

Handout 1-1: Common Course Acronyms and Glossary

COOP - Continuity of Operations: Continuity of Operations, as defined in the National Security Presidential Directive-51/Homeland Security Presidential Directive-20 (NSPD-51/HSPD-20) and the National Continuity Policy Implementation Plan (NCP/IP), is an effort within individual executive departments and agencies to ensure that Primary Mission Essential Functions (PMEFs) continue to be performed during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.

Departmental EOC Structure: Jurisdictions/organizations may opt to use their day-to-day departmental/agency structure and relationships in their EOC. By operating in the context of their normal relationships, department/agency representatives can function in the EOC with minimal preparation or startup time. In this configuration, the organization's emergency manager or a senior official typically coordinates EOC efforts among the departments and agencies.

DRC - Disaster Recovery Center: A facility established in a centralized location within or near the disaster area at which disaster survivors (individuals, families, or businesses) may apply for disaster aid.

EOC - Emergency Operation Center: The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally take place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.

EOP - Emergency Operations Plan: A plan for responding to a variety of potential hazards.

ESF - Emergency Support Function: The grouping of governmental and certain private sector capabilities into an organizational structure to provide capabilities and services most likely needed to manage domestic incidents.

IAP - Incident Action Plan: An oral or written plan developed and approved by the IC/UC and ICS staff. The IAP contains general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Staff in EOCs conduct iterative planning and produce plans to guide their activities during specified periods. These are typically more strategic than IAPs, and should not be referred to as an IAP to avoid confusion. Incident Support Plan (ISP) is a term that some EOCs use for the EOC plan to clearly differentiate this from the Incident Action Plan.

ICS - Incident Command System: A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is a management system designed to enable effective incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents.

ICS or ICS-Like EOC Structure: Many jurisdictions/organizations configure their EOCs using the standard ICS organizational structure. The structure is familiar to many people, and it aligns with the on-scene incident organization. Some jurisdictions/organizations use the standard ICS organizational structure but modify certain titles to create an ICS-like organization that distinguishes EOC functions from their field counterparts.

ICP - Incident Command Post: The field location where the primary functions of incident command are performed. The ICP may be co-located with the Incident Base or other incident facilities.

IMT - Incident Management Team: A rostered group of ICS-qualified personnel consisting of an Incident Commander, Command and General Staff, and personnel assigned to other key ICS positions.

ISM – Incident Support Model EOC Structure: Jurisdictions/organizations that focus their EOC team's efforts on information, planning, and resource support may choose to separate the situational awareness function from planning and combine operations and logistics functions into an incident support structure. This organization puts the EOC director in direct contact with those doing situational awareness/information management and streamlines resource sourcing, ordering, and tracking.

JFO - Joint Field Office: The primary Federal incident management field structure. The JFO is a temporary Federal facility that provides a central location for the coordination of local, state, tribal, and Federal governments and private sector and NGOs with primary responsibility for response and recovery.

JIC - Joint Information Center: An interagency entity established to coordinate and disseminate information for the public and media concerning an incident.

JIS - Joint Information System: Mechanism that integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations.

MAC Group - Multiagency Coordination Group: A group, typically consisting of agency administrators or executives from organizations, or their designees, that provides policy guidance to incident personnel, supports resource prioritization and allocation, and enables decision making among elected and appointed officials and senior executives in other organizations, as well as those directly responsible for incident management.

MACS - Multiagency Coordination System: An overarching term for the NIMS Command and Coordination Structures: ICS, EOCs, MAC Group/policy groups, and JISs.

NDRF - National Disaster Recovery Framework: The National Disaster Recovery Framework (NDRF) is a conceptual guide designed to ensure coordination and recovery planning at all levels of government before a disaster, and defines how we will work together, following a disaster, to best meet the needs of States, local and tribal governments and communities and individuals in their recoveries.

NIMS - National Incident Management System: A systematic, proactive approach to guide all levels of government, NGOs, and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from the effects of incidents. NIMS provides stakeholders across the whole community with the shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS provides a consistent foundation for dealing with all incidents, ranging from daily occurrences to incidents requiring a coordinated Federal response.

NPG - National Preparedness Goal: Presidential Policy Directive 8, or PPD-8, describes the Nation's approach to national preparedness: The National Preparedness Goal is the cornerstone for the implementation of PPD-8. The Goal identifies the Nation's core capabilities required for achieving the five mission areas of Prevention, Protection, Mitigation, Response, and Recovery.

NRF - National Response Framework: Guides how the Nation conducts all-hazards response. The Framework documents the key response principles, roles, and structures that organize national response. It describes how communities, States, the Federal Government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response.

PIO - Public Information Officer: A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

RSF - Recovery Support Function: Organizing structures for key functional areas of assistance outlined in the National Disaster Recovery Framework that group capabilities of various government and private sector partner organizations to promote effective recovery from disasters before and after disasters strike.

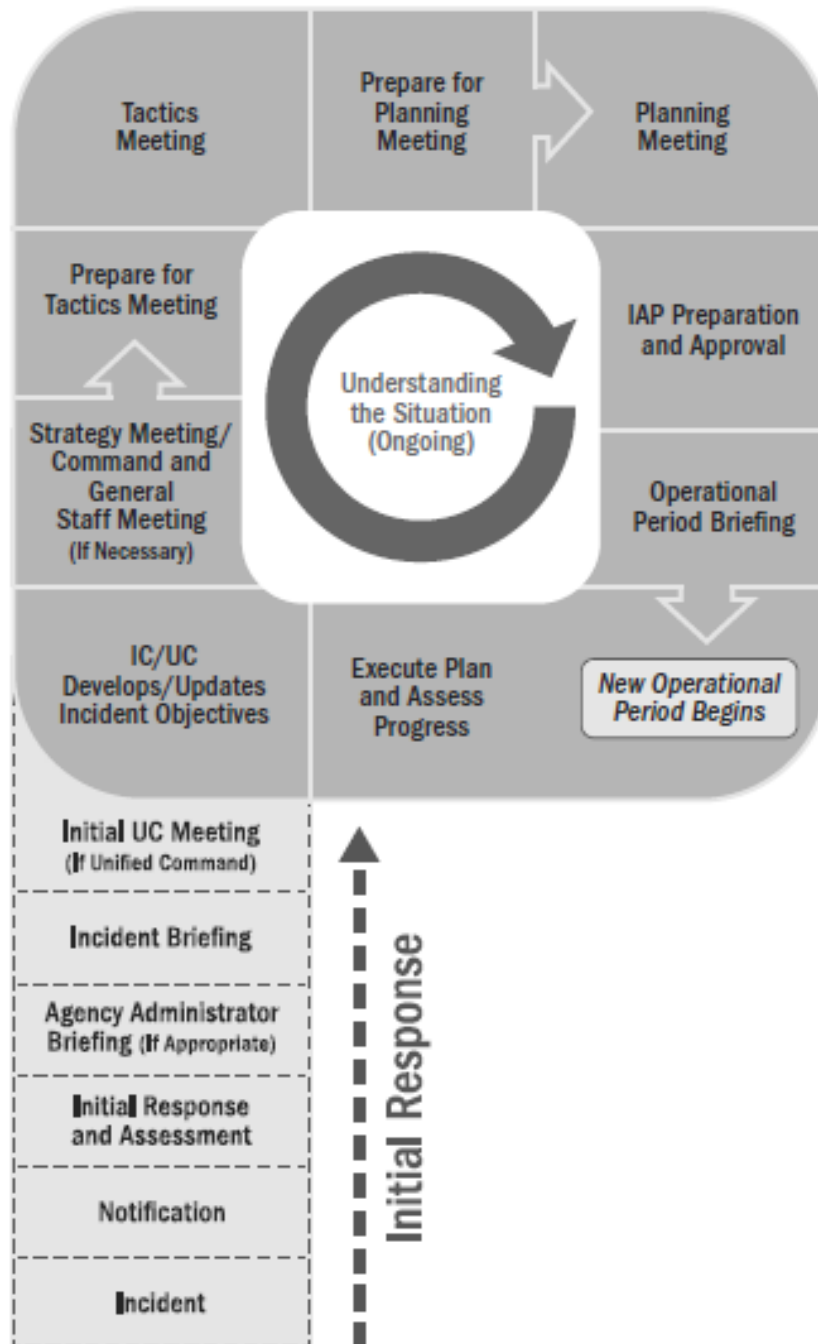
SA - Situational Awareness: The ability to identify, process, and comprehend the critical elements of information about an incident.

SitPic - Shared Situational Picture: A continuously updated overview of an incident compiled throughout an incident's life cycle from data shared between integrated systems for communication, information management, and information sharing. The shared situational picture allows incident managers at all levels to make effective, consistent, and timely decisions. The shared situational picture also helps ensure consistency at all levels of incident management across jurisdictions, as well as between various governmental jurisdictions and private-sector and nongovernmental entities that are engaged. Some organizations refer to this as Common Operating Picture (COP).

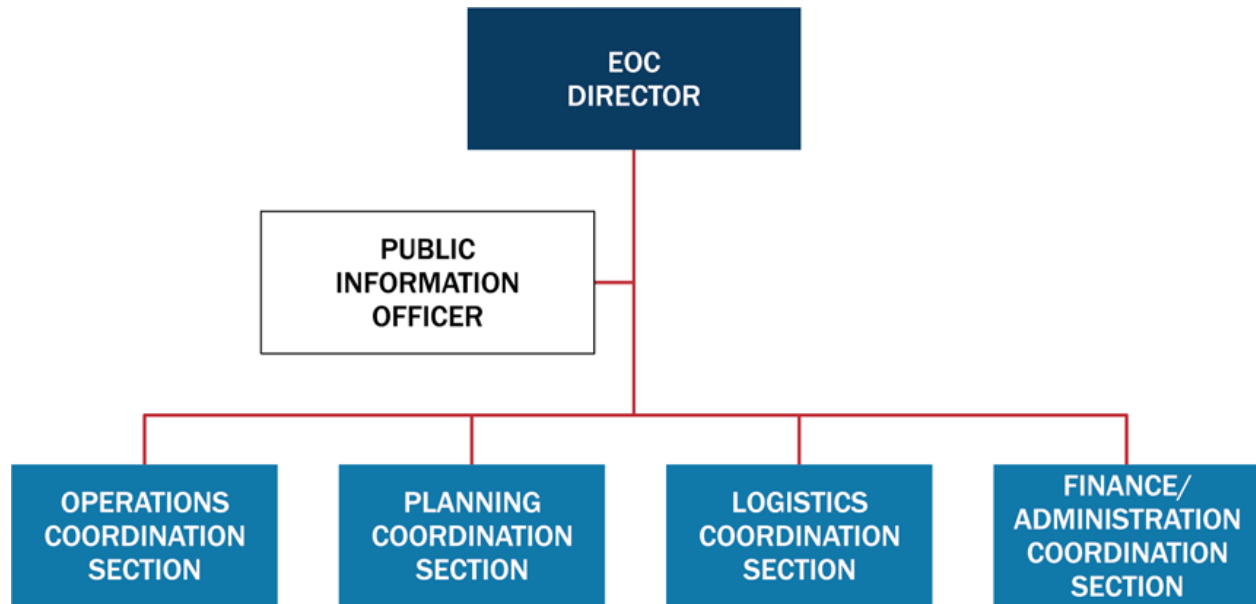
SitRep - Situation Report: Document that contains confirmed or verified information and explicit details (who, what, where, and how) relating to an incident.

SOP - Standard Operating Procedure: Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

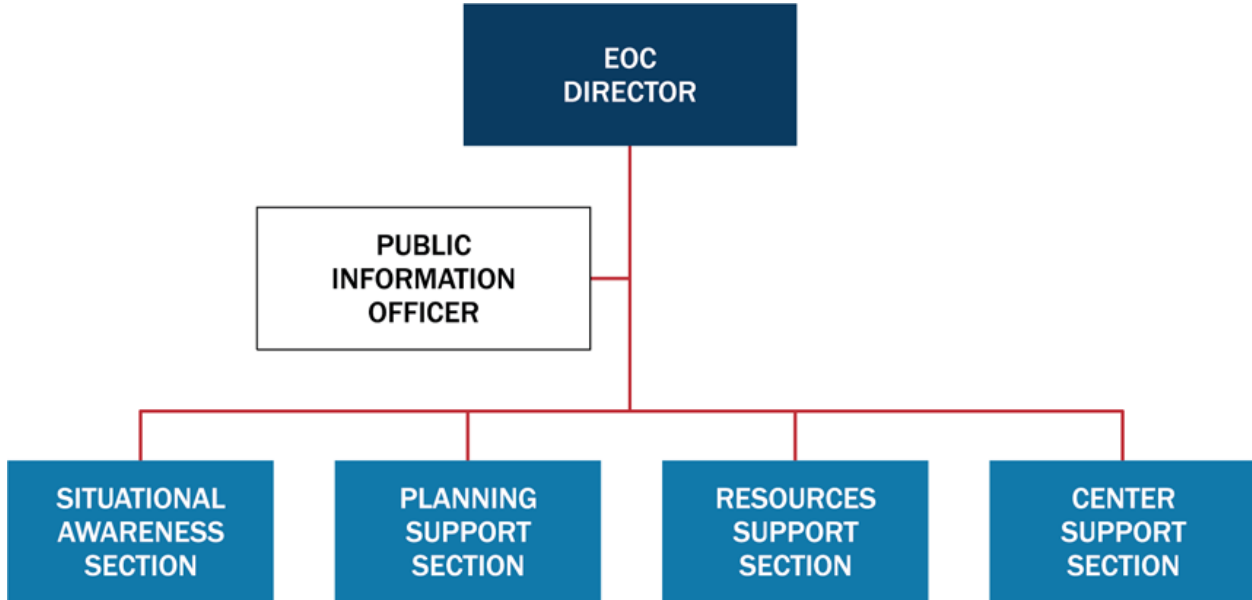
Handout 2-1: Operational Period Planning Cycle (Planning P)



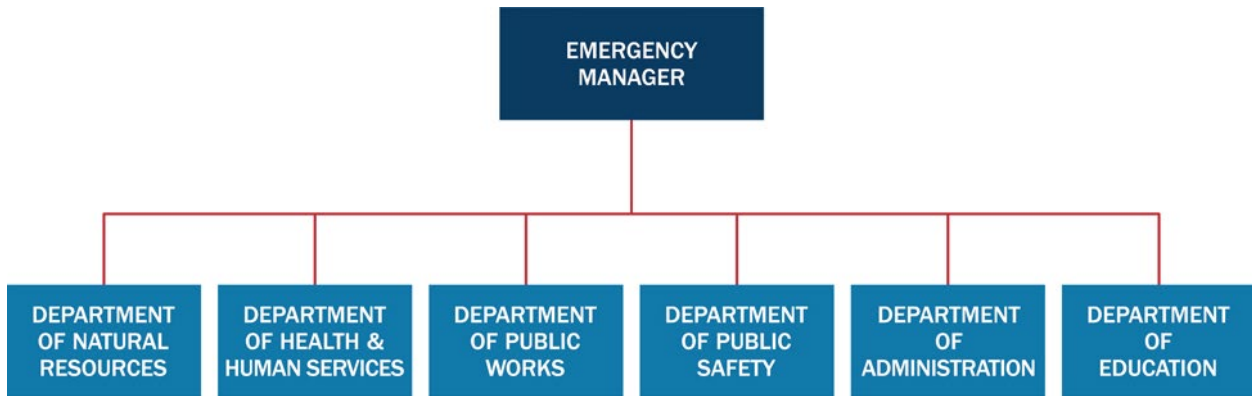
Handout 3-1: Organizational Example: ICS or ICS-like EOC Structure



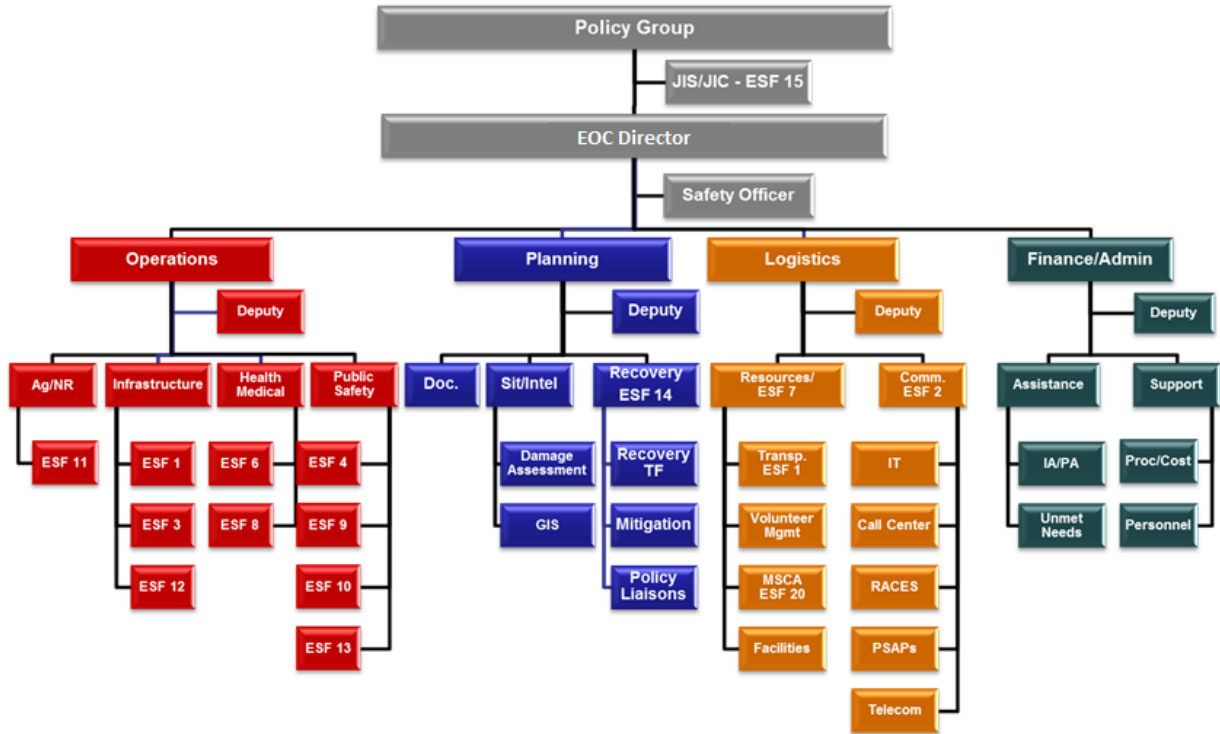
Handout 3-2: Organizational Example: Incident Support Model (ISM) EOC Structure



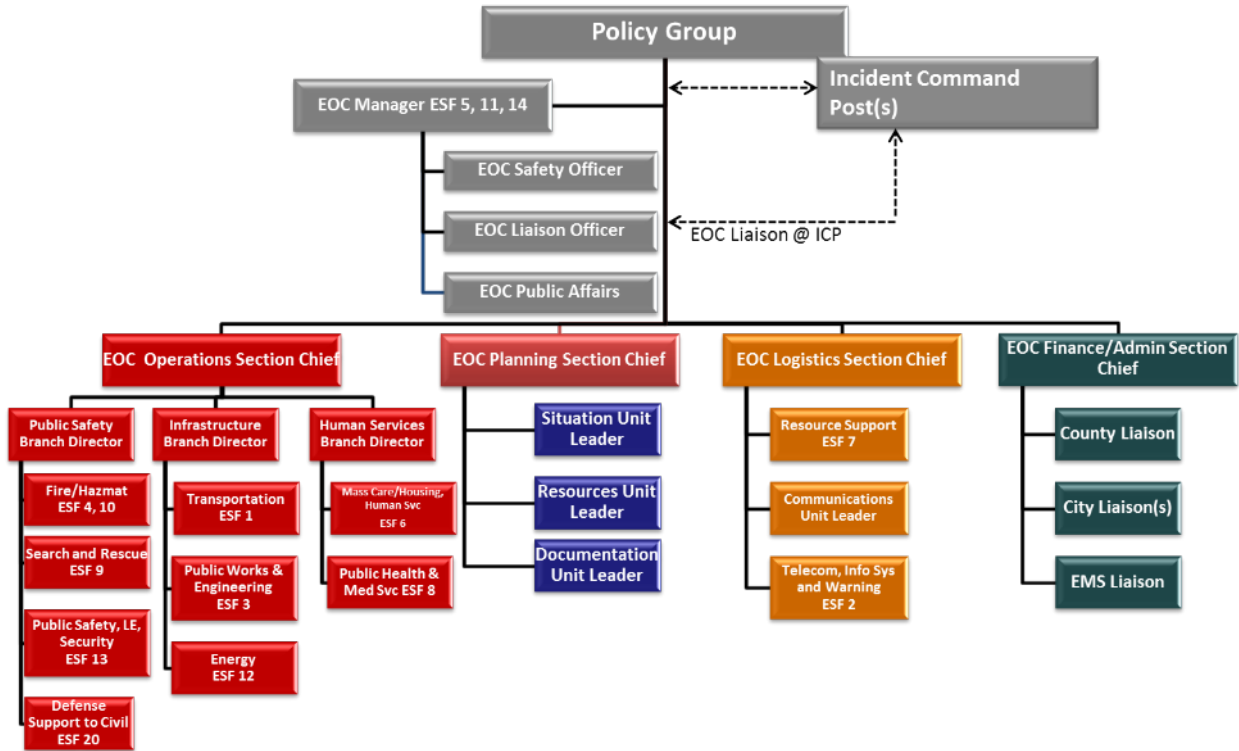
Handout 3-3: Organizational Example: Departmental EOC Structure



Handout 3-4: Sample ICS-Like EOC Structure (Incorporating Departments/ ESFs) - 1 of 2



Handout 3-4: Sample ICS-Like EOC Structure (Incorporating Departments/ ESFs) - 2 of 2



Handout 3-5: EOC Skillset Summary

This handout (3-5) contains the summary of the NQS EOC Skillsets derived from the *NIMS EOC Skillsets User Guide*. This guide and the full EOC Skillsets are available as downloads from the FEMA NQS website: <https://www.fema.gov/national-qualification-system>. If students have internet access during the course, it is recommended that the full EOC Skillset descriptions are used for Activity 3.1.

Level of Responsibility Skillsets (*where in the structure the position falls*)

- 1) Coordination and Individual Contribution: Common tasks related to individual accountability and coordination that apply to all EOC positions.
 - a) Complete common coordination and accountability tasks associated with all positions within the EOC
- 2) Leadership: Generic leadership tasks that apply to anyone in an EOC leadership position.
 - a) Be proficient in the job, both technically and as a leader
 - b) Supervise staff to ensure understanding and accomplishment of duties and tasks
 - c) Coordinate to foster unity of effort
- 3) Policy and Direction: Tasks suitable for MAC Group/Policy Group roles, to support coordinated incident management among all parties.
 - a) Demonstrate an understanding of the authorities, policies, priorities, capabilities, constraints, and limitations of the organization/jurisdiction you represent
 - b) Demonstrate an understanding of coordinated response/Unified Command and the roles and responsibilities of the parties involved

Functional Skillsets (*what a position will do*)

4. Action Tracking: Tasks for communicating and tracking action items through resolution.
 - a) Perform action tracking
5. Center Management: Tasks related to overseeing all center activities.
 - a) Establish EOC support for incident/event
 - b) Coordinate EOC activities
 - c) Ensure proper support for resource needs and requests, including allocation and tracking
 - d) Ensure development and coordination of plans

- e) Ensure collection, analysis, and sharing of information internally and externally
6. Document and Records Management: Tasks for gathering, handling, sharing, and archiving incident documentation.
 - a) Collect and store documents and records
 - b) Provide documents and records upon request
 7. EOC Facility Management: Tasks associated with the operational and logistical management of the EOC facility.
 - a) Ensure that EOC infrastructure is operational
 - b) Support the needs of EOC personnel
 - c) Ensure security of the EOC
 8. Finance: Tasks related to EOC procurement policies and fiscal management activities.
 - a) Administer financial management for jurisdictional expenditures
 - b) Advise EOC leadership and staff on financial matters associated with jurisdictional activities
 9. Legal Counseling: Tasks for advising EOC personnel on relevant laws and regulations
 - a) Advise EOC leadership and staff on legal matters and provide other legal services
 10. Organizational Representation: Tasks associated with representing your organization in the EOC to support incident operations.
 - a) Represent your organization and support EOC activities
 - b) Understand discipline-specific resource streams
 11. Performance Improvement: Tasks for collecting and analyzing information about EOC operations to support process and performance improvements during and after an incident.
 - a) Collect and analyze information regarding EOC activation and activities
 - b) Suggest process improvements and solutions during EOC operations
 - c) Support process improvement following EOC deactivation
 12. Planning: Tasks focused on developing incident specific plans.
 - a) Reference pre-incident plans
 - b) Develop and write EOC action plans and other incident-specific plans
 - c) Disseminate plans
 - d) Facilitate the ongoing planning process

13. Public Affairs Coordination: Tasks for working with the media and disseminating information to the public.
 - a) Manage EOC-related efforts to provide information and warning to the public
 - b) Advise the EOC Policy Group, leadership, and personnel about public information and warning
14. Recovery Coordination: Tasks focused on understanding the incident's impact on the community and preparing for long-term recovery.
 - a) Understand the complexities of recovery
 - b) Demonstrate an understanding of community impacts
 - c) Prepare for long-term recovery
15. Resource Ordering and Acquiring: Tasks for understanding how to order and acquire resources.
 - a) Order/request resources
16. Resource Sourcing: Tasks for understanding resource options to acquire resources to support incident operations.
 - a) Understand potential sources
 - b) Develop, evaluate, and implement courses of action for resource fulfillment
17. Resource Tracking: Tasks for tracking acquired resources from mobilization through demobilization.
 - a) Track Resources
18. Safety Advising: Tasks focused on communication and fostering safety within the EOC.
 - a) Promote the safety of EOC personnel
19. Situational Awareness: Tasks for gathering and analyzing an incident's situational information to inform EOC actions and decision-making.
 - a) Gather data and information
 - b) Analyze data and information
 - c) Disseminate information
20. Understanding Resource Requirement: Tasks for gathering and understanding resource needs to communicate resource specifications.
 - a) Understand and validate the resource requirement
 - b) Communicate requirement in plain language and use national standards and common terminology

Handout 3-6: Training Job Aid

Training Options	
Training Type	Appropriate for Providing . . .
Classroom	A knowledge base on new or revised processes and/or procedures. The skills needed to perform tasks that would be done manually (e.g., analyzing information from documents provided) or with equipment contained in the classroom (e.g., computers, telephones) or on the job.
Independent Study	Knowledge acquisition at a pace that is comfortable for the participant. An opportunity to learn and apply knowledge and skills (e.g., through a tutorial) in a self-paced environment.
On-the-Job Training	An opportunity to learn and perform tasks in a real-life environment with the supervision of an expert performer. (A related form of training is the practicum , which is designed to give the learner supervised practical application of a previously or concurrently studied theory. Another option, shadowing , allows the learner to observe an expert performer on the job.)
Briefings	New information, usually at a high level, presented to all persons who have a need to know or use the information. Briefings are often provided to large groups and include a question-and-answer session.
Seminars	Opportunities for small numbers of job performers to discuss specific topics, usually with the advice of an expert performer. Seminars usually involve new policies, procedures, or solutions to problems being presented to the group.
Workshops	Opportunities for small numbers of job performers to discuss issues and apply knowledge and skills to solving problems or producing a product. Workshops are generally highly structured, and their outputs are usually a product that meets specified criteria (e.g., a list of assumptions that will be used as a basis for developing the emergency operations plan).
Job Aids	Quick references that are intended to be used on the job. Common job aids include checklists, worksheets, standard operating procedures, reference guides, etc.

Note: These training options may include various methods of getting the information across to the participants, such as presentation, interactive activities, demonstration, discussion, applied practice, and question-and-answer sessions.

Handout 3-7: Exercise Job Aid

Types of Exercises

Discussion-Based Exercises	
Discussion-based exercises familiarize participants with current plans, policies, agreements, and procedures, or may be used to develop new plans, policies, agreements, and procedures.	
Type	Description
Seminar	A seminar is an informal discussion, designed to orient participants to new or updated plans, policies, or procedures (e.g., a seminar to review a new Evacuation Standard Operating Procedure).
Workshop	A workshop resembles a seminar, but is employed to build specific products, such as a draft plan or policy (e.g., a Training and Exercise Plan Workshop is used to develop a Multi-year Training and Exercise Plan).
Tabletop Exercise (TTX)	A tabletop exercise involves key personnel discussing simulated scenarios in an informal setting. TTXs can be used to assess plans, policies, and procedures.
Game	A game is a simulation of operations that often involves two or more teams, usually in a competitive environment, using rules, data, and procedure designed to depict an actual or assumed real-life situation.
Operations-Based Exercises	
Operations-based exercises validate plans, policies, agreements, and procedures; clarify roles and responsibilities; and identify resource gaps in an operational environment.	
Type	Description
Drill	A drill is a coordinated, supervised activity usually employed to test a single, specific operation or function within a single entity (e.g., a fire department conducts a decontamination drill).
Functional Exercise	A functional exercise examines and/or validates the coordination, command, and control between various multiagency coordination centers (e.g., EOC or Joint Field Office). A functional exercise does not involve any “boots on the ground” (e.g., first responders or emergency officials responding to an incident in real time).
Full-Scale Exercise (FSE)	A full-scale exercise is a multiagency, multijurisdictional, multidiscipline exercise involving functional (e.g., Joint Field Office and EOC) and “boots on the ground” response (e.g., firefighters decontaminating mock victims).

Source: Homeland Security Exercise and Evaluation Program (HSEEP)

Handout 3-8: Signs of Heightened Stress in Emergency Situations

Domain	Sign
Psychological	<ul style="list-style-type: none"> ▪ Depression ▪ Sleeping difficulty ▪ Chronic fatigue ▪ Social withdrawal ▪ Intrusive memories ▪ Irritability, hostility, or sudden anger ▪ Moodiness, emotional swings ▪ Use of alcohol or drugs
Physical	<ul style="list-style-type: none"> ▪ Headaches ▪ General aches and pains ▪ Difficulty sleeping ▪ Gastrointestinal pain ▪ Chest tightness or pain ▪ Muscular tension, twitches, tics, or tremors ▪ Dry mouth
Cognitive	<ul style="list-style-type: none"> ▪ Difficulty concentrating ▪ Difficulty in making decisions ▪ Memory difficulties ▪ Confusion or disorientation ▪ Slowed mental processing
Behavioral	<ul style="list-style-type: none"> ▪ Social withdrawal ▪ Irritability, hostility, or sudden anger ▪ Lack of empathy or respect for others ▪ Moodiness, emotional swings ▪ Use of alcohol or drugs ▪ Suspicion of people or situations

Handout 4-1: Activating the EOC

Emergency Function (EF) 1

MANAGING EMERGENCY OPERATIONS

(Excerpted from Jefferson County, AL Emergency Operations Plan -EOP)

The Emergency Management Agency (EMA) is the county's 24-hour "crisis monitor."

As emergency situations threaten to occur, the county EMA Coordinator may convene a "Crisis Action Team (CAT)" or activate the Emergency Operations Center (EOC) to facilitate evaluation and incident planning and possible activation and implementation of emergency functions and resources.

Certain near instantaneous events may trigger immediate, full EOC activation.

The EOC is the key to successful response and recovery operations. With decision-makers and policymakers located together, personnel and resources can be used efficiently. Coordination of activities will ensure that all tasks are accomplished and minimize duplication of efforts.

"As emergency situations threaten to occur" defines the circumstances under which the designated individual, the "EMA Coordinator," is given the authority to "activate the EOC"

IV. CONCEPT OF OPERATIONS

A. GENERAL

1. As defined by State law (cite specific statute), the County Emergency Management Agency (EMA) is the lead agency for facilitating coordination among local, State, Federal, and private-sector agencies and groups within the county.
2. The EMA Coordinator serves as the key element in emergency planning and is the primary coordinator/advisor for the Emergency Management Council
3. The EMA Coordinator or designee is the point of contact (POC) for State assistance
4. During a full EOC activation, all EOC representatives are expected to coordinate directly with their functional counterparts in the local/State/Federal government and private sector

Designates EMA as the lead agency

Designates EMA Coordinator as primary advisor

Designates EMA Coordinator as POC with the State

5. The County Community Emergency Management System (CEMS) standardizes:
 - Organizational levels for managing emergencies.
 - Emergency management methods.
 - Training for emergency responders and managers
6. Local jurisdictions, including county; cities and towns; fire, schools, utilities, and other special districts will be encouraged to be part of this system to bring together what will be needed to respond to an emergency event or disaster

Defines other players in emergency management system

D. EMERGENCY OPERATIONS CENTER (EOC)

1. On behalf of the Emergency Management Council, the EMA Coordinator has the responsibility for coordinating the entire emergency management organization. The Coordinator makes all routine decisions and advises the officials on courses of action available for major decisions. During emergency operations, the Coordinator is responsible for the proper functioning of the EOC. The Coordinator also acts as a liaison with the State and Federal emergency agencies and neighboring counties
2. The EOC is the central point for emergency management operations. The purpose of this central point is to ensure harmonious response when the emergency involves more than one political entity and several response agencies. Coordination and supervision of all services will be through the EOC Director and Section Chiefs to provide for the most efficient management of resources.
3. During emergency situations, certain agencies will be required to relocate their center of control to the EOC. During large-scale emergencies, the EOC will become the seat of government for the duration of the crisis. However, in some situations, it may be appropriate for some agencies to operate from an alternate site other than the EOC or their primary locations.
4. All Departments involved in disaster operations will be responsible for coordinating communications and accountability with their respective staff members and/or mutual aid resources. Accountability shall include location of deployed resources, hours worked, applicable expenditures, and emergency staff information.

Describes EMA Coordinator responsibilities

Describes the EOCs purpose

Describes the responsibilities of other departments within the jurisdiction

Handout 4-2: Time-Phased Activation - EOC Activation Levels

Level	Description	Minimum Staffing Requirements
<p>3 Normal Operations /Steady State</p>	<ul style="list-style-type: none"> ▪ Small incident or event ▪ One site ▪ Two or more agencies involved ▪ Minor impact to Mission Essential Functions (MEFs) ▪ Potential threat of: <ul style="list-style-type: none"> ▪ Flood ▪ Severe storm ▪ Interface fire ▪ Escalating incident 	<ul style="list-style-type: none"> ▪ 24/7 Watch Officers
<p>2 Enhanced Steady State/Partial Activation</p>	<ul style="list-style-type: none"> ▪ Moderate event ▪ Two or more sites ▪ Several agencies involved ▪ Impact to a moderate number of MEFs ▪ Major scheduled event (e.g., conference or sporting event) ▪ Limited evacuations ▪ Resource support required 	<ul style="list-style-type: none"> ▪ EOC Director ▪ Public Information Officer ▪ Liaison Officer ▪ Section Chiefs (as required) ▪ Limited activation of other EOC staff (as required) ▪ Several ESFs activated
<p>1 Full Activation</p>	<ul style="list-style-type: none"> ▪ Major event ▪ Multiple sites ▪ Regional disaster ▪ Multiple agencies involved ▪ Significant impact to many MEFs ▪ Extensive evacuations ▪ Resource support required 	<ul style="list-style-type: none"> ▪ EOC Director ▪ MAC Group ▪ All EOC functions and positions (as required) ▪ Most/All ESFs activated and engaged (as required)

Note that this example is illustrative only and is based on an EOC that is organized according to the principles of ICS. Minimum staffing levels may vary considerably based on the method of EOC organization, the number and types of high-risk, high-impact hazards, and other factors.

Handout 4-3: Sample Position-Specific Checklist

EOC Director

REPORTS TO:

Chief Elected Official

POSITIONS REPORTING TO THE EOC DIRECTOR:

EOC Assistant Manager
Public Information Section
Safety Officer
Liaison Officer
Legal Officer
Operations Section Chief
Logistics Section Chief
Planning Section Chief
Finance/Admin Section Chief

RESPONSIBILITIES:

The EOC Director, a member of the Management Section, facilitates the overall functioning of the EOC, coordinates with other emergency management planning levels and agencies, and serves as an advisor to the MAC Group. Specific duties of the EOC Director include:

- Immediately notify the Chief Elected Official of significant emergency situations that could affect the jurisdiction.
- When directed by the Chief Elected Official or when circumstances dictate, notify all tasked organizations, inform them of the situation, and direct them to take the actions appropriate for the situation (report to EOC, scene of the emergency, stand by, etc.) in accordance with their organization's SOP.
- The EOC Director has overall management responsibility for the coordination between emergency response and supporting agencies in the EOC. In conjunction with Management Section, set priorities for response efforts in the affected area.
- Provide support to Local Authorities and agencies and ensure that all actions are accomplished within the priorities established.

- Establish the appropriate staffing level for the EOC and continuously monitor organizational effectiveness to ensure that appropriate modifications occur as required.
- Ensure that inter-agency coordination is accomplished effectively within the EOC.
- Direct, in consultation with the EOC Public Information Officer, appropriate emergency public information actions using the best methods of dissemination. Approve the issuance of press releases, and other public information materials as required.
- Liaise with Elected Officials.
- Ensure risk management principles and procedures are applied for all activities.

ACTIVATION PHASE:

- ✓ Obtain briefing from whatever sources are available.
- ✓ Open and maintain a Significant Event Log; maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster to include:
 - Messages received.
 - Actions taken.
 - Decisions, justification, and documentation.
 - Requests filled.
 - EOC personnel, time on duty, and assignments.
- ✓ Determine appropriate level of activation based on situation as known. Call out appropriate personnel for the initial activation of the EOC.
- ✓ Call out Liaison Officer for all EOC activations.
- ✓ Respond immediately to EOC location and determine operational status.
- ✓ Determine which EOC functions are needed, assign Section Chiefs as appropriate and ensure they are staffing their functions as required:
 - Operations Section Chief
 - Logistics Section Chief
 - Planning Section Chief
 - Finance/Admin Section Chief
- ✓ Determine which additional Management Section positions are required and ensure they are filled as soon as possible:

- EOC Assistant Director
 - EOC Public Information Officer
 - Safety Officer
 - Liaison Officer
 - Legal Officer
- ✓ Ensure an EOC organization and staffing chart is posted and that arriving staff is assigned appropriate roles.
 - ✓ Establish initial priorities for the EOC based on current status report.
 - ✓ Assist the general staff and the MAC Group with the following to develop an overall strategy:
 - Assessing the situation.
 - Defining the problem.
 - Establishing priorities.
 - Determining the need for evacuation.
 - Estimating the incident duration.
 - Determining if there is a need to make an emergency declaration.
 - ✓ Schedule the initial EOC Action Planning meeting and have the Planning Section Chief prepare the agenda.
 - ✓ Consult with the Liaison Officer and General Staff to determine what representation is needed at the EOC from other agencies.
 - ✓ Assign the Liaison Officer to coordinate outside agency response to the EOC, and to assist as necessary.

OPERATIONAL PHASE:

- ✓ Maintain a position log and any other relevant forms.
- ✓ Monitor General Staff activities to ensure that all appropriate actions are being taken.
- ✓ Establish operational periods and management timelines.
- ✓ Set and communicate priorities and objectives.
- ✓ In conjunction with the EOC Public Information Officer, conduct news conferences and review media releases, information bulletins and advisories, etc. for final approval, following the established procedure for information

releases and media briefings.

- ✓ Ensure that the Liaison Officer is providing for and maintaining effective interagency coordination.
- ✓ Consult with the Planning Section Chief to prepare priorities and objectives for the EOC Action Planning meetings.
- ✓ Approve EOC Management Section Briefing Agendas.
- ✓ Convene the initial EOC Action Planning meeting.
- ✓ Ensure that all Section Chiefs, Management Section members, and other key agency representatives are in attendance.
- ✓ Ensure that appropriate planning procedures are followed. Have the Planning Section Chief chair the meeting and coordinate facilitation of all future action planning meetings.
- ✓ Approve and authorize implementation of all Action Plans.
- ✓ Conduct periodic briefings with the EOC Management Section to ensure response priorities and objectives are current and appropriate.
- ✓ Establish and maintain contacts with other EOCs, jurisdictions, and other emergency response organizational levels, as appropriate.
- ✓ Document all decisions.
- ✓ Approve resource requests not included in the Action Plan, as required.
- ✓ Conduct periodic briefings for Elected Officials, their representatives, and/or dignitaries and staff.
- ✓ Consult with Local Authorities and provide guidance on procedures for declaring a "State of Local Emergency," and coordinate local government declarations (if any) with other emergency response agencies, as required.
- ✓ In conjunction with the Liaison Officer, prepare to brief Elected Officials on the possibility for declaration of a provincial "State of Emergency."
- ✓ Ensure Local Authorities are informed of "State of Emergency" once declared by the Governor/Tribal Chief Executive.
- ✓ Assign in writing, delegated powers, if any, under the declaration.
- ✓ Assign special projects to the EOC Assistant Director, as needed.
- ✓ Brief your relief at shift change, ensuring that ongoing activities are identified, and follow-up requirements are known.

DEACTIVATION PHASE:

- ✓ Authorize demobilization of Sections, Branches and Units when they are no longer required.
- ✓ Ensure that any open actions not yet completed will be handled after demobilization.
- ✓ Ensure that all required forms or reports are completed prior to demobilization and forward to Planning's Documentation Unit.
- ✓ Ensure that an EOC After Action Report is prepared in consultation with the Planning Section and the EOC Management Section.
- ✓ Proclaim termination of the emergency response and proceed with recovery operations.
- ✓ Demobilize the EOC when the emergency event no longer requires the EOC activated. Ensure all other facilities and support agencies are notified of demobilization.
- ✓ Follow the Generic Deactivation Phase Checklist.

Handout 4-4: Seattle Times Article – December 16, 2009

Dam discharge that swamped Pacific spurs finger-pointing

By [Susan Kelleher](#) and [Warren Cornwall](#)

Seattle Times staff reporters

Floodwaters that pushed through the city of Pacific last week could have been controlled 11 hours earlier if word had reached the federal agency that was releasing a torrent of water upstream at Mud Mountain Dam.

The Army Corps of Engineers said Tuesday it had no clue it was flooding two of the city's subdivisions. Still, once it learned the extent of the flooding, it took two more hours before there was an order to slow the release of water at the dam.

Who was responsible for alerting the corps — or whether the agency should have known better — has provoked finger-pointing among city and King County emergency officials. Fundamental questions also have been raised about the chain of command for disaster response and communication in King County.

"We need to find out what happened and why," corps spokeswoman Andrea Takash said. "It's important because floods are going to happen again. It's going to rain, and this is the Northwest."

On Tuesday night, residents of Pacific — a city of 6,000 in South King County — still were pumping water from their basements, and demanding answers.

"No warning. No warning. That is really what is under our anger," said Carol Ann McMullen, one of about 300 residents who joined a standing-room-only crowd to address officials at Alpac Elementary School.

Pacific's mayor says he called King County's Emergency Coordination Center at about 10 p.m. Thursday to report that floodwaters from the White River were rising rapidly.

Jeff Bowers, assistant director of King County's Office of Emergency Management, said he relayed the mayor's concerns that night in a call to the corps. But the corps said it has no record of such a call.

Bowers said his agency at that point had no obligation or responsibility to follow up. Bowers said it was the city's job to deal with the corps.

On Tuesday, Pacific Mayor Rich Hildreth, outfitted in an inflatable vest and rubber boots, stalked the eroded banks of the White River, blaming King County for failing to help stop what even at the time seemed to be an obvious source of the flooding — Mud Mountain Dam.

The drama began Thursday when the county informed Hildreth that the corps had begun to release water from its nearly full reservoir so that it would not overflow and put the earthen dam at risk.

At its peak, the corps expected to release 11,700 cubic feet per second down the White River. The same amount was released in 2006 and caused only "nuisance" flooding in the city's park.

Water over levee

By about 5:20 p.m., the mayor called the county's flood-warning center to report that river water was pouring over the levee at the park. By about 7:30 p.m., he activated the city's emergency-response system, and by about 10 that night, he called the county's Emergency Coordination Center to report that the flooding had expanded beyond the park.

Two roads had water on them, the mayor reported, and the fast-moving river was branching into White River Estates, a newer development of about 80 homes near the river.

Bowers, the county's assistant director of Emergency Management, said the coordination center's only responsibility at that point was to convey the information to the corps and the county's flood-warning center, and to offer Pacific resources such as sandbags and personnel to help manage the water.

Bowers said he called a phone number in the 360 area code that a corps liaison had provided his office earlier in the day. Bowers initially said he wasn't sure whether he reached a human being or left a message. But later, on Tuesday, he said: "I'm positive I talked to somebody."

The Seattle Times repeatedly called the number that Bowers says he called but never received an answer. Takash, the corps spokeswoman, said she could not locate the number on any corps phone list, including home, office or cellphones.

Bowers said someone at the corps returned his call, but he could not say for certain who that was. Bowers said he was tied up with other more pressing matters Thursday night and did not make note of whom he talked to and when.

Bowers said he told the corps that the mayor wanted to speak to them. He said he could not remember whether he gave the mayor's number to the corps, or the corps' number to the mayor.

Bowers said his coordination center spoke with city representatives "several times" throughout the night and into the morning.

"All we can do is coordinate information flow," Bowers said.

The mayor said he did not talk to anyone from the corps and was not given a number to call them. He said he believed it was the county's responsibility to do so and was not told otherwise.

Congressman enlisted

Hildreth said he eventually enlisted help from U.S. Rep. Adam Smith's staff and asked them to get in touch with the corps to slow the release from the dam.

The corps says it first learned of flooding in Pacific when a call came into the Seattle district's emergency-operations center at about 6:15 a.m. Friday. A flood engineer drove

to the city at about 7 a.m., observed flooding at the park and offered to provide the mayor with more sandbags at around 8 a.m., corps spokeswoman Takash said.

The decision to ease the flow from the dam didn't come until Col. Anthony Wright, head of the corps' Seattle district, flew over Pacific in a helicopter about 9 a.m.

"The aerial view was key," Takash said.

When Wright saw the flooding, he ordered the helicopter to land, called the dam's operators, and told them to ramp it back. They cut the flow shortly after.

"We did not receive anything to alert us that this was anything beyond what we were expecting," said Carolyn Fitzgerald, chief of the corps' Water Management Section in Seattle, which oversees Mud Mountain Dam operations. "I think we still need to talk to other parties to find out exactly where that information was."

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Article published December 16, 2009.

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Handout 5-1: Essential Elements of Information (EEI) Worksheet

Incident:
Requirement (what information do I need)
Decision (what decision will this information support)
Decisionmaker (who needs the information to make an incident-related decision)
Stakeholders (who else may need this information)
Limitations (dissemination, handling or storage restrictions for the information)
Source (where will I get this information)
Collector (Who will collect this information)
Frequency (how often do I need to update/ disseminate this information)
Notes

Handout 5-2: Sample EEI Worksheet

<p>Incident: Chemical Spill</p>
<p>Requirement (what information do I need) Current or forecasted weather changes that could affect airborne dissemination of the hazardous materials and impact life safety</p>
<p>Decision (what decision will this information support) Evacuation or shelter in place for the downwind community affected by a wind shift, or increase in wind speed</p>
<p>Decisionmaker (who needs the information to make an incident-related decision) Emergency Manager recommendation to Jurisdiction’s Senior Elected Official</p>
<p>Stakeholders (who else may need this information) Incident Commander, Supporting Departments and Agencies Adjoining jurisdictions, Public</p>
<p>Limitations (dissemination, handling or storage restrictions for the information) Public notifications require PIO recommendation and EM Director approval</p>
<p>Source (where will I get this information) National Weather Service On scene weather monitoring</p>
<p>Collector (Who will collect this information) EOC Situational Awareness</p>
<p>Frequency (how often do I need to update/ disseminate this information) Monitor continuously and update any significant changes to current conditions or forecast</p>
<p>Notes</p>

Handout 5-3: Essential Elements of Information (EEI) Matrix

EEI #	EEI	Information Required	Collector(s)	Source(s)	Update Method/Time	Remarks
1	Weather	Change in current conditions or forecast that will impact current/ next operational period	EOC Situational Awareness	National Weather Service	Live stream weather in EOC/ update forecast hourly	Immediate notification for Life Safety
2						
3						
4						
5						

Essential Elements of Information (EEI): “A comprehensive list of information requirements, derived from deliberate plans, needed to promote informed decision making.” FEMA Incident Management Handbook, FEMA B-761, November 2017

Handout 5-4: Managing Emergency Public Information

Managing Emergency Public Information
Emergency Public Information
<p>Emergency public information serves many important functions. It can:</p> <ul style="list-style-type: none"> • Save lives and reduce injury. Knowing the proper protective actions to take enables people to reduce their risk. • Protect property and the environment. Understanding how to mitigate risk to property and the environment may lessen the damage inflicted by disasters. • Facilitate the tactical response by calming fears and managing expectations. People who know what to expect are more likely to follow instructions and allow responders to do their jobs. • Educate and inform the public and change behavior or attitudes. An educated public is more likely to prepare for emergencies and be ready when they occur.
Public Information Process
<p>The process of getting accurate information to the public is the same before, during, and after an incident and includes:</p> <ul style="list-style-type: none"> • Gathering information. • Verifying the information. • Coordinating the information. • Disseminating the information.
Public Information Officer (PIO) Functions
<p>The PIO supports the EOC. The PIO advises the Incident Commander, EOC Director, and the MAC Group on all public information matters relating to the management of the incident. The PIO handles:</p> <ul style="list-style-type: none"> • Inquiries from the media, the public, and elected officials. • Emergency public information and warnings. • Rumor monitoring and response. • Media monitoring.

Public Information Officer (PIO) Functions (Continued)

The Public Information Officer (**or, if there is no PIO, the EOC Director**) manages public information through:

Developing **community awareness**, including:

- Demographics to select the right media to reach the audience.
- The jurisdiction's and State's governmental structures and how the various organizations or departments relate.
- Key players including those in government, the media, nonprofit organizations, etc.
- The community's recent disaster history.
- The community's culture—the community's values, concerns, and interests, and how can the population be reached through those interests.

Employing **emergency management knowledge**, including:

- Basic emergency management concepts, including the role of local, tribal, State, and Federal levels of government, the local emergency operations plan, and his or her organization's role in an emergency.
- Incident Command System (ICS) structure and approach to incident management.
- National Incident Management System (NIMS) approach to the management of incidents.

Demonstrating **media relations skills**, including:

- Providing information and access to newsmakers.
- Demonstrating an understanding of media needs and operations.
- Respecting media deadlines.
- Maintaining open dialogue.

EOC Director's Role

The EOC Director's main role takes place in advance of any incidents—making sure the system is in place and that Joint Information Center (JIC) facilities are available and ready when the JIC needs to be in operation. This involves planning for accessible work space, electrical systems, phone lines, Internet access, space for camera trucks, and similar planning and logistics.

The emergency operations plan (or an annex to the EOP) should lay out how it all works—who has authority, what each person's responsibilities are, what happens when State and Federal representatives come in, etc.

When an incident occurs, and the incident is of a size and scope to require a JIC, the EOC Director activates the JIC, and the preplanned systems go into effect.

In jurisdictions where there is no PIO function, the EOC Director may have expanded public information responsibilities.

Handout 5-5: Social Media Descriptions

Social Media Descriptions	
Social Media	Description
Blog	<p>A blog (a contraction of the term Weblog) is a Web site, usually maintained by an individual, with regular entries of commentary, descriptions of events, or other material such as graphics or video. Entries are commonly displayed in reverse-chronological order. “Blog” can also be used as a verb, meaning to maintain or add content to a blog.</p> <p>Many blogs provide commentary or news on a particular subject; others function as more personal online diaries. A typical blog combines text, images, and links to other blogs, Web pages, and other media related to its topic. The ability for readers to leave comments in an interactive format is an important part of many blogs.</p>
Facebook	<p>Facebook is a social networking site, allowing individuals, companies, organizations, and associations to post text, video, pictures, links to other web content and combinations of all these electronic media.</p>
Flickr	<p>Flickr offers hosting for pictures and videos.</p> <p>Users can include text commentary, group photos or video. Editing can be performed directly on the site, including embedding certain graphics, links, or metadata such as the GPS coordinates, date and time an image was recorded in their content files.</p> <p>This media can then be embedded in a blog, Facebook page, or linked to a Tweet.</p>
Citizen Journalism	<p>Citizen journalism is based upon public citizens playing an active role in the process of collecting, reporting, analyzing, and disseminating news and information. The availability of technology such as smartphones with cameras and video capability makes it possible for individuals to report breaking news often more quickly than traditional media reporters.</p>
Instagram	<p>Instagram is a social networking application made for sharing photos and videos from a smartphone.</p>
LinkedIn	<p>LinkedIn® is used more often by professionals, associations, or groups. It is a good platform to form communities of practice, for continual learning, and sharing of better practices. However, all these sites, and others like them, allow groups with a common interest to share media through a common platform.</p>

Social Media Descriptions	
Social Media	Description
Micro-blog	A micro-blog is a form of multimedia blogging that allows users to send brief text updates (say, 140 characters or fewer) or micromedia (such as photos or audio clips) and publish them, either to be viewed by anyone or by a restricted group that can be chosen by the user. These messages can be submitted by a variety of means, including text messaging, instant messaging, email, digital audio, or the Web.
Photo Sharing	Photo sharing is the publishing or transfer of a user's digital photos online through both Web sites and applications that facilitate the upload and display of images. The term can also be loosely applied to the use of online photo galleries that are set up and managed by individual users, including photoblogs.
Podcast	A podcast is a series of visual or sound files that are distributed over the computer by syndicated download, through Web feeds, to portable media players and personal computers. Though the same content may also be made available by direct download or streaming, a podcast is distinguished from most other digital media formats by its ability to be syndicated, subscribed to, and downloaded automatically when new content is added. Like the term broadcast, podcast can refer either to the series of content itself or to the method by which it is syndicated; the latter is also called podcasting. The host or author of a podcast is often called a podcaster.
Twitter	<p>Twitter is a microblogging site. It provides users with a platform for short text messages (140 characters or less) that may include web links, pictures, audio, and video content.</p> <p>When the account holder enables the location feature, the geodata the Twitter post (or Tweet) contains can help provide a more accurate common operating picture. This is true particularly when the posts include a picture or video.</p>
YouTube	<p>YouTube offers hosting for pictures and videos.</p> <p>Users can include text commentary, group photos or video. Editing can be performed directly on the site, including embedding certain graphics, links, or metadata such as the GPS coordinates, date and time an image was recorded in their content files.</p> <p>This media can then be embedded in a blog, Facebook page, or linked to a Tweet.</p>

Social Media Descriptions	
Social Media	Description
Social Networking	<p>Social networking sites are online communities that connect people who share interests and/or activities, or who are interested in exploring the interests and activities of others.</p> <p>The most popular social networking sites have groups, which offer chat boards for members. There are also professional social networking sites with sections for jobs. All social networking sites allow users to find people they know among the members or look for other members with similar interests or affiliations. These sites make it easy to establish networks of contacts.</p>
Video Blog	<p>A video blog, sometimes shortened to a vlog or vidblog, is a form of blog for which the medium is video. Entries are made regularly and often combine embedded video or a video link with supporting text, images, and other metadata. Vlogs also often take advantage of Web syndication to allow for the distribution of video over the Internet using either the RSS or Atom syndication formats, for automatic aggregation and playback on mobile devices and personal computers.</p>
Video Sharing	<p>Videos can be used to communicate information on Web sites or on video hosting sites. Video is a good choice for sharing information because of its audio and visual components.</p>
Web 2.0, Webcast	<p>A Web 2.0 site allows users to interact and collaborate with each other in a social media dialogue as creators of user-generated content in a virtual community.</p> <p>A webcast is a media presentation distributed over the Internet using streaming media technology.</p>

Social Media Descriptions	
Social Media	Description
Wiki	<p>A wiki is a page or collection of Web pages designed to enable anyone who accesses it to contribute or modify content, using a simplified markup language. Wikis are often used to create collaborative Web sites and to power community Web sites.</p> <p>A defining characteristic of wiki technology is the ease with which pages can be created and updated. Generally, there is no review before modifications are accepted. Many wikis are open to alteration by the general public without requiring them to register user accounts. Sometimes logging in for a session is recommended, to create a “wiki-signature” cookie for signing edits automatically. Many edits, however, can be made in real-time and appear almost instantly online. This feature can facilitate abuse of the system. Private wiki servers require user authentication to edit pages, and sometimes even to read them.</p>

Handout 6-1: Incident Complexity

“Incident complexity” is the combination of involved factors that affect the probability of control of an incident. Many factors determine the complexity of an incident, including, but not limited to, area involved, threat to life and property, political sensitivity, organizational complexity, jurisdictional boundaries, values at risk, weather, strategy and tactics, and agency policy.

Incident complexity is considered when making incident management level, staffing, and safety decisions.

Various analysis tools have been developed to assist consideration of important factors involved in incident complexity. Listed below are some factors that may be considered in analyzing incident complexity:

- Size and duration of the incident or event
- Resource requirements
 - Number of resources involved/ required
 - Type and availability of resources required
- Impacts to life, property, environment, and the economy (Community Lifelines)
- Community and responder safety
- Potential hazardous materials
- Weather and other environmental influences
- Likelihood of cascading events
- Potential crime scene (including terrorism)
- Political sensitivity, external influences, community concerns and media relations
- Jurisdictional boundaries in affected area

Handout 7-1: Recovery Continuum

Pre-disaster Preparedness	Short-Term Recovery	Intermediate Recovery	Long-Term Recovery
<p>Examples include:</p> <ul style="list-style-type: none"> Pre-disaster recovery planning Mitigation planning and implementation Community capacity and resilience building Conducting disaster preparedness exercises Partnership building Articulating protocols in disaster plans for services to meet the emotional and health care needs of adults and children 	<p>Examples include:</p> <p>Mass Care/Sheltering:</p> <ul style="list-style-type: none"> Provide integrated mass care and emergency services <p>Debris:</p> <ul style="list-style-type: none"> Clear primary transportation routes <p>Business:</p> <ul style="list-style-type: none"> Establish temporary or interim infrastructure to support business re-openings Reestablish cash flow <p>Emotional/Psychological:</p> <ul style="list-style-type: none"> Identify adults & children who would benefit from counseling or behavioral health services and begin treatment <p>Public Health and Health Care:</p> <ul style="list-style-type: none"> Provide emergency and temporary medical care and establish appropriate surveillance protocols <p>Mitigation Activities:</p> <ul style="list-style-type: none"> Assess and understand risks and vulnerabilities 	<p>Examples include:</p> <p>Housing:</p> <ul style="list-style-type: none"> Provide accessible interim housing solutions <p>Debris/Infrastructure:</p> <ul style="list-style-type: none"> Initiate debris removal Plan immediate infrastructure repair and restoration <p>Business:</p> <ul style="list-style-type: none"> Support reestablishment of businesses where appropriate Support the establishment of business recovery one-stop centers <p>Emotional/Psychological:</p> <ul style="list-style-type: none"> Engage support networks for ongoing care <p>Public Health and Health Care:</p> <ul style="list-style-type: none"> Ensure continuity of care through temporary facilities <p>Mitigation Activities:</p> <ul style="list-style-type: none"> Inform community members of opportunities to build back stronger 	<p>Examples include:</p> <p>Housing:</p> <ul style="list-style-type: none"> Develop permanent housing solutions <p>Infrastructure:</p> <ul style="list-style-type: none"> Rebuild infrastructure to meet future community needs <p>Business:</p> <ul style="list-style-type: none"> Implement economic revitalization strategies Facilitate funding to business rebuilding <p>Emotional/ Psychological:</p> <ul style="list-style-type: none"> Follow-up for ongoing counseling, behavioral health, and case management services <p>Public Health and Health Care:</p> <ul style="list-style-type: none"> Reestablishment of disrupted health care facilities <p>Mitigation Activities</p> <ul style="list-style-type: none"> Implement mitigation strategies

Handout 7-2: Recovery Support Functions (RSFs)

Recovery Support Functions	
RSF	Mission
Community Planning and Capacity Building	To support and build recovery capacities and community planning resources of local, State, and tribal governments needed to effectively plan for, manage, and implement disaster recovery activities in large, unique, or catastrophic incidents.
Economic Recovery	To integrate the expertise of the Federal Government to help local, State, and tribal governments and the private sector sustain and/or rebuild businesses and employment and develop economic opportunities that result in sustainable and economically resilient communities after large-scale and catastrophic incidents.
Health and Social Services	To provide Federal Government assistance to locally led recovery efforts in the restoration of the public health, health care, and social services networks to promote the resilience, health, and well-being of affected individuals and communities.
Housing	To address pre- and post-disaster housing issues and coordinate and facilitate the delivery of Federal resources and activities to assist local, State and tribal governments in the rehabilitation and reconstruction of destroyed and damaged housing, whenever feasible, and development of other new accessible, permanent housing options.
Infrastructure Systems	To facilitate the integration of the capabilities of the Federal Government to support local, State, and tribal governments and other infrastructure owners and operators in their efforts to achieve recovery goals relating to the public engineering of the Nation's infrastructure systems.
Natural and Cultural Resources	To integrate Federal assets and capabilities to help State and Tribal governments and communities address long-term environmental and cultural resource recovery needs after large-scale and catastrophic incidents.

Handout 7-3: Checklist for Pre-disaster Recovery Planning

Assessment

- Identify hazards; assess risks and vulnerabilities.
- Identify limitations in recovery capacity and means to supplement this capacity.
- Identify areas of potential financial challenges.

Communication and Outreach

- Identify strategies to use in the development of the pre-disaster recovery planning process.
- Develop outreach and communications strategies for use during post-disaster recovery.
- Ensure community participation of underserved and disadvantaged populations including the use of alternative communications formats and multiple languages.
- Ensure effective communications for all participants, including individuals with disabilities and individuals with limited English proficiency.

Stakeholders

- Identify sectors of the community to participate in pre-disaster and post-disaster recovery planning and coordination.

Partnerships

- Develop pre-disaster partnerships that ensure engagement of all potential resources and issues.
- Encourage full engagement of the public and recovery stakeholders.
- Organize connections and interface with the local government.

Guiding Principles and Recovery Priorities

- Determine principles to guide recovery decision-making.
- Explore how priorities are determined following a disaster.
- Incorporate sustainability into overall planning guidance.

Organizational Framework

- Establish clear leadership, coordination, and decision-making structures throughout all levels of government.

Concept of Operations

- Establish the operational framework that is followed immediately after a disaster occurs.

- Establish maintenance procedures for updating pre-disaster and post-disaster recovery plans.

Process for Post-disaster Recovery Planning

- Clearly articulate the connectivity between mitigation, comprehensive and regional sustainability planning, and other policy positions.
- Identify how the community will work together after a disaster to develop their plan for recovery.
- Use an all-hazard approach to recovery planning and preparedness.
- Identify priority recovery and redevelopment activities.
- Organize decisions using a planning system that:
 - ✓ Evaluates the likely conditions and needs after a disaster.
 - ✓ Sets recovery goals and objectives.
 - ✓ Measures progress against those goals and objectives.

Exercise

- Test pre-disaster planning, preparation, and staff capabilities by implementing recovery exercises.
- Evaluate performance and revise pre-disaster recovery plans accordingly.

Planning Considerations

- Identify specific planning considerations that must be considered in the development of a recovery plan, including but not limited to, place-based mitigation issues such as:
 - ✓ Wild/rural/urban interfaces.
 - ✓ Floodplain management.
 - ✓ Coastal zones.
 - ✓ Seismic areas.
 - ✓ Historic and cultural properties, districts, landscapes, and traditional cultural properties.

Handout 7-4: Stafford Act Declaration Process

Requesting Stafford Act Assistance	
FEMA/Federal and State/Territorial and Tribal representatives complete a Preliminary Damage Assessment (PDA).	<p>The PDA:</p> <ul style="list-style-type: none"> Documents the impact of the event and estimates initial damage. Establishes a foundation for the Governor/Tribal Chief Executive to request assistance. Provides background for FEMA's analysis of the request.
The Governor/Tribal Chief Executive requests assistance.	<p>The request, by law, must:</p> <ul style="list-style-type: none"> State that the Governor/Tribal Chief Executive has taken appropriate action and directed execution of the State/Tribal emergency operations plan. Certify that the incident is of such severity and magnitude that State/Tribal government and local resources are inadequate. Include a damage estimate. Describe the State/Tribal and local resources committed to response and recovery. Describe the assistance being requested and agree to cost-sharing provisions.
FEMA reviews the request and makes a recommendation.	<ul style="list-style-type: none"> The request is addressed to the President through the FEMA Regional Administrator. The FEMA regional office completes its analysis and recommendation. FEMA Headquarters reviews to ensure the request meets Stafford Act requirements. The FEMA Administrator then recommends a course of action to the President.
The President makes a major disaster declaration, if warranted.	<ul style="list-style-type: none"> The President decides whether to declare that a major disaster exists. If a declaration is issued, assistance is made available under the Stafford Act.

Handout 7-5: Disaster Assistance

Disaster Assistance Recovery Programs	
Stafford Act Program Summaries	
Individual Assistance	The Individual Assistance program serves families and businesses that have been affected by disasters. Some of these services include:
Emergency Needs	Voluntary agencies attend to essential needs that must be met immediately. Emergency needs include food, shelter, transportation, and medical care.
Individuals and Households Program (IHP)	
Temporary Housing Assistance	If qualifications are met, FEMA provides temporary Housing Assistance (HA): Financial (rental assistance or short-term lodging expenses) or direct assistance (manufactured housing or recreational vehicle) with temporary housing needs.
Repairs	Funding to make home repairs, to return homes to a safe and sanitary living or functioning condition. Additional repair assistance may be provided by the Small Business Administration disaster loan program.
Replacement	Assistance to purchase a replacement home.
Permanent Housing Construction	Assistance to construct a permanent home in island areas, or other remote locations outside the Continental United States when other housing forms are unavailable or infeasible. Note: Permanent Housing Construction is rarely implemented.
Other Needs Assistance (ONA)	Other Needs Assistance may be provided to help with related medical, dental, funeral, and other expenses. This type of assistance is not income dependent. ONA also can provide assistance for personal property such as furniture, appliances, transportation, clothing, and moving/storage.
Small Business Administration (SBA)	
SBA Loans	SBA provides Home and Personal Property Disaster Loans: Low-interest loans for restoring or replacing uninsured or underinsured disaster-damaged real estate and personal property. These loans are limited to the amount of uninsured SBA-verified losses.
Business Physical Loss Disaster Loans	Low-interest loans to businesses for repair and replacement of destroyed or damaged facilities, inventory, machinery, or equipment.

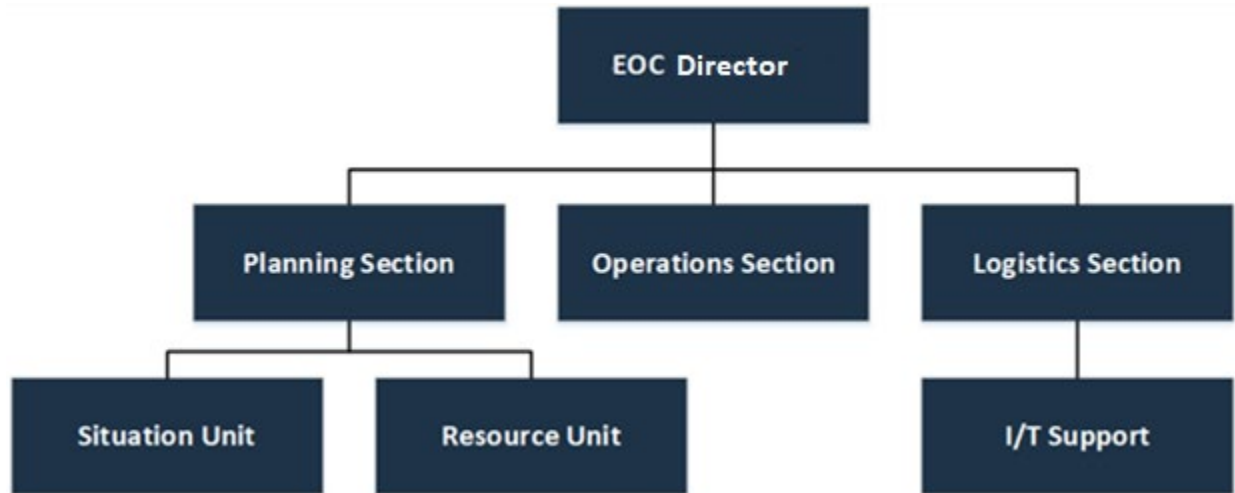
Disaster Assistance Recovery Programs	
Economic Injury Disaster Loans	Loans for working capital to small businesses that cannot pay bills or meet expenses as a result of the disaster. There is money available for mitigation.
Consumer Services	The State Attorney General’s Office provides counseling on consumer problems including product shortages, price gouging, and disreputable business practices.
Disaster Unemployment Assistance (DUA)	Eligibility: Those not qualified for regular unemployment insurance (self-employed). Unemployment benefits at the State’s rate from date of incident up to 26 weeks after the incident.
Crisis Counseling	Assistance for short-term counseling, public education. FEMA funds Health and Human Services (HHS) Center for Mental Health Services; grants in turn to State Mental Health Departments and local providers.
Disaster Legal Services (DLS)	Provided through the Young Lawyers Division of the American Bar Association, DLA provides assistance for disaster-related legal needs such as assistance with insurance claims, will replacement, landlord disputes, etc.
Disaster Case Management (DCM)	FEMA provides grants to States to implement DCM. A disaster case manager assists households in assessing their disaster-caused unmet needs and helps them develop a goal-oriented recovery plan.
Emergency Farm Assistance	The Department of Agriculture (USDA) provides emergency farm loans through the Farm Service Agency (FSA). This program provides assistance to family farmers who suffer disaster-related damage, or a loss related to their farming operations. The loans are intended to return the farm operation to a productive basis as soon as possible.
Public Assistance	<p>The Public Assistance program provides assistance to municipalities and certain private nonprofit groups for:</p> <ul style="list-style-type: none"> Removal of debris. Repairs to public buildings, roads, bridges, and other infrastructure. Certain emergency protective measures. <p>FEMA can task (“mission assign”) another Federal agency to help in the provision of public assistance support or reimburse local governments for completing the needed work.</p>

Disaster Assistance Recovery Programs	
Hazard Mitigation	<p>Mitigation is any action of a long-term, permanent nature that reduces the actual or potential risk of loss of life or property from a hazardous event.</p> <p>Mitigation means providing individuals and communities with resources and technical assistance to rebuild in ways that will reduce the possibility of future losses. Mitigation may involve simple measures such as strapping a water heater to a wall to prevent earthquake damage and elevating heating and air conditioning units to avoid flood damage. Mitigation can also include more complex efforts such as reengineering bridges or relocating communities.</p> <p>Mitigation requires that individuals look at the future, not at just short-term rebuilding efforts.</p>
General Program Information	
What To Do If People Ask About the Programs	<p>Never give advice about an individual's eligibility. This may raise false expectations and add to their suffering, confusion, or disappointment.</p> <p>If people ask you about the disaster assistance programs and whether they may be eligible, it is important to encourage them to apply for assistance. Remind individuals about the tele-registration number: 1-800-621-3362 (FEMA). Assistance programs and the eligibility needs are complex, so it is important for everyone to complete an application. Completing an application is the only way to make sure individuals get all the assistance they are entitled to receive.</p>
Disaster Assistance Information	<p>Following a Presidential declaration of a disaster, FEMA initiates a coordinated effort to publicize information on how to apply for disaster assistance. It includes Public Service Announcements, community workers, media announcements, and many other methods and procedures.</p>
The Registration Process	<p>The National Processing Service Center (NPSC) is a permanent FEMA facility that houses the National Tele-registration Center, a nationwide toll-free telephone bank. When an application for disaster assistance is taken over the telephone, it is processed into the computer system.</p> <p>The NPSC can take calls from anywhere in the continental United States during operating hours (disaster specific). Temporary centers may be set up to help with taking and processing the overflow of applications. Operators are available at certain times to translate various languages.</p> <p>If people ask you how or where to apply, encourage them to call the toll-free application number.</p>

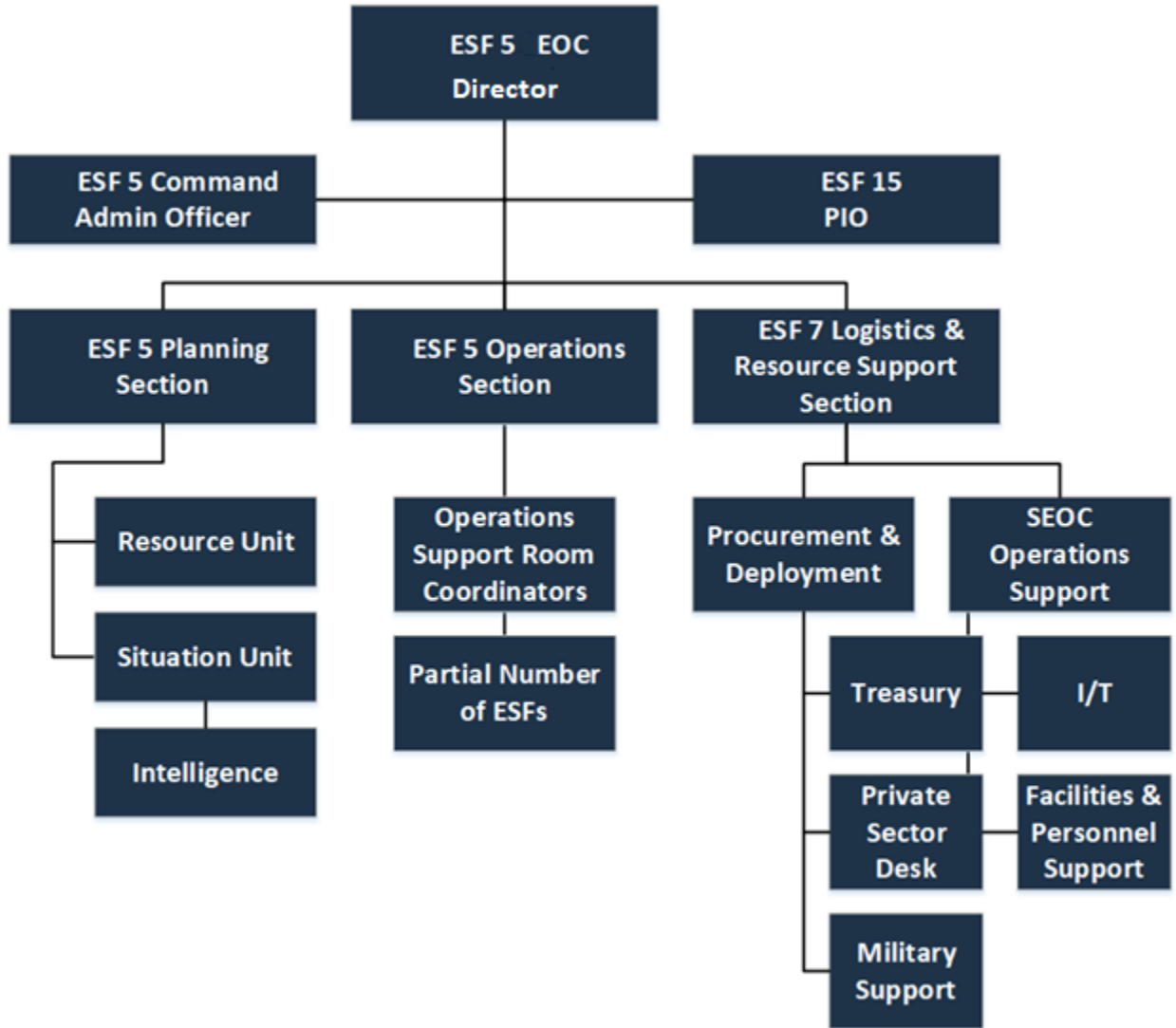
Tele-registration
1-800-621-3362
TTY
1-800-462-7585

Handout 8-1: Organizational Charts for EOC Activations

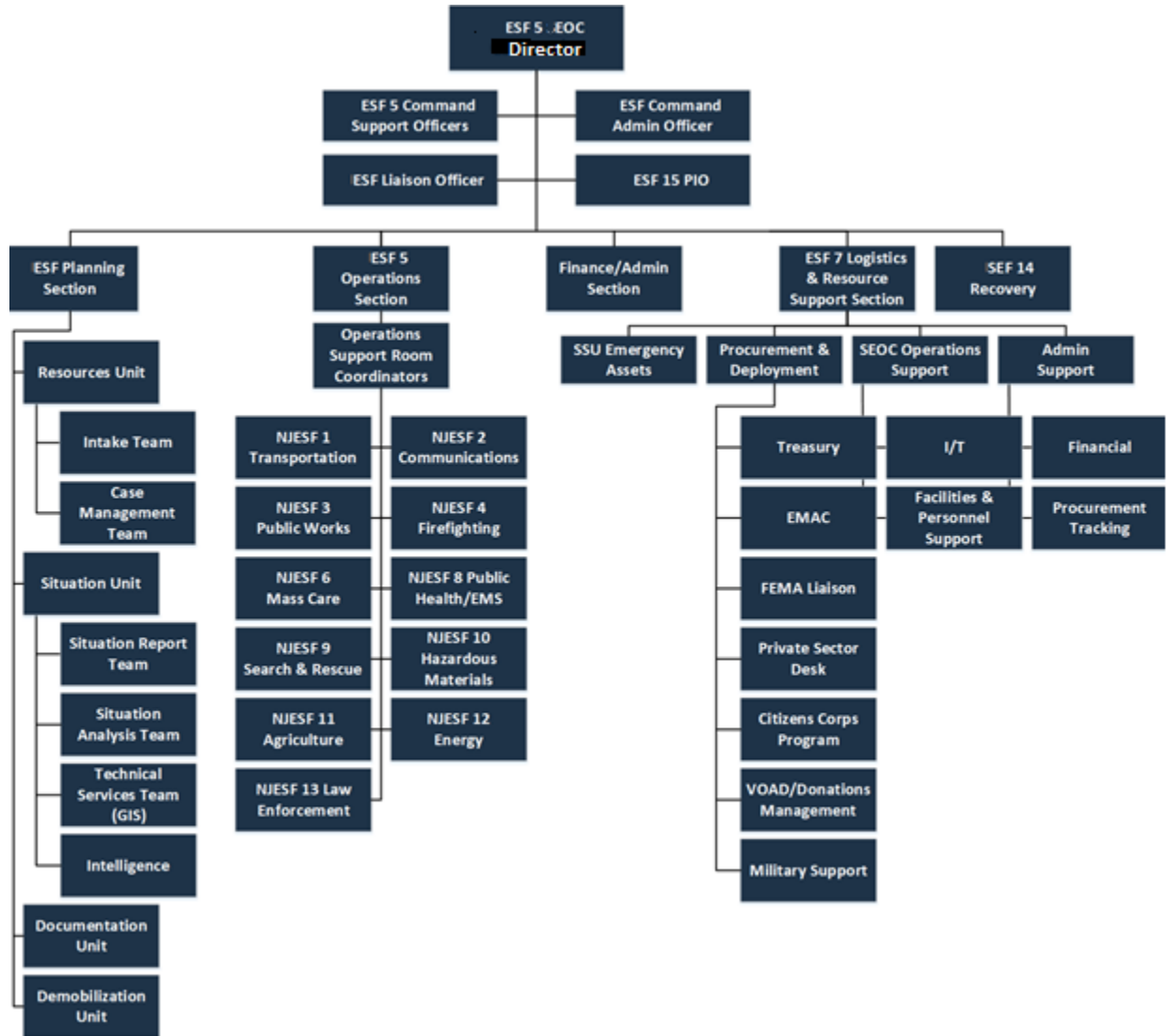
Level 3 - Normal Operations/Steady State



Level 2 - Enhanced Steady State/Partial Activation



Level 1 - Full Activation



Handout 8-2: EOC Design and Layout

Considered?	Factor
<input type="checkbox"/>	1. The EOC Director or Management Group should be in a position where it is possible to keep abreast of the current situation and manage operations, and have access to the appropriate information displays, etc.
<input type="checkbox"/>	2. Staff members whose functions work closely together, are interdependent, or are in direct support of one another should be collocated.
<input type="checkbox"/>	3. Staff sections or functions should be located near the displays that they need for their functions.
<input type="checkbox"/>	4. Staff members working with secure material must have a secure area in which to work and must be able to secure their data and other work. If possible, the secure area should be out of the way from other less-sensitive operations.
<input type="checkbox"/>	5. Conference rooms should be located out of the operational area but close enough to access information or staff members easily.
<input type="checkbox"/>	6. The JIC should be located out of, but near, the operations area but should be accessible to key personnel and technical specialists who may be needed to provide input to the message.
<input type="checkbox"/>	7. When possible, allow enough room between functions to lessen cross-group interference.
<input type="checkbox"/>	8. Eating and sleeping areas should be located away from the operations area.
<input type="checkbox"/>	9. HVAC and other noise-producing equipment such as generators should be located away from the operations area, if possible.
<input type="checkbox"/>	10. The EOC design should include backup power generation of a capacity that all critical EOC systems can operate under emergency power, if necessary.
<input type="checkbox"/>	11. The entire EOC should be secure to ensure that citizens, members of the media, and other unauthorized personnel cannot access it.

Handout 8-3: Acquisition for Alternate Facilities

1. Can critical operations and functions be performed at the alternate facility under consideration?			
Factor	Yes	No	Notes
Can critical operations be initiated, maintained, and terminated without disruption under all significant threat conditions?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility accommodate the personnel, systems, and equipment required for critical operations?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the facility support the capability to perform critical operations under all high-risk, high-probability conditions?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility become operational within an acceptable timeframe?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility support sustained operations?	<input type="checkbox"/>	<input type="checkbox"/>	
2. Are the facility requirements and risks associated with the alternate facility within acceptable limits?			
Have you performed a vulnerability analysis of the facility?	<input type="checkbox"/>	<input type="checkbox"/>	
Did you consider all possible scenarios for relocation to the facility?	<input type="checkbox"/>	<input type="checkbox"/>	
Did you consider the distance from threat areas of other nearby facilities/locations, such as hazardous materials facilities?	<input type="checkbox"/>	<input type="checkbox"/>	
What are the minimum functions necessary to maintain sustained operations?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility support 24/7 operations?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the facility have reliable logistical support, services, and infrastructure systems (water, HVAC, etc.)?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the facility located within acceptable proximity to food, water, fuel, and medical treatment facilities?	<input type="checkbox"/>	<input type="checkbox"/>	

Does the facility support the health, safety, and well-being for assigned personnel?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the facility located where vendor support can be acquired if necessary?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility be made secure?	<input type="checkbox"/>	<input type="checkbox"/>	
Can security capabilities be increased?	<input type="checkbox"/>	<input type="checkbox"/>	
3. Are the facility requirements and risks associated with the alternate facility within acceptable limits? (Continued)			
Factor	Yes	No	Notes
Can cellular phones be used in the facility?	<input type="checkbox"/>	<input type="checkbox"/>	
What are the equipment and furniture requirements?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the facility outside the communications and data grid of the primary facility?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility handle the power load requirements?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the facility have backup power generation capability?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the facility support interoperable communications with the other NIMS Command and Coordination Structures (ICS, EOC MAC Group, JIS) and the public?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility accommodate communications requirements, including secure communications, if required?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility accommodate data transmission, including secure data transmission, if required?	<input type="checkbox"/>	<input type="checkbox"/>	
4. Has your jurisdiction reevaluated the alternate facility to ensure that it continues to satisfy the jurisdiction's operational criteria and meets security requirements?			
Is the facility reevaluated as part of the EOP revision cycle?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the facility continue to meet the requirements identified in the EOP?	<input type="checkbox"/>	<input type="checkbox"/>	