

ELECTED OFFICIALS AND EXECUTIVE-LEVEL LEADERSHIP CURRICULUM

Welcome!

The leadership challenge facing local government executive-level personnel and elected officials before, during, and after a disaster or terrorist incident is substantial. Effective leadership depends on having a basic understanding of the systems – the standard operating procedures, plans, and personnel – on which your community depends should an incident occur. This curriculum provides you with this broad overview and understanding.

Purpose

The purpose of this curriculum is to provide an overview of information that is vital in preparing for and responding to any type of emergency, disaster, or terrorist event. Throughout, the curriculum emphasizes the role that executive leadership and elected officials play in preparing for and managing emergencies and their aftermath.

Overview of Curriculum Materials

This curriculum consists of a series of brief (half day or shorter) modules on emergency management directed to the information needs of elected officials and executives. Although intended to be taken in order, each module can be taken independently and does not require the completion of previous modules.

Overview of Emergency Management Principles. Addresses the phases of emergency management, the scope of emergency management activities, and the basic role of elected officials and government executives in each phase.

Overview of Emergency Management Plans. Identifies key policies, procedures, and plans that guide incident response and recovery.

Roles, Responsibilities, Powers, and Authorities in an Emergency. Highlights local, state, and federal authorities that shape the legal environment, and local officials' roles and responsibilities in exercising those authorities.

Command, Control, and Coordination in an Emergency. Highlights the formalized system for coordinating how response elements receive directions and interact during

an emergency, with a special emphasis on the Incident Command System, emergency operations (or coordination) centers, and how elected officials and executives discharge their duties and develop policy within this framework.

Resource Prioritization and Management in an Emergency. Reviews the core function of an Emergency Operations (Coordination) Center to coordinate resources and information effectively to the incident commanders at the incident and to allow policy makers to make informed choices about resource allocation.

Emergency Public Information and Risk Communication. Discusses the difference between emergency information and risk communication, how messages are developed and coordinated, and the characteristics of effective communication from elected officials and executive leadership.

Continuity of Operations, Government, and Community. Overview of planning to maintain services and leadership during and after a disaster. Highlights Continuity of Operations – the sustainment of essential functions, services, and activities; Continuity of Government – the preservation, maintenance, or reconstitution of civil government across three branches, through a pre-defined legal/constitutional framework; and Continuity of Community – the implementation of measures to ensure the health and welfare of individuals and their environment.

Leading Community Recovery and Mitigation Efforts. Overview of short- and long-term considerations for recovery from a disaster and steps to mitigate the impact of future disasters.

Managing the Economic Impact of Disasters. Discusses the economic impact of disasters, and the central role that local jurisdictions have in managing the financial response to a disaster. Includes a discussion of broad financing strategies, sources of financial assistance, and cost reimbursement from federal, state, and private sources.

Appendix: Case Studies. Contains eleven case studies of local response and recovery efforts from a variety of different types of disasters, most from local Puget Sound jurisdictions, but includes one international case study and several from jurisdictions outside of the Puget Sound region.

Appendix: Guide to Emergency Management Policy Issues. A brief job aid that highlights emergency management policy issues that commonly arise during and after a disaster.

Appendix: Guide to Community Disaster Assistance. Highlights the roles of local, regional, state, and federal response systems.

Appendix: Guide to Terrorist Threats, Motivations, and Types of Attack (CBRNE). Highlights basic information about terrorist objectives, motivations, targets, and weapons of mass destruction.

Using the Curriculum

The finished product has been distributed to each of the regional partners which include city and county governments in King, Snohomish, and Pierce Counties.

The schedules of elected officials and executive-level personnel offer limited windows of time for training activities; therefore, the curriculum was developed to provide a series of short modules that could be presented during lunches, evenings, afternoons, weekends, or anytime that target audience members can make themselves available for at least an hour or two.

Because of the variation in local jurisdictions and emergency management organizations across the region, each jurisdiction is encouraged to adapt the curriculum to its specific circumstances by adding or referencing relevant local requirements, policies, procedures, and approaches. The curriculum is not intended to be taught as is – it should be customized to meet the needs of each jurisdiction and the time available. The materials provided cover a comprehensive set of emergency management issues, however, the level of detail is beyond what many elected and appointed officials may need (varying for different jurisdictions and assigned responsibilities of the participant). Instructors should present only a selection from the materials, based on the time available, the needs of the participants, and direction from community officials.

A qualified instructor of this material should have a background in local emergency management and be familiar with local plans, policies, procedures, regulations, and laws.

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