

Alabama Preparedness Guide 001 (APG 001)

A Guide for State, Tribal, and Local Governments

November 2009



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PREFACE

A goal of the Alabama Emergency Management Agency (AEMA) is to develop, in partnership with county, Tribal, State, and Federal partners, an Integrated Emergency Management System (IEMS) that is responsive, risk-based, and all-hazards in approach. Vital to this system are Emergency Operations Plans (EOPs) or Comprehensive Emergency Management Plans (CEMPs), and other local emergency plans, which generally document policies for accessing and allocating resources to supplement operational needs at the local and State levels.

Alabama Preparedness Guide (APG) 001 is intended to be a guide to assist with the review, development (or redevelopment) of local EOPs/CEMPs, as well as other local emergency preparedness and management planning documents. It is a summary of various Federal, State, and Tribal planning guides and policies. These include, but are not limited to the Federal Emergency Management Agency's (FEMA): Comprehensive Preparedness Guide (CPG) 101 (3/2009) and FEMA's series of other CPGs; Continuity Guidance Circular (CGC) 1 (1/31/2009); the Local Multi-Hazard Mitigation Plan Guidance (7/1/2008); State NIMS Integration (v.1.0); the National Response Framework (1/2008) and its various annexes; the Tribal Nation EOP Template and Guidance (11/9/2007); as well as other Federal, State, and Tribal emergency preparedness guidance documents.

APG 001 provides local emergency managers and local planning teams with information on the U.S. Government's and the State of Alabama's concepts on developing EOPs and other emergency plans. This guide clarifies the mitigation, preparedness, response and recovery planning elements that warrant inclusion in such documents. APG 001 is only a part of an integrated planning process, which requires determining best judgment and implementing policies on dealing with all phases of a disaster. It is not intended to supplant or supersede any local preparedness guidelines or policies.

The APG encourages Local Emergency Planning Committees (LEPCs) or equivalent groups to address all-hazard materials issues that threaten their jurisdiction in a single EOP instead of relying on separate plans. The coordination of all local planning efforts is essential in eliminating duplication and minimizing conflict between or among plans. This collaboration contributes to the creation of a strong local planning structure, inclusive of all governmental agencies with response/recovery functions, volunteers, and the private sector.

APG 001 will assist Local, Tribal, and State officials in forging a partnership focused on the following:

- Effective and efficient response to any hazard that threatens your jurisdiction;
- Fostering coordination between the State EOP and Tribal and Local EOPs/CEMPs; and
- Coordination among Local, Tribal, State, and Federal governments during emergencies and disaster incidents.

AEMA welcomes your recommendations for this guide to better serve the needs of your jurisdiction.

ACKNOWLEDGEMENTS

A peer review group of emergency managers and related professionals developed the core APG 001 document. The group included representatives from:

State Agencies

- Alabama Department of Agriculture and Industries
- Alabama Department of Public Health

Local and Tribal Governments/Agencies

- Clarke County Emergency Management Agency
- Dothan-Houston County Emergency Management Agency
- Marshall County Emergency Management Agency
- Poarch Creek Band of Creek Indians Department of Emergency Management

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1. INTRODUCTION AND OVERVIEW

INTRODUCTION

PURPOSE

APG 001 provides general guidelines and information on developing emergency plans and policies. This guide is meant to assist emergency and homeland security managers in State, Territorial, Tribal, and Local governments with their efforts to develop and maintain viable all-hazard, all-threat emergency plans. As mentioned in CPG 101, each jurisdiction's plans must reflect what that community will do to prepare and protect itself from its unique hazards and threats with the unique resources at its disposal.

APPLICABILITY AND SCOPE

Similar to what is noted in CPG 101, CGC 1, and other guidance, AEMA recommends that planning teams responsible for developing emergency plans within State agencies and Local governments and in the private sector review APG 001 to assist with their efforts. It provides information and resources in the context of emergency planning in light of other existing plans and offers processes to use in any planning effort. This guide recognizes that many jurisdictions across the state have already developed EOPs/CEMPs that address many emergency management and homeland security operations. Therefore, APG 001 does not mandate requirements but offers suggestions that the next iteration of all EOPs/CEMPs and related plans can utilize.

SUPERSESSON

APG 001 is new and does not supersede any existing Federal, State, Tribal, or local guidance or policies.

AUTHORITIES

Please refer to Appendix A.

HOW TO USE THIS GUIDE

The APG 001 core document itself is an "umbrella" in that it provides basic information on the planning process and formats. This guide will be partitioned into three main parts.

Part I, comprised of Chapters 2 and 3, focuses on planning fundamentals and processes.

Part II consists of a series of most self-contained annexes that will each cover an emergency preparedness and planning topic or subject area. These annexes will generally summarize existing and current Federal and/or State guidelines and policies for each respective issue area. For example, Annex A will focus on EOPs/CEMPs; Annex B examines Technical Hazards; Annex C is on COOP/COG; etc. As new subjects or topics are added, new annexes will be developed. This format allows for easier revisions and updates as new information becomes available or is revised. These annexes will not necessarily be exhaustive or large in size. If available or necessary, each annex may provide additional information such as internet links, templates, review checklists, etc.

Part III includes appendices that contain supplementary information utilized to develop and/or enhance APG 001 and its annexes.

TRAINING

The APG 001 assumes that readers will possess some experience in emergency management and planning. Various emergency management, emergency planning, and related courses are available from the following training sources:

- Emergency Management Institute (<http://training.fema.gov/EMICourses/>)
- Center for Domestic Preparedness (<http://cdp.dhs.gov/>)
- Alabama Emergency Management Agency, Training Branch (<http://ema.alabama.gov/Organization/Preparedness/Training.cfm>)
- Alabama Department of Public Health, Learning Content Management System (LCMS) (<http://www.adph.org/extranet/>)
- Alabama Department of Public Health, Training Calendar (<http://dph.state.al.us/publicca/default.aspx>)
- Alabama Department of Public Health, Center for Emergency Preparedness (CEP) Training (<http://www.adph.org/CEP/Default.asp?id=512>)
- Louisiana State University (<http://www.ncbrt.lsu.edu/>)
- National Incident Management System (http://www.fema.gov/emergency/nims/nims_training.shtm#3)
- New Mexico Institute of Mining and Technology (<http://www.emrtc.nmt.edu/>)
- State Level (<http://training.fema.gov/EMIWeb/STCourses/>)
- Texas A&M University (<http://teexweb.tamu.edu/>)
- U.S. Department of Energy (<http://www.nv.doe.gov/default.htm>)
- Tulane University and the University of Alabama at Birmingham (<http://lms.southcentralpartnership.org./>)
- American Planning Association (APA), Advance Calendar of Events (<http://www.planning.org/calendar/index.htm>)

This list is not comprehensive or exhaustive. Additional sources may be added in future revisions.

NIMS COMPLIANCE AND INTEGRATION

In November 2005, the National Integration Center (NIC) published guides for integrating NIMS concepts into EOPs/CEMPs and other emergency plans. This guide incorporates the concepts and suggestions found in those documents.

ADMINISTRATIVE INFORMATION

Any internet website URL links provided in APG 001 were active at the time of its publication. These links will be revised as needed in future revisions.

APG 001 uses the following definitions for *emergency*, *incident*, *State*, and *local government* throughout the document:

- “Emergency” means any incident, whether natural or man-made, that requires responsive action to protect life or property (from the National Response Framework).
- “Incident” means an occurrence or event, natural or man-made, which requires a response to protect life and/or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks or threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response (from the National Response Framework).
- “State” refers to the State of Alabama and any agencies or departments thereof.
- “Local government” means:
 - a. Any county, municipality, city, town, local public authority, school district, special district, inter-county district, council of governments/regional planning commissions, or agency or instrumentality of a local government; or
 - b. An Indian tribe or authorized tribal organization that is officially recognized by the U.S. Government and/or the State of Alabama.

For other terminology and definitions used in emergency management and homeland security, please initially refer to FEMA Acronyms, Abbreviations, and Terms (FEMA 524), Appendix B of CPG 101, and Appendix 1 of the State of Alabama EOP. Federal and State guidance on topical or functional areas may provide additional terms and definitions.

REVISION PROCESS

AEMA will revise APG 001 as needed, and issue change pages through a variety of sources (e.g., AEMA public internet website, AEMA County Intranet, etc.).

AEMA welcomes recommendations on how to improve this APG so it better serves the needs of the local emergency management communities. You can provide recommendations for improving this guide to:

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Preparedness Section
Planning Branch
P.O. Drawer 2160
5898 County Road 41
Clanton, AL 35046-2160
(205) 280-2200 E-mail: prepd@ema.alabama.gov

2. THE PLANNING PROCESS

OVERVIEW

When emergencies or disasters occur, citizens expect elected or appointed leaders to act and respond to the problems. Government is expected to shepherd and direct the collective resources of public, voluntary, and private entities and organizations, and solicit aid from outside the jurisdiction if needed.

In the United States, the State of Alabama, and most of the localities, this is mandated by law or ordinance. At the national level, Congress recognized this emergency management responsibility in the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended. At the State level, this is generally spelled out in the Alabama Emergency Management Act of 1955, the Alabama Homeland Security Act of 2003, and other legislation collectively codified as Chapter 9, Title 31 of The Code of Alabama 1975, as amended. It is also further elaborated in a series of Governor's executive orders. At local levels, local ordinances or resolutions outline this expectation.

As CPG 101 states, "The elected leaders in each jurisdiction are legally responsible for ensuring that necessary and appropriate actions are taken to protect people and property from the consequences of emergencies and disasters." In most instances, elected leaders appointed and hire emergency management officials to coordinate the locality's preparedness and response activities. Plans are often developed to facilitate and define a community's emergency actions.

PLANNING PRINCIPLES

Review of the general planning principles presented in CPG 101 and the utilization thereof is recommended when planning for emergencies and disasters. Particular attention should be paid to building a comprehensive team with a broad base of knowledge in various disciplines including (but not limited to) meteorology, radiology, hazardous material handling, technical hazard professions, animal control and health monitoring, veterinary medicine, mass care, transportation, utility services, public information, public health, public safety, government, mitigation, legal, and other numerous and various other partners necessary for safe and efficient response.

CHARACTERISTICS OF EFFECTIVE PLANNING PROCESSES

Effective emergency planning and preparedness measures help foster expedient response efforts. Successful planning efforts that can be applied to this type of planning initiative share some common characteristics. Per various CPGs, successful planning efforts:

- Attempt to trim down the number of unknowns in the anticipated response activities, while acknowledging that it is impossible to pre-plan every aspect of an operation;
- Are based on what is likely to happen and what people are likely to do, rather than worst-case scenarios;
- Are based on facts, including knowledge about typical human behaviors, the amount of available resources in the jurisdiction, and required resources;
- Include public information and awareness programs to educate citizens about preparedness activities, emergency procedures, and activities;
- Include training of emergency management officials and other personnel or volunteers who may play a role in emergency response; and
- Have been validated through exercise(s), a review process, a system analysis, or real world incident(s).

STEPS IN THE PLANNING PROCESS

There are many ways to produce an emergency plan. The planning process that follows is partially taken from CPG 101 and has enough flexibility for communities to modify for their unique characteristics and situation. Small communities can follow just the steps appropriate to their size, known hazards, and available planning resources. The steps of this process are as follows:

1. Form a Collaborative Planning Team (e.g., Local Emergency Planning Committee)
2. Understand the Situation
 - a) Conduct research
 - b) Analyze the information
3. Determine Goals and Objectives
4. Plan development
 - a) Develop and analyze courses of action
 - b) Identify resources
5. Plan Preparation, Review, and Approval
 - a) Write and review the plan
 - b) Approve and implement the plan
6. Plan Refinement and Execution
 - a) Exercise the plan and evaluate its effectiveness
 - b) Review, revise, and maintain the plan

CPG 101 provides emergency managers with recommendations on how to address the above planning process, from forming a planning team through writing and maintaining the plan, to refining and executing the plan. Planners should consult CPG 101 for more detailed information regarding these steps.

THE EMERGENCY MANAGEMENT OFFICIAL'S ROLE

The emergency management official (or their designee) is responsible for leading or facilitating the local planning process. The following steps serve as guidance for local emergency staff to complete prior to beginning of the planning process:

- *Become familiar with the local Emergency Operations Plan and other emergency plans.* Verify the date of the last review. Identify the plan's distribution list and contact plan stakeholder groups to verify the date of their latest copy. Some local emergency plans or annexes (e.g., Hazardous Materials Plans, or Hazardous Material Annexes to local EOPs) are developed with the coordination of the Local Emergency Planning Committee (LEPC). Most existing emergency plans should include a distribution list at the beginning or end of the document. It is recommended that local emergency plans be reviewed and updated as necessary, but no less than every three years.
- *Become familiar with the State of Alabama Emergency Operations Plan (SEOP).* This Plan establishes the response system and mechanism for providing State and Federal assistance to local jurisdictions. It also provides a link to the National Response Framework (NRF). Specific information includes the type of assistance and resources available through its implementation. The SEOP should be used as reference in the review of local EOPs and other emergency plans.
- *Review of the local exercise program.* Identify the schedule and types of exercises conducted in the jurisdiction, and the after-action reports (AARs) and implementation plans (IPs) completed. Identify, in consultation with the local stakeholders, the impact these exercises and AARs/IPs had upon the local EOP, recognizing that these types of activities are conducted to assess the validity of the Plan itself.
- *Review your jurisdiction's disaster history.* Local newspapers or libraries are a good source of information. Involve the local stakeholders in the research process. Review historical documents kept in the local emergency management, homeland security, and/or public safety offices. The offices of the county treasurer, revenue commissioner, county engineer and/or building official, and county appraisers may have information on damages and any external funding received. Consult with local civic and senior citizens groups, and insurance companies.

- *Review your jurisdiction's Hazard Analysis.* The natural hazards affecting a geographic location do not change often. The probability of, and vulnerability to, each of the different hazards depends on historical occurrences, and changes in infrastructure and land use policies (e.g., local flood plain ordinances, zoning codes, building codes, etc.). Local stakeholders should also be involved in this process.
- *Identify agencies included in the local EOP and other emergency plans.* Those governmental agencies, private sector, volunteer, and professional organizations with special resources or needs should be included. Establish with the local stakeholders group a plan to contact each of these agencies/organizations before the planning process starts, and ask them to advise you of other organizations that should be involved.
- *Identify individual participants previously assigned to the update of the local EOP or other emergency plan.* Verify names and positions, and become familiar with their backgrounds, expertise for contributing to the planning process, and if possible, their emergency management training. There are independent study courses, and State sponsored courses available that could further facilitate the planning process.
- *Assess elected officials' familiarity with the local EOP and other emergency plans.* The responsibility for the safety of the residents of your jurisdiction ultimately lies with the County Commission or City Council. Changes in the commission or council's membership warrant a reintroduction of local EOP for their evaluation and inputs.

3. PLAN FORMAT

OVERVIEW

Local Emergency Operations Plans (EOPs), also known as Comprehensive Emergency Management Plans (CEMPs), have traditionally been the center of a community's emergency planning efforts. EOPs/CEMPs tend to define the scope of preparedness and emergency management activities necessary for that jurisdiction. The EOP/CEMP model works well for both conventional and complex emergency operations.

Yet, emergency management also involves several kinds of plans, just as it involves several kinds of actions. While many jurisdictions may consider the EOP/CEMP the centerpiece of their emergency planning efforts, and where plans for all hazards, functions, and scenarios may ideally be included as annexes or appendices of the EOP/CEMP, it is not the only plan type that addresses emergency management and homeland security activities. Other types of plans that support and supplement the EOP are discussed further elsewhere in APG 001 and its annexes.

Whether a local jurisdiction decides to focus all of its emergency planning into a single and complex EOP/CEMP with various functional or incident-specific annexes, or in separate or independent emergency plans for each hazard or function, virtually all emergency plans should ideally contain the following common elements or sections:

- Promulgation Statement;
- Purpose, Scope, Situations, and Assumptions;
- Concept of Operations (CONOPS);
- Organization and Assignment of Responsibilities;
- Direction, Control, and Coordination;
- Disaster Intelligence;
- Communications;
- Administration, Finance, and Logistics;
- Plan Development and Maintenance; and
- Authorities and References

THE PROMULGATION STATEMENT

The promulgation statement enters plan "in force." Promulgation is the process that officially announces/declares a plan or law. It gives the plan official status and gives both the authority and the responsibility to organizations to perform their tasks. It should also mention the responsibilities of tasked organizations with regard to preparing and maintaining standard operating procedures (SOPs) or guides (SOGs) and should commit those organizations to carrying out the training, exercises, and plan maintenance needed to support the plan. The

promulgation statement also allows chief executives to affirm their support for emergency management. Promulgation statements are more common in the original EOP/CEMP document or in stand-alone plans. They may not be necessary for functional or incident-specific annexes or appendices of EOPs/CEMPs.

PURPOSE, SCOPE, SITUATIONS, AND ASSUMPTIONS

PURPOSE

This section explains the purpose of the plan. The rest of the plan flows logically from its purpose. The purpose statement is a general statement of what the plan is meant to do.

SCOPE

The plan should explicitly state the scope of emergency and disaster response to which it applies, and the entities (e.g., departments, agencies, private sector firms, and citizens) and geographic areas to which it applies:

- Explains the parameters and situations upon which emergency response activities will be implemented.
- Explains how the jurisdiction will coordinate at the local emergency operations center (EOC) and with other emergency responders.
- Explains the parameters and emergency services to be provided.
- Explains how and when additional resources can be obtained.

SITUATION OVERVIEW

The situations section characterizes the “planning environment,” making it clear why a plan is necessary. At a minimum, this section should summarize hazards faced by the jurisdiction.

PLANNING ASSUMPTIONS

Assumptions identify what the planning team considers to be facts for planning purposes in order to make it possible to execute the plan. For example, all agencies and departments of the jurisdiction involved in an emergency would be expected to perform consistent with their normal duties and responsibilities for other emergencies. During response operations, the assumptions indicate areas where adjustments to the plan have to be made as the facts of the incident become known.

CONCEPT OF OPERATIONS

The audience for the plan needs to be able to visualize the sequence and scope of the planned emergency response. The Concept of Operations (CONOPS) section explains in broad terms the decision maker’s or leader’s intent with

regard to an emergency operation. It is designed to give an overall picture of the operation. Topics in the CONOPS section should include the division of Local, Tribal, Territorial, State, Federal, and any inter-jurisdictional responsibilities; activation triggers for the plan; activation levels and their implications (if formalized in the jurisdiction); and the general sequence of events before, during, and after an emergency. Support appendices and/or tabs may also be referenced in this section.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

This section of the plan establishes the emergency organization that will be relied upon to respond to an emergency situation. It includes a list of the kinds of tasks to be performed, generally by position and organization, and it provides a quick overview of who does what. When two or more organizations perform the same kind of task, one should be given primary responsibility, and the other(s) should be given a supporting role. For clarity, a matrix of organizations and areas of responsibility (including functions) could be included to summarize the primary and supporting roles. Shared general responsibilities, such as developing Standard Operating Procedures (SOPs), should not be neglected, and the matrix might also include organizations not under jurisdictional control if they have defined responsibilities for responding to emergencies that might occur in the jurisdiction.

DIRECTION, CONTROL, AND COORDINATION

This section describes the framework for direction, control, and coordination activities. It identifies who has tactical and operational control of response assets, and discusses how multi-jurisdictional coordination systems allow organizations to coordinate efforts across jurisdictions while allowing each jurisdiction to retain its own “command center.” This section may also provide information on how departmental and agency plans fit into the emergency plan.

DISASTER INTELLIGENCE

This section describes the required critical or essential information common to all emergencies identified during the planning process. It generally identifies the type of information needed, where it is expected to come from, who uses the information, how the information is shared, the format for providing the information, and any specific times the information is needed. This section may be expanded as an annex or it may be folded into the aforementioned Direction, Control, and Coordination section.

COMMUNICATIONS

This section describes the communications protocols and coordination procedures used between response organizations during response operations. It also discusses the framework for delivering communications support. A communications section may be part of the core or basic plan of an EOP/CEMP

or it could be developed as an annex. Regardless of the location in the plan or EOP/CEMP, the following should be addressed:

- Procedures and personnel used to manage communications between the on-scene personnel/agencies (e.g., radio frequencies/tactical channels, mobile phones, data links, command post (CP) liaisons, communications vehicle/van) in order to establish and maintain a common operating picture of the incident.
- Procedures and agencies used to identify and overcome communication shortfalls (e.g., personnel with incompatible equipment, use of Amateur Radio Emergency Services/Radio Amateur Civil Emergency Services (ARES/RACES) at the CP/off-site locations, Citizen Band (CB) radios).
- Procedures and personnel used to manage communications between the scene and off-site personnel/agencies (e.g., shelters, hospitals, EMA).
- Procedures used by 911/Dispatch Centers to support/coordinate communications for the on-scene personnel/agencies, including alternate methods of service if 911/Dispatch is out of operation (e.g., resource mobilization, documentation, backup).
- Arrangements that exist to protect emergency circuits with telecommunications service priority for prompt restoration/provisioning.
- Procedures used by an EOC to support and coordinate communications between the on- and off-scene personnel and agencies.
- The interoperable communications plan and compatible frequencies used by agencies during a response (e.g., who can talk to whom, including contiguous local, state, and private agencies).
- How 24-hour communications are provided and maintained.

ADMINISTRATION, FINANCE, AND LOGISTICS

This section covers general support requirements and the availability of services during emergencies. At the minimum, the following items should be addressed in this section:

- References to Mutual Aid Agreements (e.g., agreements with local hospitals, business owners, transportation companies, equipment rental companies, etc.)
- Authorities for and policies on augmenting staff by reassigning public employees and soliciting volunteers, along with relevant liability provisions.
- General policies on keeping financial records, reporting, tracking resource needs, and tracking the source and use of resources.

PLAN DEVELOPMENT AND MAINTENANCE

The overall approach to planning and the assignment of plan development and maintenance responsibilities are discussed in this section. This section should:

- Describe the planning process, participants in that process, and how development and revision of the plan are coordinated during the preparedness phase.
- Assign responsibility for the overall planning and coordination to a specific person or persons.
- Provide for a regular cycle for testing, reviewing, and updating the plan.

AUTHORITIES AND REFERENCES

This section provides the legal basis for emergency operations and activities. This section of the plan should include:

- Laws, statutes, ordinances, executive orders, regulations, and formal agreements relevant to emergencies.
- The extent and limits of the emergency authorities granted to the chief elected official of the jurisdiction, the Governor of the State, or Tribal leader—including the conditions under which these authorities become effective, and when they would be terminated—should be specified.
- Pre-delegation of emergency authorities (i.e., enabling measures sufficient to ensure specific emergency-related authorities can be exercised by the elected or appointed leadership or their designated successors).
- Provisions for the continuity of operations (i.e., the succession or devolution of decision-making authority and operational control) to ensure critical emergency functions can be performed.

APPENDIX A: AUTHORITIES AND REFERENCES

Appendix A is a bibliography of Federal and State authorities and planning resources pertinent to emergency planning.

FEDERAL AUTHORITIES AND DIRECTIVES

Please refer to Appendix A of FEMA's CPG 101 for a select list.

STATE AUTHORITIES AND DIRECTIVES

The *Code of Alabama 1975*, Title 31, Chapters 9, 9A, and 9B, as amended, pertaining to Emergency Management and Homeland Security.
(<http://alisondb.legislature.state.al.us/acas/CodeOfAlabama/1975/22488.htm>).

The *Code of Alabama 1975*, Title 22, as amended, pertaining to Public Health and Environmental Control.
(<http://alisondb.legislature.state.al.us/acas/CodeOfAlabama/1975/125823.htm>).

The *Code of Alabama 1975*, Title 11, Chapter 19, as amended, Comprehensive Land-Use Management in Flood-Prone Areas.
(<http://alisondb.legislature.state.al.us/acas/CodeOfAlabama/1975/126251.htm>).

The *Code of Alabama 1975*, Title 11, Chapter 52, as amended, Planning, Zoning and Subdivision.
(<http://alisondb.legislature.state.al.us/acas/CodeOfAlabama/1975/128783.htm>).

The *Code of Alabama 1975*, Title 11, Chapter 85, as amended, Regional Planning and Development.
(<http://alisondb.legislature.state.al.us/acas/CodeOfAlabama/1975/141915.htm>).

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Federal Emergency Management Agency (FEMA). 2009. *Continuity Assistance Tool (CAT): Continuity Assistance for Non-Federal Entities*. Washington, DC: FEMA. (<http://www.fema.gov/pdf/about/org/ncp/cat.pdf>).

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