
Public Health	Director	Community Mental Health
Human Services	Director	Department of Health and Human Services
Human Services	Emergency and Social Services Director	American Red Cross
Human Services	Director	Commission On Aging
Human Services	Volunteer Coordinator	Citizen Corp
Resource Management	Finance Director	Newaygo County Administration

*** Bolded representatives within the LEPT Membership List are the Functional Section Leaders.

HAZARD ANALYSIS

Purpose

The hazard analysis is the foundation upon which all emergency planning efforts in the community are built. In fact, preparing a good hazard analysis and community profile is the first step that the community's emergency planning team should take in building an effective emergency management program. A hazard analysis provides an understanding of the potential threats facing the community. By pinpointing the location, extent and magnitude of past disasters or emergency situations, and by examining knowledge of new or emerging risks, it is possible to determine the probability of such events occurring and the vulnerability of people and property. Coupled with relevant land use, economic and demographic information from a well prepared "community profile," Emergency Management Directors/Coordinators can make assumptions about those segments of the community that might be impacted by various types of incidents. This, in turn, allows them to set priorities and goals for resource allocation and response, recovery and mitigation activities prior to an incident occurring. Collectively, these decisions are the cornerstone of the community's emergency management program and should guide all decisions pertaining to community emergency management activities.

Hazard Analysis Development

One of the most effective methods of developing a community hazard analysis is to divide the task into three distinct, but equally important tasks. The first step is to identify those hazards to which the community is susceptible. The second step is to develop a community profile of the community's major land use, demographic and economic trends and patterns to determine which segments of the community might be impacted. The third and final step is the actual analysis of the information, that is, determining the level of community vulnerability based on the identified hazards and existing community trends and patterns. Coupling this information with the results of the community's Capability Assessment can help identify the community's strengths and weaknesses, and provides the basis for the community emergency management program.

Step 1: Hazards Identification

All local hazard analysis in the State of Michigan should be based on EMHSD PUB - 103, "Michigan Hazard Analysis." This document presents a comprehensive study of the various types of disasters and emergencies that have confronted the State of Michigan, as well as those hazards that have the potential to occur. From this document, it is possible to identify potential community hazards and gather information about the community's potential exposure and vulnerability to those hazards. Although this provides an excellent overview hazards from a statewide perspective, it is important to build upon this information to more specifically focus on the local jurisdiction. This requires local research conducted through local libraries, historical organizations, newspapers, broadcast media, chambers of commerce, insurance companies and other community entities (even private

citizens) that may be able to provide insight and information about past disaster events and local hazard areas. The Emergency Management Director/Coordinator must also review previous hazard analysis and identify changes in the community. The information should be recorded on a map or maps to provide an accurate geographic portrayal of the community's hazard base.

Step 2: Community Profile

A community profile provides information about key segments or elements of the community's makeup. It examines the land use pattern, the transportation network, demographic breakdown of the population, key industries, locations of key community facilities, major community organizations, and other information that is relevant to the community's existence. Simply put, preparing a community profile requires answers to the 5 W's of the jurisdiction. Who are we, where are we located, what do we do, and when, and why do we exist, what is the community's main "reason for being"? Answers to many of these questions have already been prepared by other community agencies, such as the planning department, chamber of commerce, economic development authority, aging office, community college or university, school district, etc. In most cases, this information can be utilized from information acquired from those organizations after adaptation into the proper format. As initially locating the information is critical, broadening the search for information also helps complete the job faster and generates support and "buy-in" for the end product from agencies assisting in the information gathering. This information is recorded on a map or maps (as per the hazard identification step outlined above) to indicate the geographic relationship of key facilities, population distributions and land use patterns to the identified hazards.

Step 3: Analysis of Hazards and Vulnerability

The third step in the process, the actual "analysis" portion of the hazard analysis, comes when the hazard identification information is combined with the community profile. At this point, it is possible to determine and "analyze" the potential impact of these hazards on the community, or vulnerability. This requires a lot of "what ifs" to be asked. It is in answering the "what ifs" that the community can determine where its strengths and weaknesses lie in its capability to respond to, recover from and mitigate the consequences of the hazards to which it is susceptible. When matched with the community's Capability Assessment this analysis allows the community to determine its strengths and weaknesses, and then design an emergency management program that is tailored to its needs and resources.

Considerations

While examining EMHSD PUB - 103, "Michigan Hazard Analysis" to identify those hazards to which the community may be susceptible, it is important to consider both natural and technological hazards. This must be followed up with extensive research with local agencies and organizations, the media, and, if appropriate, private citizens. Identifying hazards or hazard areas

that may be specific to the community due to its location or function (its “reason for being”) is crucial. Transferring this information onto one or more maps provides an accurate, complete portrayal of the community’s hazard base.

Land use, demographic, economic and other pertinent community-related information must be examined to identify clusters of population, land uses and key facilities that may be susceptible to damage or be severely impacted. This information must also be transferred onto one or more maps. Overlaying and comparing the information contained in the hazard identification (Step #1) with the community profile information (Step #2) helps determine where vulnerability is greatest, and what its impact might be. This information helps determine what types of actions might have to be taken to prepare for, respond to, recover from, or mitigate against the hazards to which the community (or segments of the community) might be vulnerable. These concerns can be noted into specific items for improving capability in conjunction with the Capability Assessment.

Newaygo County Hazard Analysis

The Newaygo County Hazard Analysis was developed in collaboration with Newaygo County Emergency Services, the Local Emergency Planning Team, West Michigan Shoreline Regional Development Commission, and community officials to provide a documented description of the community’s identified hazard’s, possible risk, and potential vulnerabilities to support local emergency planning and mitigation activities. The 2012 Michigan Hazard Analysis (MSP EMHDS Publication 103) was utilized as the guiding document in the development of each of the Hazard Sections. The current 2015 Hazard Analysis has been extensively revised from the previous 2007 edition to mirror the revised 2012 Michigan Hazard Analysis. These changes make the plan not only compliant with FEMA planning standards, but with larger EMAP standards as well, with a full consideration of natural hazards, technological hazards, human-related hazards, as well as greater linkages between hazard mitigation and the other phases of emergency management—preparedness, response, and recovery.

Although addressing more than 30 identified types of hazards within the 2012 Michigan Hazard Analysis, local planning considerations have resulted in Newaygo County’s existing hazards being organized into 12 major hazard classes. This method has allowed for an effective planning approach for a variety of reasons. First, the Newaygo County Emergency Operations Plan is an all-hazard document dependent on implementation of emergency functions, not related to specific hazard response. In example, many flood hazards require similar planning, response, and mitigation measures despite their specific type. Second, Newaygo County is a moderately sized jurisdiction with its population and resources concentrated in villages and cities, creating a need to generalize hazards. Concentrating on the primary local considerations for the entire hazard class allows for a more efficient planning process that otherwise analyzing each of the individual hazards.

The following relates Newaygo County's Hazard Classes to the Michigan Hazard Analysis 2012 Document.

Newaygo County Hazard Analysis	Michigan Hazard Analysis
Natural Hazards	
Thunderstorm	<ul style="list-style-type: none"> Thunderstorm Hail Lightning
Tornadoes	<ul style="list-style-type: none"> Tornadoes Severe Winds
Severe Winter Weather	<ul style="list-style-type: none"> Extreme Cold Ice and Sleet Snow Storms
Flooding	<ul style="list-style-type: none"> Riverine Flooding Dam Failure Great Lakes Shoreline
Drought	<ul style="list-style-type: none"> Drought Extreme Heat
Wildfires	<ul style="list-style-type: none"> Wildfires
Technological Hazards	
Fires	<ul style="list-style-type: none"> Structural Fires Scrap Tire
Hazardous Materials	<ul style="list-style-type: none"> Fixed Site Nuclear Power Pipeline Accidents Transportation Oil & Gas Well
Infrastructure Failure	<ul style="list-style-type: none"> Infrastructure Energy Emergencies
Transportation	<ul style="list-style-type: none"> Transportation Accidents
Human Related Hazards	
Public Health	<ul style="list-style-type: none"> Public Health Emergencies
Criminal Incidents	<ul style="list-style-type: none"> Civil Disturbances Terrorism and Similar Criminal Activities

Non-significant Hazards

Earthquakes

In the early 1800s there were several mild earthquakes reported in Southern Lower Michigan. With limited documentation the exact number is difficult to determine, however, no severely destructive earthquakes have ever been documented in Michigan. According to the Michigan Hazard Analysis, Michigan is not located in an area subject to major earthquake activity. Although there are fault lines in the bedrock of Michigan, they are now considered relatively stable. Based on recent scientific studies, portions of southern lower Michigan could be expected to receive minor damage were such an earthquake to occur. Newaygo County is outside the earthquake threat zone.

Nuclear Power

Currently, Michigan has three operational commercial nuclear power plants which include the Enrico Fermi 2 Plant near Monroe just south of Wayne County, The Donald C. Cook plant near Bridgman in Berrien County, and the Palisades Plant near South Haven in Van Buren County. A fourth plant, the Big Rock Point plant near Charlevoix, was closed in 1997 and is now decommissioned. There are also four Nuclear Testing and Research Facilities in Michigan which include The University of Michigan Cyclotron and Reactor in Washtenaw County, Michigan State University Cyclotron and Reactor in Ingham County, The Dow Reactor in Midland County, and The Michigan Tech Graphite Moderator Reactor. Newaygo County is outside of the Emergency Planning Zone for all Nuclear Power Plants located in Michigan.

Hazard Ranking

As each hazard is unique in its dynamics, any of the listed hazards can be equally devastating in its occurrence. As such, the hazard rankings are listed for planning purposes only. They are in no way a scientific result demonstrating that one hazard should be focused on more than any other. Instead, it is important for the jurisdiction to focus on the most potentially hazardous aspects of the hazard itself. In example, tornadoes occur with minimal warning time but strike a small area. Flooding occurs with a slower time of onset yet affects a larger area. As such, local efforts should be focused on improving tornado warning systems and flooding mitigation measures and implemented appropriately.

<u>Rank</u>	<u>Hazard Score</u>	<u>Hazard Classification</u>
# 1	7.55 pts	Flooding
# 2	7.40 pts	Infrastructure Failure
# 3	6.95 pts	Wildfires
# 4	6.65 pts	Thunderstorm
# 5	5.90 pts	Tornado
# 6	5.90 pts	Severe Winter Weather
# 7	5.75 pts	Fires
# 8	5.75 pts	Criminal
# 9	5.45 pts	Hazardous Materials
# 10	5.36 pts	Transportation Accidents
# 11	5.30 pts	Public Health
# 12	4.07 pts	Drought

HAZARD MITIGATION

Purpose

Hazard mitigation is any action taken before, during, or after a disaster to permanently eliminate or reduce the long-term risk to human life and property from natural, technological, and man-made hazards. It is an essential element of emergency management, along with preparedness, response, and recovery. There is a cyclical relationship between the four phases of emergency management. A community prepares for a disaster, and then responds when it occurs. Following the response, there is a transition into the recovery process, during which mitigation measures are evaluated and adopted. This, in turn improves the preparedness posture of the community for the next incident and so on. When successful, mitigation will lessen the impacts to such a degree that succeeding incidents will remain incidents and not become disasters.

Hazard mitigation strives to reduce the impact of hazards on people and property through the coordination of resource programs, and authorities so that, at the very least, communities do not contribute to the increasing severity of the problem by allowing repairs and reconstruction to be completed in such a way as to simply restore damaged property as quickly as possible to pre-disaster conditions. Such efforts expedite a return to “normalcy”; however, replication of pre-disaster conditions results in a cycle of damage, reconstruction, and damage again.

Hazard mitigation is needed to ensure that such cycles are broken, that post-disaster repairs and reconstruction take place after damages are analyzed, and that sounder, less vulnerable conditions are produced. Through a combination of regulatory, administrative, and engineering approaches, losses can be limited by reducing susceptibility to damage. Hazard mitigation provides the mechanism by which communities and individual can break the cycle of damage, reconstruction, and damage again.

Recognizing the importance of reducing community vulnerability to natural and technological hazards, Newaygo County is actively addressing the issue through the development and subsequent implementation of this plan. The many benefits to be realized from this effort – protection of the public health and safety, preservation of essential services, prevention of property damage, and preservation of the local economic base, to mention just a few – will help ensure that Newaygo County remains a vibrant, safe, enjoyable place in which to live, raise a family, and conduct business.

State, Indian Tribal, and local governments are required to develop a hazard mitigation plan as a condition for receiving certain types of non-emergency disaster assistance. Please visit the [Hazard Mitigation Assistance](https://www.fema.gov/hazard-mitigation-assistance) page at <https://www.fema.gov/hazard-mitigation-assistance> for more information on the specific plan requirements for the various mitigation grant programs, as well as FEMA funds available for mitigation plan development and mitigation projects.

Critical Actions

There are several steps that the community must take prior to a disaster occurring to mitigate the hazards to which it is susceptible:

1. **Establishing a formal hazard mitigation committee.** A community mitigation committee must be established to perform the critical tasks of identifying mitigation needs, establishing mitigation goals and objectives, and prioritizing potential projects and measures to achieve the stated goals and objectives. EMHSD PUB - 207, "Local Hazard Mitigation Planning Workbook," provides step-by-step guidance for carrying out these activities. The committee also must monitor the community's land use planning to ensure that mitigation goals and objectives are being considered in the day-to-day land use decisions being made (see item 3 below).
2. **Implementing selected mitigation measures.** The hazard mitigation committee oversees the implementation of the measures selected, per step 1 above. It may only be possible to lessen the community's vulnerability to a disaster, not remove the risk. The committee bases its planning efforts and project selection on the community Hazard Analysis, so that those hazards to which the community is most susceptible are addressed before those hazards that are less relevant. Mitigation projects are prioritized according to those that can (and should) be done immediately, and those that can wait (or must wait) for available funding. The committee issues mitigation reports or studies of the committee's research to the community's legislative board on an annual basis. This document is updated as projects are implemented and new projects are chosen for implementation or annually.
3. **Working with community planners to integrate mitigation concepts into future land use planning and decision-making.** For hazard mitigation efforts to be truly successful, mitigation concepts must be integrated into the community's land use planning and decision-making processes. The relationship between wise land use planning and the lessening of a community's vulnerability to hazards is clear. Preventing a problem in the first place is much more desirable than attempting to back and correct the problem at a later time. Coordination between the Emergency Management Director/Coordinator, Emergency Planning Committee, the Hazard Mitigation Committee, and community planners is essential if the community is to reduce its exposure and vulnerability to hazards. By working together, these groups can help ensure that hazard mitigation principles are factored into every land use decision, and that mitigation efforts are less likely to be discarded in the future.
4. **Participation in federal and state mitigation programs and initiatives.** The Hazard Mitigation Committee must ensure that the community participates in federal and state mitigation initiatives. These include such programs as the National Flood Insurance Program (NFIP), Hazard Mitigation Grant Program, the Hazard Mitigation Act, etc.

Such programs are critical for the local community to be in compliance with national and state mitigation strategies. The Hazard Mitigation Committee must review information provided in EMHSD Pub – 207 and other current emergency management resources for such programs.

Hazard Mitigation Committee Activities

Establishing a hazard mitigation committee is key to getting the community's mitigation effort off the ground. This requires obtaining the support of key officials from the legislative/executive bodies, involved agencies, and appropriate private entities. Consideration for member individuals who have knowledge and experience in the appropriate hazard and have a vested interest in reducing the community's exposure and vulnerability to hazards is crucial. The committee must represent a cross-section of the community, with members from both the public and private sectors. Once established, regular meetings must be established and maintained as necessary to support project activities. Invitation of the public to attend the meetings and offer input on possible mitigation measures that could be implemented is also an important factor.

Establishing an administrative mechanism that allows the mitigation committee to comment on all major development proposals presented to the planning commission or other body for approval is of significant benefit. This would help ensure that mitigation principles, goals and objectives are considered in the land development process.

Newaygo County Hazard Mitigation

Newaygo County's Hazard Management Plan combines the Newaygo County Hazard Analysis with the Newaygo County Hazard Mitigation Plan. The plan was originally developed starting in 2004 in collaboration with Newaygo County Emergency Services, the Local Emergency Planning Team, West Michigan Shoreline Regional Development Commission, and community officials pursuant to the Hazard Mitigation Act of 2000. In 2008, the plan was adopted by the Newaygo County Board of Commissioners and then received FEMA final approval on June 30, 2008.

Mitigation planning regulations state that "a local jurisdiction must review and revise its plan to reflect changes in development, progress in local mitigation efforts, and changes in priorities, and resubmit it for approval within 5 years in order to continue to be eligible for mitigation project grant funding." In 2011, Oceana County was awarded a grant to update the FEMA-approved hazard mitigation plans for Lake, Mason, Muskegon, Newaygo, and Oceana counties. The West Michigan Shoreline Regional Development Commission (WMSRDC) was hired to work with each county to perform the updates and facilitate local adoptions of the plans.

The 2015 edition of the Newaygo County Hazard Management Plan was created through cooperation and coordination between Newaygo County Emergency Services and WMSRDC. Newaygo County assumed responsibility for performing the hazard analysis, which included creation of a community profile and the identification and evaluation of hazards within the county. WMSRDC was responsible for ensuring the plan satisfies the requirements of a FEMA-approved

hazard mitigation plan. The plan was approved by the Newaygo County Board of Commissioners in July 2015 and then received FEMA final approval on August 3, 2015.

In addition to the Newaygo County Hazard Management Plan, Newaygo County maintains a Community Wildfire Protection Plan. This is a supporting plan to the Hazard Management Plan that identifies and prioritizes Wildland/Urban Interface areas within Newaygo County for hazardous fuels reduction treatments and recommends methods for achieving hazardous fuels reductions. In addition, the plan outlines measures for reducing fire danger to the structures throughout Newaygo County at risk communities. The Newaygo County Community Wildfire Protection Plan was adopted by the Newaygo County Fire Chiefs Association, the Newaygo County Board of Commissioners, and the Michigan Department of Natural Resources and Environment State Forester in 2010. Due to mitigation activities that have taken place under the Secure Rural Schools and Self-Determination Act of 2000 Title III National Forest Revenues, this plan is scheduled to be updated in 2015 - 2016.

Newaygo County Hazard Mitigation Goals and Objectives

Goals are general guidelines that explain what the county wants to achieve. They are usually long-term and represent global visions such as “protect public health and safety”. Objectives define strategies or implementation steps to attain the identified goals. Objectives are more specific and measurable than goals, making them more likely to have a defined completion date. The development of clear goals and objectives helps clarify problems, issues, and opportunities in hazard mitigation as well as other areas. An important feature of developing them is raising community awareness of the relationship between community development practices and the level of hazard vulnerability and risk. Raising citizen awareness can also help gain support for ongoing mitigation planning efforts.

The following goals and objectives were established for hazard mitigation efforts in Newaygo County in the inaugural edition of the Newaygo County Hazard Management Plan (approved by FEMA in 2008). They were based on input from county officials, local media, emergency management officials, fire and police officials, local planning and zoning officials, elected officials, and critical facility managers as well as from LEPT members.

For the 2015 updated edition of this plan, the inherited goals and objectives were reviewed by the Newaygo County Hazard Mitigation Advisory Team. It was determined that the goals and objectives remain valid, as therefore no significant changes or additions were proposed during this review. The two foremost factors contributing to this conclusion were that: 1) conditions within the county have remained generally the same since the previous edition of this plan; and 2) the results of the hazards evaluation were comparable to the previous hazards evaluation.

The overall goal of hazard mitigation is to reduce or eliminate the long-term risk to human life and property from the full range of disasters.

Goal 1 – Protect public health and safety.

- Objective 1.1 Assure that threat recognition (watches) and warning systems are adequate and appropriate and that they utilize the latest technology.
- Objective 1.2 Protect infrastructure and services.
- Objective 1.3 Build and support local capacity, commitment and partnerships to continuously become less vulnerable to hazards.
- Objective 1.4 Enlist support of committed volunteers to safeguard the community before, during, and after a disaster.

Goal 2 – Protect existing and new properties.

- Objective 2.1 Use the most cost-effective approaches to protect existing buildings and facilities from hazards.
- Objective 2.2 Use the most cost-effective approaches to protect existing buildings and sites from hazards.
- Objective 2.3 Maximize insurance coverage to provide financial protection against hazard events.
- Objective 2.4 Maximize the resources for investment in hazard mitigation, including the use of outside sources of funding.

Goal 3 – Promote growth in a sustainable, hazard-free manner.

- Objective 3.1 Incorporate hazard provisions in building code standards, ordinances, and procedures.
- Objective 3.2 Incorporate hazard mitigation into land use and capital improvement planning and development activities.
- Objective 3.3 Incorporate hazard mitigation into existing land use regulation mechanisms to ensure that development will not put people in danger or increase threats to existing properties.
- Objective 3.4 Research, recommend, adopt and enforce other plans and ordinances that protect natural resources so that they can, in turn, provide hazard protection.

Goal 1 – Increase public understanding, support, and participation in hazard mitigation.

- Objective 4.1 Heighten public awareness of the full range of existing natural and man-made hazards and actions they can take to prevent or reduce the risk to life or property from them.
- Objective 4.2 Encourage local communities, agencies, organizations and businesses to participate in the hazard mitigation process.
- Objective 4.3 Encourage cooperation and communication between planning and emergency management officials.

CAPABILITY ASSESSMENT

Purpose

After having identified the potential hazards and the community's vulnerability, the planning team can begin to identify what capabilities may be needed to support management of those hazards. By conducting a capability assessment, jurisdictions can identify strengths and deficiencies and develop a basis for corrective actions that need to be taken in order to strengthen local emergency management programs. The benefits of capability assessments are:

- They identify existing strengths and weaknesses
- Evaluate the current state of readiness
- Develop strategic plans to improve weaknesses for terrorism and other threats
- Demonstrate the need for additional program development resources
- Support professional development and accreditation programs

Considerations

1. Legal Authority

A thorough knowledge of local and state laws pertaining to emergency management is necessary. The local resolution provides the basis for the Emergency Management Director/Coordinator's position and responsibilities. The Emergency Management Director/Coordinator must also be familiar with Michigan Emergency Management Law, Public Act 390, of 1976, as amended. If municipalities are to be included in a county program, each municipality should have a local ordinance stating the intended relationship with the county during emergency or disaster situations. Other issues such as evacuation authority, emergency expenditure of funds, resource use and commandeering, etc. must be researched for adequacy and new policies developed as needed.

2. Personnel and Their Skills

Each local government agency or private volunteer organization that could potentially be involved in a disaster or emergency must be examined for existing staffing levels. Methods of augmenting existing personnel resources, including private contractors, mutual aid, and volunteers must be considered. Determining how many personnel the community would realistically need to perform necessary emergency functions and protect the public is a necessary step in determining if the community can meet its basic needs, or must supplement its existing forces.

3. Equipment

The type and amount of equipment that each involved agency has available for use in the disasters or emergencies that the community could potentially face must be determined.

As many agencies already have an inventory of their equipment, much of this work is complete and needs just be acquired and re-formatted. It is important that the equipment needs for the types of disasters or emergencies the community may face be determined as to limit the assessment appropriately. As not all pieces of equipment will be useful or needed, it is not necessary or beneficial to count every pencil, desk, chair, etc. Only that equipment that can be used to mitigate against, prepare for, respond to, or recover from the community's most likely disaster/emergency scenarios is inventoried.

Each agency's equipment inventory is examined to determine if basic equipment needs can be met in a disaster or emergency. Methods for augmenting existing equipment inventories, including equipment rental, use of private contractors, mutual aid, and private equipment donations must be considered. Determining what types of equipment, and how much, the community would need in order to perform necessary tasks will answer if the community can meet its basic needs or if it must supplement its existing equipment inventory.

4. Operating Procedures

Developed operating procedures, guidelines, and emergency plans must also be reviewed for possible inclusion and/or influence on the Emergency Operations Plan. Operating procedures provide information on the operational capabilities of the involved agencies and identify their expectations of their role in disaster and emergency response. Additionally, once they are referred to as a supporting document in the Emergency Operations Plan, they become a supporting item of that legal document.

5. Facilities

The types of facilities the community needs to respond to and recover from the hazards to which it is susceptible is another critical aspect that must be determined. Every community must ensure that provisions are in place for the following facilities including: an Emergency Operations Center capable of coordinating emergency operations for an extended period; a Public Information Center suitable for conducting media briefings; sufficient shelters to temporarily house affected citizens; adequate warehouses to temporarily store/store disaster-related supplies and personnel; alternate work areas for the temporary operations of critical agencies relocated by or dedicated to the emergency.

The capability assessment coupled with the hazard analysis, is an essential tool for determining the community's strengths and weaknesses and must address all of the hazards to which the community is susceptible. By anticipating potential shortfalls in authorities, personnel, equipment, and facilities, the community can take steps necessary to augment local resources through mutual aid, private contractors, regional and state resources, and volunteer groups. Resources identified through this augmentation process must be included in the jurisdiction's Resource Manual for future reference and use.

Core Capabilities

Under the National Preparedness Goal, there are 31 core capabilities—identified and defined through a collaborative process involving federal departments and agencies, state and local government officials, and individuals from across the entire community—that we as a nation must build and sustain in order to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk to the Nation. The 31 core capabilities should be utilized to identify quantitative and qualitative performance and assessment of the local emergency management program.



The Targeted Capabilities List

Starting in 2007, Emergency Management Programs across the Nation used the Target Capabilities List to provide a nation-wide mechanism for measuring jurisdiction's strengths and weaknesses and identifying resulting gaps. Utilizing the TCLs as an assessment tool allowed community officials to prioritize and target necessary improvements over a multi-year strategy for regular improvement that results in tangible capability progression. As of September 2011, the Department of Homeland Security has replaced the 37 Target Capabilities with the 31 core capabilities. The 37 Target capabilities are now integrated into the Core Capabilities.

Summary

The capability assessment utilizing the Core Capabilities coupled with the hazard analysis, is an essential tool for determining the community's strengths and weaknesses and must address all of the hazards to which the community is susceptible. By anticipating potential shortfalls in authorities, personnel, equipment, and facilities, the community can take steps necessary to augment local resources through mutual aid, private contractors, regional and state resources,

and volunteer groups. Resources identified through this augmentation process must be included in the jurisdiction's Resource Manual for future reference and use.

Newaygo County Capability Assessment

Newaygo County utilizes a formal Capability Assessment process involving the Core Capabilities and other assessment elements that is conducted annually by the Emergency Services Department and coordinated with the Local Emergency Planning Team. This process involves formally reviewing critical agencies with emergency support roles in regards to various identified capability elements. Critical elements reviewed in the Capability Assessment include: resources (including personnel, equipment, facilities, supplies, etc.), mutual aid agreements, procedures, finance & administration, exercising, training, etc.

The Emergency Services Department and Local Emergency Planning Team utilizes information provided from the Capability Assessment process in efforts including Resource Management, Strategic Planning, Emergency Planning, Hazard Analysis, Hazard Mitigation, and Exercising.

Newaygo County Identified Capability Gaps and Proposed Projects

Project	Core Capability	Description
AVL, Digital Mapping, and Data Sharing	Operational Coordination	Building on the MDTs project, Automatic Vehicle Locator (AVL), digital mapping, and data sharing are more crucial to operations. This project would increase the efficiency of resources by knowing who can respond the fastest, gathering information in a quick and timely fashion, and providing an alternate mode of communications.
Vulnerable Populations	Community Resilience	This project is a part of an ongoing effort to ensure that residences along the Muskegon River in Newaygo County are properly warned of imminent threats to themselves and their homes in areas where television and cell phone coverage is not reliable at any given time. This project would increase community resiliency by providing NOAA Weather Radios, emergency preparedness kits, and specific evacuation information to these residences.
MRC Training Sustainment Project (Partially complete in 2014)	Public and Private Services and Resources	The purpose of the Newaygo County MRC Training Sustainment Project is to increase the number of trained, medically licensed volunteers and expand equipment capabilities with the goal of having sufficient staffing and equipment to adequately provide first aid services for an extended period of time.
Alternate Care Site and Mass Fatality	Public Health and Medical Services	Identify and maintain personnel, equipment, and supplies to sustain an ACS and mass morgue. Sign MOUs with NGO's and supporting entities.

Newaygo County Capability Progression

Project	Function	Description
VHF Communications Infrastructure (2014)	Communications	With the switch to narrowband, Newaygo County lost VHF communications coverage on the east and west side of the county. Utilizing local funds in addition to Homeland Security Funding, Newaygo County increased the VHF communications coverage by adding an east and west repeater.
Portable AM Transmitter (2011)	Warning	Utilizing Homeland Security funding, Newaygo County purchased a portable AM transmitter to communicate critical event and emergency info to an affected area.
Red Cross Shelter Response Trailer (2010 – 2011)	Human Services	Newaygo County has equipped a utility trailer with cots, bedding, and shelter kits. This project has increased the County's capability to equip a community shelter.
NOAA Weather Radios (2011 – Present)	Warning	Utilizing Homeland Security Funds, Newaygo County has purchased NOAA Weather Radios to alert and notify vulnerable populations during emergencies.
VHF and UHF Communications (2010 – 2012)	Communications	Utilizing Homeland Security Funds, Newaygo County was able to replace non-compliant wideband radios and infrastructure to narrowband complaint equipment. Through this project, all county fire departments standardized their radio templates and implemented the National Mutual Aid Channels increasing interoperability
Emergency Operations Center and Incident Command (2008)	Direction / Control	Utilizing Homeland Security Funds, Newaygo County established and equipped a functional EOC and IC Trailer, increasing the County's capability to provide direction and coordination during an emergency.
Technical Rescue (2004 – 2005)	Fire Services	Utilizing FY2004 Homeland Security Grant Funds, the Newaygo County Fire Chiefs Association developed a countywide technical rescue team housed out of the Croton Fire Department.
Mobile Data Terminals (2004 - 2005)	Law Enforcement	MDTs were placed within Law Enforcement Patrol cars increasing communications and information sharing between road patrol officers and central dispatch.
Mass Casualty (2003)	Emergency Medical	Newaygo County Medical Control established and equipped a MCI Trailer for mass casualty incidents.
Accountability (2003 – present)	Fire Services	In 2003, the Fire Trax accountability system was implemented by fire departments as a standardized accountability system for fire services within the County. Since, the project has expanded to address accountability and credentialing of responders Countywide.
Volunteer Support (2003 - present)	Resource Management	Establishment of volunteer groups such as C.E.R.T. and M.R.C in 2003. Program was managed by Newaygo County Community Services until it was transferred to Newaygo County Emergency Services in 2007.
800 MHz Capability (2002 – 2010)	Communications	Law Enforcement switched from VHF to 800 MHz radio system in 2002. Multi-year project to place 800 MHz radios with emergency responders agencies for reliable, redundant communications.
Reverse 911 (2001 – 2008)	Warning	The first reverse calling system (Citywatch) was implemented in 2002 providing the capability for target notification. This system was upgraded twice utilizing Homeland Security Grant funds.

Newaygo County Critical Resources

Section (Function)	Critical Resources (Not Comprehensive)
DIRECTION & CONTROL	Emergency Management Program & EMST Team Emergency Operations Center & Emergency Plan Auxiliary Equipment
WARNING	Public Safety Access Point (PSAP 911) Warning Systems (EAS, Sirens, NWS Radio, City Watch)
COMMUNICATIONS	Central Dispatch Communications Center Radio Infrastructure Communications Support equipment (gateway, mobile repeaters, etc) Amateur Radio Equipment and Operators
PUBLIC INFORMATION	Public Information Staff & Procedures, 211 service Media Center and Supplies
DAMAGE ASSESSMENT	Damage Assessment Staff and Procedures Field Damage Assessment Team Equipment and Supplies
LAW ENFORCEMENT	Police & Security Personnel, Equipment Specialized Teams & Services
FIRE SERVICES	Fire Suppression Personnel, Equipment, Apparatus Search and Rescue Technical Expertise Technical Rescue Personnel, Equipment Hazardous Materials Capability
PUBLIC WORKS	Infrastructure Equipment and Apparatus Transportation Personnel, Apparatus, Expertise Utility Personnel and Equipment
EMERGENCY MEDICAL	Ambulances and Medical Supplies Hospital Facilities, Personnel, and Equipment M.R.C Team and volunteers
COMMUNITY HEALTH	Physical and Mental Health Expertise & Equipment
HUMAN SERVICES	Emergency Basic Needs Services Shelters, Feeding Units, Service Centers Transportation Units
RESOURCE MANAGEMENT	Resource Management Systems C.E.R.T. Team and volunteers Auxiliary Support to Other Functions

EMERGENCY PLANNING

Purpose

After identifying hazards and resources, documentation of how the community will respond to identified disaster situations must be performed. The Emergency Management Director/Coordinator and Planning Team must determine how the community's emergency management planning documents will be organized and formatted.

Emergency Plan Establishment Process

- Determining functional sections to be included in the Emergency Plan
- Assigning Sections to Lead Agencies and Officials
- Assigning General, Hazard Specific, and Task Supporting Considerations
- Writing Sections and supporting Attachments
- Reviewing the Drafted Sections
- Ensuring the Plan Meets State Standards
- Promulgating the Emergency Operations Plan

Considerations

After completing the capability assessment, the Emergency Management Director/Coordinator and planning team must execute three tasks: 1) determination of the functional sections that must be in the jurisdiction's Emergency Plan; 2) assigning the lead community response organizations and agencies to the assigned sections; 3) assigning disaster tasks to those sections. This process determines the format and structure of the community's Emergency Plan document.

The Emergency Operations Plan in Section B, are divided into twelve sections: Direction and Control, Warning, Communications, Public Information, Damage Assessment, Law Enforcement, Fire Services, Public Works, Emergency Medical, Public Health Services, Human Services, and Resource Management. Lead community response organizations and officials are assigned along with supporting entities according to the jurisdiction's unique composition. Disaster tasks and responsibilities are assigned to each section as appropriate.

Once those three tasks are completed, the Emergency Management Director/Coordinator and Planning Team begin the process of drafting the Emergency Plan, developing a time frame for completion of drafts, draft review, and completion. The Emergency Management Director/Coordinator hosts a plan writing workshop for each section with all of the organizations involved in each section participating in its development. The plan writing workshop brings all agencies involved in the section together to discuss how they will implement the tasks assigned

to them. This also provides an excellent means of training local response personnel. After the workshop, the lead agency prepares a draft of the section to be reviewed and improved upon as necessary by the section work group. The Emergency Management Director/Coordinator acts as facilitator or “editor” during plan development, working with the various section groups in identifying and resolving issues.

The section coordinators submit the final drafts to the Emergency Management Director/Coordinator for review. The Emergency Management Director/Coordinator acts as an “editor” in identifying and resolving inconsistencies in format and policy and in ensuring all identified emergency tasks are adequately addressed. When the draft is finalized, the lead agency representative or director of the section signs the completed section, showing support for the policies and procedures contained within the section and signifies that the policies will be followed during an emergency or disaster.

When satisfied that the draft sections have been completed, the Emergency Management Director/Coordinator completes the “Review Guide for Local Emergency Plans” (EMHSD Pub - 201a). When the entire Emergency Operations Plan is compiled and the Emergency Management Director/Coordinator and organizations that participated in writing it are satisfied with its contents, it is then submitted to the Chief Elected(s) for endorsement. By signing the plan or guidelines, the leaders of the community signify that the document is the official policy for the jurisdiction(s) and that it will be used during the conditions stated within it. The finished product is then presented before the local governing body to inform them of the guideline’s content and bring attention to the emergency management system as an important service provided to the community.

Distribution

The Emergency Management Director/Coordinator develops a list of all the organizations that should receive a copy of the Emergency Plan. This list includes all those organizations having a response role and any other organizations that should be aware of the policies contained in the plan. The complete Emergency Plan are distributed according to this list. This same list is used when distributing updates and can is included with the plan for easy reference. It is important to note that “limited” editions of the Emergency Plan may also be produced. These limited versions provide the Emergency Management Director/Coordinator with the option of providing agencies and/or officials with functional specific versions that meet the limited needs of entities. These versions may not include information on other Emergency Plan functions or resources that may be too excessive for its intended purpose or of a sensitive nature.

Newaygo County Emergency Plan

Newaygo County maintains its Emergency Plan, known as the Emergency Operations Plan, through annual revision by the Emergency Services Department and Local Emergency Planning Team. The Emergency Plan is divided into 6 parts as follows:

Part 1: Introduction – Describes the purpose, objectives, and plan components of the Emergency Operations Plan.

Part 2: Emergency Management Program Framework – Describes the overall emergency management program and critical areas that provide the foundation for the emergency plan. Its purpose is to provide a condensed, yet comprehensive overview of the local emergency management environment for key officials.

Part 3: Basic Plan – This core document sets the basis from which all others are built. The Basic Plan describes the purpose, scope, situation, policies, and concept of operations for the response and recovery activities to an emergency or crisis. It designates the emergency management functions, appoints officials, sets the incident management system, as well as other core concepts.

Part 4: Functional Annexes – The Functional Annexes describe the actions required to respond to or recover from any emergency or crisis. Each Functional Annex includes checklists, attachments, forms, and supporting documents.

Part 5: Hazard Specific Annexes – Establishes the initial baseline actions for specific identified hazards from the Incident Command Level, or prior to the overall plan's activation.

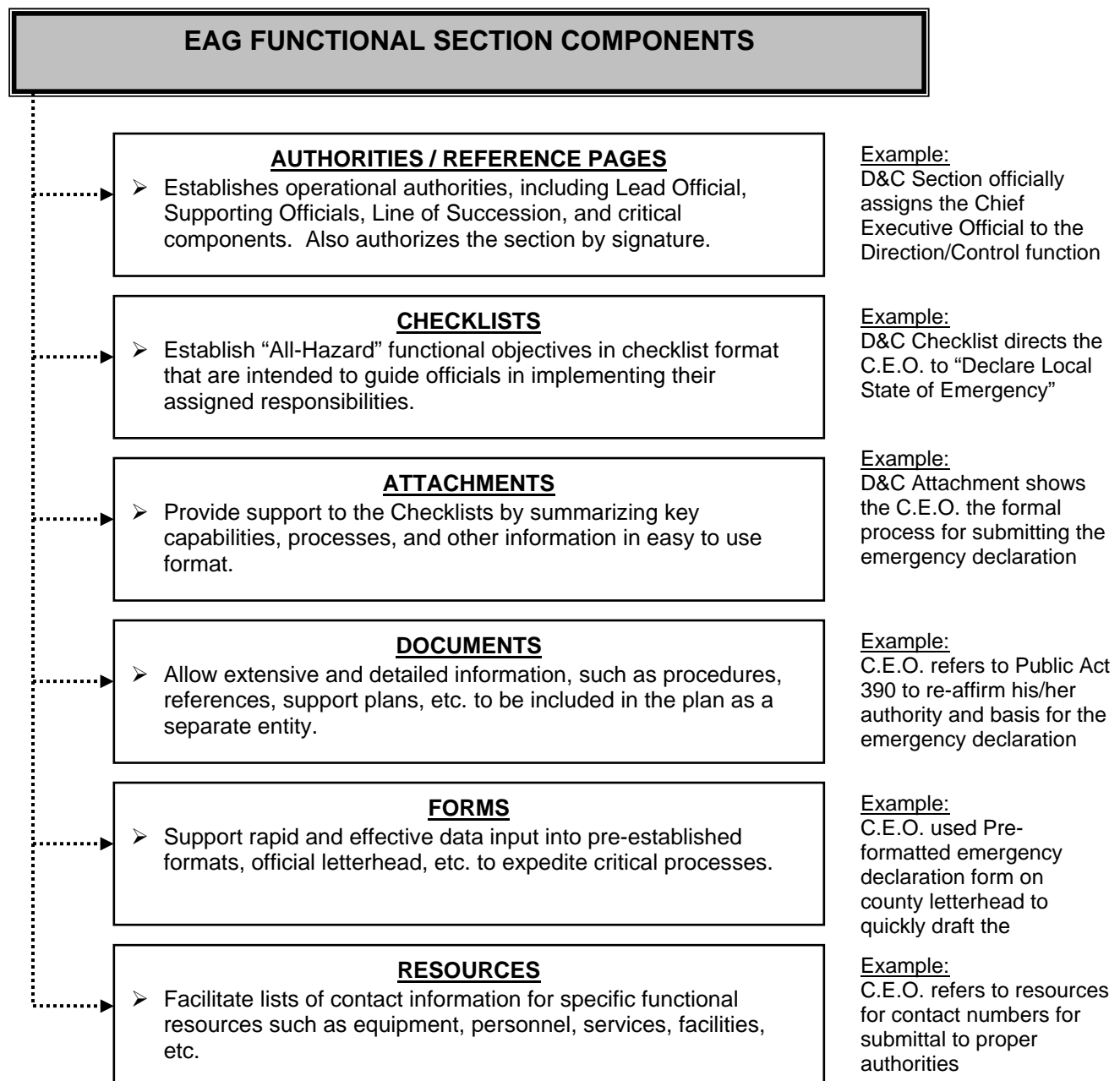
Part 6: Appendices – This section provides supporting information such as a glossary, the Record of Revision, and the State Plan Review document.

A key concept of Newaygo County's Emergency Operations Plan is that of an 'all hazards' approach. Division of the plan into 12 key emergency functions allows their implementation to various levels to any emergency condition and thus allows for a high level of versatility and eliminates the need for numerous separate emergency plans. The basic 12 functions are described in section II of the Emergency Operations Plan include:

- Direction and Control
- Warning
- Communications
- Public Information
- Damage Assessment
- Law Enforcement
- Fire Services
- Public Works
- Emergency Medical Services
- Public Health
- Human Services
- Resource Management

Each of the functional sections are directed by a lead agency assigned by the Chief Elected Official and Emergency Services Director. These “Section Leads” are assigned to coordinate the efforts of their agency and all supporting agencies in managing the capabilities of their Emergency Operations Plan function. Due to the critical role and responsibilities that the Section Leads plays, these officials are also designated as primary members of the Local Emergency Planning Team.

The functional sections of the Emergency Operations Plan are designed to provide a variety of ‘tools’ that support implementation during an emergency or disaster. It is critical that each of these tools are maintained by their respective official and include the following:



The Emergency Operations Plan are formally reviewed annually at a Local Emergency Planning Team meeting with recommendations and discussion facilitated regularly at general session meetings.

Newaygo County Emergency Operations Plan

Section (Function)	Agencies and Organizations (Not All-Inclusive)
DIRECTION & CONTROL Newaygo County Emergency Services, Newaygo County Board of Commissioners	Newaygo County Townships' Supervisors City of Fremont, City of Grant, City of Newaygo, and City of White Cloud Village of Hesperia Region 6 Homeland Security Governing Board Michigan State Police Emergency Management and Homeland Security Division
WARNING Newaygo County Central Dispatch	Newaygo County Amateur Radio Service (RACES) Public Information Official Communications Vendors (TELE-RAD)
COMMUNICATIONS Newaygo County Central Dispatch	Newaygo County Amateur Radio Service (RACES) Public Information Official Communications Vendors (TELE-RAD)
PUBLIC INFORMATION Newaygo County Emergency Services	Newaygo County Board of Commissioners Newaygo County Administration Newaygo County Human Resources
DAMAGE ASSESSMENT Newaygo County Equalization Department	Newaygo County Building Inspector Newaygo Township Supervisors Newaygo County Emergency Services
LAW ENFORCEMENT Newaygo County Sheriff Department	Michigan State Police – Newaygo Post Fremont, Grant, Newaygo, White Cloud, and Hesperia Police Newaygo County Sheriff Department Pose
FIRE SERVICES Newaygo County Fire Chiefs' Association	Fremont, Grant, Newaygo, Croton, Big Prairie, White Cloud, Lilley, Hesperia, Walkerville, Big Rapids, and Sand Lake Fire Departments National Forest Service, DNR, and Muskegon and Grand Rapids RRTs
PUBLIC WORKS Newaygo County Road Commission	Michigan Department of Transportation – Howard City Fremont, Grant, Newaygo, Hesperia, and White Cloud DPW Public Utilities
EMERGENCY MEDICAL Newaygo County Medical Control Authority	Spectrum Health Gerber Memorial Hospital Life EMS, Pro Med EMS, Mecosta EMS, and First Responder agencies Medical Examiner
PUBLIC HEALTH District 10 Public Health Dept.	Newaygo County Community Mental Health Newaygo County Sheriff Department (Animal Control) MSU Extension Office
HUMAN SERVICES Department of Health and Human Services	American Red Cross of West Central Michigan Newaygo County Commission on Aging Local Community Groups Newaygo County Regional Educational Services Agency and other Public and Private Schools Volunteer Organizations (CERT, MRC)
RESOURCE MANAGEMENT Newaygo County Administration	Newaygo County Human Resources Newaygo County Clerk's Office Newaygo County Treasurer's Office Newaygo County IT Department Newaygo County Maintenance Department

SITE EMERGENCY PLANNING

Purpose

In addition to the jurisdiction's Emergency Plan, there are several different plans that a community needs to develop. As the local Emergency Plan is a comprehensive plan which describes the entire jurisdiction's plan in mitigating, preparing for, responding to, and recovering from all hazards, additional Site Plans are necessary to focus on specific areas and/or hazards to build on the Emergency Plan's effectiveness. Some of these "Site Plans" must be developed to meet various legislative requirements and help protect emergency responders at those sites as well as the surrounding community.

Supporting Plans

The Emergency Management Director/Coordinator and Emergency Planning Committee must assist in the development of the additional plans described below. The Michigan State Police Emergency Management and Homeland Security Division and Federal Emergency Management Agency have developed guidance material for some of these plans and can provide guidance on developing the plans. Additional plans that need to be considered include the following:

Local Support Emergency Operations Plan

In accordance with Administrative Rules for Section 19, P.A. 1976, amended a municipality with a population of 10,000 or more that has elected to be incorporated in the county emergency management program shall maintain a support plan in accordance with the standards current of the county's Emergency Operations Plan. EMHSD PUB-204, "The Local Support Plan Guide," is a guide to assist local municipalities incorporated into the county emergency management program to develop a support Emergency Operations Plan.

Continuity of Operations Plans (COOP) and Continuity of Government (COG)

COOP & COG plans describe the efforts of critical government agencies and other vital community organizations to maintain service and minimize interruption of service during disasters, particularly when they are directly affected by such events. Government and many other public and private community organizations not only aren't immune from the effects of disasters, but usually become more relied upon during times of emergencies to provide vital support services. As such, COOP & COG plans describe elements such as prioritizing and continuing essential services, operating from alternate sites or with limited personnel, as well as describing methods for protecting vital records and resources. MSP-EMHSD Pub 110 Guidance for Continuity of Operations Plans assists local officials and agency leaders to develop this type of plan.

Site Emergency Plans

A site emergency plan describes an organization's policy and procedures for coping with an emergency situation on site. These policies and procedures define how the organization will protect people and property from an imminent or actual emergency situation. Although not all of these plans are legally required (although significant legal liability is involved) history has shown that a well thought out, coordinated response helps prevent personal injury, property damage, and lessens the resulting confusion. Also, during a large-scale disaster, local response agencies may be overwhelmed and unable to immediately respond to an organization's site. Employees and clients alike will need to know what to do to protect themselves during an emergency. EMHSD PUB-602, "The Site Emergency Planning Workbook," is intended to help the users develop a comprehensive site emergency plan. The guidance is adaptable by very small organizations and large complex organizations.

Firefighter Right-to-Know

The Michigan Occupational Safety and Health Act (MIOSHA) requires that the chief of an organized fire department prepare and disseminate to each firefighter a plan for executing the department's responsibilities with respect to each site within their jurisdiction where hazardous chemicals are used or produced.

Michigan Occupational Safety and Health Administration (MIOSHA) Hazardous Waste Operations and Emergency Response (HAZWOPER)

This legislation requires any employer involving its personnel in a hazardous material incident must develop an emergency response plan.

Superfund Amendments and Reauthorization Act (SARA) Title III

SARA Title III federal legislation mandates that Local Emergency Planning Committees (LEPCs) develop site-specific emergency response plans for those sites within their jurisdiction which have one or more "Extremely Hazardous Substances" (EHS) above a given "Threshold Planning Quantity" (TPQ). These plans are population protection oriented. The following three documents are available from the Emergency Management and Homeland Security Division to assist LEPC's in developing their Off-site response planning documents:

- **EMHSD PUB 305, "LEPCs" Organizing For Success,** assists Local Emergency Planning Committees with implementing SARA Title III responsibilities. This publication also provides information on Firefighter Right-To-Know and MIOSHA/HAZWOPER planning requirements.
- **EMHSD PUB-301, "Haz/Mat Response Planning Workbook,"** assists Local Emergency Planning Committees (LEPCs), Emergency Management Coordinators, fire departments and other local government agencies in their

hazardous material response planning efforts. It provides general information on planning, instruction, references for further information, and a sample format.

- **EMHSD PUB-306, “Farm Planning Workbook and Reference Guide,”** assists LEPC’s in developing SARA Title III hazardous materials emergency response plans for farm sites.

Dam Safety Act

Public Act 315, the Michigan Dam Safety Act requires public dams of significant impoundment to develop formal Emergency Action Plans to be revised and submitted annually to the Michigan Department of Environmental Quality.

Site Plan Coordination

It is extremely important that the development of all Site Plans be in conformance with the jurisdiction’s Emergency Plan. The intent of these additional plans is not to replace the community’s Emergency Plan, but rather build on it and enhance it. Site Plans provide a more detailed description of the response to specific incidents at specific sites and thus must be in conformance to the actions described in the Emergency Plan to avoid conflicts. The Emergency Management Director/Coordinator and Emergency Planning Committee must review existing legislation and the local Hazard Analysis and determine what Site Plans must be developed. Site Plans must be coordinated with the responsible official to ensure coordination and emergency cooperation.

Newaygo County Site Planning

Newaygo County provides support to local municipalities, agencies, organizations, and hazard areas that require a Site Plan for the increased safety of the community. These plans are developed through coordination between the Emergency Services Director, Local Emergency Planning Team, and the appropriate site owner/manager. Site Planning efforts for the jurisdiction fall into the following primary types:

Local Support Plans

Newaygo County currently has no jurisdictions that are required to have a local support plan under Public Act 390. However, Newaygo County Emergency Services is encourages local municipalities within the County to develop and maintain a support plan. A Municipal Emergency Operations Plan provides a link to the County Plan and outlines the roles and responsibilities of the Municipality in support of the response and recovery to various types of emergencies. A Municipal Plan:

- Provides guidance to the Municipality during an emergency.
- Ensures the County and Municipality are operating cohesively.

- Streamlines emergency response and recovery actions and lessen duplication of efforts

The following municipalities are encompassed into the Newaygo County Emergency Operations Plan

Municipality	
City of Fremont	City of Newaygo
City of Grant	City of White Cloud
Village of Hesperia	
Township of Ashland	Township of Barton
Township of Beaver	Township of Big Prairie
Township of Bridgeton	Township of Brooks
Township of Croton	Township of Dayton
Township of Denver	Township of Ensley
Township of Everett	Township of Garfield
Township of Goodwell	Township of Grant
Township of Home	Township of Lilley
Township of Lincoln	Township of Merrill
Township of Monroe	Township of Norwich
Township of Sheridan	Township of Sherman
Township of Troy	Township of Wilcox

Continuity of Government / Operations

Newaygo County is developing a Continuity of Government plan for essential county government functions and is also working on Continuity of Operations plans for essential entities within the jurisdiction. As these efforts are new, they are in various stages of completion and are prioritized according to sites identified in our Critical Infrastructure and Key Resources (CIKR) evaluation process.

SARA Title III 302 & 312 Plans

Off site response plans for all facilities that have been identified as meeting SARA Title III 302 guidelines have been developed and are revised annually by the Emergency Services Department, Local Emergency Planning Team, Site Coordinator, and local fire department. These plans are additionally designed to meet Firefighter Right-To-Know and MIOSHA HAZWOPER guidelines.

The following facilities have been identified as containing Threshold Planning Quantities (TPQ) of Extremely Hazardous Substances (EHSs) as identified by the Environmental Protection Association (EPA). As such, off-site response plans have been developed and are annually revised by the Emergency Management Department, Emergency Planning Committee, Site Coordinator, and local fire department. These plans are additionally designed to meet Firefighter Right to Know and MIOSHA HAZWOPER requirements.

- CARAJON CHEMICAL (FREMONT)
- NORTH CENTRAL CO-OP (FREMONT)
- GERBER PRODUCTS (FREMONT)
- MAGNA DONNELLY (NEWAYGO)
- AT&T (GRANT)
- AT&T (NEWAYGO)
- AT&T (FREMONT)
- AT&T (WHITE CLOUD)
- FRONTIER COMMUNICATIONS (HESPERIA)
- CHARTER COMMUNICATIONS (GRANT)
- NORTH AMERICAN REFACTORIES (WHITE CLOUD)
- WILBUR-ELLIS (GRANT)

Hazard Specific Plans

Newaygo County has identified the need for and has or is in the process of developing the following hazard specific plans that support the procedures described in the Emergency Operations Plan. Although still in existence, the advancement of emergency planning and successful implementation of NIMS concepts have resulted in many of these complex plans to be integrated into the Newaygo County Emergency Operations Plan as condensed hazard specific annexes. These plans are revised annually by the Emergency Services Department, Local Emergency Planning Team, and identified key agencies and are formally reviewed by appropriate authorities. They include:

- CBRNE TERRORISM
- WILDERNESS SEARCH AND RESCUE
- HAZARDOUS MATERIALS
- SEVERE WEATHER
- FLOOD / DAM FAILURE
- WINTER / ICE STORM
- WILDFIRE
- SPECIAL EVENT

In addition, several areas and sites in Newaygo County have been identified by the local Hazard Analysis as posing a significant risk of a potential hazard. As a result, Hazard Plans have been developed to detail specific resources and procedures that will be utilized to manage the potential event. They include:

- MUSKEGON RIVER DAM FAILURE AND FLOOD EVACUATION RESPONSE PLAN
- WHITE RIVER DAM FAILURE AND FLOODING RESPONSE PLAN (City of White Cloud)
- NEWAYGO COUNTY COMMUNITY WILDFIRE PROTECTION PLAN
- MASS FATALITY AND MORTALITY PLAN / MASS MORGUE
- FREMONT MUNICIPAL AIRPORT (Sheridan Township and the City of Fremont)
- WHITE CLOUD MUNICIPAL AIRPORT (Wilcox Township and the City of White Cloud)

Site Safety Plans

Critical local organizations and facilities within the jurisdiction have made a specific effort to improve the safety of their employees, visitors, and community by coordinating their Site Safety Plans with the local officials as to ensure coordination and cooperation during emergency response. Several sites in Newaygo County regularly coordinate their site's safety planning with the Emergency Services Department and Local Emergency Planning Team. These plans are revised annually.

- NEWAYGO COUNTY JAIL
- HARDY HYDRO DAM (Consumer's Energy)
- CROTON HYDRO DAM (Consumer's Energy)
- FREMONT PUBLIC SCHOOLS
- GRANT PUBLIC SCHOOLS
- NEWAYGO PUBLIC SCHOOLS
- HESPERIA PUBLIC SCHOOLS
- WHITE CLOUD PUBLIC SCHOOLS
- BIG JACKSON PUBLIC SCHOOLS
- NEWAYGO COUNTY REGIONAL EDUCATIONAL SERVICES AGENCY
- SPECTRUM HEALTH GERBER MEMORIAL HOSPITAL

The Local Emergency Planning Team addresses site planning issues, concerns at each quarterly meeting as well as an annual session focused on Site Planning efforts.

TRAINING

Purpose

In order for a jurisdiction to successfully implement an emergency management system, the community must train personnel to carry out their assigned emergency management tasks and duties. It is important that all individuals who are directly involved in emergency planning and response have the skills necessary to successfully manage their assignments. As a result, it is necessary for the Emergency Management Director/Coordinator and Emergency Planning Committee to evaluate, monitor, and manage the training levels of all emergency response and planning personnel.

Training Information

A number of training sources are available to emergency management personnel. The Emergency Management Division offers several classes and curriculums through its Training Section. These courses cover a wide range of emergency management topics that are explained in EMHSD PUB - 701, "Emergency Management & HazMat Training Curriculum". Additionally, the Emergency Management Division may provide guidance to additional training courses offered by other agencies and organizations.

The Federal Emergency Management Agency (FEMA) offers training through home study courses and courses at its Emergency Management Institute in Maryland. Training is also available from agencies involved in disaster and emergency response including the American Red Cross (ARC), state and local emergency services, and safety organizations. Additionally, most organizations offer disaster training of some sort to their personnel to support their individual role in disaster response. Information about these training sources is available from FEMA, ARC, or the Emergency Management Division.

Training Assessment

Emergency Management Directors/Coordinators and the Emergency Planning Committee carefully assess the current training level of the community and develop a system to manage future training levels. A review of local records provides a good base of data on trained personnel and past delivered training sessions. Additionally, the State Training Officer maintains a history of who in each community has taken courses through the EMHSD Training Section and FEMA provides training transcripts for participation in their training courses. As it is important that a local training system be maintained as current and complete, Emergency Management Directors/Coordinators also survey agencies about the emergency management training received by the agency's personnel during the Capability Assessment process.

Considerations

Emergency Management Directors/Coordinators consider the following three questions regarding emergency management training in their communities:

1. What skills are needed in the community and the local government to implement emergency management planning and response?
2. What training is realistically available and deliverable to the community to meet the required areas?
3. How many personnel in the community have received training in those areas and what systems must be developed to improve and maintain training levels?

It is critical that Emergency Management Directors/Coordinators determine if the responders in their community possess adequate training for the potential hazards that the community faces. As an example, emergency responders, such as fire, medical, police, etc. that may be in contact with hazardous materials are required to be trained to federal and state occupational safety laws (State of Michigan promulgated Occupational Health Rule 325.5210-325.5237 - HAZWOPER). Effective October 1991, both federal and state rules affirm that employers are responsible for training their employees to a level commensurate with the duties expected to be performed by the employees. Emergency Management Directors/Coordinators and the Emergency Planning Committee must research the training policies of these response agencies during the capability assessment and organize local training programs to meet community needs.

To adequately maintain emergency management capability, the community must have people trained to support critical functions including emergency operations center, public information, damage assessment, incident command system, and emergency planning duties. The Emergency Management Director/Coordinator and Emergency Planning Committee must frequently sponsor training courses, workshops, and informational sessions on current emergency management topics. Additionally, it also may become necessary for the local community to host a “Public Officials Conference” to acquaint or re-acquaint public officials with emergency management concepts and their responsibilities in the local emergency management system.

Emergency Management Directors/Coordinators also review their own training needs. Due to their role in directing the community’s emergency management system and activities, extensive training in all areas of emergency management must be completed in accordance with Michigan Public Act 390. Essential training includes:

- EMPG REQUIRED FEMA INDEPENDENT STUDY COURSES (11 COURSES)
- MICHIGAN CORE EMERGENCY MANAGEMENT KNOWLEDGE REQUIREMENTS
- IAEM CERTIFIED EMERGENCY MANAGER (CEM) OR ASSOCIATE EMERGENCY MANAGER
- MSP EMHSD PROFESSIONAL EMERGENCY MANAGER CERTIFICATION (P.E.M.)

Newaygo County Training

As it is a proven fact that improved performance directly results from training, Newaygo County has developed and plans to maintain an ongoing training program for key officials and responders that have been assigned emergency management responsibilities. This program consists of the Emergency Services Department and Local Emergency Planning Team sponsoring regular training courses focused on functional and hazard specific topics.

Although training is critical, it is also important to recognize that practical experience is equally crucial. In addition to participating in ongoing training activities, officials and responders apply their skills regularly through ongoing emergency management activities such as capability assessment, emergency planning, hazard analysis, and exercising.

Emergency Plan Functional Training

FUNCTION	COURSE	DELIVERY SCHEDULE
All Functions / Disciplines	<ul style="list-style-type: none"> • NIMS Incident Command (ICS100 – ICS400) • NIMS Awareness/Orientation (IS700) • Public Officials Conference • WebEOC Basic User Training 	Ongoing
Direction/Control	<ul style="list-style-type: none"> • IS701 NIMS Multiagency Coordination Systems • Incident Management Team (IMT) position specific training • MSP EMHSD ICS/EOC Interface 	
Communications	<ul style="list-style-type: none"> • IS704 NIMS Communications & Information • COM-L Course • MSP EMHSD ICS/EOC Interface 	
Public Information	<ul style="list-style-type: none"> • IS702 NIMS Public Information Systems • Spokesperson Training • MSP EMHSD Basic Public Information Officers Workshop 	
Resource Management	<ul style="list-style-type: none"> • IS703 NIMS Resource Management 	
Damage Assessment	<ul style="list-style-type: none"> • IS559 Local Damage Assessment • MSP EMHDS Damage Assessment Workshop 	

The above chart describes only emergency management specific training identified within each function. Training for regular operations is agency specific and maintained by individual organizations.

Hazard Specific Training

HAZARD	COURSE	Delivery Schedule
Hazardous Materials	<ul style="list-style-type: none"> • Hazardous Materials Awareness • Hazardous Materials Operations 	
Severe Storm	<ul style="list-style-type: none"> • NWS Severe Weather Basic Spotter Training • NWS Dispatcher Spotters Training 	
Wildfire	<ul style="list-style-type: none"> • S-190 Intro to Wildland Fire Behavior • S-130 Basic Wildland Firefighting • S-215 Fire Operations in the Wildland/Urban Interface 	
CBRNE	<ul style="list-style-type: none"> • CBRNE/WMD Awareness • Terrorism Awareness 	
Site Attack	<ul style="list-style-type: none"> • Law Enforcement QUAD Training • IED Awareness • IS106 Workplace Violence Awareness • IS906 Workplace Security Awareness • IS906 Active Shooter 	
Pipeline Emergency	<ul style="list-style-type: none"> • Pipeline Group Annual Training Seminar • 	
Flooding	<ul style="list-style-type: none"> • G### Flood Fight Operations 	

The above chart describes only emergency management specific training identified within each function. Training for regular operations is agency specific and maintained by individual organizations.

Annual Training and Exercise Plan Worksheet

In order to capture each agencies training and exercise to incorporate in the Multi-Year Training and Exercise Plan, please fill out the information below and submit to your District Coordinator upon completion.

Name of Organization: County of Newaygo

Point of Contact Name: Abigail B Watkins

POC Phone Number: (231) 689-7354

POC Email Address: abbym@co.newaygo.mi.us

Planned Training

List any training courses / workshops, scheduled within the next three (3) years, designed to prepare for future exercises.

FY 2015	
Training Session Title/Focus	Proposed Date
Volunteer Reception Center and Staging Mgt	10/22/2014
Damage Assessment Seminar	11/8/2014
Public Relations and Public Information	1/28/2015
Winter Survival Training	2/25/2015
NWS Skywarn Training	3/25/2015
MICIMS Training	April 2015
FY 2016	
Training Session Title/Focus	Proposed Date
CERT 20 hour Course	October 2015
American Heart Association First Aid/CPR/AED	February 2016
ICS 300 (joint training with surrounding counties)	February 2016
ICS 400 (joint training with surrounding counties)	March 2016
Skywarn	March 2016
MICIMS Training	April 2016
FY 2017	
Training Session Title/Focus	Proposed Date
CERT 20 hour Course	October 2016
American Heart Association First Aid/CPR/AED	February 2017
ICS 300 (joint training with surrounding counties)	February 2017
ICS 400 (joint training with surrounding counties)	March 2017
Skywarn	March 2017
MICIMS Training	April 2017

EXERCISING

Purpose

In order to ensure an effective response to an emergency, communities must ensure that personnel are familiar with their assigned duties in the emergency management system, including roles in Emergency Operations Center and functional assignments. A local Exercise program is designed to provide opportunities for personnel to practically apply their skills in a simulated and controlled environment and identify weaknesses within the emergency management system, Emergency Plan, and operational capabilities.

Considerations

The Emergency Management Division District Coordinator and State Exercise Training Officer provides guidance to local jurisdictions in exercise program development as well as monitoring exercise program compliance. Specifically according to requirements identified in Homeland Security Presidential Directive 8 which establishes the Homeland Security Exercise and Evaluation Program (HSEEP).

HSEEP constitutes a national standard for all exercises and is a capabilities and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning. Through exercises, the National Exercise Program, supports organizations to achieve objective assessments of their capabilities so that strengths, and areas for improvement are identified, corrected and shared as appropriate prior to a real incident.

EMHSD Pub – 702 “Disaster Exercise Manual” provides step by step guidance on exercise program management. EMHSD Pub —701 “Emergency Management Training Calendar” provides a listings on the Comprehensive Exercise Management curriculum which includes courses such as Exercise Design and Evaluation, Exercise Program Manager, Exercise Control/Simulation, and FEMA’s IS-139 Exercise Design home study course.

Exercise Components

Emergency management exercises fall into five different categories varying in complexity from brief and informal to extended and intense sessions. Exercise categories include the following:

Seminar

Introduces or refreshes participants on emergency management operations, plans, and/or procedures. These seminars are usually instructional in nature and involve little participation from the audience.

Tabletop

Involves informal discussion and brainstorming based on a described emergency situation or scenario. Participants are provided simulated problems, or messages, and respond according to existing plans and procedures. The players then discuss any concerns and brainstorm solutions.

Drill

Tests a single emergency response function or limited activity, such as damage assessment, public information, sheltering, or evacuation. This involves actual use of equipment for the tested function by the agency(s) involved.

Functional Exercise

A formal exercise activity that involves a complex scenario and simulated activation of the Emergency Operation Center that is designed to test the decision making and communications of key officials. Participants are provided with a complex scenario consisting of numerous carefully timed and sequenced messages. Although no actual field activity is conducted, participants make realistic decisions in a real-time, high stress environment.

Full-Scale

The highest level of formal exercise involves a realistically simulated scenario that requires activation of the Emergency Operations Center and associated emergency field forces. Participants are provided challenges through issued messages and field simulations (i.e. patients, road blocks, etc.). The EOC staff and emergency responders must coordinate their decision making while applying their emergency response skills.

There are four major components of a successful exercise:

Design and Development

All exercise activities are carefully designed so that they contain the necessary components to adequately test the jurisdiction's capabilities. This includes processes for conducting a needs assessment, selecting the appropriate exercise type, choosing an appropriate hazard/scenario, selecting which functions to test, development of exercise objectives, creation of exercise messages, and managing supporting logistics. Additional attention is focused on exercise control, simulation, and evaluation systems.

Implementation

The actual exercise event involves the practical application of skills necessary to ensure that the exercise activity is conducted within the appropriate scope and adequately allows the players the opportunity to test their skills in meeting the exercises' purpose. Exercise support staff implement systems of control, simulation, evaluation, and supporting logistics to ensure a productive event.

Evaluation

The systematic examination of the exercise is critical to provide an accurate assessment of the jurisdiction's emergency management system and observed performance. The evaluation process results in information provided by measurements of performance according to established objectives, evaluator observations, participant debriefings, and other available information. This information will be utilized to make future improvements in the emergency management system and its supporting components.

Corrective Follow-up

Using information resulting from the exercise evaluation process, the Emergency Management Director/Coordinator, Emergency Planning Committee, and exercise participants can make adjustments to improve the local emergency management system. Major program components including strategic planning, capability assessment, planning, training, and others can be adjusted to focus on identified weaknesses and maintenance of existing strengths. Participating agencies can also begin to similarly maintain strong points while working to improve plans, training, personnel, equipment, and other capabilities.

Exercise Requirements

The Emergency Management and Homeland Security Division requires that all personnel funded under the Emergency Management Performance Grant (EMPG) participate in a minimum of three exercises annually in conjunction with a progressive multi-year exercise cycle and to be compliant with the Homeland Security Exercise and Evaluation Program. The intent of these exercises is to determine if the jurisdiction is adequately prepared to respond and recover from an emergency or disaster. In addition, exercises are utilized to determine program needs that should be address in subsequent fiscal years. Although each program is allowed to determine what exercise types best fit their jurisdiction's needs, it is required that the exercise schedule be progressive in nature and designed to improve emergency management capabilities. Thus, jurisdictions begin with basic exercise types (drills and tabletops) and progress to more advanced types (functional and full-scales).

To implement a successful exercise program, the Emergency Management Director/Coordinator and Emergency Planning Committee develop a multi-year exercise schedule that describes the exercise types, scenarios, and functions to be tested over an extended period of time (usually 3 years).

Newaygo County's Homeland Security Exercise and Evaluation Program

Newaygo County complies with the Homeland Security Exercise and Evaluation Program which includes following basic components that are maintained and managed by the Emergency Services Department and the Local Emergency Planning Team.

- Established exercise purpose, priorities, and goals
- Administrative support that includes assigned exercise personnel, funding, and logistics
- Training for all identified participants appropriate to their exercise role
- Multi-year exercise schedule that includes all exercise types, hazards, and agencies
- Progressive exercise activities based on the community's capabilities
- Implementation that includes exercise principles of design, control, evaluation, simulation, and conduct
- Corrective actions based on the evaluation of the exercise activity

Planned Exercises

What exercises does your agency/jurisdiction have scheduled, or anticipates, in the following years. Indicate the type of exercise(s) that will be conducted.

FY 2015			
Exercise	Focus	Proposed Date	Exercise Type
Muskegon River Flood IAP	Flood	March 17, 2015	Tabletop
Wilderness Search and Rescue Drill	Missing Person	March 27-28, 2015	Drill
Long Term Care Evacuation Full Scale	Fire	May 19, 2015	Full Scale
Grant Public Schools Emergency Drill	School Incident	May	Drill
Grant Public Schools MCI Drill	School Incident	September	Drill
FY 2016			
Exercise	Focus	Proposed Date	Exercise Type
Muskegon River Flood IAP	Flood	March 2016	Tabletop
Newaygo County Campus Drill	Terrorism	May 2016	Drill
Newaygo County Jail Evacuation	Natural Disaster	August 2013	Full Scale
FY 2017			
Exercise	Focus	Proposed Date	Exercise Type
Muskegon River Flood IAP	Flood	March 2017	Tabletop
Newaygo County Campus Drill	Natural Disaster	May 2017	Drill
Hazardous Material Full Scale	Hazmat	August 2017	Full Scale

Newaygo County Exercises

Year	Exercise Type	Scenario	Location	Key Players
2014	FULL SCALE	PH POD EXERCISE	NEWAYGO	ALL
2013	FUNCTIONAL	TERRORISM	REGIONAL	ALL
2012	FULL SCALE	BIOLOGICAL AGENT	REGIONAL	ALL
2011	DRILL	NEWAYGO NATIONALS	NEWAYGO	ALL
2010	FUNCTIONAL	BIO TERRORISM	EOC	ALL
2010	DRILL	VOLUNTEER RESOURCE CENTER	WHITE CLOUD	HUMAN SERVICES
2010	DRILL	MASS CASUALTY	FREMONT	LAW, FIRE, EMS, HOSPITAL
2010	DRILL	WIND STORM	EOC	DAMAGE ASSESSMENT
2010	DRILL	ICE STORM	EOC	RESOURCE MANAGEMENT
2010	FUNCTIONAL	TRAIN DERAILMENT	EOC	ALL
2009	DRILL	ICE STORM	EOC	DAMAGE ASSESSMENT
2009	DRILL	ICE STORM	EOC / JIC	PUBLIC INFORMATION
2009	DRILL	MASS CASUALTY	NEWAYGO	LAW, FIRE, EMS, HOSPITAL
2009	FUNCTIONAL	THUNDERSTORM	EOC	LAW, FIRE, EMS, PW, PH, HS
2009	DRILL	WILDFIRE	EOC	COMMUNICATIONS
2008	FULL SCALE	SCHOOL INCIDENT	HESPERIA	ALL
2008	FULL SCALE	DAM FAILURE	REGION 6	ALL
2007	FULL SCALE	DAM FAILURE	BIG PRAIRIE and CROTON	ALL
2007	TABLETOP	WILDFIRE	LILLEY	FIRE SERVICES
2006	FULL SCALE	TRAIN DERAILMENT	NEWAYGO	ALL
2005	DRILL	HAZMAT INCIDENT	FREMONT	ALL
2005	REGIONAL TABLETOP	PANDEMIC FLU	REGION 6	PH, EMS, EMHSD
2004	FULL SCALE	MASS CASUALTY	CROTON	EMS, FIRE, LAW, EMHSD
2004	REGIONAL TABLETOP	BIO TERRORISM	REGION 6	PH, EMS, EMHSD

PUBLIC EDUCATION

Purpose

During their activities, the Emergency Management Director/Coordinator and Emergency Planning Committee must remember that the purpose of the local emergency management program is to protect the jurisdiction's citizens. As such, it is vital that a system be developed to ensure that the community is well educated and informed on the existence of the emergency management program and their responsibilities within it.

Considerations

An ongoing Public Education program is a critical emergency management component that must exist within the community. An ongoing Public Education program fulfills several critical functions. First, it allows public officials to inform citizens on their efforts to fulfill their responsibilities in protecting the jurisdiction through the emergency management program. Second, it provides a method of educating the public on how to interface with the emergency management system and protect themselves through learning about existing hazards, public warning systems, and developing a disaster plan and disaster supplies kit. Thirdly, it ensures continued public support for the emergency management program and supporting agencies.

Program Elements

The Emergency Management Director/Coordinator and the Emergency Planning Committee must develop a system for providing educational activities and information materials to the public to enhance their awareness and preparedness levels. The system must include all public audiences within the community including businesses, schools, civic groups, religious organizations, and special needs populations. Emergency Management Directors/Coordinators should work with schools and the media for support in delivering public education and information. Developing a positive relationship with these organizations is a critical factor for the delivery of public awareness campaigns through the mass media and public events.

The Federal Emergency Management Agency, American Red Cross, and other agencies have developed guidance to assist local programs in teaching families to care for themselves during disaster. Critical information includes teaching citizens what hazards they may face, what warning systems are in place, what they should do if there is a disaster, how to shelter in-place and evacuate, how to make a family disaster plan and survival kit. A successful program entails disseminating this information to a broad range of audiences through a variety of methods including written materials, public service announcements, and group presentations. See FEMA's "Emergency Preparedness Materials Catalog," FEMA publication-64.

In addition to developing the Public Education program to address current issues in emergency management such as soliciting assistance for program projects and promoting different

awareness weeks, Emergency Management Directors/Coordinators and the Emergency Planning Committee must also consider post-disaster public information. This includes preparation of information on the community's most probable hazards, media inquiries, disaster assistance programs, and recovery guidance. Whenever possible, emergency public information and education should be included in exercises and planning activities to improve coordination during an actual disaster.

Newaygo County Community Outreach Program

Newaygo County has developed a local Public Education program, known as the Community Outreach Program, to meet the needs of the community through a variety of methods. The following describes the Community Outreach Program's basic components that are managed by the Emergency Services Department and Local Emergency Planning Team.

- A formal Community Outreach schedule designed to monitor and manage public education/information activities as to ensure regular interaction with identified community audiences including government officials, business organizations, media, community groups, schools, emergency support agencies, and other audiences.
- Identifying appropriate and comprehensive public education materials produced by FEMA, American Red Cross, and National Weather Service as to provide them to public outlets according to request and opportunity.
- Development of proprietary public education and information tools including such items as brochures, program guides, display boards, and websites that promote local emergency management activities and community preparedness.
- Supporting community requests for emergency management interaction with prepared presentations on subjects such as emergency management program awareness, emergency management program overview, emergency operations plan overview, and other topics.
- Coordinating the Public Education activities with emergency public information and training activities to ensure an integrated approach to Community Outreach activities.

VOLUNTEER MANAGEMENT

Overview

In the wake of the September 11, 2001 terrorist attacks, thousands of Americans responded by volunteering their talents and skills to help others. It became clear during those events however, that there was no method for coordinating the services of the thousands of well-meaning volunteers. There was no mechanism for checking credentials and assigning volunteers where they could do the most good, and no pre-planning to ensure their safety. Nor had these volunteers been trained in methods that would allow them to work effectively as a team, interacting with other agencies at the scene. In fact, the presence of unidentified care providers created numerous problems and potentially put trained rescuers at risk.

In January 2002, President George W. Bush launched Citizen Corps, to capture the spirit of service that emerged throughout our communities following the terrorist attacks. Citizen Corps is the grassroots strategy to bring together government and community leaders to involve citizens in all-hazards emergency preparedness and resilience. Citizen Corps was created to help coordinate volunteer activities that will make our communities safer, stronger, and better prepared to respond to any emergency situation. It provides opportunities for people to participate in a range of measures to make their families, their homes, and their communities safer from the threats of crime, terrorism, and disasters of all kinds.

Citizen Corps encompasses the Neighborhood Watch Program, Community Emergency Response Team, Volunteers in Police Service, Fire Corps, and Medical Reserve Corps. The goal of Citizen Corps is to have all citizens participate in making their communities safer, stronger, and better prepared for preventing and handling threats of terrorism, crime, and disasters of all kinds. More information about the Citizen Corps programs can be obtained at www.citizencorps.gov

On December 17, 2003 President George W. Bush issued the Homeland Security Presidential Directive 8 (HSPD 8) which formally established a standard and comprehensive approach to national planning and a National Preparedness Goal. The objective of the National Preparedness Goal is to help ensure the preparedness of the Nation to prevent, respond to, and recover from threatened and actual domestic terrorist attacks, major disasters, and other emergencies.

Community Emergency Response Team

The purpose of the Community Emergency Response Team (CERT) Program is to enhance individual and family disaster preparedness and to be trained and ready to respond to major emergencies and disasters locally. The Community Emergency Response Team (CERT) program helps train people to be better prepared to respond to emergency situations in their communities. When emergencies happen, CERT members can give critical support to first responders, provide immediate assistance to victims, and organize spontaneous volunteers at a

disaster site. CERT members can also help with non-emergency projects that help improve the safety of the community.

Medical Reserve Corps

The Medical Reserve Corps is the component of the Citizen Corps that will bring together local health professionals and others with relevant health-related skills to volunteer in their community. These volunteers will assist local, existing community emergency medical response systems as well as provide a group of readily trained and available resources to help a community deal with pressing public health needs and improvements.

The Medical Reserve Corps (MRC) Program coordinates the skills of practicing and retired physicians, nurses and other health professionals as well as other citizens interested in health issues, who are eager to volunteer to address their community's ongoing public health needs and to help their community during large-scale emergency situations.

Emergency Management Support Team

The Emergency Services Department maintains a group of volunteer / auxiliary staff that is trained as an emergency operations center (EOC) support team. This team is responsible for assisting the emergency services department and community officials in the development, testing, training, and implementation of the emergency plan as necessary. Members are specifically trained to support the implementation of emergency plan functions as an Assistant Section Leader within the EOC environment.

Newaygo County Volunteer Management Program

In accordance with the National Preparedness Goal, and understanding the importance of a well trained cadre of volunteers during times of disaster, Newaygo County has incorporated the Community Emergency Response Team (CERT), Medical Reserve Corps (MRC), and Emergency Management Support Team (EMST) programs into its Emergency Management System. One of the roles of the Newaygo County Local Emergency Planning Team (LEPT) is to serve as the Newaygo County Citizen Corps Council, providing the oversight for the CERT and MRC programs. All volunteer programs are administered by the Newaygo County Emergency Services Department and the Newaygo County Emergency Services Volunteer Coordinator serves as the Coordinator for CERT and MRC.

RESOURCE MANAGEMENT

Purpose

Emergency management and incident response activities require carefully managed resources (personnel, facilities, equipment, finances, and/or supplies) to meet incident needs. In fact, possibly the most visible aspect of a community's disaster response capability is its effectiveness in managing specialized resources to mitigate hazardous conditions. Due to this, Emergency Managers utilize a broad range of techniques to ensure the jurisdiction's ability to effectively and efficiently identify, acquire, maintain, and manage emergency resources during times of need.

Considerations

An established system for resource management is a vital component of community preparedness and a critical component to emergency response. The inherent broad and intense impact of disasters frequently results in critical shortfalls in personnel, equipment, facilities, supplies, information, or even finances that require the rapid prioritization and allocation to save lives, stabilize the incident, and conserve property.

The National Incident Management System (NIMS) has dedicated resource management as a priority focus for emergency response utilizing standardized best practices to be implemented nationwide. The complex lifecycle of managing resources is defined as a resource management system and is most effectively managed by 'Resource Managers', which are often lead by emergency management agencies. More information on resource management concepts can be studied via FEMA's Independent Study course, "IS-703 NIMS Resource Management" available at www.fema.gov.

Resource Management Components

Resource Managers in conjunction with local government, public, and private agencies work together to institute a resource management system based on 5 key components:

Advanced Planning

Preparedness organizations work together in advance of an incident to develop plans for managing and employing resources in a variety of possible emergency circumstances. Formal planning mechanisms may include coordinating with the Local Emergency Planning Committee (LEPC) to develop resource management plans and procedures as well as establishing a system for inventorying resource information.

Resource Identification and Ordering

Resource managers use standardized processes and methodologies to order, identify, mobilize, dispatch, and track the resources required to support incident management activities. These tasks are usually performed at either at an IC's request or in accordance with pre-planned requirements. While we are most familiar with dispatching resources at the request of an Incident Commander, some plans call for automatic "move up" or standby status under preplanned conditions.

Categorizing Resources

Incident management and emergency response organizations at all levels rely on various types of equipment to perform mission-essential tasks. A critical component of operational preparedness is the acquisition of equipment that will perform to certain standards, including the capability to be interoperable with equipment used by other jurisdictions.

To ensure this capability, resources are "typed," or categorized by size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within jurisdictions, across jurisdictions, and between governmental and nongovernmental entities more efficient and ensures that ICs receive resources appropriate to their needs. Resource Managers work with agencies to "type" resources and "certify" personnel according to guidelines produced by the NIMS Integration Center.

Use of Agreements

No single jurisdiction has the resources necessary to respond to a catastrophic disaster and thus mutual aid resources become a primary asset during a major emergency. These mutual aid resources and the process of coordinating them is managed by pre-incident agreements so that questions of liability, cost, reimbursement, etc. are decided on prior to their utilization. Resource Managers ensure that these agreements are maintained, updated, and documented for emergency use.

Effective Management of Resources

Resource managers use validated practices to perform key resource management tasks systematically and efficiently. Primary examples include: 1) acquisition procedures such as contracting, cache stocks, and emergency purchasing are used to obtain resources to support operational requirements; 2) Using information management systems to manage resources and unique emergency information; 3) Ensuring protocols for ordering, mobilizing, dispatching, and demobilizing resources throughout an incident.

Newaygo County's Resource Management Program

Newaygo County's maintains resource management as one of its primary operational components. Key aspects of the program includes the establishment of a Resource Management Section of the local emergency plan with an appointed Resource Management Officer. According to the direction provided by the Resource Management Officer and the Resource Management Plan, the jurisdiction proactively identifies, acquires, maintains, and manages disaster response resources for the jurisdiction.

Key aspects of this program include:

- Resource Management Databases (WebEOC and Nixle Lists)
- Regional/local I.D. system & database
- Mutual Aid Agreements (local and prescribing to the statewide MEMAC agreement)
- Maintenance of emergency volunteer and donations management system
- Maintaining 'shared' emergency response resources for use by local agencies

RESPONSE

Initial Response

When an emergency or disaster occurs, local agencies are normally the first to respond. These agencies initially assess the situation, determine its scope and magnitude, and determine if additional assistance is required. Generally, response is handled at the local level as much as possible. The Emergency Management Director/Coordinator assists in response activities and monitors the situation. If the situation escalates to the point where coordination among several agencies is required, the Emergency Management Director/Coordinator may decide to activate the Emergency Operations Center and notify key personnel to report there to manage the incident and coordinate activities.

Declaring a Local “State of Emergency”

If the incident in a local jurisdiction is such that significant threats exist to public health, safety, and general welfare, and/or extensive coordination and resource involvement is required to respond and recover from the situation, the Emergency Management Director may recommend that the Chief Elected of the county declare a local “state of emergency”, thereby formally activating the appropriate response and recovery aspects of local agencies, as stated in this emergency management planning document. The declaration of a local “state of emergency” is important for several reasons. First, it activates the response and recovery aspects of the local EOP in a timely manner, at the beginning of the emergency / disaster. Second, and perhaps most important, declaring a “state of emergency” emphasizes the severity of the situation by indicating that local response efforts are underway, and local resources are being utilized to their maximum potential. Finally, to be eligible for 1976 PA 390, Section 19 state funding, a jurisdiction must have declared a local “state of emergency” or be covered by such a declaration in a timely manner.

Requesting State Assistance

If the emergency or disaster is deemed to be beyond the jurisdiction’s resources and capability to respond, the Chief Elected Official may request that the Governor declare a “State of Emergency” or “State of Disaster”. This activates state assistance in accordance with the provisions set forth in the Michigan Emergency Management Act. It is important to remember that the purpose of state disaster assistance is to supplement local efforts and resources to protect public health and safety and to help relieve the extraordinary burden local jurisdictions may face. It is not intended to be used for simple budgetary relief or to relieve hardship.

Governor’s “State of Emergency” Declaration

The Emergency Management and Homeland Security Division keeps the Governor informed of the situation, based on the information received from the Emergency Management Director and EMHSD District Coordinator. If conditions warrant, the Emergency Management and Homeland

Security Division may recommend that the Governor declare a “State of Emergency” or “State of Disaster” for the affected area. The Governor will review the information and recommendation and take the actions he deems necessary and appropriate to respond to the situation.

Pursuant to 1976 PA 390, as amended, the Governor may declare a "state of disaster" for affected areas if a disaster has occurred causing widespread or severe damage, injury, or loss of life, or an imminent threat thereof exists. The Governor may declare a "state of emergency" in those situations where state assistance is needed to supplement local efforts and capabilities to save lives, protect property and the public health and safety, or to lessen or avert the threat of a catastrophe. A Governor's "state of disaster" declaration acknowledges the severity of the situation and its impact upon the areas affected, while a "state of emergency" is used to target specialized assistance to meet specific needs which the state is uniquely able to provide.

The Governor may also declare a “heightened state of alert” if he/she believes that terrorists or members of terrorist organizations are within this state or that acts of terrorism may be committed in this state or against a vital resource. Such a declaration provides the Governor with many of the same authorities provided under a “state of emergency” or “state of disaster” declaration described above, and can be instituted to safeguard the interests of the state or a vital resource, to prevent or respond to acts of terrorism, or to facilitate the apprehension of terrorists or members of a terrorist organization and those acting in concert with them.

A Governor's declaration of a “state of disaster,” a "state of emergency," or a “heightened state of alert” activates the response and recovery aspects of the MEMP and authorizes the deployment and use of state resources to provide assistance to the areas under the declaration. This includes all disaster relief forces under state authority, as well as supplies, equipment, materials, and facilities. The MSP/EMHSD coordinates the provision of such assistance with the involved state departments / agencies and affected local jurisdictions through the State Emergency Operations Center, if activated.

Seeking Federal Assistance

Upon declaring a "state of disaster" or a "state of emergency," the Governor may seek assistance (either financial or otherwise) from the federal government for those areas included in the declaration, including (if the situation warrants) requesting a Presidential emergency or major disaster declaration under the federal Stafford Act, through the FEMA Region V office in Chicago, Illinois.

If the Governor requests or intends to request a Presidential declaration, a Preliminary Damage Assessment (PDA) is normally conducted within a few days of the request to determine if the situation warrants federal assistance. Damage assessment teams (composed of representatives of the federal government, state government, the affected local jurisdiction, and affected tribal governments – as applicable) are dispatched to the incident scene to survey and confirm the damage and impacts reported by the affected local jurisdiction(s), the State of Michigan, and

affected tribal governments – as applicable. The local (and tribal – as applicable) representative(s) on the team(s) must be thoroughly familiar with the area and knowledgeable about the damage and impacts incurred.

Presidential “State of Emergency” Declaration

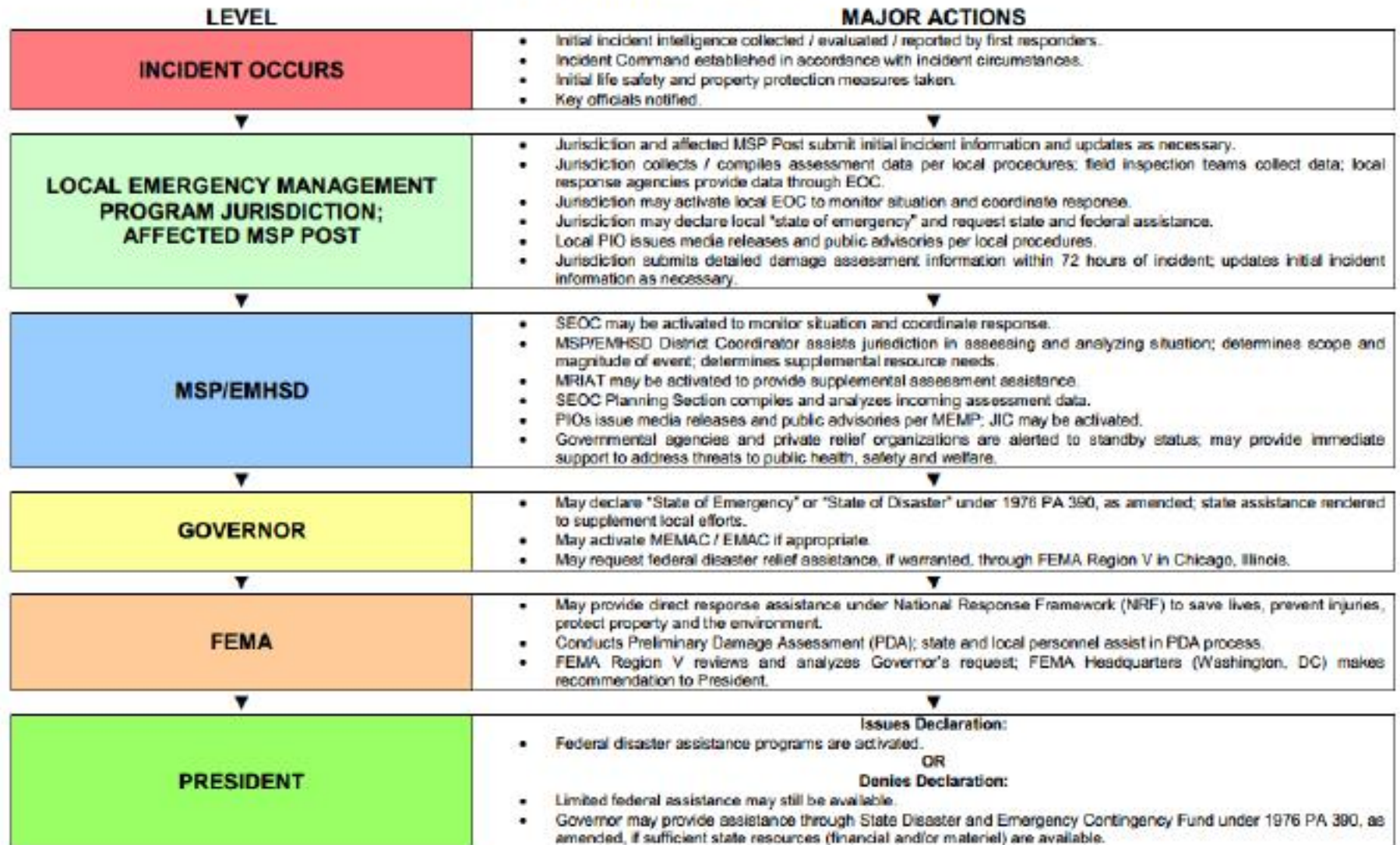
The Governor's letter of request for a Presidential emergency or major disaster declaration is forwarded to the President through the FEMA Regional Administrator. After careful analysis of the request by Regional Office staff, the Regional Administrator makes a recommendation to the Director of FEMA in Washington, D.C., who in turn recommends a course of action to the President. Under the Stafford Act, the President has three options when a Governor's request for a declaration is submitted:

Declaration Request Denied. If the President does not find sufficient damage and impacts to warrant a declaration, he may deny the request outright. In those cases, limited disaster relief assistance may still be available from specific federal agencies and volunteer organizations, including SBA low-interest disaster loans and USDA emergency loans for agricultural damage. Refer to Attachment L for details on available programs.

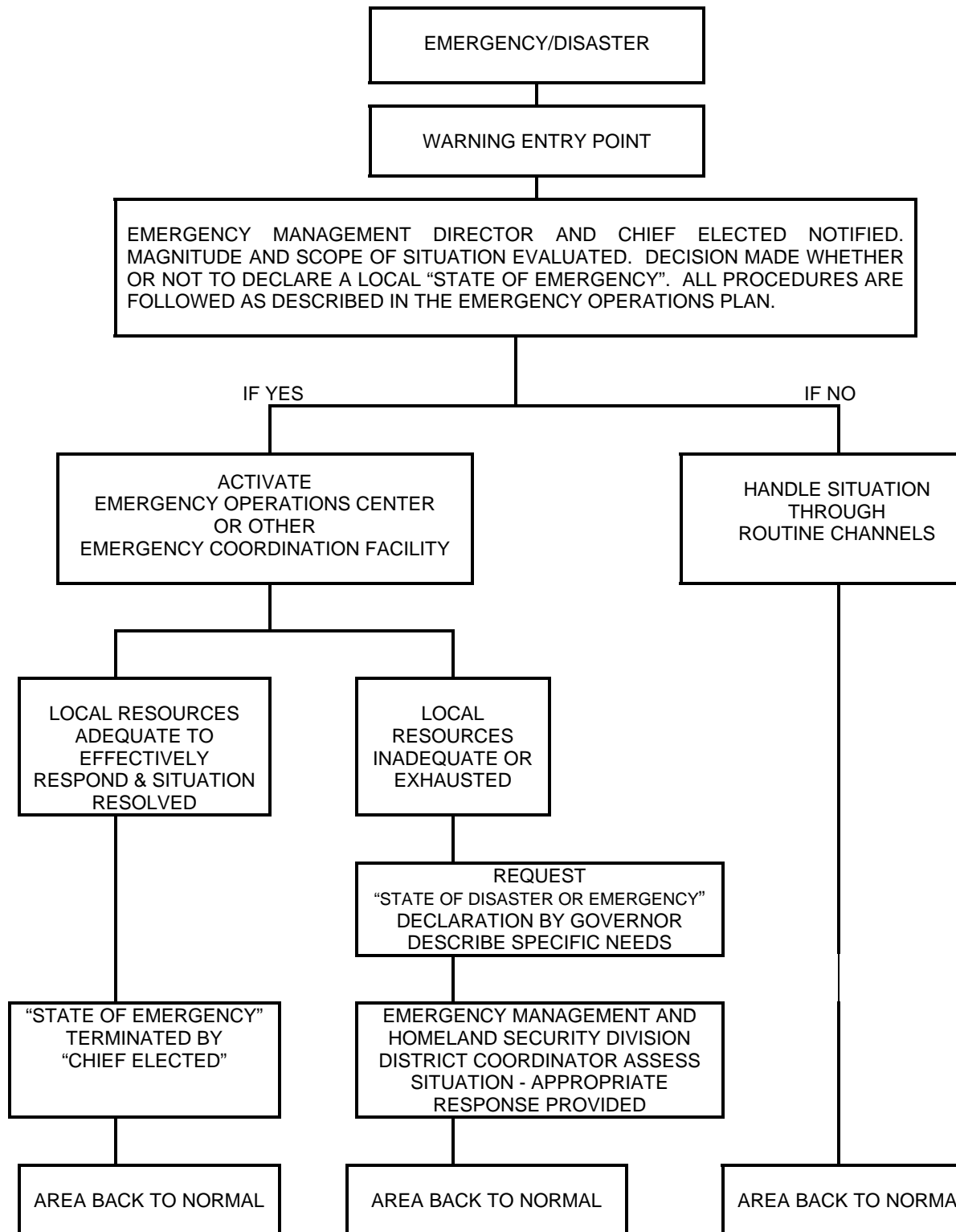
Emergency Declaration. In those situations where the full range of assistance available with a major disaster declaration is not required, the President may declare that an "emergency" exists, which provides specialized assistance from federal agencies to meet a specific need that the federal government is uniquely able to provide. Examples of emergency assistance are: temporary housing; mass care; debris removal when in the public interest; emergency repairs to keep essential facilities operating; technical assistance with essential community services; public health and safety measures; and public information and warning. The federal share of such assistance is not less than 75% of eligible costs, with a cap of \$5,000,000 for a single emergency unless additional assistance is approved by the President.

Major Disaster Declaration. The President may declare that a "major disaster" exists, which makes available the widest variety of federal assistance programs to jurisdictions within the designated disaster area. The three basic types of assistance available under a Presidential major disaster declaration through the Stafford Act are Public Assistance, Individual Assistance, and Hazard Mitigation Assistance. In addition, SBA and USDA loans and other appropriate federal assistance programs are made available as necessary.

Figure 8: Emergency / Disaster Declaration Process



Emergency Response Sequence Chart



Newaygo County Emergency Response

As with any jurisdiction, Newaygo County's capability to respond to emergencies and disasters depends heavily on individual responsibility for basic preparedness as to ensure that limited resources are best used for emergency purposes.

- Community citizens, businesses, organizations, and visitors must be able to be reasonably able to address their immediate basic disaster needs for 72 – 96 hours after an emergency/disaster. This is easily accomplished by having an emergency plan, disaster supplies kit, and basic knowledge of disaster preparations in the community. Many citizens have involved themselves in Community Emergency Response Teams or other groups that are actively involved in disaster preparedness and response.
- Community Organizations and Agencies must develop Continuity of Operations Plans to ensure that they are able to maintain an acceptable level of service during disaster conditions. This may include measures for operating without power, limited personnel, or relocation to an alternate site. Such provisions allow for continued service to the area as well as mitigate financial damage that may result from interrupted operations.
- Emergency Response Agencies must be trained, equipped, and experienced in implementation of emergency response functions and preparedness plans within the scope of the National Incident Management System. It's important to understand that day to day capabilities may not be reflective of the scope of an emergency/disaster, so special provisions are necessary.
- Emergency Management Agencies must be trained, equipped, and experienced in the implementation of the emergency management plans and related procedures. This includes such tasks as EOC operations and subsequent functional implementation as well as advanced knowledge of resources and special capabilities.
- Government Departments must be able to implement Continuity of Government measures as to ensure that vital organizational functions remain consistent during times of crisis. Not only is Government not immune to disasters, many times its role actually expands significantly. Vital functions such as community records, government processes, and court structure play a key role in community recovery.

Newaygo County's Emergency Management program is assigned to coordinate response measures in accordance to the procedures, resources, and responsibilities described in the Newaygo County Emergency Operations Plan. Depending on the scope of the situation, Newaygo County Emergency Services will initiate 1 of 3 defined levels of response: Advisory, Activation, or Emergency. In any case, emergency response within the jurisdiction will involve the application of accepted principles such as:

- Use of the national incident management system and incident command principles such as unified command, span of control, common terminology, unity of command, resource management, etc.
- Use of multi-agency coordination centers including an emergency operation center, joint information center, etc.
- Use of the jurisdiction's emergency plan to direct the jurisdiction's personnel, resources, etc.

HOMELAND SECURITY

Following the tragic events of the 9-11 terrorist attacks on the World Trade Center and the Pentagon, the United States' war on terror resulted in a major restructuring of numerous agencies under the Department of Homeland Security. As the existing emergency management system is designed as an all-hazards system, it was manageably altered to absorb the new hazard of terrorist acts resulting from Chemical, Biological, Radiological, Nuclear, and Energetic weapons into the existing program. However, due to some inherent differences in terminology and concepts, a local emergency management / homeland security interface has been developed.

Specifically, emergency management utilizes the concept of "Comprehensive Emergency Management". This concept focuses on:

- Comprehensive Partnerships of federal, state, and local governments
- Comprehensive Hazards of natural, technological, and man-made origin
- Comprehensive Emergency Lifecycle of mitigation (prevention), preparedness, response, and recovery

Homeland Security utilizes a concept of "Solution Areas" based on two supporting areas.

- Threat & Risk Assessment, that provides intelligence to the local community on its attack potential
- Emergency Management Advisory Council, that ensures a multi-disciplined approach to planning for terrorism
- Planning Solution Area, focusing on plans, procedures, and practices
- Equipment Solution Area, focusing on "arming" first responders and communities with necessary equipment that would be required during a terrorist event
- Training Solution Area, focusing on training first responders and communities in effective skills that can be utilized during a terrorist event
- Exercise Solution Area, focusing on providing simulated scenarios to allow communities opportunities to practice their methods of addressing terrorist events.

Newaygo County's Homeland Security Program Interface

The following details the concepts utilized by Homeland Security and how they interface with the local emergency management program.

HOMELAND SECURITY	EMERGENCY MANAGEMENT
• Threat Assessment	• Hazard Analysis and Capability Assessment
• Local Planning Team	• Emergency Management Advisory Council
• Planning	• Emergency Plan (E.A.G.) and Site Planning
• Equipment	• Hazard Operations/Mitigation
• Training	• Training and Public Education
• Exercises	• Exercises
Response	

National Infrastructure Protection Program

The Homeland Security Act of 2002 provides the primary authority for the overall homeland security mission. This act charged the Department of Homeland Security with primary responsibility for developing a comprehensive national plan to secure critical infrastructure and recommend “the measures necessary to protect the key resources and critical infrastructure of the United States.” This comprehensive plan is the National Infrastructure Protection Plan (NIPP), published by the Department in June 2006. The NIPP provides the unifying structure that integrates a wide range of protective security efforts into a single national program.

Protecting and ensuring the continuity of the critical infrastructure of the United States are essential to the nation's security, public health and safety, economic vitality, and way of life. Critical infrastructure are the assets, systems, and networks, whether physical or virtual, so vital to the United States that their incapacitation or destruction would have a debilitating effect on security, national economic security, public health or safety, or any combination thereof.

Critical Infrastructure & Key Resources (CIKR)

Homeland Security Presidential Directive 7 (HSPD-7) established U.S. policy for enhancing critical infrastructure protection by establishing a framework for the Department's partners to identify, prioritize, and protect the critical infrastructure in their communities from terrorist attacks. The directive identified 17 critical infrastructure sectors and, for each sector, designated a federal Sector-Specific Agency (SSA) to lead protection and resilience-building programs and activities. HSPD-7 allows for the Department of Homeland Security to identify gaps in existing critical infrastructure sectors and establish new sectors to fill these gaps. Under this authority, the Department established an 18th sector, the Critical Manufacturing Sector, in March 2008.

Each of the Sector-Specific Agencies developed Sector-Specific Plans that details the application of the NIPP framework to the unique characteristics of their sector.

Agriculture & Food	Banking & Finance	Chemical
Commercial Facilities	Communications	Critical Manufacturing
Dams	Defense Industrial Base	Emergency Services
Energy	Government Facilities	Healthcare & Public Health
Information Technology	National Monuments & Icons	Nuclear Reactors & Materials
Postal & Shipping	Transportation Systems	Water

Newaygo County's Critical Infrastructure & Key Resources Protection Plan

Newaygo County has integrated Homeland Security measures into the duties of its emergency management program combined with a partnership with jurisdictional law enforcement. Jointly, these agencies coordinate with identified sectors in efforts to enhance the protection, mitigation, preparedness, response, and recovery for CIKR entities/sites. Following guidance by the Michigan State Police – Emergency Management & Homeland Security Division, Newaygo has added Schools & Education as an additional sector due to its importance in the community.

Homeland Security Grant Program / Regionalization

To better utilize Homeland Security grants to prepare Michigan for catastrophic emergencies, the Michigan State Police Emergency Management & Homeland Security Division established a 'regionalization' structure in 2006. This process requires emergency management programs within their assigned districts to coordinate use of homeland security monies in a collaborative approach to better prepare themselves for events requiring multi-county, or region wide events.

Homeland Security Grant Program (HSGP) monies are allocated to 7 identified regions who then manage those funds through a regional governing board. Through a process of decision making by the board and associated sub-committees, funds are distributed to individual jurisdictions, agencies, and projects to meet established regional priorities.

Membership of the Homeland Security Planning Board (HSPB) is comprised of the jurisdictions in the region as well as other identified representatives beneficial to the process. Examples include representatives from the state administrative agency, the fiduciary agent, and other grant programs.

Region 6 Homeland Security Planning Board



County Programs

- Clare County
- Ionia County
- Isabella County
- Kent County
- Lake County
- Mason County
- Mecosta County
- Montcalm County
- Muskegon County
- Newaygo County
- Oceana County
- Osceola County
- Ottawa County

Other Representatives

- City of Ionia
- City of Grand Rapids
- Regional 6 Healthcare Coalition
- Public Health

Non Voting Representatives

- Fiduciary Agent
- Citizen Corps
- MSP-EMHSD

Prior to 2011 (FY2009), the Homeland Security Planning Board consisted of 8 committees, each assigned to make recommendations to the board regarding established solution areas. Funds were sub-allocated to local jurisdictions by the board and were managed by Local Planning Teams composed of agencies representing the community's primary response disciplines.

Starting in the FY09 Grant year the Region 6 Homeland Security Planning Board restructured its management structure based on an updated Regional Homeland Security Strategy (RHSS). This new approach is based on projects lead by 5 broad-based regional teams. Projects are prioritized based on various factors such as the RHSS, target capabilities list, hazard vulnerability assessment, and the State of Michigan's grant investments. Each team is tasked with managing prioritized projects from start to finish utilizing solution areas of planning, equipment, training, and exercising. This system has been proposed to be a more effective use of the Homeland Security Grant Program Funds.



Homeland Security Governing Board Sub-Committee Structure FY2010

<u>Committee Name</u>	<u>Description and Projects</u>
Strategic Planning	Coordinates region wide planning efforts and acts as the coordination point for other regional initiatives. Primary projects have included maintaining local and regional planning personnel, developing region-wide plans/procedures, implementing statewide initiatives such as the Regional Homeland Security Strategy and statewide capability assessments.
Capability Improvements	Coordinated improving capability gaps. Some projects include interoperability communications, interoperability accountability, Improvised Explosive Device, and Chemical, Biological, Radiological, Nuclear, and Explosive capability enhancements.
Critical Infrastructure	Coordinates protection of local, regional, state, and federal critical infrastructure. This team will assist critical infrastructure sites identify hazards, vulnerabilities, risks, and develop continuity of operations plans. This team will work closely with the Department of Homeland Security and their subject matter experts.
Collaboration	Coordinates intelligence and information sharing between agencies. Continues Regional Training priorities that include, NIMS-ICS, E-Team, and other identified training needs. This team will also provide expertise on HSEEP exercise design and development to the other teams. Along with the collaboration with the other teams, this team will collaborate with other grant funded programs in the Region.
Citizen Preparedness	Coordinates citizen preparedness activities region wide. These include the Citizen Corps programs (CERT, MRC, VIPS, FIRE CORPS, and NEIGHBORHOOD ON WATCH), Special Needs population planning, and also school preparedness. There are many public preparedness campaigns available, and this team will help coordinate these campaigns.

CONCLUSION

Purpose

Emergency Management programs that successfully implement the various concepts described in this document will provide an excellent emergency management framework that will benefit the community regularly in emergency and disaster activities. However, ultimately the jurisdiction's emergency/disaster capability is only as good as how actively the community's government, public, and private officials take advantage of that structure and implement it within their individual agencies and organizations.

Newaygo County Recommendations

In order for the established emergency management program to be effective, it is critical that local agencies and organizations familiarize themselves with emergency management activities and actively participate in efforts of planning, capability assessment, hazard management, training, education, exercising, and even response.

Specifically, each organization in the community should ask themselves how effectively they are fitting into the existing emergency management structure in regards to critical areas. These specifically include:

1. Ensuring that their organization is familiar with and actively attending/participating in Local Emergency Planning Team activities. At minimum, quarterly meetings allow meeting with officials to discuss a comprehensive range of emergency management efforts and activities. Attendance at regular meetings will allow for information on what community officials are doing and what is necessary for those activities to be successful.
2. Ensuring that their organization is an integral part of the community planning process through active participation in efforts in planning, capability assessment, hazard analysis, mitigation, response, and exercising. This also can be easily addressed by attending the various Local Emergency Planning Team sessions which are focused on such issues.
3. Ensuring that your organization or agency preparedness program reflects community emergency management activities to build on the broad program components and expand them individually to your organization/agency. This includes being prepared for basic emergency provisions for up to 72 hours as described in standard preparedness guidance provided by the American Red Cross and Federal Emergency Management Agency.

Conclusion

The Newaygo County Board of Commissioners and Emergency Services Department has provided a quality emergency management program for the jurisdiction throughout its years of services. Although emergencies and disasters are inherently can result in loss of life, property, and damage to the environment, it is our intention that providing these comprehensive services to the existing local hazards of the jurisdiction can be successfully managed through community partnerships and teamwork.

NEWAYGO COUNTY EMERGENCY OPERATIONS PLAN 2015 - 2017



PART III - BASIC PLAN



AN ALL HAZARDS EMERGENCY PLAN DEVELOPED TO COORDINATE RESPONSE TO DISASTER
OR SEVERE EMERGENCIES OF NATURAL, MAN-MADE, WARTIME, TECHNOLOGICAL, OR
TERRORISM ORIGIN.

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Newaygo County Emergency Operations Plan



UNDER THE AUTHORITY VESTED IN ME BY P.A. 390, "THE MICHIGAN EMERGENCY MANAGEMENT ACT" AND "THE NEWAYGO COUNTY EMERGENCY MANAGEMENT RESOLUTION", I CERTIFY THAT THIS EMERGENCY OPERATIONS PLAN DATED **2015** IS THE OFFICIAL EMERGENCY MANAGEMENT PLANNING DOCUMENT FOR NEWAYGO COUNTY AND CONSTITUTES THE NEWAYGO COUNTY EMERGENCY OPERATIONS PLAN.

PATRICK GARDNER, Chairperson
Newaygo County Board of Commissioners

Date

ABIGAIL B. WATKINS P.E.M., M.E.P, Director
Newaygo County Emergency Services Department

Date

DISTRIBUTION LIST

Master copies of the Newaygo County Emergency Operations Plan are maintained at specific key points to facilitate availability and security. Functional copies are maintained by the Section Leaders and distributed to supporting and participating agencies as necessary.

EMERGENCY PLAN COPY	COPIES OF RECORD (Includes all sections and components)
1 – FULL	DIRECTION AND CONTROL OFFICIAL Newaygo County Emergency Services
2 – FULL	DIRECTION AND CONTROL OFFICIAL Newaygo County Board of Commissioners
3 – FULL	DIRECTION AND CONTROL, PUBLIC INFORMATION, AND RESOURCE MGT Newaygo County Administrator
4 – FULL	DIRECTION AND CONTROL OFFICIAL Michigan State Police Emergency Mgt and Homeland Security Division District 6 Coordinator
5 – FULL	NEWAYGO COUNTY EMERGENCY OPERATIONS CENTER Newaygo County Emergency Services
6 – FULL	OFFICIAL RECORD Newaygo County Clerk's Office
EMERGENCY PLAN COPY	FUNCTIONAL COPIES OF RECORD (Includes Basic Plan, Program Overview, and Specific Functional Annexes and Hazard Annexes)
7 – WC	WARNING AND COMMUNICATIONS Newaygo County Central Dispatch
8 – DA	DAMAGE ASSESSMENT Newaygo County Equalization
9 – LAW	LAW ENFORCEMENT Newaygo County Sheriff's Office
10 – LAW	LAW ENFORCEMENT Michigan State Police Hart Post Commander
11 – FIRE	FIRE SERVICES Newaygo County Fire Chiefs Association
12 – PW	PUBLIC WORKS Newaygo County Road Commission
13 – EMS	EMERGENCY MEDICAL SERVICES Newaygo County Medical Control Authority
14 – EMS	EMERGENCY MEDICAL SERVICES Spectrum Health Gerber Memorial Hospital
15 – EMS	EMERGENCY MEDICAL SERVICES Life EMS, Newaygo
16 – EMS	EMERGENCY MEDICAL SERVICES PRO MED EMS
17 – EMS	EMERGENCY MEDICAL SERVICES MECOSTA COUNTY EMS
18 – PH	PUBLIC HEALTH District Public Health Department 10
19 – PH	PUBLIC HEALTH Newaygo County Community Mental Health
20 – HS	HUMAN SERVICES Lake Newaygo Department of Health and Human Services
21 – HS	HUMAN SERVICES American Red Cross of Greater Grand Rapids
22 – HS	HUMAN SERVICES Salvation Army

EMERGENCY PLAN COPY	FUNCTIONAL COPIES OF RECORD CONTINUED (Includes Basic Plan, Program Overview, and Specific Functional Annexes and Hazard Annexes)
23 – HS	HUMAN SERVICES Newaygo County Commission on Aging
24- EXEC	DIRECTION AND CONTROL, PUBLIC INFORMATION, AND RESOURCE MGT Newaygo County Finance Director
EMERGENCY PLAN COPY	MUNICIPAL COPIES OF RECORD (Includes Basic Plan, Program Overview, and Municipal Emergency Plan)
1 - MUNICIPAL	MUNICIPAL SUPPORT PLAN City of Newaygo
2 - MUNICIPAL	MUNICIPAL SUPPORT PLAN City of Fremont
3 - MUNICIPAL	MUNICIPAL SUPPORT PLAN City of Grant
4 - MUNICIPAL	MUNICIPAL SUPPORT PLAN City of White Cloud
5 - MUNICIPAL	MUNICIPAL SUPPORT PLAN Village of Hesperia

PUBLIC ACCESS**(Supervised and Documented Access For Official Use Only)**

This document includes information considered exempt from the Michigan Freedom of Information Act (MCL 15.243y). Unauthorized possession of this information to the extent that it pertains to a specific vulnerable target could constitute a violation of the Michigan Anti Terrorism Act (MCL 750.543r). The information contained in this document is intended for official emergency preparedness use only

ALL HAZARDS PLANNING ASSUMPTIONS

The following all-hazards planning assumptions have been developed to provide a foundation for planning and response considerations. They include key concepts that must be taken into account throughout all phases of mitigation, preparedness, response, and recovery.

- Newaygo County and its comprising jurisdictions (townships, cities, and villages) are susceptible to a wide range of natural, technological, and man-made hazards that could result in emergencies of sufficient magnitude to overwhelm available local capabilities and resources AND significantly threaten the lives, property, and environment.
- It is the principle responsibility of government to ensure social order, protect the life and health of persons, and secure their existence and comfort. Thus it is the responsibility of Newaygo County and its comprising jurisdictions (townships, cities, and villages) to maintain a system to provide for the safety and welfare of it's citizens when emergencies / disasters occur.
- A comprehensive, standards based Emergency Management Program is the best mechanism for providing Newaygo County and its comprising jurisdictions (townships, cities, and villages) with effective disaster Mitigation, Preparedness, Response, and Recovery services.
- Newaygo County's emergency management capabilities are part of the nation's emergency management framework which relies on coordination and cooperation between local, state, and federal government agencies as well as private entities and non-governmental organizations. As this is especially true during emergency/disaster conditions, priority efforts must be made to ensure local efforts function in collaboration with state, federal, and other initiatives.
- All disasters / emergencies originate (begin) and terminate (end) at the local government level and primarily affect local citizens, business, and visitors. Thus, it is imperative that mitigation, preparedness, response, and recovery efforts be implemented effectively by local government agencies, private businesses, and non-governmental organizations, and individual citizens & families. Examples include developing an emergency plan, organizing a disaster kit, maintaining a Continuity of Operations Plan, preservation of vital records, etc.
- The Newaygo County Emergency Operations Plan is the primary emergency response plan for Newaygo County and its comprising jurisdictions (townships, cities, villages), it is essential that additional plans, procedures, and resources are coordinated with the emergency management program as to ensure a uniform effort in emergency operations.

Terrorism CBRNE Planning Assumptions

In addition to those made for all-hazards planning, unique assumptions must be taken into account for planning related to CBRNE (Chemical/Biological/Radiological/Nuclear/Energetic) Weapons of Mass Destruction Terrorism incidents.

- No single agency at the local, State, Federal, or private-sector level possesses the authority and expertise to act unilaterally on many difficult issues that may arise in response to a threat or act of terrorism, particularly if WMD are involved.
- An act of terrorism, particularly an act directed against a large population center within the United States involving WMD, may produce major consequences that would overwhelm the capabilities of many local and State governments almost immediately.
- Major consequences involving WMD may overwhelm existing Federal capabilities as well, particularly if multiple locations are affected.
- Local, State, and Federal responders will define working perimeters that may overlap. Perimeters may be used to control access to the area, target public information messages, assign operational sectors among responding organizations, and assess potential effects on the population and the environment. Control of these perimeters may be enforced by different authorities, which will impede the overall response if adequate coordination is not established.
- If appropriate personal protective equipment is not available, entry into a contaminated area (i.e., a hot zone) may be delayed until the material dissipates to levels that are safe for emergency response personnel. Responders should be prepared for secondary devices.
- Operations may involve geographic areas in a single State or multiple States, involving responsible FBI Field Offices and Regional Offices, as appropriate. The FBI and FEMA will establish coordination relationships as appropriate, based on the geographic areas involved.
- Operations may involve geographic areas that spread across U.S. boundaries. The Department of State is responsible for coordination with foreign governments.

THE EMERGENCY MANAGEMENT SYSTEM

Local, State, & Federal Government & Private / Non-Government Coordination

The inherent nature of emergencies and disasters requires the prompt and coordinated action from a wide variety of existing agencies from local, state and federal government as well as private and non-governmental organizations (NGO's). As such, the Newaygo County Emergency Operations Plan is highly interdependent with numerous government and non-government components within the nation's emergency management system.

Diagram 1 "Governmental Emergency Management Coordination", describes the primary responsibilities of government (local, state, and federal) and private, non-governmental entities in the emergency management system.

Of primary concern is the National Response Framework (NRF), which has been developed to constitute the basic principles of the nation's Emergency Management System and provides the basis on which state and local emergency plans are coordinated. The NRF and its companion documents, including the National Incident Management System (NIMS) and the Targeted Capabilities List (TCL), have been utilized in the development of the Newaygo County Emergency Operations Plan as ensure that local, state, and federal government and are able to work cohesively during disasters.

Likewise, various state and local elements are also integrated into the local plan to provide similar planning and coordination integration. Reference with the Michigan Emergency Management Plan (MEMP) and Michigan Hazard Analysis ensure cohesion with state government efforts while utilization of the Newaygo County Hazard Analysis and Newaygo County Capabilities Assessment provide essential local planning basis. If necessary, regional agreements and plans may also be added to provide yet another level of coordination as deemed necessary to benefit capabilities.

Diagram 2 "Plan Development References" lists key federal, state, and local references that must be utilized in the development of the Emergency Action Guidelines to ensure consistency with national and state systems.

The following diagrams describe key components of the emergency management system on local, state, and federal levels.

Diagram 1: EMERGENCY MANAGEMENT SYSTEM COORDINATION



Local Government (Newaygo County Emergency Services)

- Maintains the local “Newaygo County Emergency Management Program” under authority of local legislation entitled “The Newaygo County Emergency Management Resolution”
- Under direction of the Chief Elected Official, the Emergency Management Director coordinates local mitigation, preparedness, response, & recovery
- Maintains the local emergency operations plan entitled “Newaygo County Emergency Operations Plan”
- Maintains coordination with State & Federal systems via state agency



State Government (Michigan State Department of State Police Emergency Management & Homeland Security)

- Maintains the state emergency management program (Michigan State Police Emergency Management & Homeland Security Division) under authority of Public Act 390, “The Michigan Emergency Management Act”
- Under direction of the Governor, the Director of the Department of State Police coordinates state mitigation, preparedness, response, & recovery
- Maintains the state emergency operations plan, “the Michigan Emergency Management Plan”



Federal Government (Department of Homeland Security’s Federal Emergency Management Agency)

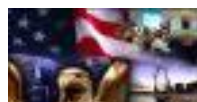
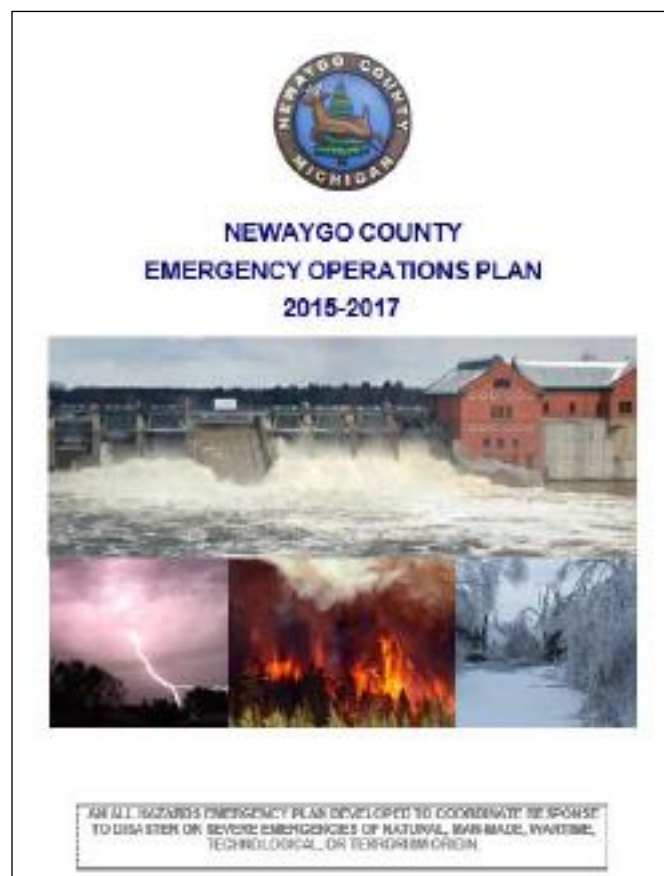
- Maintains the national emergency management and homeland security program (Department of Homeland Security & Federal Emergency Management Agency) under authority of “The Stafford Act” and numerous other authorities
- Under direction of the President, the Secretary of Homeland Security directs federal emergency management programs in mitigation, preparedness, response, and recovery
- Maintains the federal emergency operations plan, “The National Response Framework”
- Maintains coordination with State and Local programs via state agency



Private / Non-Governmental Organizations (Individual Citizens, Businesses, Non-Governmental Organizations)

- Maintains personal / private emergency management program under local, state, and federal guidance and/or legislative authorities
- Personally responsible for personal / private specific mitigation, preparedness, response, and recovery efforts
- Maintains personal / private site specific local plan & capabilities
- Maintains coordination with local emergency management program

Diagram 2: PLAN DEVELOPMENT REFERENCES



National Response Framework (NRF)



National Incident Management System (N.I.M.S.)



National Preparedness Goal



National Disaster Recovery Framework (NDRF)



Michigan Emergency Management Plan (MEMP)



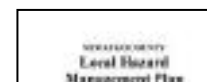
Michigan Hazard Analysis



Mutual Aid Agreements & Compacts



Regional Response Coordination Framework



Newaygo County Hazard Management Plan



Newaygo County Capabilities Assessment



Newaygo County Emergency Management Program

Pursuant to Act 390, P.A. 1976, as amended, and the Newaygo County Emergency Services Resolution 01-005-15, dated January 28, 2015, Newaygo County has established an Emergency Management Program to direct the prevention, protection, response, and recovery activities with the jurisdiction (Newaygo County and its comprising townships, cities, and villages). Under authority of the Chairperson of the Newaygo County Board of Commissioners and direction of the Emergency Services Director, the primary responsibilities of the program are as follows:

- On behalf of the Chief Elected Official, conduct **Administration** activities necessary to establish and maintain the local emergency management program in accordance with requirements identified in P.A. 390, Michigan – Local Emergency Management Performance Grant, and current professional practices.
- Conduct comprehensive **Capability Assessments** of the jurisdiction's program components in their effectiveness in disaster mitigation, preparedness, response, and recovery.
- Direct local **Local Emergency Planning Team** activities to ensure a community teamwork approach to the jurisdiction's emergency management activities.
- Develop and maintain the local **Emergency Operations Plan** to assign emergency responsibilities and coordinate the jurisdiction's response and recovery efforts in times of emergency and disasters.
- Develop and maintain a local **Emergency Resource Manual** that identifies critical personnel, facilities, supplies, equipment, and services that could be utilized in emergency management operations.
- Develop **Site Emergency Plans** for specific sites and areas identified as requiring additional or special procedures by legislation and/or local necessity.
- Develop a local **Hazard Analysis** that accurately describes the jurisdiction's risks and vulnerabilities to natural, technological, and man-made disasters.
- Direct the jurisdiction's **Hazard Operations** efforts as to continually improve capabilities in mitigation, preparedness, response, and recovery.
- Develop and implement a **Public Education** program that provides guidance to the jurisdiction's public and private entities on necessary emergency management issues.
- Develop and implement a local **Training** program that provides critical personnel with the necessary skills to facilitate effective and efficient emergency management operations.
- Develop and implement a local comprehensive **Exercise** program that provides for adequate testing of local emergency response capabilities and provides participants with the necessary experience to facilitate effective and efficient emergency response.
- Provide for the public safety of the jurisdiction through required emergency **Response** to all types of natural, technological, and man-made emergencies and disasters.

Refer to the Newaygo County Emergency Services Resolution and Emergency Services Director's job description for further information on the program responsibilities.

Emergency Services Director and Department Staff

The Newaygo County Emergency Services Department is the organization with primary responsibility for the jurisdiction's prevention, protection, response, and recovery activities with the jurisdiction (Newaygo County and its comprising townships, cities, and villages). As such, the department maintains key staff dedicated to carrying out the responsibilities assigned to them by the Chairperson of the Newaygo County Board of Commissioners as follows:

Emergency Services Director

Ultimately responsible for the development and direction of emergency management operations of the county. Reports directly to the Chairperson and acts on his/her behalf in managing the jurisdiction's prevention, protection, response, and recovery activities.

Emergency Services Volunteer Program Coordinator

Under the supervision of the Emergency Services Director, the Volunteer Program Coordinator is responsible for overseeing administrative functions of the Community Emergency Response Team (CERT) and Medical Reserve Corps (MRC) and ensuring interoperability with other CERT and MRC teams, first responders, and emergency management support functions. The Volunteer Program Coordinator is responsible for maintaining a self-sufficient Community Emergency Response Team and Medical Reserve Corps programs in Newaygo County through efforts such as planning, educating, recruiting, training, and other activities.

Emergency Management Volunteer Program

In accordance with the National Preparedness Goal, and understanding the importance of a well trained cadre of volunteers during times of disaster, Newaygo County has incorporated the Community Emergency Response Team (CERT), Medical Reserve Corps (MRC), and Emergency Management Support Team (EMST) programs into its Emergency Management System. CERT and MRC Team Members are trained to assist local emergency responders in the following areas:

- Search and Rescue
- First Aid Stations
- Traffic Control
- Damage Assessment
- Evacuation
- Emergency Shelter Operations
- Organize spontaneous volunteers at a disaster site
- General Emergency Management duties

EMST Members are specifically trained to support the implementation of emergency plan functions as an Assistant Section Leader within the EOC environment. During large community events, the volunteer program also helps promote emergency preparedness and provide incident safety, traffic control, medical first aid, and communications.

Diagram 3 “Emergency Services Lines of Authority” describes the official relationship between emergency management positions and those of Local Emergency Planning Team / Emergency Operations Center Officials.

Newaygo County Local Emergency Planning Team

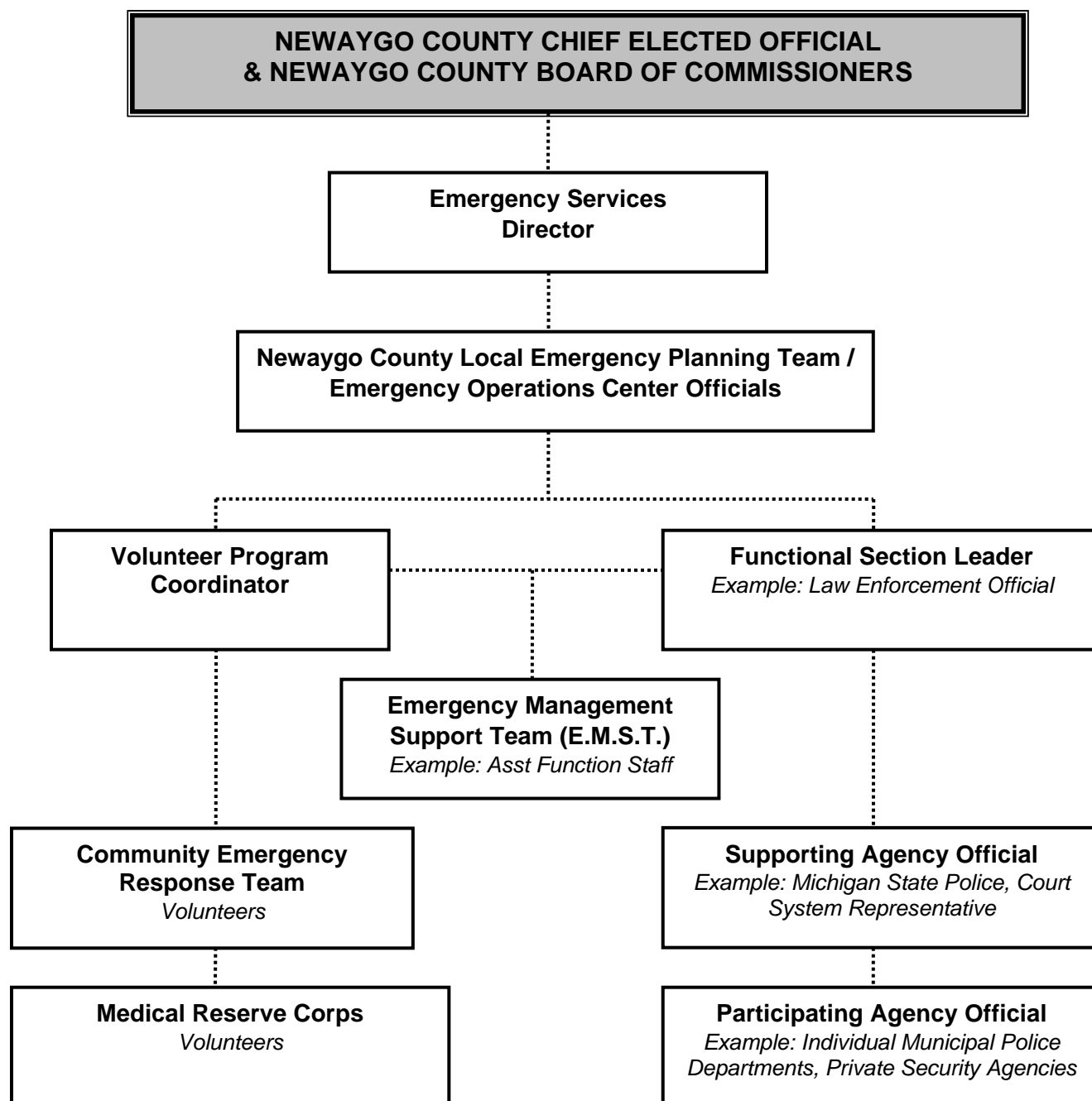
The Newaygo County Local Emergency Planning Team was established by the Newaygo County Board of Commissioners via Resolution 04-012-07 as the permanent Emergency Management advisory body serving the functions of the Homeland Security Local Planning Team (LPT), SARA Title III Hazardous Materials Local Emergency Planning Committee (LEPC), Citizen Corps Council, and Hazard Mitigation Planning Council to provide a forum for representatives of local government, private businesses, and public organizations to participate in community emergency planning and preparedness activities. This provides for a consistent approach to activities by an established team of officials involved in all aspects of emergency management.

The LEPT is composed of community agency officials assigned key roles in the jurisdiction's emergency plan and chaired by the Emergency Services Director, is a primary component of the jurisdiction's multi-disciplined, community approach to emergency management. This group meets regularly, as needed, and/or at the request of the CEO or Director to develop procedures for mitigation, preparedness, response and recovery from emergencies or disasters. At a minimum, the LEPT meets bi-monthly to specifically review the Emergency Operations Plan and ensure that it is current and operationally ready. The team also directs training and exercising (testing) of the plan.

The LEPT comprises the Emergency Operations Center Officials and consists of 3 identifiable ranks:

- **“Section Leaders”** are assigned by the Chief Elected Official (CEO) and the Emergency Services Director and have the responsibility for maintaining a functional component of the jurisdiction's emergency plan. Next to the CEO or Director, these officials are the highest ranking officials within the emergency management system, managing the critical functional components of the Emergency Plan.
- **“Supporting Entities”** are identified to represent agencies/organizations that provide key services to the entire jurisdiction. These are usually county government agencies, or entities that provide county-wide coverage of services. These entities are necessary to support the functional components of the plan and are vital to the local emergency management system.
- **“Participating Entities”** are single jurisdiction, or smaller entities that provide an emergency service covering only a single area or task. They support emergency operations in an important, but limited manner within the emergency management system.

All Emergency Services activities within Newaygo County are coordinated through the Newaygo County LEPT. These officials work together with the Emergency Services Director to support the emergency management program in providing a multi-disciplined, community wide approach to emergency readiness and include such aspects as capability assessments, planning, site planning, hazard analysis, hazard mitigation, public education, training, exercising and response.

Diagram 3: EMERGENCY SERVICES LINES OF AUTHORITY

Functional Responsibilities (Core Capabilities)

A primary responsibility of the Local Emergency Planning Team is to ensure adequate emergency capabilities amongst appropriate agencies and organizations. These capabilities are identified through the Core Capabilities and are assigned to appropriate functional representatives of the Local Emergency Planning Team. These officials, in conjunction with appropriate supporting and participating agencies, work together to establish functional capabilities in the following areas as to ensure a proficient emergency response.



Diagram 4: FUNCTIONAL CORE CAPABILITIES - RESPONSIBILITIES

COMMON CORE CAPABILITIES

- | | |
|----------------------------------|--|
| ➤ Planning | ✓ Local Emergency Planning Team (L.E.P.T.) |
| ➤ Public Information and Warning | ✓ Public Information and Warning |
| ➤ Operational Coordination | ✓ Local Emergency Planning Team (L.E.P.T.) |

PREVENTION MISSION AREAS

- | | |
|--|---|
| ➤ Forensics and Attribution | ✓ Law Enforcement |
| ➤ Intelligence and Information Sharing | ✓ Law Enforcement |
| ➤ Interdiction and Disruption | ✓ Law Enforcement |
| ➤ Screening, Search and Detection | ✓ Public Safety (Fire, Law, EMS, Public Health) |

PROTECT MISSION AREA

- | | |
|--|---|
| ➤ Access Control and Identify Verification | ✓ Law Enforcement |
| ➤ Cyber security | ✓ Law Enforcement |
| ➤ Intelligence and Information Sharing | ✓ Law Enforcement |
| ➤ Interdiction and Disruption | ✓ Law Enforcement |
| ➤ Physical Protective Measures | ✓ Law Enforcement |
| ➤ Risk Management for Protection Programs and Activities | ✓ Direction and Control |
| ➤ Screening, Search, and Detection | ✓ Public Safety (Law, Fire, EMS, Public Health) |
| ➤ Supply Chain Integrity and Security | ✓ Public Health |

RESPONSE MISSION AREA

- | | |
|---|---|
| ➤ Critical Transportation | ✓ Human Services and Public Works |
| ➤ Environmental Response, Health and Safety | ✓ Public Health, Fire Services, and EMS |
| ➤ Fatality Management Services | ✓ Public Health and Emergency Medical |
| ➤ Infrastructure Systems | ✓ Human Services & Resource Management |
| ➤ Mass Care Services | ✓ Human Services |
| ➤ Mass Search and Rescue Operations | ✓ Law, Fire, and Resource Management |
| ➤ On Scene Security and Protection | ✓ Law Enforcement |
| ➤ Operational Communications | ✓ Communications |
| ➤ Public and Private Services and Resources | ✓ Resource Management |
| ➤ Public Health and Medical Services | ✓ Public Health and Emergency Medical |
| ➤ Situational Assessments | ✓ Direction and Control |

RECOVER MISSION AREA

- | | |
|----------------------------------|---|
| ➤ Economic Recovery | ✓ Local Emergency Planning Team (L.E.P.T) |
| ➤ Health and Social Services | ✓ Public Health and Human Services |
| ➤ Housing | ✓ Human Services |
| ➤ Infrastructure Systems | ✓ Public Works and Damage Assessment |
| ➤ Natural and Cultural Resources | ✓ Local Emergency Planning Team (L.E.P.T) |

MITIGATE MISSION AREA

- | | |
|---|---|
| ➤ Community Resilience | ✓ Local Emergency Planning Team (L.E.P.T) |
| ➤ Long Term Vulnerability Reduction | ✓ Local Emergency Planning Team (L.E.P.T) |
| ➤ Risk and Disaster Resilience Assessment | ✓ Local Emergency Planning Team (L.E.P.T) |
| ➤ Threats and Hazards Identification | ✓ Local Emergency Planning Team (L.E.P.T) |
| ➤ Natural and Cultural Resources | ✓ Local Emergency Planning Team (L.E.P.T) |

INCIDENT RESPONSE

Successful management of emergencies / disasters requires rapid decision making to complex problems by government officials and emergency service agencies. For disasters, history has proven that the most challenging of these involve unclear direction for initial response, authority, mutual aid, and evacuation.

Field Response

Generally, Newaygo County's public safety system composed of 9-1-1, fire, police, ems, public works, and other first response agencies effectively manage the vast majority of the jurisdiction's 'routine', or 'low impact' emergencies. Standard mutual aid from neighboring agencies and jurisdictions provides sufficient assistance for the management of larger scale incidents, or 'moderate impact', that would otherwise significantly stress local field forces or prevent them from effectively covering other requests for emergency assistance.

Like all counties in Michigan, Newaygo County is additionally threatened by hazards with potential to develop into emergencies or disasters of significant magnitude to exhaust or totally overwhelm existing local and mutual aid capabilities. These 'high impact' or 'disaster' incidents require involvement by the Emergency Services Department to facilitate coordination of local, state, and federal response efforts and thus the activation of the jurisdiction's emergency plan.

As the emergency services response builds upon field efforts, first responders focus on key factors when planning, training, and exercising for major emergencies / disasters. These include:

Situation Recognition and Assessment

Generally, the jurisdiction's designated Public Safety Access Point (PSAP) or 9-1-1 is the first to be notified and become aware of emergencies. Upon first responders and key agency officials being notified and activated, they assess the situation to determine appropriate action. *For all emergency / disaster level incidents, it is vital that their severity and potential impact be rapidly recognized and accurately assessed as to facilitate proper activation of response mechanisms.*

Emergency Response Actions

Upon activation, first responders utilize their resources, training, experience according to local agency policies to manage the situation based on three primary priorities:

- 1. LIFE SAFETY**
- 2. INCIDENT STABILIZATION**
- 3. PROPERTY CONSERVATION / ENVIRONMENTAL PROTECTION**

As most emergency actions are implemented at the field level, capability of first responders to implement their assigned duties directly affects the jurisdictions effectiveness in managing the 3 priorities. Thus, it is critical that first responder equipment, training, experience (via exercising), and policies/procedures be executed proficiently and in conjunction with the local emergency management system.

Incident Management System

The complexity of emergency/disaster incidents requires an organizational structure for emergency personnel to be able to coordinate complex and critical tasks amongst a wide variety of government and private entities. The National Incident Management System (NIMS) and utilization of the Incident Command System (ICS) is recognized as the standard for incident management in Newaygo County. Thus, it is imperative that local agencies are proficient in establishment of the N.I.M.S. Incident Command System to ensure coordinated on-scene response amongst all participating agencies and organizations.

14 Incident Command System Features

- Common terminology
- Modular Organization
- Span of Control
- Management by Objectives
- Incident Action Plans
- Chain of Command
- Unity of Command
- Unified Command
- Transfer of Command
- Pre-designated Incident Facilities
- Accountability
- Integrated Communications
- Resource Management



ICS-402 – February 2008
ICS Overview for Executives/Senior Officials

Emergency Services Activation

At the direction of the Chief Elected Official and Board of Commissioners, Newaygo County Emergency Services daily operations focus is on large and/or unusual emergency events. NCES is specifically tasked and trained to coordinate and support “large” or “unusual” emergencies that are out of scope of day-to-day emergency responses. Specifically, general guidance includes:

GENERAL ADVISEMENT/ACTIVATION GUIDELINES

1. Request by an Incident Commander, government official, or response agency for emergency management assistance with an active incident
2. Incidents requiring emergency management involvement due to Federal, State, or Local legislation. Specifically includes SARAIII hazardous materials and Homeland Security / Terrorism incidents (CBRNE)
3. Incidents involving any pre-planned sites, hazardous areas, or conditions identifying emergency management as a response organization. Specific considerations include conditions described in established in Emergency Plan Hazard Annexes
4. Incidents that may require utilization of the jurisdiction’s emergency plan for providing functional support such as multi-agency coordination, technical information, and/or specialized resources
5. Incidents that requires government authorized protective measures such as evacuation, in-place sheltering, mass warning & public information
6. Other incidents affecting multiple jurisdictions, involving a commitment of emergency response agencies, and/or activating sufficient local resources that significantly alters the jurisdiction’s ‘state of readiness’ and/or capability to protect the population in the event of a disaster.

Depending on the scope of the situation, Newaygo County Emergency Services will initiate 1 of 3 defined levels of response: Advisory, Activation, or Emergency. All responses will be in accordance to procedures identified in the emergency plan via the emergency operations center.

EMERGENCY RESPONSE LEVELS

ADVISORY

Notifies NCEMD of developing or potential situation. Places NCEMD into standby mode, which results in increased readiness, situation monitoring, initial evaluation.

ACTIVATION

Require varying level of NCEMD direct intervention. Responses usually include performing supporting role at Incident Command Post w/expertise, equipment, or other resources.

EMERGENCY (Local/Regional/State/National)

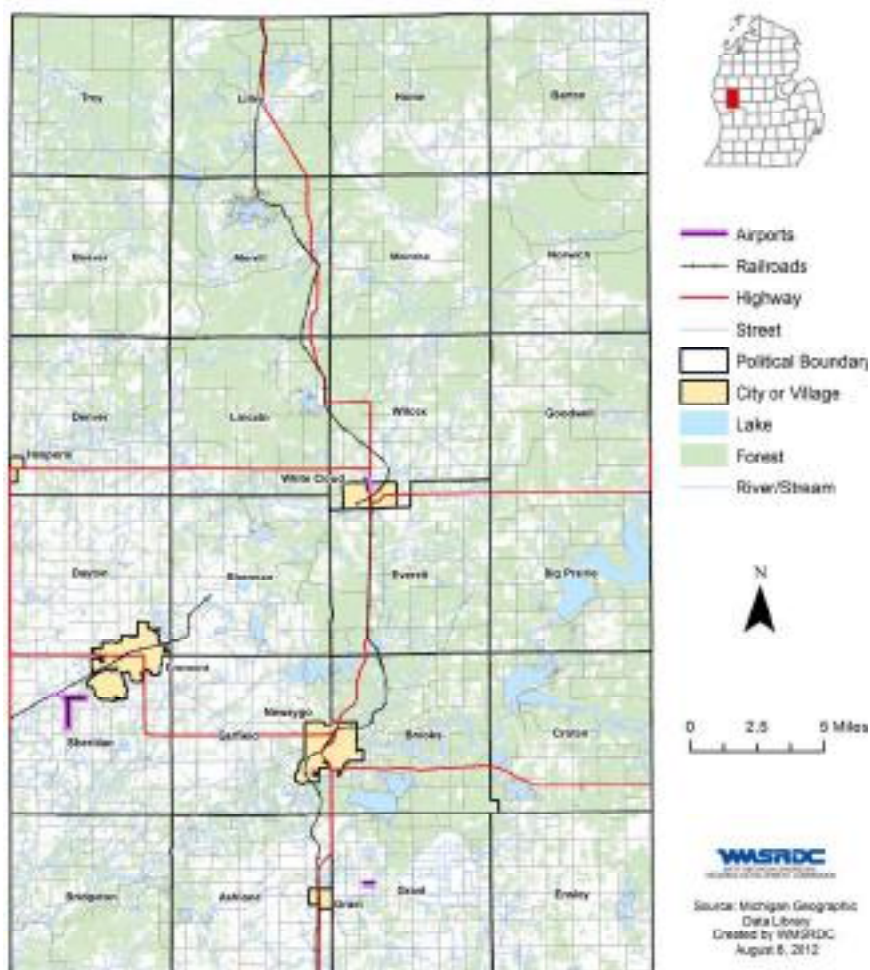
Require activation of the jurisdiction’s Emergency Operations Center (EOC) and varying levels of supporting emergency officials. These events significantly affect local, regional, state, or national resources and require NCEMD to establish a formal interface with local, state, and federal officials.

Authority

The authority for the Newaygo County Emergency Operations Plan and the responsibilities outlined herein is the Michigan Emergency Management Act P.A. 390 of 1976, as amended, and the Newaygo County Emergency Services Resolution 01-005-15 dated January 28, 2015. The Chairperson of the Board of Commissioners is the Chief Elected Official for Newaygo County and all county-level disaster responses (including protective actions such as evacuation) shall be executed under the authority of the Chief Elected Official. In the event that an emergency/disaster is confined entirely within a single political subdivision (i.e. township, city, village), then the highest ranking elected official will serve as the Chief Elected Official to support and authorize emergency response actions.

In any event, the Newaygo County Emergency Operations Plan constitutes the official emergency plan for Newaygo County and its comprising townships, cities, and villages with the Newaygo County Emergency Management Director/Coordinator appointed to implement those duties in conjunction with county, township, city, and village officials.

Diagram 5: NEWAYGO COUNTY JURISDICTIONS



Mutual Aid

Local government and other agencies included in this plan are mobilized as necessary to support emergency response to the incident. If a municipality requests county resources, the county will provide them and absorb the cost. If the county requests the use of municipal resources, the municipality will provide them and absorb the cost. Existing agencies of local government, other local agencies, volunteer agencies, and the private sector, augmented by state and federal agencies, constitute the basic response framework. Some of these agencies must perform special activities related to response and recovery. Individuals designated to perform these activities are detached from their regular assignment when activated.

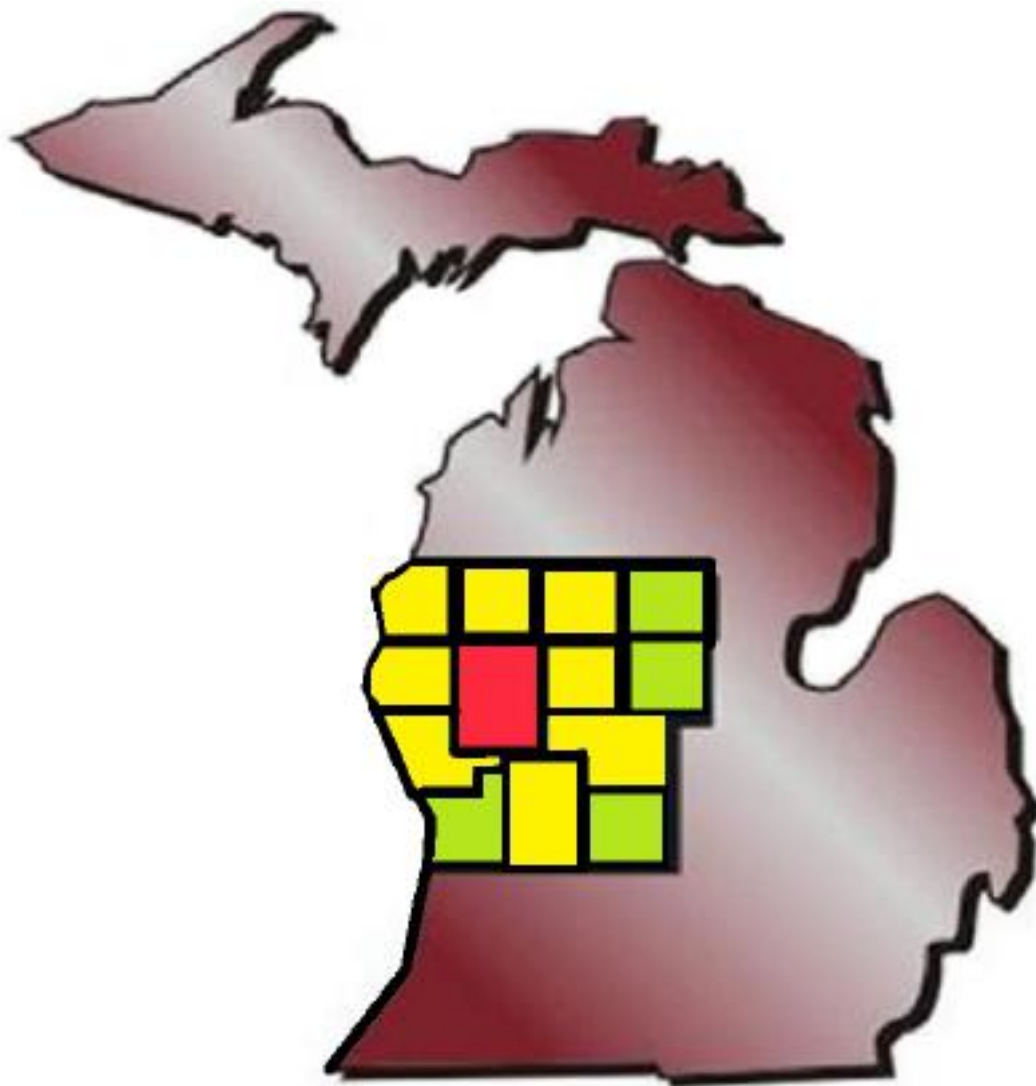
For large multi-jurisdictional incidents, the Michigan Emergency Management Assistance Compact (MEMAC) is the statewide mutual-aid assistance compact, authorized under 1976 PA 390, as amended that allows participating jurisdictions to render or receive assistance in time of crisis and share vital public safety services and resources more effectively and efficiently. The MEMAC is designed specifically for those situations in which a participating jurisdiction has exhausted its local resources (including those available through local / regional mutual aid or reciprocal aid compacts or agreements), or its resources are inadequate or overwhelmed in response to a threat or event being faced, and it requires additional resources (provided in a timely manner) to protect public health and safety, property or the environment.

The MSP/EMHSD administers MEMAC on behalf of the state of Michigan and is responsible for processing requests for resources by participating jurisdictions. Requests for assistance under MEMAC by a participating jurisdiction are communicated to the MSP operations center, which then notifies EMHSD of the request. MSP/EMHSD processes the request by conducting a search of available and relevant resources, contacting other participating jurisdictions or mobilizing state assets for assistance, and coordinating the mobilization of the assistance. MSP/EMHSD also administers the reimbursement process between the requesting and assistance-providing jurisdictions in accordance with the procedures established in the Compact.

Local mutual aid (non-MEMAC) is coordinated between jurisdictions and agencies to meet ongoing needs and is the most often utilized. During large emergencies and/or disaster conditions, mutual aid requests may affect many jurisdictions or even large geographic regions. For this reason, Newaygo County has established a mutual aid prioritization strategy that also defines the scope of the jurisdiction's planning efforts.

Diagram 5 "Mutual Aid Priorities" graphically shows Newaygo County's priority mutual aid according to regional plans and agreements.

Diagram 6: MUTUAL AID PRIORITIES



MUTUAL AID KEY

Priority 1: Primary Local / Primary Regional

Priority 2: Secondary Local / Priority Regional

Priority 3: Tertiary Local / Priority Regional

Other: Local Agency Agreements

Priority 4: MEMAC or situational

Public Protection Actions

Public protection actions such as In-Place Sheltering, Evacuation, Isolation, and even Quarantine are highly complex but absolutely vital responsibilities of government and emergency response agencies during emergencies/disasters. As such, an established guideline must be utilized to ensure a rapid and effective determination of appropriate public protective actions that determines appropriate authority, protective action measures, and decision making process.

Methods for protecting the population may vary depending on the hazard, however for major emergencies/disasters will generally fall into the following categories:

- **In Place Sheltering** - is the process for securing people in homes, businesses, or pre-designated safe areas from a threat or actual hazard. Examples include sealing a home from the effects of hazardous materials or locking down a school due to a criminal threat. Studies have shown that it is often the safest and most convenient of protective actions due to the inherent nature of requiring few resources, danger to responders and affected citizens, etc.
- **Evacuation** – is the immediate and rapid movement of people away from a threat or actual occurrence of a hazard. Examples range from the small scale evacuation of a building due to a bomb threat or fire to the large scale evacuation of a district because of an impending flood or hurricane. Evacuation is preferred for hazards that pose such a hazardous threat that existing shelter in the area will not provide adequate protection for sufficient time period.
- **Isolation** – refers to measures taken to prevent the spread of contagious diseases by restricting the interaction of the population and prevent the spread of illness. Primary uses include the restriction of large community gatherings during times of pandemics to prevent further contagion.
- **Quarantine** – is the restriction of activities or limitation of movement of persons exposed to a communicable disease in such a manner as to prevent effective contact, and thus disease spread, to the unexposed population. Historical examples include restricting contagious individuals to remain in their homes to prevent further spread of disease. Quarantine is utilized when health officials have determined a disease of high potential to reach pandemic level.
- **Travel Restrictions** – is the restriction of citizen travel on designated roads as to limit traffic during hazardous conditions or control traffic patterns during emergencies. Primary uses have included restricting travel on county roadways during extreme ice / snowstorms or restricting citizen vehicles from inside affected hazard areas.
- **Executive Directives** – refers to measures taken to lessen widespread damage, injury, or loss of life or property during emergencies. Primary uses include suspending or limiting the sale, dispensing, or transportation of alcoholic beverages, firearms, explosives, and combustibles, issuing a curfew, and issuing a burning ban.

Just as each protective action / measure has its own inherent applications, each also has unique challenges and considerations. Emergency Officials must thoroughly understand associated issues with each measure and have a clear process for determining when and how to implement them.

Authority

Michigan law provides for explicit authority to the Governor to compel protective measures such as evacuation and in place sheltering for catastrophic emergencies. Likewise, Michigan Public Health Code allows the Public Health Director the authority to authorize quarantine and isolation for protecting the public from epidemic health emergencies. Additionally, other authorities allow for various emergency officials to implement protective measures under certain hazardous conditions. Although not comprehensive, the following lists primary legislative authority recognized and supported by the Michigan Attorney General:

- **Police Power** – Provides the concept of the inherent power of every sovereignty to govern men and things, establish social order, protect the life and health of persons, secure their existence and comfort, etc. This includes evacuation, in place sheltering, quarantine, and isolation.
- **Michigan Fire Prevention Act** – (P.A. 207, 1941, Sec. 7a, as amended) provides the state fire marshal and local fire officials with the power to take all necessary protective actions to abate an identified danger to persons and property until the emergency condition is abated.
- **Michigan Emergency Management Act** – (P.A. 390, 1976, Sec 2 & 10, as amended) describes the powers invested in established emergency management programs to declare a local state of emergency, activate emergency response and recovery plans, and authorizes the furnishing of aid, assistance, and directives under those plans. Specific notations include directing and coordinating local multi-agency response to emergencies and providing for the health and safety of persons and property.
- **Public Health Code** – (section 2253, MCL 333.2453) Upon determination that control of an epidemic is necessary to protect public health, the director or local health officer, by emergency order, may prohibit the gathering of people for any purpose and may establish procedures to be followed during the epidemic to insure continuation of essential public health services and enforcement of health laws. Emergency procedures shall not be limited to this code.
- **SARA Title III** – (Sec 303 & 304) – Requires communities identify a community emergency coordinator and establishment of community emergency response plans in regard to hazardous chemicals sites and specifically identifies evacuation as a primary consideration.
- **Protective Custody** – (Law & EMS Legislation) Certain provisions are allowed law enforcement officers and emergency medical providers in restraining persons who are purposely and willfully endangering themselves without regard to their personal survival.

Although initial protective measures will frequently utilize an ‘agency’ or ‘situation’ specific authority, ultimately, all major protective measures should be authorized by the Chief Executive Official and utilize Police Power to ensure the maximum legislative and legal standing due to its validity and proven past precedence for authority.

Decision Making

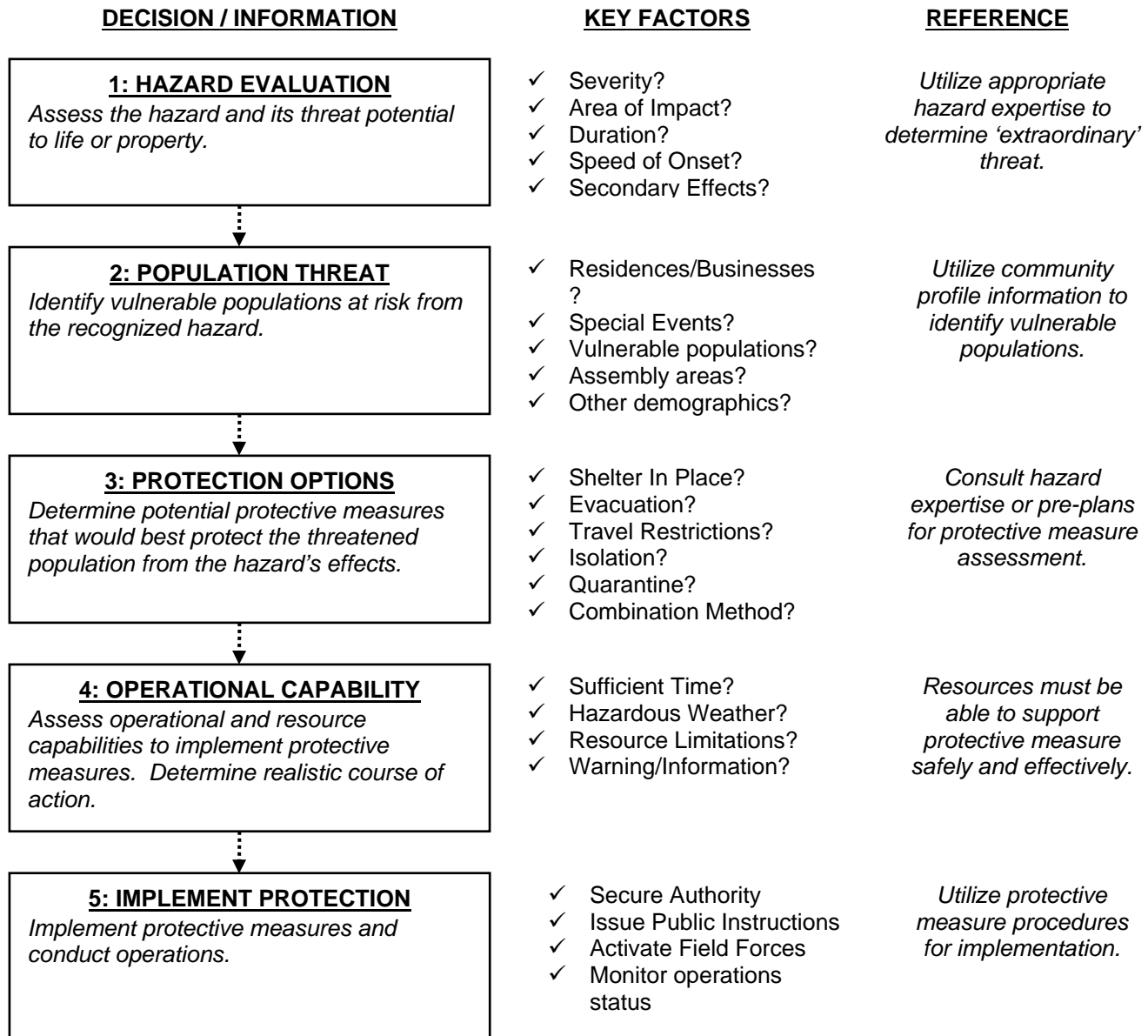
Numerous factors affect officials' decisions to implement protective measures. Community decision-makers must be able to rapidly accumulate, evaluate, and process situation information including impacted and/or threatened areas, potential dangers to people / property, and the various aspects of implementing protective measures.

Due to the complexity and importance of any protective action decision, it ideally should be made jointly by the key response officials, including the Incident Commander, Emergency Management Director, EOC Functional Official, and/or appropriate hazard expert.

- **Incident Commander** – Implements initial protective measures via appropriate authority (i.e. P.A.207, Public Health Code, etc.) and manages field operations. Coordinates with EOC in ongoing protective actions.
- **Emergency Services Director** – Coordinates with Incident Command and activates local emergency plan. Provides authority for protective measures via local emergency management resolution and P.A. 390. Determines appropriate hazard expert or assesses hazard.
- **EOC Functional Official** – Coordinates status of overall functional capabilities and prioritizes needs of multiple incident commands. May be the appropriate hazard expert.
- **Hazard Expert** – Advises on technical aspects of the hazard and assists in evaluation of protective measures.
- **Chief Executive Official** – Provides ultimate authority to protective measures by declaring local state of emergency and issuing an executive directive. Despite other authorities, all protective measures should be validated by the CEO's use of Police Power authority.

Diagram 7 shows the primary decision flow process and key factors to be considered by these officials regarding any protective measure. Further information and procedures for individual protective measures (i.e. evacuation, in place sheltering, isolation, quarantine) are detailed in the appropriate functional sections.

Diagram 7: PROTECTIVE MEASURES DECISION MAKING



Emergency/Disaster Declarations

Declaring a Local “State of Emergency” Declaration

If the incident in a local jurisdiction is such that significant threats exist to public health, safety, and general welfare, and/or extensive coordination and resource involvement is required to respond and recover from the situation, then a local “state of emergency” should be declared by the Chief Elected Official. The declaration of a local “state of emergency” is important for several reasons. First, it activates the response and recovery aspects of the local EOP in a timely manner, at the beginning of the emergency / disaster. Second, and perhaps most important, declaring a “state of emergency” emphasizes the severity of the situation by indicating that local response efforts are underway, and local resources are being utilized to their maximum potential. Finally, to be eligible for 1976 PA 390, Section 19 state funding, a jurisdiction must have declared a local “state of emergency” or be covered by such a declaration in a timely manner.

Requesting a Governor’s “State of Emergency” Declaration

If the emergency or disaster is deemed to be beyond the jurisdiction’s resources and capability to respond, the Chief Elected Official may request that the Governor declare a “State of Emergency” or “State of Disaster”. This activates state assistance in accordance with the provisions set forth in the Michigan Emergency Management Act. It is important to remember that the purpose of state disaster assistance is to supplement local efforts and resources to protect public health and safety and to help relieve the extraordinary burden local jurisdictions may face. It is not intended to be used for simple budgetary relief or to relieve hardship.

Pursuant to 1976 PA 390, as amended, the Governor may declare a “state of disaster” for affected areas if a disaster has occurred causing widespread or severe damage, injury, or loss of life, or an imminent threat thereof exists. The Governor may declare a “state of emergency” in those situations where state assistance is needed to supplement local efforts and capabilities to save lives, protect property and the public health and safety, or to lessen or avert the threat of a catastrophe. A Governor’s “state of disaster” declaration acknowledges the severity of the situation and its impact upon the areas affected, while a “state of emergency” is used to target specialized assistance to meet specific needs which the state is uniquely able to provide.

The Governor may also declare a “heightened state of alert” if he/she believes that terrorists or members of terrorist organizations are within this state or that acts of terrorism may be committed in this state or against a vital resource. Such a declaration provides the Governor with many of the same authorities provided under a “state of emergency” or “state of disaster” declaration described above, and can be instituted to safeguard the interests of the state or a vital resource, to prevent or respond to acts of terrorism, or to facilitate the apprehension of terrorists or members of a terrorist organization and those acting in concert with them.

A Governor’s declaration of a “state of disaster,” a “state of emergency,” or a “heightened state of alert” activates the response and recovery aspects of the MEMP and authorizes the deployment and

use of state resources to provide assistance to the areas under the declaration. This includes all disaster relief forces under state authority, as well as supplies, equipment, materials, and facilities. The MSP/EMHSD coordinates the provision of such assistance with the involved state departments / agencies and affected local jurisdictions through the State Emergency Operations Center, if activated.

Seeking Federal Assistance

Upon declaring a "state of disaster" or a "state of emergency," the Governor may seek assistance (either financial or otherwise) from the federal government for those areas included in the declaration, including (if the situation warrants) requesting a Presidential emergency or major disaster declaration under the federal Stafford Act, through the FEMA Region V office in Chicago, Illinois.

If the Governor requests or intends to request a Presidential declaration, a Preliminary Damage Assessment (PDA) is normally conducted within a few days of the request to determine if the situation warrants federal assistance. Damage assessment teams (composed of representatives of the federal government, state government, the affected local jurisdiction, and affected tribal governments – as applicable) are dispatched to the incident scene to survey and confirm the damage and impacts reported by the affected local jurisdiction(s), the State of Michigan, and affected tribal governments – as applicable. The local (and tribal – as applicable) representative(s) on the team(s) must be thoroughly familiar with the area and knowledgeable about the damage and impacts incurred.

Presidential Emergency / Major Disaster Declaration

The Governor's letter of request for a Presidential emergency or major disaster declaration is forwarded to the President through the FEMA Regional Administrator. After careful analysis of the request by Regional Office staff, the Regional Administrator makes a recommendation to the Director of FEMA in Washington, D.C., who in turn recommends a course of action to the President. Under the Stafford Act, the President has three options when a Governor's request for a declaration is submitted:

Declaration Request Denied. If the President does not find sufficient damage and impacts to warrant a declaration, he may deny the request outright. In those cases, limited disaster relief assistance may still be available from specific federal agencies and volunteer organizations, including SBA low-interest disaster loans and USDA emergency loans for agricultural damage. Refer to Attachment L for details on available programs.

Emergency Declaration. In those situations where the full range of assistance available with a major disaster declaration is not required, the President may declare that an "emergency" exists, which provides specialized assistance from federal agencies to meet a specific need that the federal government is uniquely able to provide. Examples of emergency assistance are: temporary housing; mass care; debris removal when in the public interest; emergency repairs to keep essential facilities operating; technical assistance with essential community services; public health and safety measures; and public information and warning. The federal share of such assistance is not less than 75%

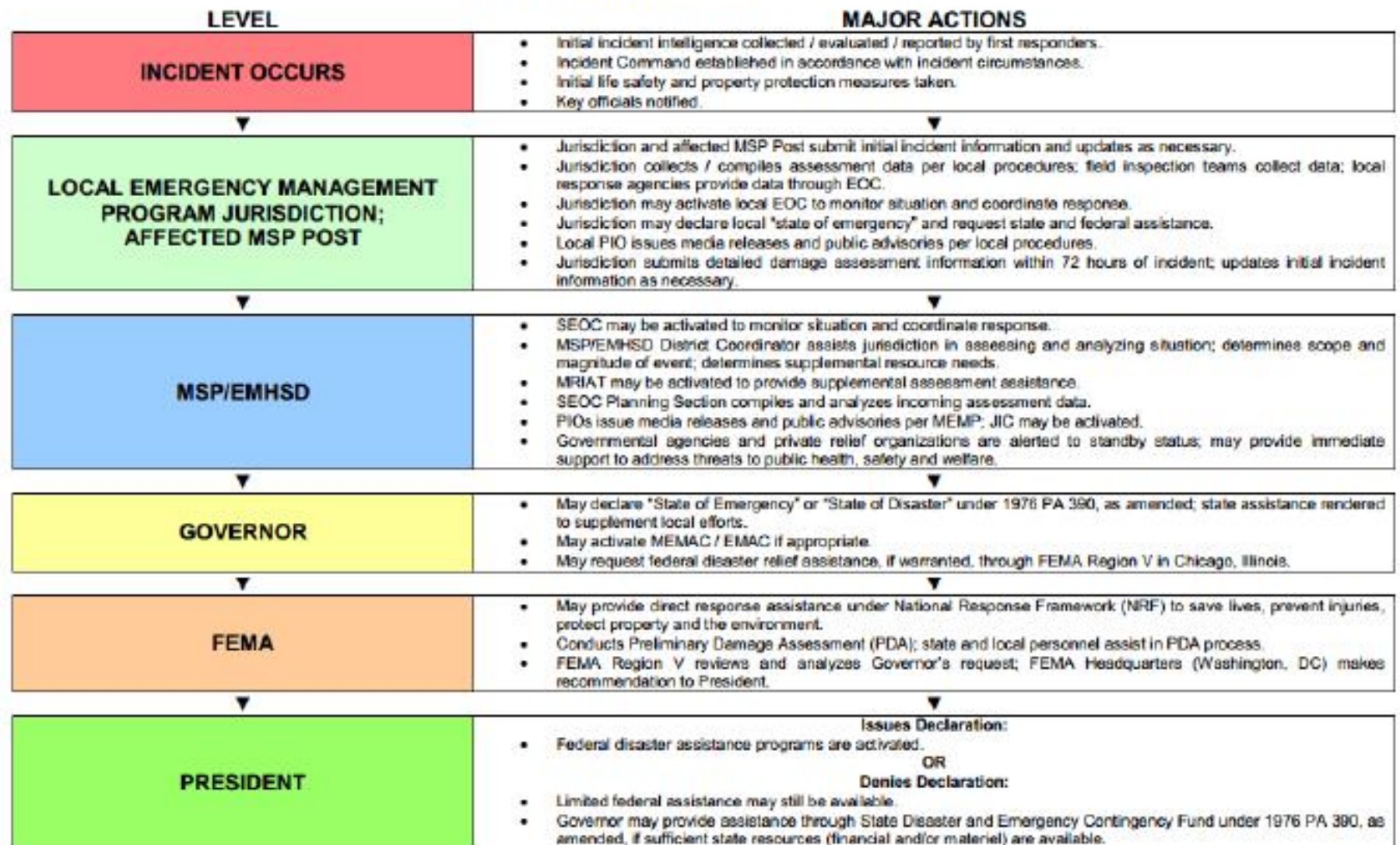
of eligible costs, with a cap of \$5,000,000 for a single emergency unless additional assistance is approved by the President.

Major Disaster Declaration. The President may declare that a "major disaster" exists, which makes available the widest variety of federal assistance programs to jurisdictions within the designated disaster area. The three basic types of assistance available under a Presidential major disaster declaration through the Stafford Act are Public Assistance, Individual Assistance, and Hazard Mitigation Assistance. In addition, SBA and USDA loans and other appropriate federal assistance programs are made available as necessary.

NOTE: Emergency/Disaster Declarations are the responsibility of the Chief Elected Official and Emergency Services Director and are further addressed in the Emergency Operations Plan Part IV, the Direction/Control Functional Section.



Figure 8: Emergency / Disaster Declaration Process



INCIDENT MANAGEMENT SYSTEM

Overview

The inherent complexity of large emergencies and disasters, coupled with the growing need for multi agency and multi functional involvement in responses has made it a critical need for a single standard incident management system that can be used by all government, public, and private emergency response entities. As such, Newaygo County will utilize the practices described in the National Incident Management System (NIMS) to manage operations (including those not involving state or federal agencies) as authorized in appropriate federal, state, and local authorities including:

- **Federal** - HSPD-5, Management of Domestic Incidents
- **State** – Michigan State Executive Directive No. 2005
- **Local** - Newaygo County NIMS Resolution September 2005.
- **Local** – Individual Township, City, and Village Resolutions

National Incident Management System (NIMS)

On February 28, 2003, the President issued Homeland Security Presidential Directive (HSPD)–5, *Management of Domestic Incidents*, which directed the Secretary of Homeland Security to develop and administer the National Incident Management System (NIMS). This system provides a consistent nationwide template to enable Federal, State, local, and tribal governments as well as private-sector and nongovernmental organizations to work together effectively and efficiently to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

While most incidents are generally handled on a daily basis by a single jurisdiction at the local level, there are important instances in which successful domestic incident management operations depend on the involvement of multiple jurisdictions, functional agencies and emergency responder disciplines. These instances require effective and efficient coordination across this broad spectrum of organizations and activities. NIMS uses a systems approach to integrate the best of existing processes and methods into a unified national framework for incident management. This framework forms the basis for interoperability and compatibility that will, in turn enable a diverse set of public and private organizations to conduct well-integrated and effective incident management operations. It does this through a core set of concepts, principles, procedures, organizational processes, terminology, and standards requirements applicable to a broad community of NIMS users.

NIMS has six major components, which work together to form the national framework for preventing, responding to, and recovering from all types of domestic incidents:

- Command and Management
- Preparedness
- Resource Management
- Communications and information management
- Supporting technologies
- Ongoing management and maintenance

NIMS Compliance

On August 24, 2005, the Newaygo County Board of Commissioners adopted a NIMS Resolution recognizing that the National Incident Management System is established as the County standard for incident management. Newaygo County is following the National Incident Management System (NIMS) implementation guidelines. The County continues to move forward towards complete integration, compliance and adoption of current NIMS standards, through education, training, and planning strategies.

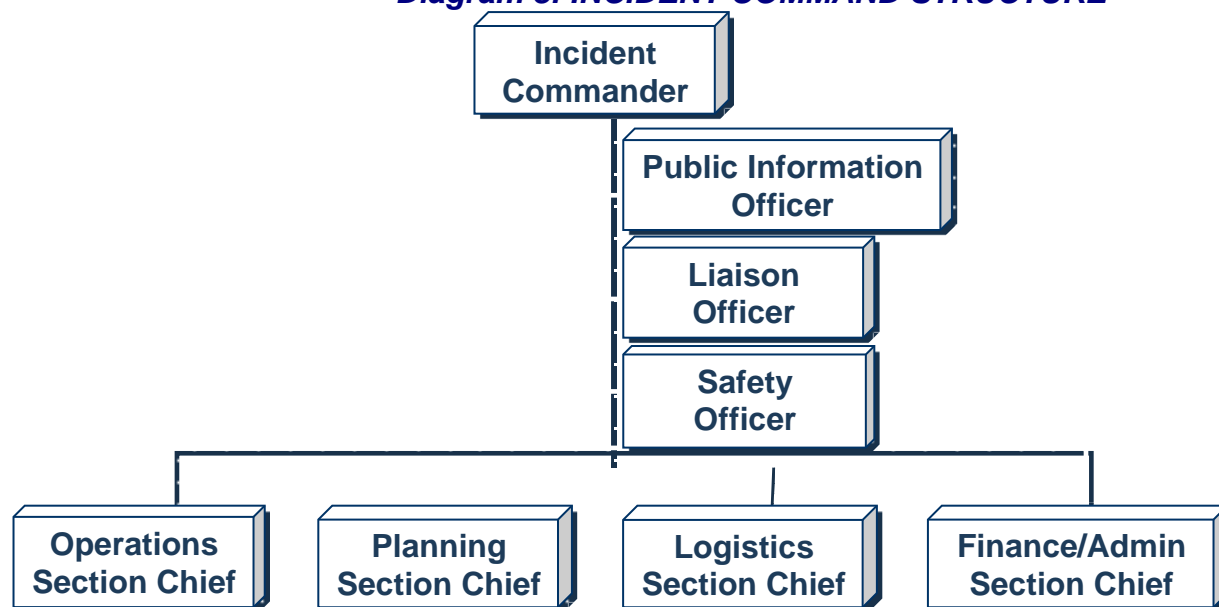
Unified Incident Command System

An integral component of the National Incident Management System is the Incident Command System (ICS). It is designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. It is widely applicable and used to organize both near-term and long-term field-level operations for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade. ICS is used by all levels of government – Federal, State, local, and across all disciplines. The ICS structure has five major functions, as described below.

- **COMMAND** - Sets objectives and priorities; Has overall responsibility at the incident or event; Provides for incident Safety, Liaison, and Public Information elements.
- **OPERATIONS** - Conducts tactical operations to carry out the plan; Develops the tactical objectives; Directs all tactical resources.
- **PLANNING** - Develops the action plan to accomplish the objectives; Collects and evaluates information; Maintains resource status.
- **LOGISTICS** - Provides support to meet incident needs; Provides resources and all other services needed to support the incident.
- **FINANCE/ADMINISTRATION** - Monitors costs related to incident; Provides accounting, procurement, time recording, cost analyses.

A critical aspect of ICS involves the use of an Emergency Command Post to direct on-scene coordination through “unified command”. This allows key emergency response officials to jointly participate in the incident’s management and ensures a central point of communication and authority. Identified staging areas provide for the management of resources and personnel accountability.

Diagram 8: INCIDENT COMMAND STRUCTURE



- **Command Staff:** The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander.
- **Section:** The organization level having functional responsibility for primary segments of incident management (Operations, Planning, Logistics, Finance/Administration). The Section level is organizationally between Branch and Incident Commander.
- **Branch:** That organizational level having functional, geographical, or jurisdictional responsibility for major parts of the incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section.
- **Division:** That organizational level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch.
- **Group:** Groups are established to divide the incident into functional areas of operation. Groups are located between Branches (when activated) and Resources in the Operations Section.
- **Unit:** That organization element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Incident Command Incident Management Team

To support the implementation of N.I.M.S. ICS, an Incident Management Team (IMT) is a group of command and general staff in an ICS organization that are often pre-designated members to ensure that they have the necessary training and experience to fulfill the roles and responsibilities of the ICS position. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining the “Type”, or level, of IMT. The following indicates these factors in the composition of the Incident Management Team established for the jurisdiction per FEMA standards.

N.I.M.S. Incident Management Team

RESOURCE:		Incident Management Team				
CATEGORY:	Resource Management	KIND:	Team			
MINIMUM CAPABILITIES:		TYPE I	TYPE II	TYPE III	TYPE IV	OTHER
COMPONENT	METRIC					
Personnel	Incident Commander	Yes	Yes	Yes	Yes	
Personnel	Operations Section Chief	Yes	Yes	Yes	Yes	
Personnel	Planning Section Chief	Yes	Yes			
Personnel	Logistics Section Chief	Yes	Yes	Yes		
Personnel	Finance/Admin Section Chief	Yes	Yes	Yes	Yes	
Personnel	Specialized Functions (i.e., HazMat, Insurance, etc.)	Yes	Optional	Optional	Optional	
<p>A command team comprised of the Incident Commander, appropriate command and general staff personnel assigned to an incident. (Source: FIRESCOPE)</p> <p>Components and Capabilities: Variations may also be based on level and type of disaster experience. (i.e., local event experience vs. national event experience).</p>						

To further enhance local NIMS ICS capabilities, the Osceola County Emergency Plan advocates the use of “**The NATIONAL INCIDENT MANAGEMENT SYSTEM INCIDENT COMMAND SYSTEM EMERGENCY RESPONSE FIELD GUIDE**” as a standardized procedure for implementing ICS within the jurisdiction. Accompanying ICS forms can be obtained from NOAA’s National Ocean Service Office of Response and Restoration ICS form software.

NOTE: Incident management is the primary responsibility of the Emergency Services Director in conjunction with public safety incident commanders. As such, this subject is further addressed in the Emergency Operations Plan Part IV, the Direction/Control Functional Section.

Emergency Operations Center (EOC)

Although most emergencies can be managed through sole use of the Incident Command System and on-scene Unified Command, emergencies of significant proportions and/or affecting large areas may necessitate the activation of the jurisdiction's Emergency Operation Center (EOC).

The EOC provides a central point for the jurisdiction's Chief Elected Official and emergency response officials to make prioritized decisions. The EOC represents the jurisdiction's highest level of coordination and is staffed by the jurisdiction's highest-ranking officials, allowing it to make high-level policy decisions and emergency protective actions. Due to their responsibilities, Emergency Operations Center officials are identified in the Emergency Action Guidelines as Section Coordinators and compose the Local Emergency Planning Team with the Emergency Services Director acting as Chair.

As effective emergency operations require additional key entities to support The Emergency Operations Plan functions, Section Coordinators manage functional actions through use of an EOC localized incident command system.

PRIMARY EOC LOCATION	Newaygo County DBH Building 306 S North Street. White Cloud, MICHIGAN 49349
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Alternate EOC's may be designated as the primary if necessary and any suitable building or area near the scene may be designated for use as a tertiary EOC if required.

NOTE: Emergency Operations Center is the primary responsibility of the Emergency Services Director and is further addressed further addressed in the Emergency Operations Plan Part IV, the Direction/Control Functional Section.

Multi-Agency Coordination (ICS / EOC / 911 Interface)

Due to the critical roles and responsibilities of the Emergency Operations Center, Incident Command Posts, and 911 Central Dispatch in coordination and resource management, a formal plan for their interface must be established. The following describes the jurisdiction's interface plan:

Emergency incidents that only require the on-scene activation of an Incident Command Post and use of the Unified Command System will sufficiently allow the incident commander to request resources through traditional methods of 911 Central Dispatch. If the incident becomes significantly involved, the Command Post staff may alleviate 911 Central Dispatch workload by assuming responsibility for the direct management of resources while requiring only summary advisement to 911 Central Dispatch. As these operations still require high level coordination and support functions provided by the Emergency Action Guidelines, the Emergency Services Director may interface with the ICS system at the command level, or be instituted into the Planning Division.

Large emergency and disaster events requiring significant involvement, covering mass area, involving multiple Incident Command Posts, and/or require high level authority will necessitate the limited or full activation of the Emergency Operations Center. These events will often require the declaration of a local state of emergency by the Chief Elected Official and involve activation of the Emergency Action Guidelines Section Coordinators to staff the EOC. During such events, the Emergency Operations Center will have ultimate authority for making protective actions and prioritizing resources for the jurisdiction with the Emergency Action Guideline Section Coordinators managing their appropriate functions, responsibilities, and resources as the Emergency Services Director acts as Chief of Staff.

As such, the EOC will assume responsibility for the majority of the jurisdiction's resources, providing only minimal (if any) emergency resources for availability by 911 Central Dispatch to manage routine emergencies. Incident Commanders will request resources from the EOC as routine citizen emergency service resources will be managed by 911 Central Dispatch. It is quite probable that 911 Central Dispatch will also require resources from the EOC under these situations.

Mutual Aid and Resource Typing

The primary concept of NIMS is based on the need for standard definitions and practices; differing definitions will in effect negate the fundamental idea that all responders should be using common definitions when ordering or receiving assets through mutual aid. Systems that do not conform to these common definitions are not compliant with NIMS

Mutual Aid and Resource Typing supports the NIMS by establishing a comprehensive, integrated national mutual aid and resource management system that provides the basis to type, order, and track all (federal, state and local) response assets. Specifically, it allows emergency management personnel to quickly and effectively facilitate the response of resources to the requesting jurisdiction

The FEMA/NIMS Integration Center Resource Typing Definitions provide emergency responders with the information and terminology they need to request and receive the appropriate resources during an emergency or disaster. The Center is urging that federal, state, territory and local officials use the 121 Resource Typing Definitions as they develop or update response assets inventories. They are intended to help make the resource request and dispatch process more accurate and efficient.

The 120 typed response assets are organized by:

- **Category** – function for which the resource is most useful (firefighting, law enforcement, health and medical, etc.);
- **Kind** – broad class of characterization, such as teams, personnel, equipment, and supplies – metrics have been developed for each kind and are measurements of capability or capacity; and
- **Type** – measure of minimum capabilities to perform its function – Type I implies a higher capability than Type II.

Newaygo County utilizes the WebEOC to constitute its Resource Management / Typing system.

FUNCTIONAL IMPLEMENTATION

Emergency Operations Plan Functional Sections

The Chief Executive Official and Emergency Services Director have established the following functional sections in the Emergency Operations Plan to manage emergencies and disasters. Functional Section Leaders are designated lead officials, responsible for implementing and coordinating all assigned functions in conjunction with other supporting and participating community officials. All officials are to refer to their respective Section during a response to an emergency or disaster.

- Direction & Control (Section 1)
- Warning (Section 2)
- Communications (Section 3)
- Public Information (Section 4)
- Damage Assessment (Section 5)
- Law Enforcement (Section 6)
- Fire Services (Section 7)
- Public Works (Section 8)
- Emergency Medical (Section 9)
- Public Health (Section 10)
- Human Services (Section 11)
- Resource Management (Section 12)

Participant Responsibilities

Lead, Supporting, and Participating Officials/organizations included in the Emergency Operations Plan Functional Annexes shall:

- Participate in the Emergency Operations Plan development and maintenance through regular review and revision.
- Actively maintain and progress capabilities to implement assigned emergency responsibilities.
- Ensure continuity of operations capability that allows for provision of essential services including those assigned in the Emergency Action Guidelines Functional Annexes.
- Participate in Local Emergency Planning Team activities as appropriate.
- Ensure adequate training for personnel responsible for implementing critical tasks.
- Participate in exercise activities designed to test the Emergency Operations Plan effectiveness and agency capabilities.
- Ensure implementation by providing presence at the EOC and utilizing the Emergency Operations Plan during an emergency response.

Functional Section Summaries

The following briefly summarizes the Functional Sections.

Direction & Control

Purpose

Direct response activities in accordance with the Newaygo County Emergency Management Resolution and the Newaygo County Emergency Plan by coordinating with emergency response officials via the emergency operations center and managing actions necessary to preserve life, property, and the environment.

Lead Agencies / Officials

- Newaygo County Board of Commissioners Board Chair (Chief Executive Official)
- Newaygo County Emergency Services Director

Key Supporting Officials

- Newaygo County Commissioners
- Newaygo County Emergency Services Staff
- Local Municipal Chief Elected Officials
- Michigan State Police Emergency Management and Homeland Security Division, District Coordinator
- Michigan Emergency Management Association, 6th District Liaison

Major Tasks:

- ✓ Provide overall management and coordination of the jurisdiction's response and recovery efforts.
- ✓ Maintain liaison with government, public, and private entities that are included within this emergency management plan to ensure coordination.
- ✓ Ensure implementation of an emergency incident management system by activating, staffing, and managing an Emergency Operations Center.
- ✓ Ensure adequate Emergency Operations Plan implementation and EOC operations by guiding emergency operations and supporting public protection and assistance efforts.
- ✓ Provide for the health and safety of the jurisdiction by supporting emergency protective actions in cooperation with EOC staff by prioritizing activities and resource allocation.
- ✓ Direct local response and recovery process by declaring "local state of emergency", formulating requests for additional assistance, and supporting necessary actions required for state and federal assistance.
- ✓ Coordinate the prioritized utilization of all Direction & Control resources including personnel, equipment, supplies, services, and facilities to support operations.

Refer to the **Direction and Control Section** during a response to an emergency or disaster.

Warning

Purpose

In coordination with emergency officials, direct the alert and notification of emergency events and/or hazardous situations to the public, response agencies, and critical officials by the utilization of available warning systems.

Lead Agency / Official

- Newaygo County Central Dispatch Director

Key Supporting Officials

- Newaygo County Central Dispatch Staff
- Amateur Radio Emergency Services
- Newaygo County Public Information Officer
- Newaygo County Emergency Services
- Michigan Association of Broadcasters
- Communications Vendors (Tele-Rad and T&W)
- National Weather Service, Grand Rapids Office

Major Tasks:

- ✓ Function as the emergency alerting entry point, consistently monitoring all available emergency alerting systems to provide for timely emergency response.
- ✓ Provide immediate activation and notification of emergency services, key officials, and emergency support entities.
- ✓ Provide 24-hour public warning through activation of existing systems including the Emergency Alert System (EAS), NOAA Weather Radio, local television and radio, radio alert monitors, audible sirens, telephone lists, and other methods.
- ✓ Ensuring for the reliable and comprehensive collection of priority emergency information and relaying it to appropriate sources to facilitate emergency operations.
- ✓ Coordinate the prioritized utilization of all Warning resources including personnel, equipment, supplies, services, and facilities to support operations.

Refer to the **Warning Section** during a response to an emergency or disaster.

Communications

Purpose

In coordination with emergency officials, direct the establishment and maintenance of communications channels between all emergency response officials, agencies, and facilities utilizing available phone, radio, and data mechanisms.

Lead Agency / Officials

- Newaygo County Central Dispatch Director

Key Supporting Officials

- Newaygo County Central Dispatch Staff
- Newaygo County Public Information Officer
- Newaygo County Emergency Services
- Communications Vendors (Tele-Rad and T&W)
- Amateur Radio Emergency Services
- Michigan Public Safety Communications System (MPSCS), Area Service Manager
- Communications Unit Leaders

Major Tasks:

- ✓ Establish and maintain communications with all government, public, and private entities supporting emergency operations.
- ✓ Establish and maintain communications capability between all emergency support facilities, including the Emergency Operation Center, Incident Command Posts, and shelters.
- ✓ Ensure effective communications through management of efficient communications procedures including message handling and prioritization, ICS/EOC/911 Interface, and proficient communications channel usage.
- ✓ Coordinate the prioritized utilization of all Communications resources including personnel, equipment, supplies, services, and facilities to support operations.

Refer to the **Communications Section** during a response to an emergency of disaster.

Public Information

Purpose

In coordination with emergency officials, direct the accurate and timely distribution of event information to the public, news media, and emergency officials through use of media, print, hotlines, printed materials, and other mechanisms.

Lead Agency / Official

- Newaygo County Emergency Services Director

Key Supporting Officials

- Newaygo County Administration Staff
- Newaygo County Administrator
- Newaygo County Board of Commissioners
- Newaygo County Emergency Services
- Local Media Representatives
- Newaygo County Information and Technology
- Local Media Representatives
- Newaygo County 2-1-1 Coordinator
- Agency Spokespersons

Major Tasks:

- ✓ Establish and implement systems for coordination with the media including managing press conferences, media releases, interviews, and other activities.
- ✓ Establish and manage the Joint Public Information Center, coordinate with EOC staff in emergency information collection and dissemination procedures.
- ✓ Ensure public information systems provide adequate information to the media and general public on necessary protective actions, situation status, public inquiry methods, evacuation routes, shelter locations, and public assistance resources.
- ✓ Coordinate the prioritized utilization of all Public Information resources including personnel, equipment, supplies, services, and facilities to support operations.

Refer to the **Public Information Section** during a response to an emergency or disaster.

Damage Assessment

Purpose

In coordination with emergency officials, collect and compile comprehensive emergency/disaster information. Develop into necessary reports, displays, and documents that accurately communicate/report the jurisdiction's situational status and support emergency event decision making including resource prioritization, public information, and assistance requests.

Lead Agency / Official

- Newaygo County Equalization Deputy Director

Key Supporting Officials

- Newaygo County Equalization Staff
- Newaygo County Building Inspector
- Newaygo County Drain Commissioner
- Newaygo County Road Commission Director
- Newaygo County Emergency Services
- Newaygo County Community Emergency Response Team
- Local Township Supervisors

Major Tasks:

- ✓ Develop and implement a system for collecting, documenting, and reporting information on the disaster's effects including deaths, injuries, property damage, financial costs, and community effects.
- ✓ Provide information reports to operational and executive staff upon which decisions can be made in support of emergency operations.
- ✓ Prepare reports to support additional resources and state and federal assistance.
- ✓ Develop and implement a system for documenting critical actions performed by EOC staff.
- ✓ Coordinate the prioritized utilization of all Damage Assessment resources including personnel, equipment, supplies, services, and facilities to support operations.

Refer to the **Damage Assessment Section** during a response to an emergency or disaster.

Law Enforcement

Purpose

In coordination with emergency response officials, coordinate and support the security of the jurisdiction by enforcing appropriate laws/authorities, implementing necessary security measures, and maintaining law and order.

Lead Agency / Official

- Newaygo County Sheriff

Key Supporting Officials

- Newaygo County Police Chiefs Association Representative
- Michigan State Police, Hart Post Commander
- Newaygo County Prosecutor
- Newaygo County Court System, Emergency Planning Representative
- Federal Law Enforcement Representative

Major Tasks:

- ✓ Maintain law and order by enforcing existing laws and disaster specific executive orders such as travel restrictions/rerouting, curfews, crowd control, and evacuations.
- ✓ Ensure adequate security to facilitate public safety and emergency operations by providing presence at critical disaster sites/facilities including the Emergency Operations Center, Joint Public Information Center, shelters, public assistance centers, and disaster sites.
- ✓ Provide for the safety of the population by supporting emergency operations including public warning, evacuation, and search and rescue.
- ✓ Coordinate criminal and terrorist intervention and investigation activities.
- ✓ Coordinate the prioritized utilization of all Law Enforcement resources including personnel, equipment, supplies, services, and facilities to support operations.

Refer to the **Law Enforcement Section** during a response to an emergency or disaster.

Fire Services

Purpose

In coordination with emergency response officials and under legal authority provided by the Michigan Fire Protection Act (P.A.207), coordinate and support necessary fire suppression, rescue, and other public protective measures based on life safety, incident stabilization, and property protection priorities.

Lead Agency / Official

- Newaygo County Fire Chiefs Association President

Key Supporting Officials

- Newaygo County Fire Chiefs Association Representative
- National Forest Service Fire Division, Baldwin Office
- Michigan DNR, Oceana Office
- Muskegon County Hazardous Materials Team
- Technical Rescue Representative

Major Tasks:

- ✓ Provide for the safety of the population by performing fire suppression, extrication, search & rescue, hazardous materials response, decontamination, and other emergency services.
- ✓ Implement and provide authority for public safety measures such as evacuation, scene restriction, and protective measures as allowed by the Michigan Fire Prevention Act, Public Act 207.
- ✓ Support other emergency operations including public warning, traffic control, generator power, and emergency water supply.
- ✓ Coordinate the prioritized utilization of all Fire Services resources including personnel, equipment, supplies, services, and facilities to support operations.

Refer to the **Fire Services Section** during a response to an emergency or disaster.

Public Works

Purpose

In coordination with emergency officials, coordinate and support the priority maintenance and repair of public infrastructure such as roads, power and energy sources and conduct heavy equipment, engineering, flood fight, and debris management operations.

Lead Agency / Official

- Newaygo County Road Commission Manager

Key Supporting Officials

- Newaygo County Road Commission Supervisors
- Michigan Department of Transportation, Preparedness Coordinator
- Fremont Department of Public Works Supervisor
- Newaygo Department of Public Works Supervisor
- Grant Department of Public Works Supervisor
- White Cloud Department of Public Works Supervisor
- Hesperia Department of Public Works Supervisor
- White Cloud Sherman Utility Authority Supervisor
- Chain of Lakes Sewer Authority Supervisor
- Consumers Energy, District Manager
- Great Lakes Energy, District Manager
- DTE Energy, District Manager
- Private Contactors
- Army Corps of Engineers Representative

Major Tasks:

- ✓ Provide for the priority maintenance and management of public transportation routes, and public utilities (electrical, gas, water, etc.).
- ✓ Perform emergency protective measures including generator power, water supply, and transportation control.
- ✓ Perform heavy equipment operations including debris removal, transportation control, heavy rescue, and bulk resource transportation.
- ✓ Coordinate the prioritized utilization of all Public Works resources including personnel, equipment, supplies, services, and facilities to support operations.

Refer to the **Public Works Section** during a response to an emergency or disaster.

Emergency Medical Services

Purpose

In coordination with emergency officials, coordinate/support EMS, First Response Agencies, Hospital, Clinic, Medical Control Authority, and other medical officials in the prioritized emergency medical care for affected emergency / disaster victims.

Lead Agency / Official

- Newaygo County Medical Director

Key Supporting Officials

- Newaygo County Medical Control Authority
- Spectrum Health Gerber Memorial Hospital, Emergency Preparedness Coordinator
- Life EMS, North Operations Supervisor
- Pro Med EMS, President
- Fremont Fire Department, Chief
- Newaygo Fire Department, Chief
- Grant Fire Department, Chief
- Croton Fire Department, Chief
- Big Prairie Fire Department, Chief
- Lilley First Responders, Chief
- Sand Lake Fire Department, Chief
- Newaygo County Medical Reserve Corps, Volunteer Coordinator
- Medical Examiner / Coroner's Office
- Spectrum Health Home Health Care, Director
- Newaygo County Medical Care Facility, Director

Major Tasks:

- ✓ Provide for the field management and transportation of disaster victims.
- ✓ Provide for emergency care facility management including hospital and morgue operations.
- ✓ Coordinate the prioritized utilization of all Emergency Medical resources including personnel, equipment, supplies, services, and facilities to support operations.

Refer to the **Emergency Medical Services Section** during a response to an emergency or disaster.

Public Health

Purpose

In coordination with emergency response officials and under legal authority provided by the Public Health Code, coordinate and support necessary personal and environmental health measures to maintain community wide physical and mental health.

Lead Agency / Official

- District 10 Public Health Department Health Officer

Key Supporting Officials

- District 10 Public Health Department, Emergency Response Coordinator
- District 10 Public Health Department, Newaygo County Public Health Nurse
- District 10 Public Health Department, Newaygo County Environmental Health Officer
- Newaygo County Sheriff Department Animal Control Division, Animal Control Officer
- MSU Extension Office, District 5 Coordinator
- Newaygo County Community Mental Health, Director

Major Tasks:

- ✓ Monitoring the jurisdiction for potential environmental and personal hazards to physical and mental health and ensuring proper corrective intervention.
- ✓ Monitor and manage public exposure to communicable disease, contaminants, and psychological trauma.
- ✓ Ensure the safety of environmental and personal necessities, including water sources, feeding units, and shelters.
- ✓ Perform emergency animal control including pet and livestock care, quarantine, transportation, and disposal.
- ✓ Coordinate the prioritized utilization of all Public Health resources including personnel, equipment, supplies, services, and facilities to support operations.

Refer to the **Public Health Section** during a response to an emergency or disaster.

Human Services

Purpose

In coordination with emergency officials, provide for essential human needs and welfare including emergency sheltering, feeding, clothing, transportation, family services, and special needs services.

Lead Agency / Official

- Newaygo / Lake Department of Health and Human Services Director

Key Supporting Officials

- American Red Cross, West Michigan Region, Regional Disaster Services Director
- Newaygo County Commission on Aging, Director
- Salvation Army, Western MI / Northern IN Division, Emergency Disaster Services Coordinator
- TrueNorth Community Services, Director
- Newaygo County Regional Educational Services Agency, Superintendent
- Fremont Public Schools, Superintendent
- Newaygo Public Schools, Superintendent
- Grant Public Schools, Superintendent
- White Cloud Public Schools, Superintendent
- Hesperia Community Schools, Superintendent
- Newaygo County Ministerial Association Representative

Major Tasks:

- ✓ Provide disaster victims with basic human needs necessary for maintaining basic quality of life including shelter, food, clothing, sanitation supplies, and medications.
- ✓ Assist in population recovery efforts including crisis counseling, recovery guidance, etc.
- ✓ Perform other human welfare operations including donation management, volunteer management, personal transportation, welfare inquiry, and missing person communications.
- ✓ Coordinate the prioritized utilization of all Human Services resources including personnel, equipment, supplies, services, and facilities to support operations.

Refer to the **Human Services Section** during a response to an emergency or disaster.

Resource Management

Purpose

In coordination with emergency officials, support response efforts in the prioritized identification, acquisition, allocation, and management of operational resources (personnel, equipment, supplies, facilities, services, and funds) to support incident objectives, maintain operational capability, and ensure continuity of operations.

Lead Agency / Official

- Newaygo County Finance Director

Key Supporting Officials

- Newaygo County Administrator
- Newaygo County Human Resources Director
- Newaygo County Grants Manager
- Newaygo County Treasurer
- Newaygo County Board of Commissioners
- Newaygo County Emergency Services, Director
- Newaygo County Community Emergency Response Team, Volunteer Coordinator
- American Red Cross, West Michigan Region, Regional Disaster Services Director
- Newaygo County Commission on Aging, Director
- Salvation Army, Western MI / Northern IN Division, Emergency Disaster Services Coordinator
- TrueNorth Community Services, Director
- Love Inc, Director

Major Tasks:

- ✓ Provide support to the Emergency Operations Center officials in the management of personnel, funds, communications, equipment, supplies, facilities, and services.
- ✓ Provide support to the Emergency Operations Center officials in emergency administrative procedures including hiring, purchasing, documentation, and legalities.
- ✓ Provide support to Emergency Operations Center or officials in other limited areas as necessary.

Refer to the **Resource Management Section** during a response to an emergency or disaster.

In addition to the items listed in the General Considerations, all Functional Officials should additionally consider the following general considerations:

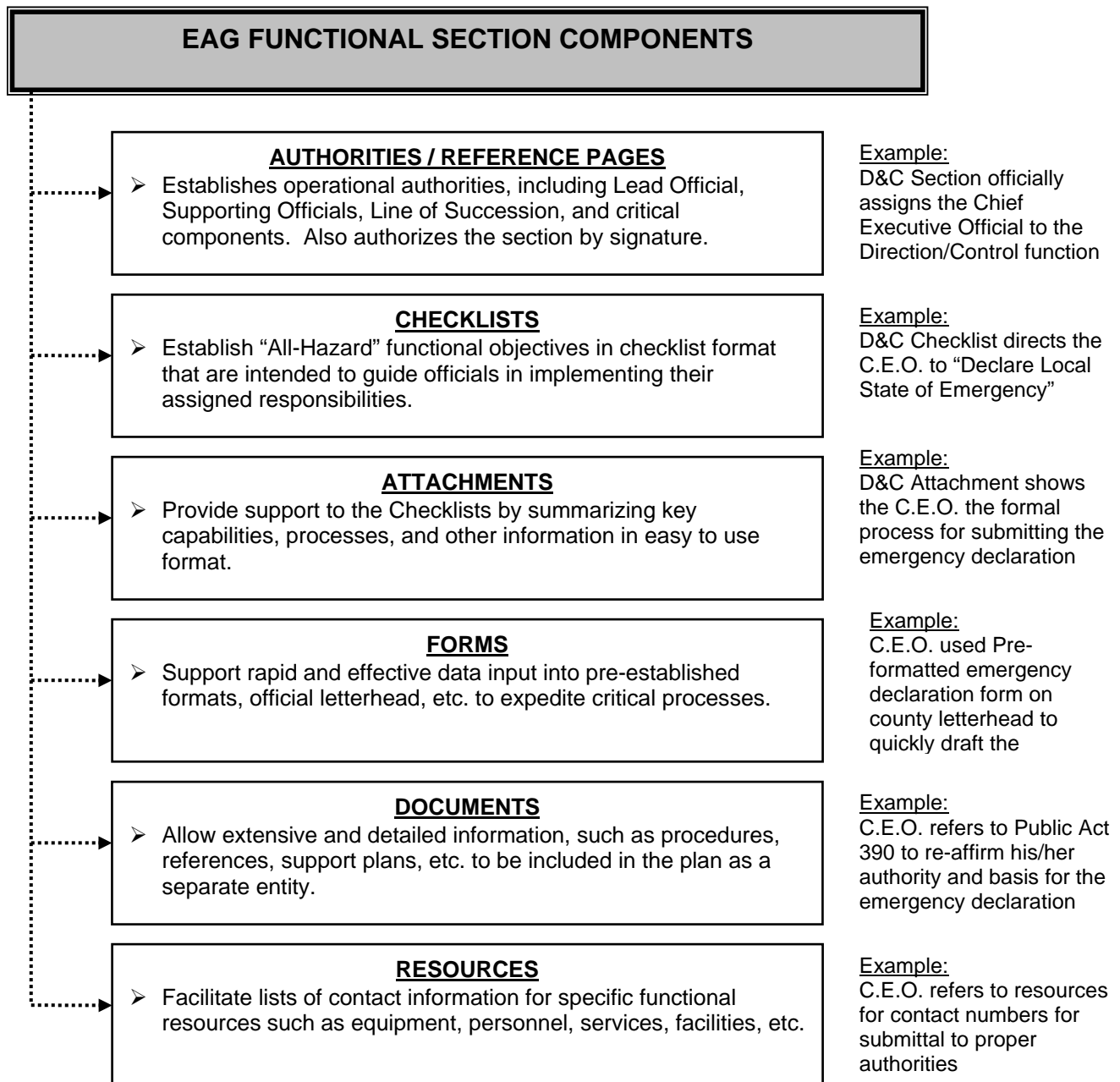
GENERAL CONSIDERATIONS FOR ALL EVENTS

- ☐ **Ensure the adequate functional representation to the Emergency Operations Center** by lead, supporting, and participating agencies.
- ☐ **Ensure utilization of the National Incident Management System (NIMS)** including EOC, 9-1-1, and Unified Command concepts, principles, and practices. Critical elements include use of unified incident command, appropriate management structure, etc.
- ☐ **Ensure all critical actions are authorized by the Chief Executive Official and/or Emergency Management Director/Coordinator as necessary.** Provide support to emergency operations as determined necessary by the Emergency Management Director/Coordinator and/or CEO.
- ☐ **Ensure the activation and alert/notification to all entities within your function of major events, status changes, etc.** Coordinate with the Warning Official for assistance or needs.
- ☐ **Ensure established communications with all entities in the function according to the established interoperable communications plan.** Coordinate with the Communications Official in message/information delivery via established methods.
- ☐ **Coordinate with the Public Information Officer in development of a public information strategy that addresses public and emergency issues.** Support information activities through providing jurisdiction representative to the Joint Information Center, ensuring that all public and media inquiries are routed through the Public Information Official or designated agency spokesperson.
- ☐ **Report disaster effects to the Damage Assessment Official and/or Emergency Management Director/Coordinator.** Utilize E-Team duty logs, agency situation reports, and other tools to record response actions and ongoing progress.
- ☐ **Ensure all agencies maintain and preserve all documentation of actions taken and financial records for resource expenditures (E-Team Duty Logs) to ensure efficient recovery from local, state, and disaster programs.** Direct organization of these records into E-Team Agency Situation Reports and/or other documents supporting state/federal support.
- ☐ **Determine status of resources available and needed to support sustained operations.** Coordinate with the Resource Management Official in meeting required capability in personnel, equipment, supplies, services, and facilities necessary to sustain operations through mutual aid, contracting, and other methods.
- ☐ **Ensure prioritization of resources based on 1) Life Safety, 2) Incident Stabilization, and 3) Property Preservation.**
- ☐ **Ensure utilization of proper PPE and safe operations measures (MIOSHA).** Monitor response staff for critical incident management debriefing needs and health needs.
- ☐ **Coordinate with Regional, State, and Federal experts in recommended protective actions.** Consider co-location and/or embedding of expert personnel in ongoing operations to improve effectiveness and efficiency of tactical decision making.

EMERGENCY OPERATIONS PLAN Section Components

Each EMERGENCY OPERATIONS PLAN section consists of modular components, designed to support the comprehensive range of tasks, information, resources, etc. that are required in operations. Diagram 9 details the primary functional components of each EMERGENCY OPERATIONS PLAN Functional Section.

Diagram 9: EAG FUNCTIONAL SECTION COMPONENTS



ADDITIONAL COMPONENTS

National Response Framework	<i>The NRF constitutes the federal response plan and the national component of this plan</i>	Document 01
National Disaster Recovery Framework	<i>The NDRF constitutes the federal recovery plan and the national component of this plan</i>	Document 02
National Preparedness Goal	<i>The NPG establishes 31 Core Capabilities for national, state, and local capability</i>	Document 03
National Incident Management System	<i>The NIMS constitutes the standard for federal, state, and local incident management</i>	Document 04
NIMS Emergency Response Field Guide	<i>The ERFG constitutes the Newaygo County's standard for NIMS compliant Incident Command System procedures</i>	Document 05
Michigan Emergency Management Plan	<i>The MEMP constitutes the State of Michigan Emergency Plan and the state component of this document</i>	Document 06
MI P.A. 390, The Michigan Emergency Management Act	<i>MI P.A. 390 constitutes the foundation for Michigan emergency management activities</i>	Document 07
Comprehensive Preparedness Guide CPG-101 Producing Emergency Plans	<i>CPG-101 Provides the primary guidance for use by Federal, State, Local entities for producing emergency plans.</i>	Document 08

SUPPORT SYSTEM

NOAA N.O.S.O.R.R. ICS Software	<i>The NRF constitutes the federal response plan and the national component of this plan</i>	System 01
WebEOC	<i>WebEOC is a standardized statewide critical incident management system. The system is used for incident reporting, volunteer, and resource management</i>	System 02