Though both awards were made to the State of Indiana, there is a required 80% pass-through to local governments to ensure the funds and projects are getting to the local first response community. Indiana’s funding priorities for this award include the advancement of strategic and operational planning, training and exercise, intelligence fusion and critical infrastructure hardening. IDHS is currently working to prioritize projects for funding. The final budget must be submitted to US DHS no later than September 18, 2007.

Final awards include:

- Urban Areas Security Initiative (UASI): $7.7 million
- The FY 2007 UASI provides funding to the Indianapolis Urban Area to support the unique planning, equipment, training, and exercise (Continued on page 6)
We have been working on emergency medical dispatch rules for the past several years. The Legislature passed legislation in 2003 for our agency to certify and regulate emergency medical dispatch agencies and emergency medical dispatchers. The law that was passed went into effect January 1, 2007. The proposed rules for dispatch were printed in the Indiana Register and a public hearing was held on June 6, 2007. There were approximately 50 people in attendance that made several comments on the proposed rules. Those comments were taken to the EMS Commission for their approval on June 12, 2007. At that meeting after reviewing and taking into consideration the comments from the public hearing the Commission voted to not move the rules package forward and instructed the staff to develop a task force to write a new set of proposed rules. That task force will be made up of people from all aspects of the 911 community. The staff plans on having an update for the Commission on the status of the new proposed rules at their September meeting.

The entire Sheriff Department of Decatur County recently has received 800 MHz radios from IDHS through a Border Grant. For multiple years, the county had a communication issue. Deadspots (areas in a county where a radio signal could not travel) plagued the county making it difficult for law enforcement to communicate with one another.

Thanks to the Border Grant, the sheriffs, city police, county township department, and fire departments are now equipped with the 800MHz radios.

The Border Grant through IDHS has closed the communication gap in Decatur County allowing all police, fire, and emergency departments to perform their jobs better.

Decatur County Sheriff Department Thanks IDHS

Sherriff Templeton (pictured above) and the entire Sherriff Department of Decatur County thanks IDHS for making all this possible.
A brief history of the firefighter certification training shows that since 1998 we have distributed over 101,300 fire training certifications to Indiana firefighters, instructors and officers.

Some of the highlights from these numbers include;
- Mandatory Fire Training: 16,613
- Basic level training: 11,956
- Firefighter I-II: 10,385
- Hazmat Awareness: 9,792

In the next year through District Training Councils we plan through direct delivery to train approximately 600 firefighters through Mandatory and Basic certification level courses. Approximately 900 firefighters through the Firefighter I-II certification level. Each district has developed plans to provide these training classes throughout their districts. The District Training Councils will coordinate the training and report to the state. Each district has been allocated funding to provide training props and training facilities to support the firefighter training. The state is purchasing a mobile live fire lab and a mobile hazardous materials training lab to be used throughout the state. Additional props and programs are being offered to provide safety programs for the fire service. Through a cooperative agreement with the National Fallen Firefighters Foundation and the IFTS plan to deliver the Courage to Be Safe training program in all 10 districts.

(Continued on page 7)
August EMA Spotlight...

Adams County

John August has been the full-time EMA Director at Adams County since May, 2006. John is a native of Adams County and seems to come to public service naturally. His father was Sheriff of Adams County for two terms, and served as EMA Director in 1989 and 1990.

Prior to accepting the EMA position, John was Vice-President of Sales and Sales Manager for Harrison Iron Works. He is a veteran of the United States Army and was selected to attend Non-Commissioned Officer School. He also served a tour of duty in Vietnam with the 101st Airborne Division.

Accomplishments in his first 15 months as Director include cataloging all the public, private, and parochial schools in Adams County. John was concerned that the large number of Amish schools in the county were vulnerable due to their isolation and poor identification. John has compiled a booklet, including pictures of the buildings, addresses, GPS coordinates, and names of the school’s administrators. These booklets are now available for all Fire, Police, and EMS agencies, not just for response, but for the delivery of emergency messages and warnings in the absence of electronic communication.

John is currently working with the churches in Adams County to develop a list of volunteers within each congregation that may be trained and prepared to assist people in their own church family that may need help during disasters or pandemics.

John is a member of the District 3 Exercise Committee and is an enthusiastic and active supporter of the DPC and the District 3 Task Force.

The Adams County EMA consists of two full-time employees and one part-time employee. John credits his effectiveness as Director to the support and commitment of the Adams County Commissioners and the County Council.

Bartholomew County

Dennis Moats is the Director of the Bartholomew County Emergency Management Agency. He was hired in 1991 as the Deputy Director and took over as the Director in 1993. He earned his original Professional Development Series from FEMA in 1994. He is currently on the Bartholomew/Brown County American Red Cross Board and on the Bartholomew County 211 First Call for Help Advisory Council. In 2006, he was awarded the local Red Cross Chapter’s Disaster Services Award.

Moats is an Instructor Trainer with the American Red Cross and has taught numerous CPR/AED courses and Emergency Responses courses for the general public and new instructors.

Moats has been involved with six Presidential Disasters and numerous Small Business Agency Disasters. One of the worst disasters to impact Bartholomew County was a flash flood in July of 1998 when ten inches of rain occurred overnight. Many buildings that had never flooded were damaged. With the close support of the RACES group, the American Red Cross and SEMA, the recovery needs of the citizens were quickly met.

The Bartholomew Emergency Management Agency under Moats’ direction has accomplished the following:

* Administered over $667,511 in DHS grant money.

* With DHS and Fire Act grant monies, all first responder agencies in the county are now fully 800 MHz radio equipped on a daily basis.

* Helped establish a district EOD team with the Columbus Police Dept.

Moats credits the success of his agency to all responder organizations in the county. Every agency, both government and non-profit, really work well together. Our Advisory Council meetings continue to promote a strong bond of unity between the agencies.
How to Train for Competency, Not Attendance

Training for Competency / Not Attendance
Chief John M. Buckman III
Indiana Firefighter Training System

Life is complicated enough. Training should strive to make things simpler. As new training programs are developed, the trainer should keep the following in mind...

First, keep it simple. Less is more. Increasingly, American citizens are bombarded with junk mail, and advertising ploys all day long. Our capacity for new ideas and techniques is strained. Trainers should break their lessons into bite-sized chunks and offer multiple versions of what is being presented to accommodate individual learning styles. One or two basic concepts that can be practically applied are worth more than an overload of information.

Second, as the trainer, trust yourself. Regardless of how elegant something sounds, if you do not quickly “get to the point,” do you think your learners will? The really good instructors trust their instincts and avoid fads that do not deliver observable and measurable results. The two keys to excellent content, high quality, and useful training are “observable” and “measurable.” These are not just two words on a page, these are action words. Asking a student to sit in a class while the instructor is rambling is not an effective exchange of teaching and learning. When you are developing a class - trust your instincts on what to emphasize and what to omit in a lesson plan.

Third, it is about time. Time is the most precious commodity we have. A concise, well-organized presentation - whether it is a course, a book, or a tape - is always appealing to those who value time. Be conscious of the time length of your lesson when developing your next training program. Teach simple and straightforward methods. Spend time on “must know” information not “nice to know” information. There is a huge difference. Most classes are filled with nice to know material and it is up to the student to filter out the lecture to capture what is important. I would suggest that you skip the nice to know details and effectively communicate what the point of the lesson is quickly and clearly.

What You Need to Know

Training can fail when trainers fall into traps that disable the people trained. There are seven pitfalls in the development and management of training:

- Failing to take training seriously
- Allowing decision makers to discount training
- Deciding training starts and stops at the fire station door
- Electing to teach adults like children
- Evaluating trainees too timidly
- Concentrating on things rather than people
- Defending the perimeter

Pitfall number 1

Poor training can cause serious accidents, ruin careers, waste valuable funding, and weaken the public’s faith in our ability to perform our jobs properly. Scheduling people into a class just to get their quarterly requirements out of the way is not good enough. Nor is training people to a level of blind confidence without ensuring competency. To be successful you must adopt a philosophy that says, “training is serious business.”

Training is serious business for each individual, too. It’s been a long time since a person could take one job and make it a career. Job change is a way of life, and training is the way to job change or promote.

Failing to take training seriously is an easy trap. Remember one thing: no matter how bad or good things are at any given point, you can make things better. You have to help others remember the importance of training. Sometimes they forget or deny its importance.

Pitfall number 2

How can you make the case for training? In general, there are four ways to get people to do what you believe should be done in an organization:

- Authority. You give directions that are carried out
- Power. You say, “Do it or I will...”
- Persuasion. You present logical arguments and gain a negotiated settlement
- Training. You teach the person how to believe and perform.

Authority is what you have over people who work for you.

Power falls into the same category. Although you have power over someone who works for you who resists compliance, it is hard to fire your boss. You might threaten to go over the person’s head, call the media, or put a letter in the files, but such power plays

are not really recommended. A letter to the file and notes in the office calendar might, however, be helpful at some future time. But, overall, this strategy is not productive. It is just insurance.

Persuasion is the most common method of trying to get management to come around. What type of logical argument would you present to them? How would you present your case to compete for funds? Training is good. New people need training. We have a new piece of hardware and need training," and so forth. You can try simple persuasion, but do not count on a high success rate.

There is training as the fourth way. You must train (dare to use the word educate) senior decision makers on the complexities, difficulties, costs, and contributions of training. You are a trainer. Do what you do best: train. Indoctrinate seniors with the values of training.

Pitfall number 3

Fire service tailboard training may be the best type of training provided to a firefighter. This is where experience along with skills can be shared. Training does not always have to be formal and done in a classroom.

Pitfall number 4

The trainees in your fire department do not come into the programs with blank spaces in their minds like grade school students. They have been through a screening and testing process, and most have previous experience, training, and education. They may have been in the business longer than you.

Adults do not learn. They relearn! They relate! They come to training with an idea already in place in their

(Continued on page 6)
Indiana First Responder Grants cont’d from page 1

The FY 2007 Citizen Corps Program provides funding to states and territories to enhance citizen and community involvement in emergency preparedness, planning, mitigation, response, and recovery. States and territories receive a minimum allocation, with remaining funds distributed on a population-share basis.

Public Safety Interoperable Communications: $18.3 million

The PSIC grant program is intended to enhance public safety agencies’ interoperable communications capabilities. Funds must be used to buy equipment, deploy communications systems, or train for use on communications systems that are capable of operating within the 700 MHz spectrum.

Training for Competency cont’d from page 5

mind on what you are going to teach. And they believe in what they know; it is their reality. Ask one hundred adults how good they are at their work, and ninety of them will put themselves in the upper quartile of competency.

Do not teach adults with a standard lecture. Challenge their reality, what they think they know. And as you teach, do not treat experienced adults like kids in a classroom.

Pitfall number 5

Taking something simple and making it hard is not effective. Always have performance tests. Whenever possible, make the trainees show they can perform. Unless you see their performance, you do not know if they can do the work. Performance evaluations are insurance. If you cannot perform the lesson live, simulate it. Remember, performance evaluations are a part — but only a part — of the technology of training.

Pitfall number 6

Technology consists of people, processes, and things. All are important. Concentrate only on things or processes, and failure occurs automatically. Concentrate on people, and there is a potential for success.

Pitfall number 7

Enter Captain Strong, the second most decorated firefighter on active duty to take over the fire academy. Captain Strong knows exactly what each firefighter needs to know, be able to do, and look like. He rips apart the existing curriculum and bulldozes his curriculum into place. Whenever anyone inside the academy questions the curriculum, he looks patiently at them, then explains in a fatherly fashion that he’s been there and done that. When officers outside the Academy make suggestions or complain about the quality of the graduates, he shouts about his prowess as a firefighter.

The Academy was no longer the fire department’s, it was Captain Strong’s. It did not take long for each station in the department to establish its own bootlegged training program. Efficiency for the department went down because the operating units had to invest in initial training.

Captain Strong looked at himself as a firefighter, not a trainer. He did not see the Academy as a service support unit for the department. He froze out those who could help, and everyone suffered. No one would want Captain Strong to forget he was an experienced firefighter but he needed to remember that he was a trainer.

Training has to be as close a replication of what you expect the firefighter to do at an emergency scene as possible. Training in context is the term used to describe this training technique. The theory of training in context is to put the firefighter into a situation that is in context with the real world of firefighting / rescue operations. The application of the theory in training is such that the setup is based upon an evolution and critical factors not based upon chapters in a book.
The Firefighter Training Program provides instructors and student materials for the courses being delivered throughout the state.

The National Fire Academy grant to the IFTS will help deliver upper-level courses to firefighters and fire officers. The in-state National Fire Academy courses are being scheduled through the District Training Councils. Each district has been asked to schedule at least four courses in their district. Along with these classes, the Indiana Fire Instructors Association will be hosting NFA classes as part of their four fire schools throughout the state. Each fire school will have at least three course deliveries. The state provides printed material for the students’ and instructor’s materials along with paying the instructor’s cost for each class.

District Training Centers designated by the District Fire Training Councils will be eligible to receive financial assistance from the Indiana State Fire Training Infrastructure Grant program to improve their facilities.

IFTS is working to develop an on-line training program for parts of the mandatory/basic, firefighter I/II certification levels. This program is in the process of being developed with a scheduled release date in early 2008. Fire Service training conducted by the IFTS and other fire department is posted daily on the IDHS training calendar. This calendar can be found online at www.in.gov/dhs/training.

Written by Steve Walters, Fire Training Manager

### NIMS Corner Update

As of Friday July 20, there are 71 days left till the NIMSCAST submission deadline.

Of the 1838 accounts in Indiana:

- 55 (3%) have submitted their information;
- 114 (6%) have completed the information but have not submitted; and
- 45 (2%) are over 50% completed;

So as a whole, only 11% of total accounts in Indiana are currently progressing toward 2007 NIMSCAST compliance.

We have asked the counties to move the date of their deadline up a minimum of 15 days to allow for the traditional procrastination leading to late submissions. The State reviews the accounts for completeness before the final federal submission. A low percentage of submissions up to the last month has been the pattern since agencies are attempting to complete as much of the Tier 1 elements as possible before the deadline. Although, if an agency has completed their information and does not see any changes before the deadline, they should submit their information now. An updated submission can always be done.

All 14 of the Tier 1 elements must be answered in the affirmative for an agency to be considered NIMS compliant for this Fiscal year (FY2007). If there are Tier 1 elements that cannot be answered in the affirmative, agencies can file a Corrective Action Plan (CAP) that will allow an extra 120 day extension. Agencies must submit their CAP to the State via dbarrabee@dhs.in.gov by August 30, 2007. For specific information on CAP submittals go to: http://www.fema.gov/pdf/emergency/nims/caps_nims_guide.pdf

County EMA NIMSCAST administrators should contact their account managers and urge them to complete their information as soon as possible in order to be eligible for future funding.

Any questions concerning the NIMSCAST should go to Yolanda Hoskins at: yhoskins@dhs.in.gov or 317-233-4479. Questions concerning NIMS should be directed to David Barrabee at: dbarrabee@dhs.in.gov or 317-233-6116.

### Seven Signs of Terrorism

The events of September 11, 2001 forever changed the very fiber of the safety and security of the United States. For many people living in the land of the free and the home of the brave, such a violent attack was unfathomable.

As a citizen living and working in this great country, you have an opportunity to help safeguard your community against all acts of terrorism and violence by training yourself to be aware of your surroundings and reporting events that you witness.

And training yourself is as simple as learning these 7 tactics of terrorists be on the look out for suspicious individuals involved in the following activities:

1) **Surveillance** – use of video recording devices or visual observations
2) **Inquiries** – asking specific questions regarding a facility
3) **Tests of Security** – trying to determine response of security or police
4) **Acquiring Supplies** – stealing uniforms and official credentials.
5) **Suspicious/Out of Place Behavior** – someone who does not belong in a particular area or their behavior is not appropriate.
6) **Dry Runs** – actually driving by a target or again testing response time of emergency personnel
7) **Deploying Assets/Getting into Position** – an attack is imminent.

A brochure detailing the **Seven Signs of Terrorism** is available at: [www.in.gov/dhs/information/pubs/sevensigns.pdf](http://www.in.gov/dhs/information/pubs/sevensigns.pdf)

To report suspicious activity/behavior, contact either your local law enforcement or the Indiana Intelligence Fusion Center at (866) 400-4432.
From the Desk of Director Dietz

cont’d from page 1

Although, Indiana Homeland Security has made progress on many fronts, the work is never over.

In July, US Department of Homeland Security announced Indiana will be receiving $41.7 Million through the 2007 Homeland Security Grant Program (HSGP) and the Public Safety Interoperable Communications (PSIC) grant program, over an 11% increase in the overall HSGP base state allocation. Indiana’s innovative system for homeland security is nationally recognized and IDHS will continue to work with public safety leaders across the state to protect our first responders on the frontline and our citizens on a daily basis.

Mark Your Calendar!

August 7th
9:00AM
-Fire Prevention and Building Safety Commission Meeting

August 8th-19th
9:30AM-10:30PM Mon. thru Fri
9:30AM-11:00PM Sat.
-IDHS @ State Fair!

August 20th
6:00PM
-Board of Firefighting Personnel Standards and Education Meeting

Check out IDHS Division of Training’s calendar for all training opportunities at: www.in.gov/dhs/training

Indiana Department of Homeland Security
Safeguarding Hoosiers by Planning, Preparing and Responding

302 West Washington Street
Indiana Government Center South
Room E208
Indianapolis, IN 46204
317-232-3980 / 800-669-7362

The Hoosier Responder is a publication of the Indiana Department of Homeland Security. Please direct any questions or comments to the IDHS Public Information and Outreach Office at 317-232-6632.