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QUESTION NO: 1

An emergency manager is updating the functional annexes of a county Emergency Operations Plan. Which two items should be included in a functional annex? Select two.

- A. Responsible and supporting organizations for the function
- B. Actions and resource arrangements needed to perform the function
- C. A scoring method for ranking all community hazards
- D. A list of every employee available for emergency assignment
- E. The process for approving each incident-specific action plan

ANSWER: A B

Explanation:

Functional annexes describe how the jurisdiction will perform an emergency-management function. They identify the responsible and supporting organizations and explain the actions, coordination arrangements, and resource requirements needed to carry out that function.

A hazard-ranking methodology belongs in the threat and hazard identification process, while a list of every individual employee is too detailed and unstable for an EOP annex. The Incident Commander approves an Incident Action Plan for a specific incident; that approval process is not a substitute for describing standing functional arrangements in the EOP.

QUESTION NO: 2

What does the CFR division contain standards and guidelines addressing transportation?

- A. 40 CFR
- B. 42 CFR
- C. 49 CFR

ANSWER: C

Explanation:

49 CFR is correct because Title 49 of the Code of Federal Regulations is titled *Transportation*. It is the federal regulatory title that compiles transportation-related rules administered primarily by the U.S. Department of Transportation and its modal agencies. Its provisions address operational, safety, security, equipment, personnel, and hazardous-material requirements across transportation modes, including motor carriers, railroads, aviation, pipelines, and commercial transportation activities. For emergency and disaster professionals, Title 49 is especially significant when planning for, responding to, or recovering from incidents involving hazardous materials, because it contains the Hazardous Materials Regulations governing classification, packaging, hazard communication, handling, and transport of dangerous goods. These regulations support consistent risk controls and coordinated compliance among shippers, carriers, responders, and regulators. The official eCFR identifies Title 49 as the federal title for Transportation and provides the current, searchable regulatory text. The Department of Transportation also explains its role in regulating and promoting safe transportation systems. See the [eCFR Title 49—Transportation](#) and the [U.S. Department of Transportation](#).

QUESTION NO: 3

A water utility discovers unauthorized activity on a system used to monitor pump operations. The utility can maintain basic service using local manual controls while technical personnel investigate. Which two actions should leadership take immediately? Select two.

- A. Isolate affected systems in accordance with the incident-response plan

- B. Transition to safe manual operating procedures where available
- C. Delete system logs to prevent unauthorized information disclosure
- D. Restore all systems immediately from backups that have not been validated
- E. Publicly identify the suspected attacker before confirming the incident facts

ANSWER: A B

Explanation:

Isolating affected systems in accordance with the incident-response plan and **transitioning to safe manual operating procedures** are correct because these actions contain the cyber incident while preserving the essential function of water service. Isolation can limit further unauthorized activity, and manual procedures can maintain safe operations when automated monitoring or control systems are unreliable.

Deleting logs may destroy evidence needed for investigation and recovery. Restoring systems from unvalidated backups can reintroduce compromise, while publicly attributing the incident before facts are established may create inaccurate information and interfere with coordinated communications.

QUESTION NO: 4

A local health department detects several patients with similar gastrointestinal symptoms after a community event. Investigators need early information to determine whether a common-source outbreak may be occurring. Which two actions should be completed first? Select two.

- A. Develop a working case definition for identifying possible cases
- B. Collect standardized information on illness onset and potential exposures
- C. Wait for laboratory confirmation of every suspected case before investigating
- D. Issue a public statement naming a specific food source before assessing exposures
- E. Limit interviews to demographic information unrelated to the event

ANSWER: A B

Explanation:

Develop a working case definition and **collect standardized information on ill persons, exposures, and illness onset** are correct because these actions establish the basic surveillance information needed to identify cases, describe the outbreak by time, place, and person, and assess whether common exposures are present.

Public communication and control measures may become necessary quickly, but they should be guided by the best available epidemiologic evidence. Waiting for laboratory confirmation of every case can delay initial investigation, while collecting unrelated demographic information does not establish exposure patterns.

QUESTION NO: 5

U.S. disaster management efforts adhere to what type of authority model?

- A. Coordinated
- B. Vertical
- C. Bureaucratic

ANSWER: B

Explanation:

Vertical is correct because U.S. incident management uses the Incident Command System as a scalable command structure with defined supervisory relationships, a clear chain of command, and unity of command. In this structure, incident objectives and operational direction are established at the command level and communicated through designated supervisory levels to personnel performing tactical work. This vertical arrangement makes authority, accountability, reporting relationships, and decision-making responsibilities clear even when many agencies and jurisdictions participate in the same response.

The National Incident Management System identifies the Incident Command System as a standardized approach for managing incidents and explains that chain of command is the orderly line of authority within the organization, while unity of command means each individual reports to only one designated supervisor. The structure can expand modularly as an incident grows, adding command and general staff, branches, divisions, groups, and other elements while retaining those reporting relationships. Unified Command can incorporate multiple agencies with jurisdictional authority, but it still establishes a single, coordinated incident-management structure rather than eliminating the vertical command framework. This common structure supports coordinated operations, accountability, and effective span of control during complex emergencies. See FEMA's [National Incident Management System components](#) and its [ICS review document](#).

QUESTION NO: 6

A community shelter is opening after a winter storm. Many evacuees may have mobility, communication, or medical-access needs. Which two actions would best support accessible and inclusive shelter operations? Select two.

- A. Provide accessible routes, sleeping areas, and sanitation facilities
- B. Make shelter information available through effective communication methods
- C. House people with disabilities separately from family members as a routine practice
- D. Require evacuees to supply their own accessibility accommodations before admission
- E. Limit shelter admission to people who can independently perform all daily activities

ANSWER: A B

Explanation:

Providing accessible routes, sleeping areas, and sanitation facilities and **making information available through effective communication methods** are correct because inclusive sheltering requires people with disabilities to have meaningful access to shelter services, emergency information, and essential facilities.

Separating people with disabilities from family members without an operational need can create unnecessary barriers and reduce support. Requiring evacuees to provide their own accommodations or limiting admission to people who can independently complete all shelter activities is inconsistent with accessible emergency planning.

QUESTION NO: 7

What alternative describes the purpose of a Federal Joint Field Office?

- A. Temporary facility that serves as a coordinating location for responding agencies
- B. Temporary facility that manages operations, communications, and resources
- C. Permanent facility functioning as a command center to support response actions

ANSWER: B

Explanation:

Temporary facility that manages operations, communications, and resources accurately describes the purpose of a Joint Field Office (JFO). A JFO is established near an incident to provide a central, temporary location where Federal, State,

Tribal, territorial, and local partners coordinate disaster-response and recovery support. Its role is to integrate the operational work needed to deliver Federal assistance, maintain situational awareness, coordinate information flows, and align personnel, logistics, and other resources with incident requirements.

The JFO supports unified coordination rather than replacing on-scene incident command. It brings together the agencies and organizations responsible for implementing assistance under the National Response Framework, helping ensure that resource requests, operational priorities, and public communications are managed cohesively across jurisdictions. The facility is scalable to the event and remains in operation for the period necessary to coordinate the Federal role in response and recovery.

FEMA describes the JFO as the primary Federal incident-management field structure and identifies it as the location where Federal and non-Federal partners coordinate operations and resources. See FEMA's [National Response Framework](#) and its [Joint Field Office glossary definition](#).

QUESTION NO: 8

Disaster professionals would consider what location as unconventional housing for disaster victims?

- A. School and public facilities
- B. Tents and prefabricated buildings
- C. Available ships and trains

ANSWER: C

Explanation:

Available ships and trains are unconventional housing for disaster victims because they are transportation assets adapted for temporary occupancy rather than facilities intended, designed, or routinely operated as residential shelters. Their use can provide substantial capacity when land-based sheltering and housing resources are constrained, but it requires unusually complex planning for safe berthing or rail placement, access and functional needs, sanitation and waste handling, food service, medical support, security, transportation, communications, and evacuation. Disaster housing and mass-care planning must ensure that displaced people have safe, accessible, and sustainable accommodations; using a mobile platform introduces operational dependencies and safety considerations beyond those normally encountered in fixed-site shelters. FEMA identifies mass care, emergency assistance, temporary housing, and human services as the scope of Emergency Support Function #6, emphasizing coordinated delivery of sheltering and related services. The National Response Framework also recognizes that the specific resources used must be tailored to the incident and the needs of survivors. In a large or unusual displacement event, ships and trains can therefore serve as a contingency accommodation resource, provided responsible agencies can meet the necessary life-safety, accessibility, public-health, and operational requirements. See FEMA's [National Response Framework](#) and [FEMA sheltering information](#).

QUESTION NO: 9

What statement describes FEMA's primary planning objective?

- A. Prepare for nuclear-related attacks with good response planning
- B. Prepare for any contingency by promoting an "all-hazards" approach
- C. Place a priority on infrastructure and natural disaster management

ANSWER: B

Explanation:

Prepare for any contingency by promoting an "all-hazards" approach accurately states FEMA's central planning objective. FEMA's planning doctrine recognizes that communities face a broad range of natural, technological, and human-caused hazards, often with uncertainty about the precise event, timing, scale, and cascading effects. Accordingly, preparedness planning should establish adaptable capabilities—such as public warning, operational coordination, resource management,

communications, evacuation, sheltering, and recovery coordination—that can be applied and scaled across many incident types.

FEMA's Comprehensive Preparedness Guide 101 explains that emergency operations planning uses an all-hazards approach and is intended to support coordinated action across the whole community. This approach does not ignore hazard-specific risks; rather, planners use risk assessment to identify local threats and tailor capabilities, annexes, and procedures while retaining a unified, flexible emergency operations plan. The National Preparedness Goal likewise organizes national preparedness around the core capabilities needed to address the full range of threats and hazards. This emphasis on broadly usable, capability-based planning makes an all-hazards approach the appropriate primary objective for FEMA planning.

References: [FEMA Comprehensive Preparedness Guide 101, Version 3.0](#); [FEMA National Preparedness Goal](#).

QUESTION NO: 10

What concept addresses assignment of personnel under a single supervisor?

- A. Unity of command
- B. Span of control
- C. Controlling

ANSWER: A

Explanation:

Unity of command is the Incident Command System principle that each individual reports to one designated supervisor. It establishes an unambiguous supervisory relationship, so personnel know who assigns their work, receives their status reports, addresses safety concerns, and evaluates whether assignments have been completed. Maintaining this single reporting line supports accountability and coordinated operations, especially when an incident involves numerous functions, jurisdictions, agencies, or responding organizations.

Within ICS, unity of command works with the established chain of command to provide an orderly flow of direction and information. A responder may communicate and coordinate broadly as operational needs require, but their formal tasking and supervision remain with the person to whom they are assigned. This minimizes conflicting direction, helps supervisors maintain awareness of personnel and resources, and enables the Incident Commander to manage the incident through a clear organizational structure. FEMA identifies unity of command as the principle under which every individual reports to and receives direction from only one supervisor. See FEMA's [ICS Glossary](#) and the [National Incident Management System](#) resources.

QUESTION NO: 11

A hospital is conducting a Hazard Vulnerability Analysis before revising its emergency plan. Which two practices would provide the most useful evidence for evaluating operational vulnerability? Select two.

- A. Reviewing previous incidents, disruptions, and near misses
- B. Assessing dependencies on utilities, transportation, suppliers, and communications
- C. Using national hazard averages as the sole basis for local risk ratings
- D. Treating a standard hazard checklist as a complete assessment
- E. Assigning every identified hazard the same likelihood rating

ANSWER: A B

Explanation:

Reviewing previous incidents and near misses provides evidence of hazards that have already affected operations or exposed weaknesses. Assessing dependencies on utilities, transportation, suppliers, and communications helps identify cascading consequences that may occur even when the hospital building itself is not damaged.

National averages may not reflect the hospital's local threats, infrastructure, or patient population. A checklist can support, but should not replace, broader analysis. Assigning equal likelihood to all hazards defeats the purpose of risk-based prioritization.

QUESTION NO: 12

A cartridge type respirator would prove ineffective against what type of hazard?

- A. Airborne particulates
- B. Oxygen deficient atmospheres
- C. Biohazards

ANSWER: B

Explanation:

Oxygen deficient atmospheres is correct because a cartridge respirator is an air-purifying respirator: it relies on the surrounding air and removes specified contaminants through filter media or chemical cartridges. It does not generate or supply breathable oxygen. Consequently, it cannot protect a wearer when the ambient atmosphere contains less than 19.5% oxygen, the threshold OSHA defines as oxygen-deficient. Such conditions can occur in confined spaces, enclosed areas where gases displace air, and locations in which oxygen is consumed by combustion, corrosion, or biological processes. Oxygen-deficient atmospheres are also treated as immediately dangerous to life or health because impairment and loss of consciousness may develop quickly. Respiratory protection selection must therefore begin with atmospheric assessment, including oxygen measurement and identification of possible contaminants. Where oxygen deficiency, an unknown atmosphere, or IDLH conditions are present, personnel need an atmosphere-supplying respirator, such as a positive-pressure self-contained breathing apparatus or an appropriate supplied-air respirator with emergency escape capability. OSHA's respiratory-protection standard explicitly limits air-purifying respirators to atmospheres that are not oxygen-deficient and are not IDLH. This is a fundamental responder-safety principle: filtering an atmosphere can never correct an absence of oxygen. See [OSHA 29 CFR 1910.134](#) and [NIOSH guidance on oxygen-deficient atmospheres](#).

QUESTION NO: 13

A full-scale exercise identifies repeated delays in resource ordering and responder accountability. Which two actions would best strengthen the corrective-action process? Select two.

- A. Assign each corrective action to an accountable owner with a completion date
- B. Validate that completed actions have improved the identified capability gap
- C. File the after-action report without tracking individual improvements
- D. Repeat the same exercise before addressing the documented deficiencies
- E. Assign all corrective actions to a general emergency-management committee

ANSWER: A B

Explanation:

Corrective actions should be specific, assigned to an accountable owner, and given a realistic completion date. The organization should also validate that the action was completed and that it actually corrected the identified capability gap. These steps turn exercise observations into measurable preparedness improvement.

Simply filing the after-action report does not resolve deficiencies. Repeating the same exercise without implementing improvements may reproduce the same problems, and assigning corrective actions to an undefined group weakens accountability.

QUESTION NO: 14

A local health department is issuing public instructions after a contaminated-water advisory. Which two communication practices are most likely to improve public protective action? Select two.

- A. Provide clear protective actions that people can take immediately
- B. Explain what is known, what remains uncertain, and when updates will occur
- C. Use technical water-quality terminology without practical instructions
- D. Withhold all public information until every laboratory result is final
- E. Rely exclusively on one communication channel for all affected populations

ANSWER: A B

Explanation:

Effective emergency communication provides clear, actionable instructions and identifies what people should do now, such as avoiding consumption, using an alternative water source, or following boiling instructions when appropriate. Communicators should also state what is known, what remains uncertain, and when the public can expect updated information. This supports credibility and reduces harmful speculation.

Technical language without practical direction can confuse the public. Delaying communication until every fact is confirmed may expose people unnecessarily, and using only one inaccessible communication channel can exclude people with disabilities, limited English proficiency, or limited access to that channel.

QUESTION NO: 15

In what situations can the Federal government exercise command authority over state or local governments?

- A. During a large natural disaster
- B. During a pandemic
- C. During a bio-terrorism event

ANSWER: A C

Explanation:

During a large natural disaster and during a bio-terrorism event are the circumstances in which federal leadership authorities may become most direct. Following a major-disaster or emergency declaration under the Stafford Act, the President may authorize federal assistance and appoint a Federal Coordinating Officer to coordinate the federal response. This can create a substantial federal operational leadership role when the incident exceeds state and local capabilities, while response activities remain organized through incident-management and unified-coordination structures. The Stafford Act framework and the National Response Framework describe how federal resources, emergency support functions, and coordinating mechanisms are activated for such incidents.

During a bio-terrorism event, federal authority is especially significant because the event implicates national-security, federal law-enforcement, public-health, and potentially defense authorities. The FBI has lead responsibility for threat response to terrorist incidents, including federal criminal investigation and attribution, while federal health and emergency-management partners coordinate consequence-management capabilities. State and local agencies continue to be essential participants, but federal authorities can lead the federal mission and direct federal assets necessary to investigate, contain, and neutralize the threat. See [FEMA's Stafford Act overview](#) and the [National Response Framework](#).

QUESTION NO: 16

What command staff position would function as the point of contact among multiple agencies involved in an emergency event?

- A. Public Information Officer
- B. Incident Liaison Officer
- C. Planning Section Chief

ANSWER: B

Explanation:

The Incident Liaison Officer is the Command Staff position that serves as the primary point of contact for representatives of assisting and cooperating agencies during an incident. In a multiagency emergency, organizations may arrive with personnel, equipment, specialized authorities, and distinct operational capabilities. The Liaison Officer helps connect those agency representatives to the incident management organization, provides appropriate incident information and briefings, and facilitates coordination with the Incident Commander and relevant sections. This role is particularly important when the response involves multiple jurisdictions, mutual-aid partners, nongovernmental organizations, private-sector entities, or other external stakeholders. By maintaining effective agency-to-agency communication, the Liaison Officer supports a coordinated response and helps integrate outside resources into the established incident command structure. The National Incident Management System identifies the Liaison Officer as a Command Staff member and states that this individual is the point of contact for representatives of assisting and cooperating agencies. FEMA's Incident Command System overview likewise describes Command Staff roles as supporting the Incident Commander and identifies liaison responsibilities as external agency coordination. See [FEMA's National Incident Management System](#) and [FEMA's Liaison Officer position description](#).