



Preparedness



Response



Recovery



Mitigation

## Comprehensive Emergency Management Support

Michigan State Police (MSP) and Emergency Management and Homeland Security Department (EMHSD)



**Prime Contractor:**  
Tidal Basin



**Project Dates:**  
2018 to 2024



**Contract Value:**  
\$8.2 million

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### Project Overview

The State of Michigan contracted with Tidal Basin to provide comprehensive disaster recovery, mitigation, and preparedness services to assist in establishing a State Emergency Management and Homeland Security Strategic Plan, compiling a Stakeholder Preparedness Report (SPR), and establishing Stakeholder Engagement for Energy Infrastructure.

Additionally, the State required the development of a Threat and Hazard Identification and Risk Assessment (THIRA) toolkit for use at the state and local level, a COVID-19 After Action Report/Improvement Plan (AAR/IP), and a Pandemic Planning and Toolkit.

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before**

## Case Study

Comprehensive Emergency Management Support

Michigan State Police (MSP) and Emergency Management and Homeland Security Department (EMHSD)

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## Challenge

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Following the COVID-19 pandemic, the State of Michigan required an AAR/IP that identified both strengths and areas of improvement. They also requested recommendations to support the remainder of the response and recovery as well as

future infectious disease emergencies. Additionally, the State was in need of the THIRA toolkit and Pandemic Planning and Toolkit to ensure readily available solutions for future disasters that may affect its communities.

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## Solutions

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### Threat and Hazard Identification and Risk Assessment (THIRA) Update

Between May through August 2022, Tidal Basin gathered existing policies, procedures, and data to inform the THIRA. We reviewed relevant After-Action Reports (AARs), and documented lessons learned that highlighted specific capability challenges, utilizing the data gathered from surveys and subject matter experts (SMEs) to determine capability gaps.

Tidal Basin developed scenario context descriptions that would challenge the state's capabilities to respond to the threats and hazards of concern. These scenarios allowed our team to assist the state in setting targets that reflect the level of capability the State of Michigan plans to achieve over time. We worked with the Project Sponsor and Planning Team to identify the "worst case" impact a threat or hazard may have on the state. Tidal Basin provided an updated product that assessed the most significant impacts of threats and hazards and reestablished capability targets to manage them. The updated THIRA identified capability gaps that Tidal Basin and the state strategized how best to close.

### COVID-19 After-Action Report/Improvement Plan

Tidal Basin supported the MSP/EMHSD with the facilitation and development of a comprehensive AAR/IP for the state's response to COVID-19, both internally with respect to continuity and operations and externally in response to the risk and impact on the public and its support of public/private partnerships. The project's goal was to develop an AAR/IP that identifies strengths and areas for improvement, providing the state with recommendations to support ongoing response and recovery efforts as well as future infectious disease emergencies. The Tidal Basin team gathered and reviewed relevant data to determine trends, challenges, and best practices specific to the state's preparedness for, and response during, the COVID-19 pandemic. The team also worked directly with experts from Arizona State University to assist with survey processing, statistical analysis of survey results, and modeling of key findings.

### COVID-19 Disaster Recovery Program Support

Tidal Basin provided technical and administrative support for the state's FEMA Public Assistance (PA) grant program. We reviewed Project Worksheets (PWs), developed standard operating procedures (SOPs) and closeout protocols, and supported the State Public Assistance Officer with other tasks as needed.

### Pandemic Planning and Toolkit

Tidal Basin updated 10 of the State's Emergency Management and Homeland Security plans to incorporate elements for pandemics and infectious disease outbreaks. In addition to updating existing plans for the full life cycle of a pandemic, we provided a series of toolkits that could be implemented at both the state and local levels covering areas such as Preparedness, Essential Functions and Services, and Case Management. The final component of this project provided templates for training, planning, drills and exercises, and executive outreach. These materials were designed to inform local emergency managers on what to expect in terms of support from state partners and encourage emergency management and public health officials to work as a cohesive unit when facing the impacts of a pandemic.

### Statewide Hazard Mitigation Support

The state contracted Tidal Basin to provide mitigation support to apply for FEMA's Hazard Mitigation Assistance (HMA) grants, including Building Resilient Infrastructure and Communities (BRIC) and the Flood Mitigation Assistance (FMA) grant program. We will also support any Hazard Mitigation Grant Program (HMGP) applications.

Our scope included the development of Benefit Cost Analysis (BCAs) and coordinating with the state and local jurisdictions to gather data needed to complete the BCAs for HMA applications. We also coordinated closely with stakeholders to answer RFI related to BCAs.

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## Solutions

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### Energy Assurance Planning

Tidal Basin worked with EMHSD to enhance energy assurance statewide, assisted with infrastructure and supply chain resilience planning and executed multiple tasks to support energy assurance programs in the state over 12 months. The projects were coordinated through EMHSD in partnership with the Michigan Agency for Energy (MAE) and included the following:

**Energy Assurance Program Development:** Tidal Basin crafted a unique program with specific initiatives to enhance the energy sector's resilience and critical infrastructure throughout Michigan.

**Local Energy Assurance Planning (LEAP):** We developed an innovative planning template and toolkit for local jurisdictions within Michigan to develop Local Energy Assurance Plans. To support plan development, Tidal Basin staff created and delivered seven workshops across the state and provided support to three districts developing LEAPs.

**Retail Fuel Station Generator Program:** Tidal Basin designed and administered a Retail Fuel Station Generator grant program for EMHSD. This program provides grants to retail fuel stations and municipal fueling depots to install transfer switches for generators to sustain power in an energy emergency.

**Critical Infrastructure Generator Assessment:** Tidal Basin increased backup power capabilities at the local and state levels through generator assessments. Our team supported the state in determining emergency power needs and existing backup

power capabilities for critical public infrastructure.

### Stakeholder Engagement for Energy Infrastructure:

Tidal Basin refined coordination and collaboration between state agencies and the public/private energy sector. We also established a statewide Energy Sector Infrastructure Subcommittee to the Michigan Infrastructure Coordination Council, enhancing the state's ability to communicate with energy infrastructure rapidly during emergencies.

### Strategic Plan 2020-2025

Tidal Basin conducted stakeholder engagement workshops to solicit feedback and build a statewide Emergency Management and Homeland Security Strategic Plan. The plan outlined five strategic homeland security and emergency management goals. This plan helped guide future investments for the next 3-5 years. The goals of the plan are to:

- Enhance the resilience of the state through the assessment and refinement of critical infrastructure to sustain essential lifelines in the event of an emergency.
- Enhance intelligence sharing, prevention, and protection capabilities to prevent and mitigate terror acts and active assailants successfully.
- Advance community resiliency by implementing preparedness and mitigation measures.
- Strengthen response capabilities to natural and man-made hazards across disciplines.
- Increase state capabilities to implement recovery efforts after complex incidents to facilitate faster recovery.

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## Resilience Delivered

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Tidal Basin successfully implemented the requested AAR, THIRA, and Pandemic Planning and Toolkit based on the challenges presented.

Our deliverables included the following:

- Developed a timeline of national and international events to help shape the AAR
- Created a password-protected Michigan COVID AAR microsite webpage dedicated to the project. The site was used as a one-stop shop for project information, timeline of activities, stakeholder involvement, and documentation collection
- Implemented a pre-interview question survey to help formulate interview questions around specific focus areas
- Conducted 76 interviews with 108 stakeholders from 24 state agencies/departments and the Red Cross to aid in the analysis process
- Developed an electronic survey completed by 147 state employees from 26 departments and agencies to aid in data collection
- Data analysis and statistical modeling of survey and interview results
- Stakeholder feedback sessions
- Executive briefing materials
- A completed and finalized AAR/IP