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Hazardous Materials and Terrorist Incident Prevention Curriculum Guidelines

Community Prevention Program Management

Introduction

Community Prevention Program Management describes the training requirements of persons who develop and manage state and local government hazardous materials prevention programs and activities. These activities include community hazard analysis, prevention planning, land use planning, construction plans review, inspection and codes enforcement, public education, and other efforts designed to enhance worker and public safety and contribute to the development of a disaster resistant community. (Note: Governmental entities may also be involved in hazardous materials operations—the processing, storage, handling, or transport of regulated chemicals—for example in waste water treatment plants, utilities, medical care facilities, military applications, etc. Training requirements for managers of these types of operations is covered under Prevention Program Management.)

Persons performing *Community Prevention Program Management* are responsible for implementing the organizational policy and direction established by senior managers (see Prevention Policy Development). Tasks include conducting and/or supervising staff and consultants (e.g., architects, engineers, and other technical specialists) in the following types of prevention activities:

- Assisting senior managers in writing prevention policy, establishing prevention goals, designing related administrative systems, assessing budgets, promoting interagency coordination, developing evaluation criteria, and so forth.
- Researching and assessing prevention legal requirements, technological hazards, potential incident impacts, and organizational capabilities.
- Analyzing prevention strategies and options (i.e., activities designed to prevent and mitigate hazardous materials incidents).
- Determining prevention training needs, developing course materials, managing training programs, and delivering instruction.
- Developing prevention program staff plans and schedules, negotiating subcontractor arrangements, assigning personnel, monitoring and evaluating performance, and tracking expenditures.
- Implementing specific prevention activities, monitoring progress, evaluating outcomes, and recommending changes to improve safety and program effectiveness.

Training Audience

The training audience for *Community Prevention Program Management* consists primarily of government officials and others with supervisory-level responsibilities in community hazardous materials prevention. Potential audience members include state environmental agency prevention managers, Hazardous Materials Emergency Preparedness (HMEP) program managers, local response agency (fire, law enforcement, emergency medical services) prevention program managers, hazardous materials planners, zoning board members, codes enforcement managers, emergency management program directors, and other representatives of community organizations that have a defined role in hazardous materials prevention.

Training Requirement

Candidates for instruction in this curriculum area are assumed to already possess basic management skills and expertise in their areas of responsibility (fire prevention, code enforcement, plans review, etc.). Thus, the goal of training is to improve leadership and enhance safety programs by providing students with supplementary knowledge and skills in hazardous materials incident prevention and related activities.

The job and training requirements of individual audience members will vary depending on their roles and responsibilities. For example, the needs of agency officials in large metropolitan areas and rapidly growing jurisdictions may exceed those in smaller, rural, and established communities. However, all audience members will benefit by generic training in hazardous materials prevention concepts, techniques, and applications. Possible content areas include:

- The prevention program manager's role and responsibilities.
- The organization's prevention mission and policies.
- State-of-the-art prevention program strategies, concepts, and techniques.
- Methodologies to enhance program planning, implementation, monitoring, and evaluation.
- Problem solving methods and techniques.

For instruction to be most effective, audience members should be grouped to the extent possible by prevention program type and the technical requirements of the job. Training can then address any specialized knowledge and skills needed by different groups. Possible content areas for advanced training include legislative and regulatory requirements, hazard analysis techniques, planning strategies, and prevention applications.

Methodology Recommendations

General training in Community Prevention Program Management can usually be accomplished in one to three days of instruction. More time may be appropriate for audiences with greater needs. Instructional methodologies should emphasize case studies and examples relevant to the audience. Participant activities should highlight innovative approaches to prevention and practical solutions to common problems. Other training methodology recommendations and considerations include the following:

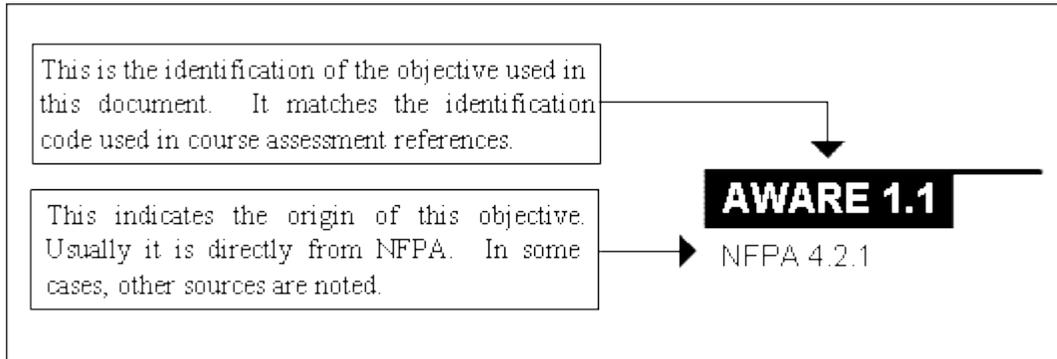
- Training should emphasize the jurisdiction's strategies and methods for creating a disaster resistant community, and encourage the coordination and cooperation of government agencies and private sector organizations in hazardous materials prevention.
- Student activities should encourage participant interaction and provide ample opportunities for practice and application of acquired skills. Checklists, job aids, and other practical tools should be included in the course materials.
- Activities should focus on the development of useful work products (e.g., hazards analyses, work plans, program strategies, etc.) under classroom conditions that are as realistic as possible. Methods to transfer learning back to the job should be emphasized.

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- Instructors need significant practical experience and technical expertise in prevention programs relevant to the audience's needs. Familiarity with state and local program requirements and systems is also important.

Recommended Training Objectives

Objective Identification Legend



Community Prevention Program Management 1.

COMM - 1.1.

Given an overview of prevention concepts and activities (see Prevention Awareness) and a specific state or local jurisdiction, describe the community's hazardous materials prevention system.

COMM - 1.1.1.

Describe general prevention planning guidelines and roles for state and local jurisdictions contained in the following authorities (see Hazardous Materials Planning Curriculum Guidelines for more information):

- Robert T. Stafford Disaster Relief and Emergency Assistance Act
- Title III of the Superfund Amendments Reauthorization Act (SARA)
- Guide for All-Hazard Emergency Operations Planning (SLG-101)
- Hazardous Materials Emergency Planning Guide (NRT-1)
- OSHA 29 CFR 1910.120 and EPA 40 CFR
- State and local laws and regulations

COMM - 1.1.2.

Describe general prevention guidelines and roles contained in:

- State and local legislation, regulations, and policies
- State and local emergency operations and prevention plans
- State and local planning and zoning ordinances
- State and local building, fire, hazardous materials, health, and other codes

COMM - 1.2.	Given the community's hazards analysis, identify related prevention program considerations and priorities. (See Hazardous Materials Planning Curriculum Guidelines for more information.)
COMM - 1.2.1.	Describe the hazards identified in the community's hazards analysis.
COMM - 1.2.2.	Describe guidelines and methods for evaluating and refining the community's hazards analysis, if appropriate.
COMM - 1.2.3.	Describe guidelines and methods for identifying planning considerations and prioritizing prevention activities to reflect the community's hazard analysis.
COMM - 1.3.	Given a community's hazards analysis, identify and assess options for promoting prevention through plans review and permitting programs.
COMM - 1.3.1.	Describe community systems and roles for promoting prevention through plans review and permitting programs.
COMM - 1.3.2.	Identify hazardous materials regulations, codes, and standards applicable to various design scenarios.
COMM - 1.3.3.	<p>Describe guidelines, methods, and procedures for conducting hazardous materials prevention plans reviews and permitting activities, addressing such factors as:</p> <ul style="list-style-type: none"> • Consultation with facility management and design team members • Review of design specifications, plans, and supporting documents • Construction permitting and licensing (approval) • Construction monitoring and consultation • Inspection of new or modified facilities and operations • Operational permits
COMM - 1.3.4.	Describe the essential elements and management requirements of hazardous materials prevention plans review and permitting programs.
COMM - 1.3.5.	Describe staffing strategies and recommended personnel qualifications for hazardous materials prevention plans review and permitting programs.

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COMM - 1.3.6.

Describe guidelines and methods for determining administrative and resource requirements for hazardous materials prevention plans review and permitting programs.

COMM - 1.4.

Given a community's hazards analysis, identify and assess options for promoting prevention through inspections and enforcement activities.

COMM - 1.4.1.

Describe community systems and roles for conducting hazardous materials inspections and enforcement activities.

COMM - 1.4.2.

Describe key authorities governing the processing, storage, handling, and transport of hazardous materials, including:

- OSHA's General Safety and Health Provisions (29 CFR 1910.20)
- OSHA's Process Safety Management Standard (29 CFR 1910.119)
- The Clean Air Act Amendments (1990)
- EPA's Accidental Release Prevention Requirements (40 CFR Part 68)
- OSHA's Hazard Communication Standard (29 CFR 1910.1200)
- DOT's Hazardous Materials Regulations (49 CFR Parts 171-179)
- NRT's Integrated Contingency Plan Guidance

COMM - 1.4.3.

Describe guidelines, methods, and information sources for gathering hazardous materials data on facilities and operations, categorizing risks, and establishing priorities among inspection and enforcement requirements.

COMM - 1.4.4.

Describe guidelines, methods, and procedures for conducting hazardous materials inspections, addressing such factors as:

- Developing required forms, checklists, questionnaires, etc.
- Scheduling and planning site visits
- Briefing management and operating personnel
- Gathering inspection data
- Assessing the adequacy of plans, permits, process safety information, operating procedures, training, safety systems, etc.
- Identifying deficiencies and concerns
- Documenting and reporting results

COMM - 1.4.5.

Describe guidelines, methods, and procedures for enforcing compliance with hazardous materials inspection results (consultation, violation notices, citations, personnel actions, audits, legal actions, etc.).

COMM - 1.4.6.	Describe the essential elements and management requirements of hazardous materials inspection and enforcement programs.	Prevention Training Considerations
COMM - 1.4.7.	Describe staffing strategies and recommended personnel qualifications for hazardous materials inspection and enforcement programs.	Prevention Awareness
COMM - 1.4.8.	Describe guidelines and methods for determining administrative and resource requirements for hazardous materials inspection and enforcement programs.	Prevention Policy Development
COMM - 1.5.	Given a community's hazards analysis, identify and assess options for promoting prevention through incident record keeping, reporting, and investigations.	Community Prevention Program Management
COMM - 1.5.1.	Describe community systems and roles for promoting prevention through incident record keeping, reporting, and investigations.	Prevention in Operations
COMM - 1.5.2.	Describe appropriate data gathering forms and procedures for promoting incident reporting and record keeping.	Design and Plans Review
COMM - 1.5.3.	Describe staffing strategies and recommended personnel qualifications for the hazardous materials incident investigation team, including requirements for training.	Inspection and Enforcement
COMM - 1.5.4.	Describe strategies to ensure that hazardous materials prevention concepts and techniques are adequately considered during incident investigations.	Appendix A: Haz Mat Prevention Authorities and Statutory Mandates
COMM - 1.5.5.	Describe strategies for ensuring that hazardous materials incident investigation findings and recommendations are addressed, that corrective measures are adequately documented, and that results are considered in prevention program planning.	Appendix B: Haz Mat Prevention Training Requirements
COMM - 1.5.6.	Describe guidelines and methods for determining administrative and resource requirements for hazardous materials investigations.	Appendix C: Organizational Structure for Prevention
COMM - 1.6.	Given a community's hazards analysis, identify and assess options for promoting public information and education on hazardous materials prevention.	Appendix D: OSHA Standard 1910.119
COMM - 1.6.1.	Describe community systems and roles for conducting hazardous materials public awareness/risk communication activities.	

COMM - 1.6.2. Describe community systems and roles for conducting individual and family preparedness public education activities in hazardous materials prevention.

COMM - 1.6.3. Describe guidelines and methods for determining audience needs for hazardous materials public information and education activities.

COMM - 1.6.4. Identify and assess communication strategies (media, participants, etc.) for hazardous materials public information and education programs.

COMM - 1.6.5. Identify and assess existing materials and sources of assistance for hazardous materials public information and education programs.

COMM - 1.6.6. Describe the essential elements and management requirements of hazardous materials public information and education programs.

COMM - 1.6.7. Describe staffing strategies and recommended personnel qualifications for hazardous materials public information and education programs.

COMM - 1.6.8. Describe guidelines and methods for determining administrative and resource requirements for public information and education programs and activities.

COMM - 1.7. Given an analysis of prevention program risks, authorities, and activity options, prepare a hazardous materials prevention program management plan. (See Hazardous Materials Planning Curriculum Guidelines for more information.)

COMM - 1.7.1. Describe guidelines and methods for preparing and formatting a hazardous materials prevention program management plan.

COMM - 1.7.2. Describe guidelines for developing an organizational strategy for program activities that addresses:

- Short- and long-term goals, measurable objectives, and evaluation criteria.
- Analysis of program activities and options.
- Resources and administrative support systems and procedures.
- Staffing assignments and contractor requirements.

COMM - 1.7.3.	Describe guidelines and methods for coordinating the planning process and communicating results to community officials.
COMM - 1.8.	Given a hazardous materials prevention program management plan, conduct and/or supervise the implementation, monitoring, evaluation, and continual refinement of the prevention program.
COMM - 1.8.1.	Describe strategies and methods for implementing prevention program elements, activities, and procedures.
COMM - 1.8.2.	Describe strategies and methods for monitoring, evaluating, and continually refining prevention program elements, activities, and procedures.
COMM - 1.8.3.	Describe common shortfalls and opportunities in implementing, evaluating, and maintaining hazardous materials prevention programs.

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