G0418: Mass Care/Emergency Assistance (MC/EA) Planning and Operations Course

Student Manual

Date Released: 02/2018

Contents

Module 0: Mass Care/Emergency Assistance (MC/EA) Planning and Operations Course

Course Materials

There are four main resources for this course:

- Instructor Guide (IG)
- Participant Manual (PM)
- Instructor Resources
- Participant Handouts

Module 1: Mass Care/Emergency (MC/EA) Support for Field Operations

Visual 1:   Mass Care/Emergency Assistance (MC/EA)

Planning and Operations Course

G 0418 Mass Care/Emergency Assistance (MC/EA)
Planning and Operations Course

Module 1. Course Introduction

Welcome to the G 0418 Mass Care/Emergency Assistance (MC/EA) Planning and Operations Course.

Visual 2:   <u>Administrative Details</u>

- Daily Sign-in Sheet
- FEMA 119-25 General Admission Form
- Classroom Rules
- Restrooms
- Fire Exits
- Smoking Areas
- Breaks and Lunch

Administrative Details

Please sign in using the daily sign-in sheet.

If you have not turned in your completed FEMA 119-25 *General Admission Form* please do so. After each module, please complete the evaluation sheet.

Classroom Rules: Please remember to turn off all cell phones and pagers or place them on vibrate. Personal computers can be used during the class. Please report to class on time each day and return from breaks on time. Keep the area clean. We understand there may be times when you need to leave the classroom to respond to calls so feel free to do so.

Your participant manuals can be used to jot down any notes, suggestions, ideas and/or new considerations that may benefit you back home during planning and disaster responses.

We will take a break for lunch and at least two breaks each day.

 Easel Chart	During the class we'll note any questions on the newsprint "Parking Lot" that can be addressed at a later time.

Visual 3:   <u>Course Purpose</u>

Prepare Mass Care Coordinators and their Team to:

- Develop Mass Care/Emergency Assistance Plans
- Support and/or Direct Mass Care Disaster Responses

Course Purpose

The purpose of the course is to prepare Mass Care Coordinators and their Team to develop MC/EA plans and/or annexes and to support and/or coordinate Mass Care disaster responses.

 The material in this course was developed by FEMA and state partners. Some of the processes, procedures, tools, and resources included in this course are also included or threaded throughout other MC/EA courses including: IS405 *Overview of Mass Care/Emergency Assistance*, G108 *Community Mass Care/Emergency Assistance*, E411 *Mass Care/Emergency Assistance: Support for Field Operations*, E410 *Mass Care/Emergency Assistance Task Force Leader* and E415 *Mass Care/Emergency Assistance Group Supervisor*. The purpose of the training curriculum is to build Mass Cass/Emergency Assistance capacity at the local, state and federal levels and use consistent, repeatable and scalable processes.

Course Objectives

The course objectives are:

- Describe the seven MC/EA Activities
- Identify key MC/EA planning steps
- Describe the roles and responsibilities of the Mass Care Coordinator and team
- Define the scale of the disaster and estimate needed resources to support a MC/EA disaster operation
- Discuss the primary elements of MC/EA Information Management

The course focuses on Mass Care/Emergency Assistance activities and demonstrates how planning and operations go "hand in hand" in ensuring a coordinated and collaborative whole community approach.

Visual 4:   <u>Course Agenda</u>

Day 1:

- Module 1: Course Introduction
- Module 2: Overview of MC/EA Activities
- Module 3: Steps in the Planning Process
- Module 4: MC/EA Operational Support

Day 2:

- Module 4: MC/EA Operational Support, Continued
- Module 5: MC/EA Resources

Day 3:

- Module 6: MC/EA Information Management

Course Agenda

There are six modules in this course that will be taught over the next several days. The course is designed to build upon your experience and provide you with best practices and tools that may assist in enhancing your program.

The material focuses on the roles and responsibilities of the Mass Care Coordinator and their team with planning and providing for operational support for the seven Mass Care/Emergency Assistance activities.

As we go through the material you will see that Modules 1-3 have more lecture and Modules 4-6 have more activities. The activities are designed to give you an opportunity to practice what you're learned and they simulate multiple tasks that you will be expected to carry out during a disaster response.

Visual 5:   <u>Pre-Assessment</u>

- Complete individually
- Turn in assessment to instructors

Visual 6:   <u>Mass Care Coordinator and Team</u> <u>Roles</u>

- Role of the Mass Care Coordinator
- Develop and Maintain Mass Care Plans
- Monitor and Support the Mass Care Response
- Analyze and Validate Requests for MC/EA Resource Support

Mass Care Coordinator and Team Roles

Role of the Mass Care Coordinator

The role of the Mass Care Coordinator is to advance the development and implementation of Mass Care plans and, perhaps, perform a duel role during response: one of directing and/or support.

Develop and Maintain Mass Care/Emergency Assistance Plans

It is critical that MC/EA stakeholders, representing the Whole Community, are involved with response activities and also involved in the planning process. This will result in a more coordinated and collaborative response.

Monitor and Support the Mass Care Response

The MC/EA response must be monitored continuously for changing needs and the methods and organizations that support this. This process should be detailed in the State Emergency Operations Plan (EOP), but conditions may arise during the MC/EA response that will require spontaneous solutions not previously considered, including the utilization of previously unknown resources and groups.

Analyze and Validate

This is an important element of the ongoing process to ensure that the right resources are requested and the amount requested is accurate. Requests for resources are a part of future planning and sensitive to the response priorities and the need for additional Mass Care/Emergency Assistance support.

Visual 7:   <u>Common Terms</u>

- Mass Care Coordinator
- Mass Care/Emergency Assistance
- Developing and Maintaining Emergency Operations Plans
- Voluntary Organizations
- Human and Material Resources

Common Terms

Throughout the course we will use the following common terms:

- **Mass Care Coordinator**

  - This title will be used for the State position as well as jurisdictional level positions. The Mass Care Coordinator at the State level is a National Incident Management System (NIMS) Resource Typed position.
  - The title Mass Care Coordinator includes all of the Mass Care/Emergency Assistance activities as explained in the *National Response Framework* (NRF). This course addresses roles and responsibilities of the State Mass Care Coordinator as well as those of the Mass Care Coordinator within any jurisdiction.
  - The Mass Care Coordinator is the representative of any jurisdiction that is responsible for the Mass Care/Emergency Assistance function e.g. State, Tribal, Territory, Commonwealth, County, Parish, or Municipality.

- **Mass Care/Emergency Assistance (MC/EA)**

  - The National Response Framework (NRF) is a guide to how the nation conducts all-hazards response. It is built upon scalable, flexible, and adaptable coordinating structures to align key roles and responsibilities across the nation, linking all levels of government, nongovernmental organizations, and the private sector.
  - While this framework describes interactions between all levels of government and organizations, the responsibility for emergency management and MC/EA begins at the local government. MC/EA support from the State is expected, with any variety of agencies that can be assigned that role, (such as Human Services, Children and Families, etc.,). Additionally, national NGOs can play a significant role at the State level, but do not have the responsibility of a government agency to provide these services. The NRF refers to the seven MC/EA activities: mass evacuee support, sheltering, feeding, distribution of emergency supplies, reunification services, people with disabilities and others with access and functional needs, household pets and services animals.

- **Developing and Maintaining Emergency Operations Plans**
- **Voluntary Organizations/Non-Governmental Organizations (NGOs)**

  - Voluntary organizations including community (CBO) and faith-based organizations (FBO).

- **Human and Material Resources**

- Human and material MC/EA resources including facilities.

In addition, located at the back of this module in your participant material is a list of *Links to MC/EA Documents.* It provides easy access to the MC/EA related web sites and can be an essential resource. Since addresses for these links may change, use your favorite search engine to find the documents.

Visual 8:   <u>Introductions</u>

- Name
- Agency or Organization
- Position
- Role with Mass Care/Emergency Assistance

Links to MC/EA Documents, December 2016

General Documents/Web Sites

- American Red Cross (www.redcross.org)
- A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action, December 2011 (http://www.fema.gov/library/viewRecord.do?id=4941)
- Department of Labor, Bureau of Census (http://www.census.gov)
- Developing and Maintaining Emergency Operations Plans, November 2010, CPG 101 (https://www.fema.gov/media-library-data/20130726-1828-25045-0014/cpg_101_comprehensive_preparedness_guide_developing_and_maintaining_emergency_operations_plans_2010.pdf)
- Disaster Assistance Policy, 9525.3 Duplication of Benefits, Non-Government Funds, (https://www.fema.gov/9500-series-policy-publications/95253-duplication-benefits-non-government-funds)
- Emergency Management Assistance Compact website (http://www.emacweb.org/)
- Federal Emergency Management Agency (www.fema.gov)
- FEMA Emergency Management Institute (http://training.fema.gov/EMI/)
- FEMA Emergency Management Institute link to SID # (https://cdp.dhs.gov/femasid/)
- FEMA HAZUS Program (http://www.fema.gov/HAZUS)
- Lessons Learned Information Sharing (https://www.fema.gov/media-library/collections/473)
- LinkedIn Mass Care Community (https://www.linkedin.com/company/masscare)
- National Disaster Recovery Framework, Sept. 2011 (http://www.fema.gov/national-disaster-recovery-framework)
- National Mass Care Strategy (http://nationalmasscarestrategy.org/)
- National Preparedness Division Online Catalog (https://www.firstrespondertraining.gov/frt/npccatalog)
- National Voluntary Organizations Active in Disaster (National VOAD) (www.nvoad.org)
- National Preparedness Goal, Second Edition September 2015: (https://www.fema.gov/media-library-data/1443799615171-2aae90be55041740f97e8532fc680d40/National_Preparedness_Goal_2nd_Edition.pdf)
- NIMS Information (https://www.fema.gov/national-incident-management-system)
- NPD EMPG Information (http://www.fema.gov/preparedness-non-disaster-grants)
- NRF Resource Center (https://www.fema.gov/media-library/assets/documents/32230)
- Overview of Mass Care/Emergency Assistance, IS 405 (http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-405)
- Resource Typing Library Tool (https://rtlt.preptoolkit.org/Public)
- Response Federal Interagency Operations Plan (FIOP), August 2016 (https://www.fema.gov/media-library-data/1471452095112-507e23ad4d85449ff131c2b025743101/Response_FIOP_2nd.pdf)

- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288) as amended (https://www.fema.gov/media-library/assets/documents/15271)
- Threat and Hazard Identification and Risk Assessment Guide, April 2012, CPG 201 (https://www.fema.gov/media-library-data/20130726-1831-25045-0138/cpg_201_supp_1_thira_guide_toolkit_final_040312.pdf)

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Sheltering

- *Mega Shelter Planning Guide*, October 1, 2010 (http://www.fema.gov/pdf/emergency/disasterhousing/mspg.pdf)
- *Shelter Guidance Aid and Shelter Staffing Matrix* (http://www.nationalmasscarestrategy.org/wp-content/uploads/2014/07/sheltering_guidance_aid_october_2010.pdf)
- *Shelter Field Guide* (http://www.nationalmasscarestrategy.org/wp-content/uploads/2015/10/Shelter-Field-Guide-508_f3.pdf)
- *Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelters*, November 2010 (http://www.fema.gov/pdf/about/odic/fnss_guidance.pdf)
- Department of Justice website (http://www.justice.gov/publications)
- *Catastrophic Housing Annex to the 2012 Federal Interagency Operations Plan—Hurricane*, August 2012 (http://www.fema.gov/media-library-data/20130726-1854-25045-3570/catastrophic_housing_annex.pdf)
- FEMA NSS System (https://www.arcgis.com/home/item.html?id=d000037396514f70a2ba3683e037caee)
- Red Cross NSS System (https://nss.communityos.org/cms/)
- FEMA Public Assistance Disaster Assistance Policies (https://www.fema.gov/media-library/assets/documents/111781#)

  - DAP 9523.15, *Eligible Costs Related to Evacuations and Sheltering*, April 9, 2007
  - DAP 9523.18, *Host-State Evacuation and Sheltering Reimbursement*, July 23, 2010
  - DAP 9523.19, *Eligible Costs Related to Pet Evacuations and Sheltering*, October 24, 2007
  - DAP 9523.20, *Purchases and Distribution of Ice* , August 26, 2009
  - RP 9525.2, *Donated Resources Policy*, February 26, 2014

People with Disabilities and Others with Access and Functional Needs

- *Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelters* (http://www.fema.gov/pdf/about/odic/fnss_guidance.pdf)
- Department of Justice website (http://www.justice.gov/publications)

- DAP 9525.5, *Americans with Disabilities Act Access Requirements*, October 26, 2010, (https://www.fema.gov/media-library/assets/documents/111781)
- Federal government website for people with disabilities, their families, friends and organizations that serve them. Can subscribe to various publications related to training, accommodations, advocacy, etc. (https://www.dol.gov/odep/topics/disability.htm)
- Disability Emergency Preparedness (https://www.dol.gov/odep/topics/EmergencyPreparedness.htm)

Feeding

- *Multi-Agency Feeding Plan Template and Task Force Guidance* (https://www.fns.usda.gov/sites/default/files/Multi-Agency_Feeding_Plan_v2_June2015.pdf)
- National Mass Care Strategy website (http://nationalmasscarestrategy.org/feeding/)
- USDA, Food and Nutrition Service (https://www.fns.usda.gov/disaster/disaster-assistance)
- *USDA Foods Program Disaster Manual* (http://www.fns.usda.gov/sites/default/files/FDDDisasterManual.pdf)

Household Pets and Service Animals

- National Alliance of State Animal and Agricultural Emergency Programs (NASAAEP) (www.nasaaep.org)
- National Animal Rescue and Sheltering Coalition (NARSC) (http://thenarsc.org/)
- AVMA pet calculator (https://www.avma.org/KB/Resources/Statistics/Pages/US-pet-ownership-calculator.aspx)
- DAP 9523.19, Eligible Costs Related to Pet Evacuations and Sheltering, October 24, 2007 (https://www.fema.gov/media-library/assets/documents/111781)

Distribution of Emergency Supplies

- *CUSI-SL Catalog*, March 2013 (http://www.nationalmasscarestrategy.org/wp-content/uploads/2014/07/cusi-catalog-as-of-march-2013-v2.pdf)
- IS-26, *Guide to Points of Distribution* (https://training.fema.gov/is/courseoverview.aspx?code=IS-26)
- FEMA Public Assistance Disaster Assistance Policies (https://www.fema.gov/media-library/assets/documents/111781)

  - DAP9523.15, *Eligible Costs Related to Evacuations and Distribution of Emergency Supplies*, April 9, 2007
  - DAP 9523.18, *Host-State Evacuation and Distribution of Emergency Supplies Reimbursement*, July 23, 2010
  - DAP 9523.19, *Eligible Costs related to pet Evacuations and Distribution of Emergency Supplies*, October 24, 2007

Reunification Services

- Red Cross Safe and Well Program
  (https://safeandwell.communityos.org/cms/index.php)
- National Emergency Family Reunification Locator System
  (https://www.fema.gov/media-library-data/1505919179929-
  1b9ece3ed7bab8591dae852d6606861f/REVISED2017September-FACTSHEET-
  NationalEmergencyFamilyRegistryandLocatorSystem.pdf)
- Gathering Up Loved Ones
  (https://www.disasterassistance.gov/information/immediate-needs)
- How Do I Find My Family (https://www.fema.gov/how-do-i-find-my-family)

Mass Evacuation Support

- FEMA Public Assistance Disaster Assistance Policies (https://www.fema.gov/media-
  library/assets/documents/111781)

  - RP 9525.4 *Emergency Medical Care and Medical Evacuation*, February 03, 2014
  - RP 9580.7 *Fact Sheet: Host-State Evacuation and Sheltering Frequently Asked
    Questions*, July 23, 2010

Children Resources

- Post-Disaster Reunification of Children A Nationwide Approach, November 2013
  (http://nationalmasscarestrategy.files.wordpress.com/2013/11/post-disaster-
  reunification-of-children-a-nationwide-approach.pdf)
- Unaccompanied Minor Children Registry
  (https://umr.missingkids.org/umr/reportUMR?execution=e1s1)
- RP 9580.107 *Child Care Services*, March 20, 2013 (https://www.fema.gov/media-
  library/assets/documents/111781)

Acronyms

- FEMA Acronyms, Abbreviations and Terms
  (https://www.fema.gov/txt/plan/prepare/faatlist03_05.txt)

Glossary

- **Catastrophic:** Any natural or manmade incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions, National Disaster Recovery Framework (NDRF), September 2011, page 79.
- **Congregate Shelter:** Generally provided in large, open settings that provide little to no privacy in facilities that normally serve other purposes such as schools, churches, community centers, and armories.
- **Consumable Medical Supplies (CMS):** Medical supplies (medications, diapers, bandages, etc.) that are ingested, injected, or applied and/or are one time use only.
- **Distribution of Emergency Supplies:** Provide emergency supplies and/or the resources to distribute them.
- **Durable Medical Equipment (DME):** Medical equipment (e.g., walkers, canes, wheelchairs, etc.) used by persons with a disability to maintain their usual level of independence.
- **Emergency:** Any incident, whether natural and/or technological/human caused disaster, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States. Source: *National Response Framework*.
- **Emergency Support Function (ESF) #6:** The ESF #6 Annex of the National Response Framework (NRF) describes how the Federal government coordinates Mass Care, Emergency Assistance, Temporary Housing, and Human Services.
- **Emotional Assistance/Support Animal:** Dogs [or other animal] whose sole function is to provide comfort or emotional support [and] do not qualify as service animals under the ADA Requirements as Service Animals (https://www.ada.gov/service_animals_2010.htm).
- **Essential Services:** The delivery of infrastructure and additional essential services to address disaster-related needs of affected residents living in temporary housing sites.
- **Feeding:** The process of providing food, snacks, and hydration provided to an affected population and emergency workers either from fixed sites and/or through mobile routes.
- **Host State:** A State, territory, commonwealth, or tribe that, by agreement with an impact-State or the Federal Emergency Management Agency (FEMA), provides evacuation and sheltering support to individuals from another State that has received a Presidential emergency or major disaster declaration, due to an incident.
- **Household Pet:** A domesticated animal, such as a dog, cat, bird, rabbit, rodent, or turtle that is traditionally kept in the home for pleasure rather than commercial purposes, can travel in commercial carriers, and be housed in temporary facilities.

Household pets do not include reptiles (except turtles), amphibians, fish, insects/arachnids, farm animals (including horses), and animals kept for racing purposes. Source: *DAP 9523.19.*

- **Incident:** An occurrence or event, natural or human caused that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response. Source: *National Response Framework.*

- **Life Saving:** The action or process of saving another person's life, i.e.: search and recovery.

- **Life Sustaining:** Performing an essential function, i.e.: sheltering, feeding, personal assistance.

- **Major Disaster:** Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or, regardless of cause, any fire, flood, or explosion in any part of the United States that, in the determination of the President, causes damage of sufficient severity and magnitude to warrant major disaster assistance under the Stafford Act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby *National Response Framework*, May 2013.

- **Mass Care Activities:** Mass Care activities include Sheltering, Feeding, Distribution of Emergency Supplies and Reunification as defined under the Mass Care Function of Emergency Support Function (ESF) # 6 of the NRF. Red Cross is Co-lead with FEMA for these four activities.

- **Mass Care/Emergency Assistance:** The Mass Care/Emergency Assistance activities include the seven activities that fall within the MC/EA Branch: Sheltering, Feeding, Distribution of Emergency Supplies, Reunification, Mass Evacuation [Support], Disabilities and other Access and Functional Needs Support and Household Pets and Service Animals. Also, included in the Annex definition is: Nonconventional/Transitional Sheltering.

- **Mass Care Services:** Mass Care Services is the Core Capability that includes the four functions of ESF #6: Mass Care, Emergency Assistance, Temporary Housing and Human Services.

- **National Emergency Child Locator Center (NECLC):** A center that works in cooperation and shares information with DHS/FEMA, the American Red Cross, Department of Health and Human Services, and local and tribal governments as needed to facilitate the reunification of children with their families.

- **The National Emergency Family Registry and Locator System (NEFRLS):** A web-based system, mandated by the Post-Katrina Emergency Management Reform Act of 2006 (PKEMRA), that facilitates the reunification of families separated as a result of a major disaster.

- **National Incident Management System (NIMS):** A comprehensive, national approach to incident management that provides the template for incident management, regardless of cause, size, location, or complexity and is applicable at all jurisdictional levels and across functional disciplines.
- **The National Mass Evacuation Tracking System (NMETS):** A tool for evacuation tracking that can track household members, their possessions brought through the evacuation process, their household pets, and service animals, and durable medical equipment.
- **National Response Framework (NRF):** The second edition of the NRF, updated in May 2013, provides context for how the whole community works together and how response efforts relate to other parts of national preparedness. The NRF reinforces a comprehensive, national, all-hazards approach to domestic incidents. It guides local, State, and Federal entities, enabling partners to prepare for and respond under a unified command structure.
- **National Shelter System (NSS):** FEMA and the Red Cross each have software applications that are able to input data about shelters, locations, capacity, current populations, as well as other data points. The FEMA system can also report feeding locations, Points of Distribution (PODs) and other pertinent MC/EA information. The system is tied into mobile mapping applications to plot MC/EA locations in regards to shelters, pet shelters, and other locations.
- **Non-Congregate:** Sheltering that provides alternatives for incidents when conventional congregate sheltering methods are unavailable or overwhelmed, or longer term temporary sheltering is required. Typically, facilities that are used provide a higher level of privacy than conventional congregate shelters, hotels, and cruise ships, other facilities with private sleeping spaces but possibly shared bathroom /cooking facilities, dormitories, and/or converted buildings, or staying with friends/family.
- **Nongovernmental Organization (NGO):** An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster survivors. Often these groups provide services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency. Source adapted from the *National Response Framework*.
- **Personal Assistance Services:** Activities of daily life that allows individuals to maintain their independence while staying in a general population shelter.
- **Private Sector:** Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry. Source: National Response Framework.
- **Public Assistance:** The mission of the Public Assistance Program is to assist communities in recovering from the devastating effects of disasters by providing

technical assistance and financial grants in an efficient, effective, consistent and customer friendly manner.

- **Reunification Services:** Services that provide mechanisms to help displaced disaster survivors, including children, reestablish contact with family and friends.
- **Safe and Well:** An American Red Cross online application that allows people affected by a disaster to list themselves as "safe and well." Family members can also view the messages left by their loved ones who have self-registered on this site.
- **Service animal:** Any dog that is individually trained to do work or perform tasks for the benefit of an individual with a disability (28 CFR § 34.104).
- **Shelter–in-Place:** Individuals required to shelter in place, either in private dwellings, offices, shopping malls, or other sites that provide an isolated setting for either the individual's safety or for the safety of others.
- **Sheltering:** Housing that provides a short-term refuge and a location in which life-sustaining services for disaster victims that have been displaced from their homes and are unable to meet their own immediate post-disaster housing needs are available.
- **Support for People with Disabilities and Others with Access and Functional Needs:** Access and functional needs support services are services that enable people to maintain independence in a general population shelter. These services include reasonable modifications to policies, practices and procedures, durable medical equipment (DME), consumable medical supplies (CMS), personal assistance services (PAS), and other goods and services as needed. Children and adults requiring these services may have physical, sensory, mental health, cognitive and/or intellectual disabilities affecting their ability to function independently without assistance. Others who may benefit from these services include women in late stages of pregnancy, elders, and those needing bariatric equipment.

ACRONYMS

Acronym	Definition
ADA	American Disabilities Act
APHIS	Animal and Plant Health Inspection Service
ARC	American Red Cross
CBO	Community Based Organizations
CERT	Citizen Emergency Response Team
CDC	Centers for Disease Control and Prevention

Acronym	Definition
CMS	Consumable Medical Supplies
CNCS	Corporation for National and Community Service
COAD	Community Organizations Active in Disaster
COP	Common Operating Picture
CPG	Comprehensive Preparedness Guide
CUSI-SL	Commonly Used Shelter Items and Services Listing
DC	Distribution Centers
DFA	Direct Federal Assistance
DME	Durable Medical Equipment
D-SNAP	Disaster-Supplemental Nutrition Assistance Program
EMAC	Emergency Management Assistance Compact
EMTALA	Emergency Medical Treatment and Active Labor Act
EOC	Emergency Operating Center/Emergency Operation Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
ESAR-VHP	VHP Emergency System for Advance Registration of Volunteer Health Professionals
ESF	Emergency Support Function
FBO	Faith Based Organizations
FDA	Food and Drug Administration

Acronym	Definition
FEMA	Federal Emergency Management Agency
FNS	Food and Nutrition Services
GSA	General Service Administration
HUD	Housing and Urban Development
HHS	Health and Human Services
HVAC	Heating, Ventilating, and Air Conditioning
IA	Individual Assistance
IA-TAC	IA-TAC Individual Assistance – Technical Assistance Contracts
ICA	Isolated Care Area
ILI	Influenza Like Illness
ISB	Incident Support Bases
JFO	Joint Field Office
JIC	Joint Information Center
MASTF	Multi-Agency Sheltering Task Force
MC/EA	Mass Care/Emergency Assistance
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NARSC	National Animal Rescue and Sheltering Coalition
NCMEC	National Center for Missing and Exploited Children

Acronym	Definition
NDMS	National Disaster Medical System
NECLC	National Emergency Child Locator Center
NEFRLS	National Emergency Family Registry and Locator System
NEMIS	National Emergency Management Information System
NIMS	National Incident Management System
NGO	Non-Governmental Organization
NRF	National Response Framework
NSS	National Shelter System
NVRT	National Veterinary Response Team
PAS	Personal Assistance Services
PIO	Public Information Officer
POD	Point of Distribution
PPE	Personal Protective Equipment
RSC	Recovery Service Center (formerly National Processing Service Center [NPSC])
SNAP	Supplemental Nutrition Assistance Program
SME	Subject Matter Expertise
TSA	Transitional Shelter Assistance
UCG	Unified Coordination Group
USDA	U.S. Department of Agriculture

Acronym	Definition
USACE	US Army Corps of Engineers
VOAD	Voluntary Organizations Active in Disaster

Module 2: Overview of Mass Care/Emergency Assistance Activities

Visual 1:   Module 2. Overview of MC/EA Activities

Mass Care/Emergency Assistance Planning and Operations Course
Module 2. Overview of MC/EA Activities

Visual 2:   **Purpose**

This module provides an overview of the Mass Care/Emergency Assistance (MC/EA) activities focusing on whole community principles by outlining the importance of collaboration and coordination between government, the public, nonprofit and private sectors.

Purpose

It is important for the Mass Care Coordinator and team to understand the various activities that are a part of MC/EA. While some of the activities may be coordinated by other departments and agencies, the coordinator still needs to be aware of how the activities are provided.

The Mass Care Coordinator is responsible for a successful response; however, they cannot succeed without the support of the team and the whole community efforts.

Visual 3:   <u>Learning Objectives</u>

- Describe the principles of the National Incident Management System (NIMS)
- Describe the Whole Community Concept
- Describe the National Response Framework (NRF) and ESF #6 Annex
- Provide an Overview of the MC/EA Activities
- Describe the MC/EA Sequence of Support

Visual 4:   National Incident Management System (NIMS)

- NIMS provides a systematic approach for the various segments of the community to work together in response to disaster incidents
- NIMS is the standard for all responses, ranging from daily occurrences to incidents requiring a coordinated Federal response

National Incident Management System (NIMS)

The National Incident Management System (NIMS) provides a systematic approach for segments of communities to work together in response to disaster incidents. NIMS is the standard for all responses, ranging from daily occurrences to incidents requiring The Incident Command concept is a result of CA wildfires and has evolved over time.

Throughout this module is the underlying purpose to discuss and understand the relationships between the whole community and how this fits into the National Incident Management System (NIMS) process. The aspects of NIMS most applicable to MC/EA are the flexibility and scalability of the system. This is directly applicable to how MC/EA must work, as no two disasters that will have the same MC/EA resourcing requirements, size or duration. Integrating the whole community approach into this flexibility and scalability is understanding what resources are in your community and what can be brought to bear, determining potential stakeholders and the resources they could bring to meet the identified needs and combining the stakeholders and resources together to affect an efficient MCEA operation.

State and local jurisdictions are expected to adapt NIMS because it creates common terminology that can be used by all including the federal agencies and it allows for resource typing and the sharing of like kind resources through mechanisms like Emergency Management Assistance Compacts for states and mutual aid for states and local agencies.

The FEMA National Integration Center (NIC) provides the Resource Typing Library Tool (RTLT) to support the implementation of the National Preparedness System. Resource users at all levels use these definitions to identify and inventory resources for capability estimation, planning, and for mobilization during mutual aid efforts.

Resource Typing definitions are provided for equipment, teams and units. They are used to categorize, by capability, the resource requested, deployed, and used in incidents. Measurable standards identifying resource capabilities and performance levels serve as the basis for this categorization. For more information, go to Resource Typing Library Tool (https://rtlt.preptoolkit.org/Public).

Job Titles and Position Qualifications are used in the inventorying and credentialing of personnel. Credentialing is essential to emergency responders and Whole Community partners in that is ensures and validates the identity and attributes (e.g.,

affiliations, skills, or privileges) of individuals or members of response teams through standards.

Mass Care/Emergency Assistance personnel and equipment are continually being typed, therefore it is important to keep abreast of changes by checking the Resource Typing Library Tool. The web site is listed on *Links to MC/EA Documents* in Module 1.

Visual 5:   <u>Whole Community Principles</u>

- Understand and meet the actual needs of the whole community
- Engage and empower all parts of the community
- Strengthen what works well in communities on a daily basis
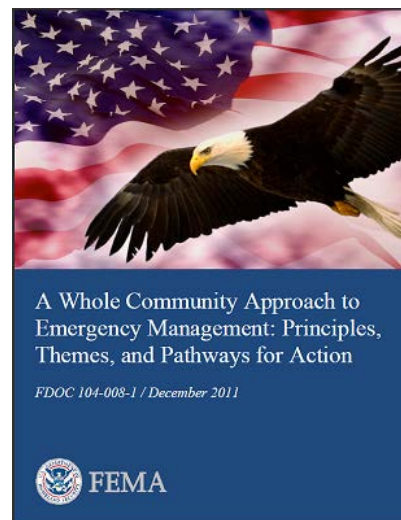
Whole Community Principles

All disasters begin and end at the local level and as we will see, a coordinated and collaborative response involves the whole community. The "*Whole Community Approach*" is not government centric. All of the community, as well as individual citizens, should be involved with disaster preparedness, prevention, response, and recovery and mitigation activities.

 The information on this slide and what you will find in your participant manual comes from the *A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action* document that can be found by going to the FEMA website, using the *Links to MC/EA Documents* in Module 1.

On pages 4-5 in the document it says:

- **Understand and meet the actual needs of the whole community.** Community engagement can lead to a deeper understanding of the unique and diverse needs of a population, including its demographics, values, norms, community structures, networks and relationships.

     The more we know about our communities, the better we can understand their real-life safety and sustaining needs and their motivations to participate in emergency management-related activities prior to an event.

- **Engage and empower all parts of the community.** Engaging the whole community and empowering local action will better position stakeholders to plan for and meet the actual needs of a community and strengthen the local capacity to deal with the consequences of all threats and hazards.

This requires all members of the community to be part of the emergency management team, which should include diverse community members such as:

- Social and community service groups and institutions,
- Faith-based and disability groups,
- Academia,
- Professional associations,
- Private and nonprofit sectors,
- Government agencies who may not traditionally have been directly involved in emergency management.

When the community is engaged in an authentic dialogue, it becomes empowered to identify its needs and the existing resources that may be used to address them.

- **Strengthen what works well in communities on a daily basis.** A Whole Community approach to building community resilience requires finding ways to support and strengthen the institutions, assets and networks that already work well in communities and are working to address issues that are important to community members on a daily basis.

    Existing structures and relationships that are present in the daily lives of individuals, families, businesses and organizations before an incident occurs can be leveraged and empowered to act effectively during and after a disaster strikes.

Visual 6:   <u>Whole Community Resources</u>
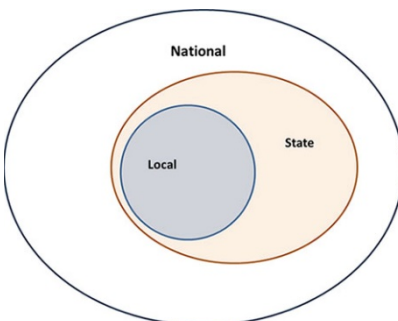
Whole Community Resources

The image depicts the whole community concept. All MC/EA disaster responses begin at the local level and resources in the local community are called upon first to respond. However, these resources may be limited and additional support may be called upon from the state and/or national level nonprofit, private, and public and government sectors.

These resources fall into four categories.

Examples:

Nonprofit Sector:

Academia, Faith-based organizations, International Association of Emergency Managers (IAEM), National VOAD organizations, Community Organizations Active in Disasters (COAD), etc.

Private Sector:

Big box stores and companies, private and public companies, and professional groups.

Public Sector:

Individuals with specific skills (i.e. chefs), unions, schools, universities, and spontaneous volunteers and groups.

Government Sector:

Emergency Management Assistance Compact (EMAC), ESF #8 Depart of Health and Human Services and ESF #11 Department of Agriculture.

Easel Chart	***Discussion*** *Write the 4 headings for the categories of whole community resources and the examples provided by the participants during the discussion.*

Visual 7:   National Response Framework - ESF #6

Mass Care, Emergency Assistance, Temporary Housing and Human Services Annex

- The Annex defines the activities associated with each of the four primary functions in ESF #6
- The four primary functions all relate together in the support and assistance to individuals affected by a disaster
- The Annex is the basis for MC/EA activities

National Response Framework - ESF #6

Mass Care, Emergency Assistance, Temporary Housing and Human Services Annex

The National Response Framework is a guide to how the nation responds to all types of disasters and emergencies. It is built on scalable, flexible and adaptable concepts identified in the National Incident Management System (NMIS) to align key roles and responsibilities across the Nation.

The Emergency Support Function (ESF) #6 Annex of the *National Response Framework* (NRF) consists of four sub-functions which at the federal level represent the Individual Assistance programs. They are Mass Care, Emergency Assistance, Temporary Housing, and Human Services.

In this course we will be covering only the Mass Care and Emergency Assistance functions. Most jurisdictions follow the ESFs as described in the NRF however, some change the ESF numbering to meet their requirements. Your jurisdictions planning should follow the NRF concepts, however we're aware that state and local plans are adjusted to meet MC/EA requirements.

Per the *National Preparedness Goal*, the Mass Care Services Core Capability includes the four functions of ESF #6 as outlined in the NRF, ESF #6 Annex.

Voluntary Agency Coordination and Support for the Management of Unaffiliated Volunteers and Unsolicited Donations are a part of the Emergency Assistance function, but in some states the two activities are a separate ESF.

Visual 8:   ESF #6 Mass Care/ Emergency Assistance Activities

Mass Care	Emergency Assistance
Sheltering	People with Disabilities and Others with Access and Functional Needs
Feeding	Household Pets and Service Animals
Distribution of Emergency Supplies	Mass Evacuee Support
Reunification Services	• Non-Conventional/Transitional Sheltering • Voluntary Organization Coordination • Volunteer and Donation Management

ESF #6, Mass Care, Emergency Assistance, Temporary Housing and Human Services Annex

In the table are the MC/EA activities defined in the current version of the National Response Framework.

As you see in the functions there are multiple activities. The mass care activities are: sheltering, feeding, distribution of emergency supplies, and reunification services. The emergency assistance activities are: support for people with disabilities and others with access and functional needs, support for household pets and services animals, and mass evacuee support. MC/EA also has a part in Non-Conventional/Transitional Sheltering, Voluntary Organization Coordination, and Volunteer and Donation Management.

The American Red Cross is co-lead with FEMA for mass care activities but not for emergency assistance, temporary housing, and human services activities. However, in your jurisdiction, you may have another organization as the co-lead for mass care.

While Voluntary Agency Coordination and Volunteer and Donation Management are not directly one of the MC/EA activities, MC/EA cannot accomplish their mission without their support and coordination.

Visual 9:   <u>Sheltering</u>

Sheltering

Sheltering is defined as: the provision of life-sustaining services in a safe, sanitary, and secure environment for survivors who have been affected by disasters.

 Sheltering applies in both congregate settings such as school gymnasiums and non-congregate settings that allow for more privacy such as dorms, cruise ships and camps.

Visual 10:   <u>Sheltering Support</u>

MC/EA Role	Delivery Sites
The identification of congregate and non-congregate care facilities and the provision of life-sustaining services in a safe, sanitary and secure environment	• Shelter Facilities • Mass Evacuee Sites • Shelter-in-Place

Visual 11:

Tools and Resources	Training
• National Shelter System (NSS) • Commonly Used Shelter Items & Services Listing (CUSI & SL) Catalog • Multi-Agency Sheltering Support Planning Template • Shelter Guidance Aid & Staffing Matrix	• Red Cross Shelter Manager Course • Access and Functional Needs Course • Shelter Worker Course • Shelter Field Guide

Sheltering Support

Role:

The identification of congregate care facilities and the provision of life-sustaining services in a safe, sanitary and secure environment

Delivery Sites Include:

Note: these are not necessarily singular definitions, because often shelters can be a combination of several of these definitions.

Congregate Shelters:

Shelters can be defined by the population, who is managing or sponsoring the shelter or the facility itself.

- **General Population**

    Facilities that house everyone in the community, including children and adults requiring functional needs support, who with services and equipment can maintain their independence in congregate care environment.

- **Ad Hoc**

    Unplanned or unidentified congregate facilities established by groups who historically have not participated in community disaster congregate care planning and/or who have not previously held a traditional disaster sheltering role. These shelters may provide surge capacity for large-scale disasters.

- **Constituent-Based**

    Facilities operated by an organization for an identified constituency. Examples include a shelter opened by a private company for its employees and their

families who are affected by an event; a shelter for people who are part of a community or who have unique social/religious/cultural characteristics.

- **Emergency Household Pets**

    Facilities that may be collocated with human congregate care facilities, a standalone facility, or co-habitation (people and animals in the same space) established to meet the needs of household pets and their owners.

Non-congregate Shelters/Shelter Facilities:

Private or public facilities that, by design, provide a short-term lodging function and an increased degree of privacy over congregate shelters.

Non-congregate sheltering provides alternatives for incidents when congregate sheltering is unavailable, overwhelmed, or longer term temporary sheltering is required. This also includes individuals and households who make their own sheltering arrangements without assistance, commonly known as self-sheltering.

Shelter-in-Place:

Shelter-in-Place can be defined as either congregate or non-congregate dependent on the circumstances. It generally applies when an emergency situation (e.g., a biological or chemical event, a pandemic influenza event when social distancing is recommended, a seismic event, or severe weather event) requires people to shelter-in-place for an extended period (such that stored supplies may be depleted and external assistance is required).

Services to those sheltered-in-place may be provided to, or in locations such as places of business, public buildings, or other facilities, and are considered congregate care. Additionally, Shelter-in-Place could also occur in non-congregate sheltering situations, e.g. Services to those sheltered-in-place may be provided to, or in locations such as single family homes, condos or apartments.

Medical Shelters:

Congregate facilities that provide a defined level of medical care or support coordinated by ESF #8, Health and Medical or its equivalent in a State. ESF #8 may coordinate with ESF #6 MC/EA regarding non-medical support for these shelters.

Tools and Resources:

Links to the documents listed below are included in the Links to MC/EA Documents located in Module 1.

- National Shelter System (NSS)
- Commonly Used Shelter Items & Services Listing (CUSI & SL) Catalog
- Multi-Agency Sheltering Support Planning Template
- Shelter Guidance Aid & Staffing Matrix

ESF6 Support System (formerly National Shelter System [NSS])

The FEMA ESF #6 Support System is a coordinated nationwide database of emergency shelter information where thousands of profiles of potential shelter resources, as well as virtually any type of facility associated with the care of disaster survivors, may be maintained.

The system is an easy-to-use application that includes data available to emergency management professionals for planning and operational purposes. The system has the ability to track over 30 types of facilities used for the provision of mass care/emergency assistance as well as Disaster Recovery Centers.

The system also includes an enhanced GIS mapping function that will allow emergency management professionals to see, in real time, facility locations, critical infrastructure, flood plains, fault lines, and other geospatial elements.

Commonly Used Shelter Items & Services Listing (CUSI-SL) Catalog, March 2013

Catalog contains listings of the items needed to stock a shelter, including Infant and Toddler Supplies (I/T), Consumable Medical Supplies (CMS), and Durable Medical Equipment (DME). Many items can be ordered as "kits" or as individual items. The Catalog also includes services included with some of the items, e.g. portable toilets and their cleaning requirements.

Some items in the CUSI-SL are stocked at FEMA Distribution Centers, other items can be acquired by contracts and/or sourced locally.

The CUSI-SL is also a good planning tool to use to evaluate what resources you have and need based on demographics of the affected population.

Shelter Guidance Aid and Shelter Staffing Matrix, October 2010

The document was developed collaboratively with the input from multiple organizations as a result of the mega shelters managed during Katrina. The International Association of Venue Managers took the lead in developing the document that is very comprehensive and includes many job aides that can be used by shelter managers. Additionally, it has an excellent shelter staffing matrix.

Generally applies when an emergency situation (e.g., a biological or chemical event, a pandemic influenza event when social distancing is recommended, a seismic event, or severe weather event) requires people to shelter-in-place for an extended period (such that stored supplies may be depleted and external assistance is required). Services to those sheltered-in-place may be provided to, or in locations such as dwellings, places of business, public buildings, or other facilities, and are considered congregate care.

Training:

- Red Cross Shelter Manager Course
- Access and Functional Needs Course
- Shelter Worker Course
- Shelter Field Course

Serving People with Functional and Access Needs in a Shelter

The American Red Cross has released the web-based course "Serving People with Functional and Access Needs in Shelters" into their Learning Management System (LMS) as an online, self-paced course.

The course is aligned with the current practices in sheltering and functional and access needs support. "Serving People with Functional and Access Needs in Shelters" was developed by Florida State University through a grant from the Florida Department of Health, and in coordination with the Florida Disability Coordinator and the American Red Cross.

Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelters, **November 2010**

The purpose of this document is to provide planning guidance that can be incorporated into existing shelter plans to State emergency managers and shelter planners to meet access and functional needs in general population shelters. This document provides guidance to assist emergency managers and shelter planners in understanding the requirements related to sheltering children and adults with functional support needs in general population shelters.

Functional Needs Support Services (FNSS) and the guidance provided are designed to assist in the planning and resourcing of sheltering operations whether government, NGO, faith-based, or private sector to meet the access and functional needs of children and adults. These guidelines identify methods of achieving a lawful and equitable program through the delivery of FNSS for children and adults.

Multi-Agency Sheltering/Sheltering Support Plan Template

The document is distributed and posted on the National Mass Care Strategy web site.

Shelter Field Guide (SFG)

The purpose of the SFG is to help organizations without prior disaster experience establish and maintain shelters. The guide provides a basic overview of shelter operations and is written for people who may manage a shelter. The SFG training prepares participants to use the Guide to manage and operate shelters using fundamental, consistent, and flexible principles based on best practices. SFG training is designed for multiple purposes including as a standard operating procedures document, participant training materials, and a job aid. The training can be delivered during preparedness and/or operational periods, and the SFG can be used as a force multiplier when situations arise where capacity is exhausted and/or non-existent.

There are also a number of courses that address sheltering and other MC/EA activities that are offered by government agencies and other organizations.

Visual 12: <u>Feeding at Field Kitchen</u>

New Orleans, September 17, 2005 -- Gallon-sized cans of green beans are open and ready to be cooked at a field kitchen set up by the Arkansas branch of the Southern Baptist relief association. The American Red Cross provides these hot meals to people throughout the city using feeding trucks. Win Henderson/FEMA.

Visual 13: Food Service Volunteer

Bridge City, TX, September 18, 2008 -- Volunteers from the faith-based agency ACTS prepare and distribute food to residents affected by Hurricane Ike. FEMA works with volunteer organizations to provide immediate aid to victims of major disasters. Leif Skoogfors/FEMA

Feeding is a mass care activity. In addition to being necessary for survival, food provides comfort and supports the emotional well-being of disaster survivors. It is necessary to provide food, snacks, and hydration to the affected population and emergency workers. Feeding is provided at fixed sites such as shelters or fixed kitchen sites or through mobile means.

Visual 14: <u>Feeding Support</u>

MC/EA Role	Delivery Sites
Procure, prepare and distribute food to the affected population while they are being evacuated, sheltered or are sheltering in place and recovering from a disaster incident	• Congregate Care Facilities • Fixed Feeding Sites • Mobile Feeding Sites • Shelter-In-Place locations

Visual 15:

Tools & Resources
• Multi-Agency Feeding Plan Template • Feeding Task Force (FTF) Guidance • Commonly Used Shelter Items & Services Listing (CUSI & SL) Catalog

Feeding Support

Role and Delivery Sites

Procure, prepare and distribute food to the affected population while they are being evacuated, sheltered or are sheltering in place and recovering from a disaster incident. Feeding services are provided at many locations. Often food needs to be prepared at an external site and delivered to a congregate care site.

Feeding services should always include the whole community, often starting with local food banks, restaurants, and caterers and then moving to a more organized approach to feeding and as the infrastructure improves consolidating the feeding operations and/or the activation of the USDA Disaster Supplemental Nutrition Assistance Program (DSNAP) program and food boxes where needed.

Delivery Sites

- Congregate Care Facilities
- Fixed Feeding Sites
- Mobile Feeding Sites
- Shelter-In-Place locations

Tools and Resources:

There are two feeding documents as listed below that may be used to support enhancing current plans or perhaps develop a specific feeding plan for the jurisdiction. Both documents involve the whole community in the development and implementation phases.

- *Multi-Agency Feeding Plan Template*

    The purpose of this template is to define the framework for State and/or Federal support of a coordinated, timely, and efficient feeding response within a jurisdiction. It also defines the full spectrum of services required from initiation until community services are restored. This multi-agency feeding plan along with the coordinating body, the Multiagency Feeding Task Force, has been developed as an integrated strategy and process for implementing coordinated feeding operations at the jurisdictional level. The multi-agency feeding plan will help to limit duplication of efforts and maximize use of available resources.

- ***Multi-Agency Feeding Task Force (FTF) Guidance***

  The document is in Appendix G: *Multi-Agency Feeding Template*

  It provides information on how to develop a task force and the roles and responsibilities of the Task Force members.

- ***Commonly Used Shelter Items and Services Listing (CUSI-SL) Catalog***

  Sheltering items can be requested from the CUSI-SL through the state and/or federal acquisition process.

 The documents can be found on the National VOAD web site (www.nvoad.org) in the Mass Care folder and on the National Mass Care Strategy web site in the Links to MC/EA Documents located in Module 1.

Visual 16: <u>Distribution of Emergency Supplies</u>

Visual 17: <u>Distribution of Emergency Supplies cont'd</u>

Distribution of Emergency Supplies

Distribution of emergency supplies is the acquisition and delivery of life-sustaining resources, hygiene items, and clean-up items to meet the urgent needs of disaster survivors. Additional support can include transportation, warehousing, equipment, technical assistance, and other mission-critical services.

 As you can see from the title of the activity, distribution of emergency supplies consists of both the emergency supplies and their distribution. While we are not discussing the distribution methods here, the *Multi-Agency Distribution of Emergency Supplies Plan Template* covers the methods in detail.

 Refer to *Links to MC/EA Documents* located in Module 1 for the link to the template.

Visual 18: Distribution of Emergency Supplies Support

Visual 19:

MC/EA Role	Tools & Resources	Delivery Sites
Identify life sustaining, comfort, clean-up and Other Essential emergency supplies and the means to distribute them	• CUSI Catalog • Distribution of Emergency Supplies Planning Template • USACE POD Guidance	• Points of Distribution (POD) • Congregate Care Facilities • Mobile Delivery • State-designated Distribution Sites

Distribution of Emergency Supplies Support

The lead agency for distribution of emergency supplies is responsible for ensuring a coordinated distribution effort following a disaster. This is done through coordination with known distribution partners.

Emergency response partners that traditionally deliver mass care in a disaster will respond with available resources in accordance with the requirements of their internal policies and in cooperation with emergency management officials. Additionally, and to the fullest extent possible, they successfully incorporate spontaneous or pop-up ad hoc distribution sites into the larger response operation.

The types of supplies distributed to the affected population may vary by disaster. The items to be distributed are based on their lack of availability for survivors to local commercial supplies, availability in the commercial market for disaster response organizations, and the disaster-caused needs of those affected. Often emergency supplies are listed by four categories:

- **Life Sustaining:** food, water, non-prescription medicine, and first aid kits
- **Comfort:** Hygiene Kits including items such as toothpaste, towels, wash cloth, soap, and toothbrush.
- **Clean-up:** Shovels, rakes, bleach, gloves, cleaning detergents, buckets, mops, trash bags
- **Other Essential Supplies:** shovels, masks, gloves, lanterns, lantern fuel, tents and sheeting, sleeping bags, household kits, cots, blankets, cooking kits, comfort kits, household pet and service animal needs, and clean-up kits (detergents, bucket, sponges, mop, trash bags, disposable gloves)

Tools and Resources:

- *CUSI-SL Catalog*

    Contains listings of Infant/Toddler (I/T), Durable Medical Equipment (DME) and Consumable Medical (CMS) supplies that are bundled in kits, or can be ordered by individual item, to be available to support a State's request for needed supplies at shelters and other congregate settings.

- ***IS-26, Guide to Points of Distribution***

  Emergency Management Institute, Independent Study (IS) Course on Points of Distribution. The website is listed on the Links to MC/EA Documents located in Module 1.

- ***Multi-Agency Distribution of Emergency Supplies Plan Template***

  The purpose of this template is to supplement a jurisdiction's Emergency Operations Plan and/or Mass Care Annex. It is intended to provide guidance and suggested procedures for a jurisdiction to consider during the development of a Distribution of Emergency Supplies Plan that focuses on their role in managing and/or supporting the distribution of emergency supplies. Additionally, the plan should address the roles and responsibilities of the Distribution of Emergency Supplies Task Force (DESTF).

Delivery Sites:

- Points of Distribution (POD)
- Congregate Care Facilities
- Mobile Delivery
- State-designated Distribution Sites

Visual 20: <u>Reunification Services</u>

Why might Reunification Services be Important?

Why might reunification services be important?

Reunification services provide mechanisms that help displaced disaster survivors, including children, reestablish contact with family and friends. This service is critical for the personal reconnection of disaster survivors and their relatives, who may otherwise have limited means to communicate and reunify because of conditions after a disaster.

States can help constituents who are separated from family and friends by developing and implementing a comprehensive and integrated reunification services program. Services should include mechanisms for communication and actual physical reunification, especially for missing and unaccompanied children.

Visual 21:   <u>Reunification Services Support</u>

MC/EA Role	Tools & Resources	Delivery Sites
Provide systems and mechanisms to allow individuals that are separated to contact one another. Facilitate the reunification of children with parents or guardians	- National Emergency Family Registry and Locator System (NEFRLS) - National Center for Missing and Exploited Children (NCMEC) – - National Emergency Child Locator Center (NECLC) - Unaccompanied Minors Registry (UMR) - Team Adam - Red Cross "Safe and Well" program Social Network Sites - Reunification Services Planning Template	Any disaster service/location (should be accessible, available online or by phone)

The responsibility of the MC/EA Coordinator is to provide support and coordination of people seeking to reunify with families and friends. Systems and mechanisms that can assist individuals separated by the disaster to contact one another and facilitate the reunification of children with parents or guardians. Reunification can be supported at different sites including: shelters, libraries, and/or disaster recovery centers as long as there is telephonic and/or internet capability.

 Tools and Resources:

- ***Multi-Agency Reunification Services Planning Template***

    The template addresses the various systems e.g.: Safe and Well, Facebook Safety Check, Local and State Reunification and Tracking Systems, National Center for Missing & Exploited Children (NCMEC), and National Emergency Family Registry and Locator System (NEFRLS).

- ***Red Cross "Safe and Well" Program***

    The Red Cross has a registry tool that allows individuals to enter identifying information and to create "safe and well" messages for friends and family who

may be looking for them. The system is accessed from the American Red Cross Web site (https://safeandwell.communityos.org/cms/index.php).

- *Social Media/Social Network Sites*

    Social Media is the cornerstone of reunification in all but the most catastrophic disaster in today's society. The proliferation of devices that allow people to communicate with each other through a variety of applications, often already part of everyday life, enables "self-reunification". It has become an almost automatic process wherein people communicate with their families and friends using social media. The limitation of depending on this electronic means of communication is the reliance on Wi-Fi, cellular data and systems, and the internet to provide connectivity.

    These systems will become vulnerable during disasters and the MC/EA Coordinator and team may need to address this shortfall. For instance, shelters will need to provide access to these systems for survivors.

- *National Emergency Family Registry and Locator System (NEFRLS)*

    NEFRLS is a Congressionally-mandated safe and secure web-based registration system that collects personal information to assist in reuniting families displaced as a result of a Presidentially declared disaster or emergency. State resources are not required to maintain, upgrade, use, or manage the system. The system may be activated upon request by a State, at no cost to the State, following a disaster declaration, and operates on a 24/7 basis once activated.

- *National Center for Missing and Exploited Children (NCMEC)*

    - National Emergency Child Locator Center (NECLC)
    - Unaccompanied Minors Registry (UMR)
    - Team Adam

Visual 22:   People with Disabilities and Others with Access and Functional Needs

Support individuals to maintain independence in congregate care settings and when receiving MC/EA services

People with disabilities and others with access and functional needs means providing support to individuals so that they can maintain their independence in congregate care settings and when receiving MC/EA services.

Visual 23: People with Disabilities and Other Access and Functional Needs

MC/EA Role

Identify the resources and provide support that individuals need to maintain independence while receiving mass care activities, including sheltering, feeding, and distribution of emergency supplies

Tools & Resources

Functional Needs Support Guidance Commonly Used Shelter Items & Services Listing (CUSI & SL) Catalog Personal Assistance Services (PAS) Contract The American with Disabilities Act and its amendments make it mandatory that all facilities not only be accessible to everyone, but also require that reasonable accommodations to meet individuals' needs be made in order that they may maintain their independence.

Delivery Sites

All (MC/EA) sites where mass care services are provided. Regardless of what MC/EA activity we discuss: *Emergency management staff in all jurisdictions has a fundamental responsibility to consider the needs of all members of the whole community, including children; individuals with disabilities and others with access and functional needs; those from religious, racial and ethnically diverse backgrounds; and people with limited English proficiency. (NRF, May 2013)*

It is important to remember that all services available for the general population need to be available for all individuals, which means equal access to programs, physical access to facilities, and effective communication systems.

Children and Disasters

Children represent approximately 25% of our nation's population, and their specific needs (different than the general population) must continue to be identified and addressed throughout all planning and guidance documents.

It is recommended that individuals responsible for Mass Care planning and services recognize "children and children with access and functional needs" specifically, rather than including them with the overall population. Specific needs related to Mass Care "response" include, but are not limited to:

- Evacuation and sheltering for all children and families, to include those with access and functional needs and/or medical needs
- Inclusion of Infant and toddler supplies, durable medical equipment and consumable medical supplies
- Emotional/mental health needs, to include bereavement counseling
- Reunification with family members or guardians

Resources:

The following two documents are listed on the Links to MC/EA Documents located in Module 1.

- ***Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelters***

  The purpose of this document is to provide planning guidance that can be incorporated into existing shelter plans to State emergency managers and shelter planners to meet access and functional needs in general population shelters. This document provides guidance to assist emergency managers and shelter planners in understanding the requirements related to sheltering children and adults with functional support needs in general population shelters. Functional Needs Support Services (FNSS) and the guidance provided are designed to assist in the planning and resourcing of sheltering operations whether government, NGO, faith- or private-based to meet the access and functional needs of children and adults.

  These guidelines identify methods of achieving a lawful and equitable program through the delivery of FNSS for children and adults.

- ***CUSI-SL Catalog, March 2013***

  The Catalog is an excellent resource for items that may be needed in a congregate care facility:

  - Commonly used Sheltering Items
  - Infant and Toddler supplies (I/T)
  - Consumable Medical Supplies (CMS)
  - Durable Medical Equipment (DME).

  Many items can be ordered as "kits" or as individual items. The Catalog also includes services associated with some of the items, e.g. Port-o-Potties and their cleaning requirements

- ***Personal Assistance Services***

  Personal Assistance Services are formal and informal services usually provided by paid personnel, friends, family members and volunteers that enable children and adults to maintain their independence outside of an institutional setting.

  In a congregate shelter, when the person that normally provides assistance is not available, personal assistance services will still be required in order to maintain the usual level of independence. These services may include: care for oneself such as grooming, eating, bathing, toileting, dressing and undressing, walking, transferring (moving to or from a wheelchair to cot); maintaining health and safety; and assistance taking medications, communicating or accessing programs and services.

- **IS-368: Including People with Disabilities & Others with Access & Functional Needs in Disaster Operations**

The purpose of this course is to increase awareness and understanding of the need for full inclusion of disaster survivors and FEMA staff who are people with disabilities, and people with access and functional needs. The course provides an overview of disabilities and access and functional needs and explains how disaster staff can apply inclusive practices in their disaster assignments.

It is important to note that facilities must meet the Americans with Disabilities Act regulations as listed in the Functional Needs Support Services Guidance (FNSS) and on the Department of Justice web site (https://www.justice.gov/publications)

Visual 24: Household Pets and Service Animals

Many owners will not evacuate without their animals

Household Pets and Service Animals

Many owners will not evacuate without their animals.

Household pet and service animal support is about people and their pets, not people and pets separately as previously practiced.

According to the American Veterinary Medical Association (AVMA), 67% of U.S. households own household pets; of those households with pets, 44% own more than one animal.

The MC/EA role in providing household pet and service animal support is supporting the needs of individuals with household pets and service animals during evacuation, rescue, and coordination of veterinary care.

Household pet and service animal support includes providing technical assistance to aid in addressing the needs of owners and their household pets and service animals during an incident.

Visual 25:   Household Pets and Service Animals Support

Many owners will not evacuate without their animals

MC/EA Role

Support the needs of individuals with household pets and service animals during evacuation, rescue and congregate care activities (e.g., sheltering, feeding, and distribution of emergency supplies) and coordination of veterinary care

Tools & Resources

- Developing and Maintaining Emergency Operations Plan (CPG 101)
- National Shelter System(s) [NSS]
- Commonly Used Shelter Items & Services Listing (CUSI & SL) Catalog
- TBD: Commonly Used Pet Items (CUPI) List

Delivery Sites

- Congregate Care Facilities
- Emergency Household Pet Shelters
- Reception Processing Sites
- Search and Rescue

  - Staging Area
  - Collection Points

Household Pets and Service Animals Support

Role

While the Stafford Act has created new authorities for FEMA regarding household pets and service animals, the responsibility for planning, and execution of response and recovery actions to ensure evacuation, rescue and care of household pets is primarily a State/Territory role (or jurisdictionally dependent – e.g., in Texas, evacuation and sheltering of household pets is a local/county responsibility).

While we refer to the Household Pets Support activities, we need to note this activity must also address issues/needs relevant to needs of service animals and their owners (or the person the animal serves) throughout all phases of disaster operations as well. Support the needs of individuals with household pets and service animals during evacuation, rescue and congregate care activities (e.g., sheltering, feeding, and distribution of emergency supplies) and coordination of veterinary care.

Service Animals

Note: we did not mention Service Animals in this context, because the ADA mandates that these animals remain with a person with a disability through all phases of disaster response and recovery. Mass Care providers should consider how they may need to collaborate to address a service animal's needs (feeding, veterinary care, routine exercise) within a general population shelter.

Delivery Sites

- **Emergency Household Pet Shelters:**

    There are three types of household pet shelters:

  - Cohabitation within the general population shelter
  - Collocated Household pet shelter located in reasonable proximity to a general population shelter
  - Standalone shelter located at some distance from the general population shelter

- **Mass Evacuation**

    Rescue and evacuation staging areas, embarkation, debarkation and reception processing centers.

Tools and Resources:

- *Response Organizations:*
  - National Animal Rescue and Shelter Coalition (NARSC) including:
  - American Society for Prevention of Cruelty to Animals (ASPCA)
  - American Veterinarian Medical Association (AVMA)
  - Pet Finder Foundation
  - PetSmart Charities
  - Red Rover
  - National Shelter System(s) [NSS]
  - Commonly Used Shelter Items and Services Listing (CUSI and SL) Catalog
  - TBD: Commonly Used Pet Items (CUPI) List

- *Developing and Maintaining Emergency Operations Plans,* CPG 101, November 2010. Excellent planning document that addresses household pet planning requirements and contains check lists for household pet support.
- **USDA, Animal and Plant Health Inspection Services** (USDA-APHIS) is the federal agency that provides technical assistance to states and FEMA on issues related to Household Pets and Service Animals (HPSA).

- **Animal Response and Support Organizations:** A listing of animal and support organizations are included in the *Links to MC/EA Documents* located in Module 1.

Visual 26: <u>Mass Evacuee Support</u>

Mass Care/Emergency Assistance <u>provides</u> congregate care for evacuees and tracking support for government assisted evacuees. Mass Care/Emergency Assistance <u>does not</u> coordinate the physical evacuation of individuals…

Mass Evacuee Support

Localized evacuations, such as those occurring as a consequence of a small hazardous materials event, are largely handled by local police and fire departments. As they grow in scope, however, the governor is placed in a position to exercise his or her authority.

Although some states have developed detailed hazard-specific plans for evacuation—such as in hurricane zones, wildfire areas, and Emergency Protections Zones (EPZs) surrounding nuclear power plants—a number of communities do not have plans that are well-coordinated with neighboring towns and states or that use common evacuation terminology or procedures.

MC/EA supports evacuees with mass care services and congregate care and tracking support for government assisted evacuees. MC/EA *does not* provide for the physical evacuation of individuals. This is an important distinction.

Visual 27: <u>Mass Evacuee Support</u>

MC/EA Role

The provision of congregate care support and the registering and tracking of evacuees.

Tools & Resources

- National Mass Evacuation Tracking Systems (NMETS)
- NMETS Field Operations Guide

Delivery Sites

- Affected/impacted areas
  - Points of Embarkation and Debarkation
  - Reception Processing Sites (RPS)
- Host Jurisdictions

Visual 28: Additional MC/EA Programs

- **Nonconventional/Transitional Sheltering**

- **Temporary Roof Repair (Blue Roof)**

- **Rapid Repair**

Additional MC/EA Programs

These programs are often referred to as alternate sheltering programs as they assist with the depopulation of congregate shelters, allow families to remain together and have more privacy than in a general population shelter. They originated as "ad hoc" programs during large disasters.

 These programs are initiated only during Presidentially-declared disasters. They provide a transition for disaster survivors between MC/EA and Housing programs.

 The programs are funded through Section 403 of the Stafford Act; however, in addition to emergency protective actions, there must be a Declaration of Major Disaster that includes both Public Assistance and Individual Assistance. As the programs are funded under Section 403, there is a cost share to the affected state.

Nonconventional/Transitional Sheltering

Provides resources and technical assistance in support of local, state, tribal, affected and host territory, and insular area governments and NGOs when traditional sheltering is not available or feasible or when the impact of the disaster is of such magnitude that extended shelter operations are required.

The terms nonconventional sheltering and transitional sheltering are often interchanged with regards to the definition.

FEMA defines a transitional shelter as: *A private or public facility for which, by design, a lease or minimum length of occupancy is not required and which provides an increased degree of privacy over a congregate shelter.*

Examples include hotels, motels, and other private lodging facilities as well as conference centers, retreats, camps dormitories, floating hotels, cruise ships, and/or berthing vessels to provide non-congregate sheltering to survivors.

FEMA also has a Transitional Sheltering Assistance (TSA) program that is intended to provide short-term lodging to those evacuees from identified areas who, after an evacuation, cannot return to their homes for an extended period of time, i.e., 5 -14 days. For the FEMA TSA program to be activated, there must be an Individual Assistance Declaration and the affected state must request the program.

Temporary Roof Repair (Operation Blue Roof)

Provides quick repairs to damaged roofs on private homes that allow residents to return to and remain in their own homes while making permanent repairs. For the Blue Roof program to be initiated there must be a Declaration of major disaster, Public Assistance Category B and Individual Assistance authorized. The program is for private residences only, repairs are not considered permanent, the individuals must be FEMA IHP registered and not eligible for the TSA program.

A positive feature of this program for jurisdictions is that based on the number of homes affected, the voluntary organizations can do the work and their volunteer hours can be used to help offset the state cost share for the program.

Rapid Repair

The program provides financial assistance to homeowners or landlords for the temporary emergency repairs to doors, windows and ingress/egress to Private residences. Rapid repair complements the "Blue Roof" program. The participants must be FEMA IHP registered and agree to forgo other forms of sheltering assistance; however, they do remain eligible for temporary housing assistance.

This program also supports the voluntary organizations doing the emergency repairs and the volunteer hours can be used to offset the state cost share for the program.

Additional information on these programs can be found both through the Individual Assistance and the Public Assistance branch personnel.

Visual 29:   <u>Voluntary Agency Liaison (VAL)</u>

Close coordination and collaboration with the VALs is critical for the success of MC/EA activities.

VALs identify and develop relationships with the voluntary organizations and MC/EA utilizes the organizations' capabilities to meet the needs of the community.

Voluntary Agency Liaison (VAL)

t is important to remember that MC/EA cannot do their job without the close coordination and collaboration and support of the Voluntary Agency Liaisons (VALs). VALs identify and develop relationships with the voluntary organizations and MC/EA utilizes the organizations' capabilities to meet the needs of the community.

Non-governmental organizations (NGOs) are a fundamental element of disaster preparedness, response and recovery. The VALs are continually supporting mass care by seeking out additional organizations and maintaining relationships with those organizations already providing MC/EA service delivery.

A listing of the National Voluntary Organizations Active in Disaster (National VOAD) can be found on the National VOAD web site and the link can be found in the *Links to MC/EA Documents* found in Module 1.

Visual 30: <u>Knowledge Check</u>

Which of the following is NOT one of the MC/EA activities provided by State governments in coordination the Whole Community

- Feeding
- Sheltering
- Distribution of Emergency Supplies
- Mass Evacuation Support
- Family Reunification Support
- Long-term Mental Health Services
- Access and Functional Needs Support
- Household Pets and Service Animal Support

Visual 31: <u>Summary</u>

This module provides a brief overview of the Mass Care/Emergency Assistance (MC/EA) support activities, using a consistent and flexible approach with many components involving the whole community in meeting the disaster-related needs of the affected population.

Handout 2-1: Sheltering Accessibility Considerations

Under the Americans with Disabilities Act, people with disabilities receive services, including emergency services in the most integrated setting. The "most integrated setting" is defined as "a setting that enables individuals with disabilities to interact with non-disabled persons to the fullest extent possible." Integrated settings are those that provide individuals with disabilities opportunities to live, work, and receive services in the greater community, like individuals without disabilities. Integrated settings are located in mainstream society; offer access to community activities and opportunities at times, frequencies and with persons of an individual's choosing; afford individuals choice in their daily life activities; and, provide individuals with disabilities the opportunity to interact with non-disabled persons to the fullest extent possible.

Successful shelter planning addresses the physical, program and effective communication accessibility requirements of individuals with disabilities, and also meets the access and functional needs of many other disaster survivors in need of shelter.

Integrated Physical Accessibility Layout Considerations

• Entrances • Permanent or Temporary Ramps • Bathing Facilities (Showers) • Toilets • Hygiene Stations • Drinking Fountains • Back-up power supply • Appropriate electrical outlets • Privacy screens	• Sleeping Space not segregated but strategically placed • Dining Area • Designated area for religious worship • Health Care Area • Recreation Area • Service Animal relief and exercise area • Household pet exercise area (optional)

Program Accessibility Considerations

• Child Care • Personal Assistance Services (PAS) • Interpreters • Transportation • First Aid • Household pets	• Computer capability • Wi-Fi • TTY telephone capability • Video Relay Interpreting (VRI) • Large Print Boards • Print and video information in alternate formats

Logistical Supplies

Consumable Medical Supplies (CMS)	Durable Medical Equipment (DME)
• Medications • Catheters • Wound Dressing Supplies • Incontinence Supplies • Oxygen • Feeding Tube Supplies	• Portable Ramp • Shower chair • Raised toilet seats • Crutches • Folding White Canes • Regular and quad Canes • Oxygen Tanks • Power wheelchair/Assistive device battery chargers • Bariatric equipment
Mobility Aids • Small, average and extra-large wheelchairs • Scooters • Lifts • Transfer boards • Universal accessibility cots • Walkers	**Other Supplies** • Infant/Toddler requirements (formula, baby food, cribs, diapers, etc.) • Supplies to meet the needs of people with allergies and chemical sensitivities • Recreational Supplies (toys, books, magazines, TV with closed captioning capability, Basketballs, etc.)

Feeding

• Hydration (water, milk, coffee, etc.) • Snacks • Hot Meals • Reduced Sodium low-fat, sugar, dairy, gluten free meals	• Special Dietary requests including culturally sensitive meals (diabetic, reduced sodium) • Household Pet and Service Animal Food • Health Dept. Certified Kitchens • Flexible schedules to accommodate dietary needs

Transportation

• Paratransit Buses • Paratransit Vans	• Vehicles that are lift-equipped and/or ramped with wheelchair tie-downs • Vehicles with brackets to secure oxygen cylinders

Module 3: Steps in the Planning Process

Visual 1:   Module 3: The Steps in the Planning Process

MC/EA Planning and Operations Course
Module 3. The Steps in the Planning Process

Visual 2:   <u>Module Objectives</u>

- List the 6 steps in the Planning Process

    They are in Comprehensive Preparedness Guide (CPG) 101.

- Describe MC/EA planning considerations

    They include developing mission objectives, end states and tasks.

- Demonstrate how the planning process supports a Mass Care/Emergency Assistance response to disasters.

For us, planning means involving the whole community in all phases of a disaster: Preparedness, Prevention, Response, Recovery, and Mitigation.

Developing and maintaining Emergency Operations Plans, Comprehensive Preparedness Guide (CPG) 101, will be the primary resource used by participants to examine the steps in the planning process, and explain how the planning process supports a MC/EA disaster response. The document will be referred to as CPG 101.

It's important to understand that CPGs are generally only guidance. CPG 101, however, has been rather well established throughout the emergency management community as an "unofficial standard" for emergency operations planning. So while we rely on and broadly promote CPG 101 as primary guidance for developing plans, we recognize that stakeholders tailor planning efforts accordingly.

For more information, please go to the *Links to MC/EA Documents*, December 2014 for the web address for the CPG 101.

Visual 3:   <u>OPERATIONAL PHASES</u>

The operational phases shown on the visual are as follows:

Phase 1: Pre-incident

Phase 1a: Normal Operations: Prevention, Mitigation, Plans, Exercises, and Public Information

Phase 1b: Elevated Threat: Increased readiness and Coordinate threat information

Phase 1c: Credible Threat: Pre-position resources

The image then shows a thick vertical line between Phase 1: Pre-incident and Phase 2: Response indicating that an incident has occurred.

 Phase 2: Response

Phase 2a: Immediate Response: Activation and Mobilization, Protective Actions, Assessment, Determine Staging Areas, and Develop Support Plan

Phase 2b: Deployment: Deployment and Movement to Staging Areas

Phase 2c: Sustained Response: Employment

Phase 3: Recovery

Phase 3a: Short Term Recovery: Restoration

Phase 3b: Intermediate Recovery: Transition

Phase 3c: Long Term Recovery: Rebuilding

With the release of Presidential Policy Directive 8 (PPD-8): National Preparedness (PPD-8) and the National Preparedness Goal (NPG) that describes the Nation's approach to preparing for the threats and hazards that pose the greatest risk to the security of the United States, the planning priorities are on three operational phases: Pre-Incident, Response and Recovery.

Phase 1 - Pre-incident

Federal, state, local, tribal and territorial entities determine existing logistics and resource capabilities, develop all-hazards plans and procedures, and conduct training and exercises to validate existing plans.

 Phase 1a consists of three sub-phases, which range from steady-state operations to the positioning of resources prior to the occurrence of an incident. Actions taken during Phase 1 are focused on awareness, preparedness and protection.

During a notice incident, there may be an elevated threat (Phase 1b) and credible threat (Phase 1c) for which response actions must be taken and will be detailed in incident-specific annexes as warranted.

Phase 2 – Response

Consists of the immediate response, deployment of resources and personnel, and sustained response operations

Phase 3 - Recovery

Includes sustained recovery operations (e.g., re-population of the impacted area) and long-term recovery operations (e.g., transition to ongoing recovery and mitigation activities). In many incidents, no clear transition exists from one phase to the next, and phases may run concurrently.

An easy way to associate the three phases with the MC/EA activities is to look at them as:

- Phase 1—building capacity and capability
- Phase 2—supporting the response
- Phase 3—transitioning from the immediate response to recovery activities.

Understand that the phases may overlap at times.

Visual 4:   <u>Steps in the Planning Process</u>
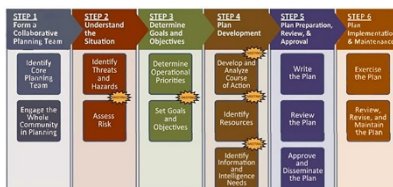
The 6 Steps in the Planning Process are:

1. Form a Collaborative Planning Team

       a. Identify Core Planning Team

       b. Engage the Whole Community in Planning

2. Understand the Situation

       a. Identify Threats and Hazards (Meeting)

       b. Assess Risk

3. Determine Goals and Objectives

       a. Determine Operational Priorities (Meeting)

       b. Set Goals and Objectives

4. Plan Development

       a. (Meeting) Develop and analyze Course of Action

       b. (Meeting) Identify Resources

       c. (Meeting) Identify Information and Intelligence Needs

5. Plan Preparation, Review and Approval

       a. Write the Plan

       b. Review the Plan

       c. Approve and Disseminate the Plan

6. Plan Implementation and Maintenance

       a. Exercise the Plan

       b. Review, Revise, and Maintain the Plan

The steps in the planning process described in CPG 101 can be found on page 4-1 in the document.

CPG 101 is a generic document that may be used by all jurisdictions, but for this training, the focus is on how the steps support the development of the State of Columbia Mass Care plan, annexes and appendices.

Visual 5:   Step 1: Form a Collaborative Planning Team

- Identify Core Planning Team
- Engage the Whole Community in Planning
- Key Considerations for Forming an MC/EA Planning Team
- Plan ahead
- Provide information about team expectations
- Ask the senior elected or appointed official to sign meeting announcements
- Allow flexibility in scheduling after the first meeting

Step 1: Form a Collaborative Planning Team

Forming the planning team is a critical part of the planning process. The goal of this step is to form a robust, collaborative planning team that consists of members representing the whole community who support the provision of MC/EA activities.

When forming a collaborative planning team, do the following:

Identify a Core Planning Team

Planning is best done by a multi-agency team that includes the whole community as we discussed in Module 2. It includes all levels of government, voluntary organizations, private sector and the general public.

One of the benefits of developing an inclusive planning team is to build relationships that will support coordination and collaboration during an actual event. Additionally, representatives from the community can either provide and/or support mass care activities, are knowledgeable about the characteristics of the population and can validate assumptions of public needs and capabilities.

Engage the Whole Community in Planning

Initially, the team should be small but inclusive, consisting of planners from the organizations that typically respond to disasters and/or emergencies. They form the core for the planning efforts. As the MC/EA plan matures, the core team expands to include other stakeholders.

Key Considerations for Forming an MC/EA Planning Team

Emergency planning is a team effort, because disaster response requires coordination from the whole community: public, private, nonprofit and government sectors. Therefore, the first step in emergency planning is identifying who (individuals and/or agencies) should be on the planning team. Key considerations include:

- The size and composition of the MC/EA planning team depends on the characteristics of the disaster, potential risks and the size of the jurisdiction.
- Incorporate full-time, part-time and volunteer personnel along with personnel from other local and State departments and agencies, and determine who can be an

active member and who can work in an advisory capacity. Potential departments and agencies to consider for providing MC/EA services include Aging, Family Services, Housing, Labor, Schools, Social Services, Volunteers, State Animal Rescue Teams, Department of Health and NGOs.

- At the very least, the MC/EA planning team should include members from all MC/EA activity areas. Potential departments and agencies should be evaluated to determine who is responsible for the following MC/EA activities. If it seems that the core planning group may be getting too large, consider establishing committees to address each of the activities that may possibly become the basis for task forces:
  - Sheltering
  - Feeding
  - People with Disabilities and Others with Access and Functional Needs
  - Household Pets and Service Animals
  - Distribution of Emergency Supplies
  - Reunification
  - Mass evacuee support

Plan ahead

Give the planning team plenty of notice of where and when planning meetings will be held.

Provide information about team expectations

Explain why it is important to the participants' agencies and how they will contribute to a more effective response.

Ask the senior elected or appointed official to sign meeting announcements

Directives from executive offices carry authority and send a clear signal that attendance is expected and that emergency planning is important to the community.

Allow flexibility in scheduling after the first meeting

Not all team members will need to attend all meetings. Some of the work can be completed by task forces or subcommittees.

Also, talk to some Emergency Managers from adjacent communities for input on how to gain and maintain interest in the planning process.

Consider using external facilitators.

Not all members of the core planning team may need to be active members during the planning process; they could act in an advisory role or as a reviewer based on their functional expertise.

Visual 6:   Activity 3-1: Forming a MC/EA Planning Team

- Use Handout 3-1: State of Columbia Profile
- Use the list of Whole Community Partners
- Use Handout 3-4: Forming a MC/EA Planning Team
- Identify whole community partners and what resources and/or technical guidance they might bring to the planning process for each MC/EA activity at your table
- Select someone to report out

Time: 15 minutes

Activity	Explain that the form can be used as a guide to identify whole community partners that can participate with planning for one or more of the Mass Care/Emergency Assistance (MC/EA) activities and the features.

Visual 7:   Step 2: Understand the Situation

- Identify Threats and Hazards
- Assess Risks
- Identify and Analyze Information Gathered

Step 2: Understand the Situation

With Steps 2 through 4 of the planning process, the problem-solving begins. The situation (problem) is the potential of a disaster that requires a MC/EA response and the solution is to build a capacity and capability that can effectively address the MC/EA required response. For instance, the jurisdiction may have enough shelter facilities, equipment, and staff for 72 hours. After that period of time, however, staff may not be available and the MC/EA Coordinator will need to plan how to continue these operations.

The terms "threats" and "hazards" are essentially synonymous and can be natural or man-made hazards.

Please take a moment and look at Table 4.1 in CPG 101 and the list of sample hazards in the back of the Participant Manual.

Visual 8:   Activity 3-2: Understand the Situation

- **Use Handout 3-1: State of Columbia Profile**
- **Use CPG 101**
- **Identify a Hazard/Threat that may occur in the State of Columbia**
- **What are the Risks**
- **Determine what information needs to be gathered and how it will be analyzed**
- **Work in table groups**
- **Select someone at each table to report out**

Time: 20 minutes

♪

Instructor
Note

Bring out if participants don't:

Possible hazards/threats:

- *Hurricane/tropical storm*
- *Storm surge/flooding coastal areas*
- *Avalanches/landslides*
- *River flooding*
- *Flash flooding*
- *Heat waves*
- *Snowfall/winter storms*
- *Freezing rain*
- *High winds from tropical weather events*
- *Nuclear attack*
- *Fire/wildfire*
- *Terrorism/bioterrorism*

Risks:

- *Hurricane*
- *Tropical storms*
- *Nor'easters*
- *Thunderstorms*
- *Tornadoes*

Other information:

- *Demographics*
- *Geography*
- *Infrastructure i.e., roadways and communication*

See Handout 3-1 for a list of declarations for the State of Columbia to support this analysis.

Visual 9:   Step 3: Determine Goals and Objectives

- Determine/identify Mission Objectives (formerly Operational Priorities)
- Describe End State (formerly Goals)
- Establish Tasks (formerly Measurable Objectives)
    - Tasks should be measurable (e.g., SMART)

Step 3: Determine Goals and Objectives

As a national planning system is developed and continues to expand on CPG 101 we will continue to revisions and clarification in terms.

One area where we have seen a revision is in the terminology of goals and objectives.

For this training we will use the following terms:

Mission Objectives (formerly Operational Priorities)

The mission objectives should be included in the jurisdiction's Emergency Operations Plan. Mission objectives identify the threats and the critical life sustaining actions necessary to protect the public. The mission objectives are supported by end states aligned to the operational phases (which we will review next).

End State (formerly Goals)

The end state for each operational phase defines a performance metric that each MC/EA partners can use to align plans and expectations in support of the missions objectives.

Tasks (formerly Measurable Objectives)

Tasks should be specific work activities that address how to achieve the end state in support of a specific mission objective. Tasks should be measurable (for example: Specific, Measureable, Attainable, Relevant and Time bound (SMART)).

The MC/EA Planning Worksheet is a tool developed to help support the mission objectives and end states with the identification and creation of underlying tasks. The

worksheets introduced here are a way to help the user adapt planning procedures in a more effective and efficient means….similar to a checklist.

The worksheets you just received are designed for each MC/EA activity defined in the National Response Framework ESF#6 Annex. The worksheet has end states for each operational phase and provides space to develop individual tasks in order to meet the end state. In addition, space is provided for identifying which agency or organization will have primary and secondary responsibilities for each task.

For example, for sheltering, the end state in Phase 1a: Normal Operations is personnel will be trained, sheltering plans have been developed and reviewed, commodities have been procured and inventoried. The task to complete the "personnel trained" portion may be to deliver x number of shelter trainings on a continuous basis throughout the year. The American Red Cross may be the primary organization responsible for delivering the trainings and with The Salvation Army in a supporting role.

Visual 10:   Activity 3-3: Identify MC/EA Objectives and Tasks

- Use Handout 3-1: State of Columbia Profile
- Use Handouts for MC/EA Planning Worksheets
- Work with assigned activities per table
- Develop 2-3 tasks for one end state per activity for phases 1a, 1b and 1c and 2a in the Operational Phases
- Work in table groups
- Select someone at each table to report out

Time 20 minutes

Visual 11: <u>Step 4: Plan Development</u>

- Develop and Analyze Course of Action
- Identify Resources
- Identify Information and Intelligence Needs

Step 4: Plan Development

Develop and Analyze Course of Action

- Develop several courses of action to ensure an adequate response.
- As you review mission objectives the MC/EA Coordinator may need to adjust the end states and tasks. As a result it may require different courses of action to accomplish them. For example: a hurricane is approaching and the MC/EA Coordinator is ensuring that there are sufficient number of evacuation shelters open. However during this effort, a hazmat incident occurs and the coordinator now has to redirect trained staff in the jurisdiction and provide protective equipment. One of the first courses of action is to send trained shelter workers to the evacuation shelter will have to be adjusted to a new course of action where trained staff from outside the jurisdiction maybe required.
- Use either exercise or real event scenarios to guide the process.
- Using information gathered in Step 2, consider how an operation may progress to help identify required tasks and resources.

To help develop and adjust courses of action, please turn to the end of the module in the participant manual and let's review an example of a Course of Action Template that can be used as a job aid. A blank copy of the template is also included.

The template is designed as a systematic way of finding a solution or course of action for an issue or end state and task. The first step is to document what is the mission objective, end state and task. The next step is to define the present course of action and the intended outcomes. The second and third steps are exploring alternative ways to address the issue or course of action and documenting the benefits and risks of each. When the template is completed it provides a visual process map that can help the MC/EA Coordinator make adjustment(s) and/or "stay the course".

Identify Resources (Human and Material)

- What is the capability of the jurisdiction?
- Are there agreements with surrounding jurisdictions, private sector, NGOs?
- Identify where resources can be found and who can provide them.
- Determine how quickly resources can be deployed and operational.
- Identify the shortfalls

Identify Information and Intelligence Needs

Develop a checklist to support the MC/EA response. Use information gathered in Step 2: Understand the Situation and the sources for the information when putting together

the checklist. In Module 6 we will discuss how to use the information to develop a Common Operating Picture.

State THIRA and SPR's must be considered in this step. These two documents have a significant impact on the funding from the federal government the states. For more information go to State Preparedness Report (https://www.fema.gov/state-preparedness-report).

Sample Course of Action Template

Identify three courses of action

Task	Idea
State the Topic (List the Process/Function/Task that you are providing a COA for):	There is a leak in the dike
COA #1: Describe how we are currently doing business:	An individual is putting their finger in the dike to stop the leak
COA #1: Describe the atypical solution – in other words, what you would recommend as an alternative way of doing business that might improve our processes:	Go to a hardware store and purchase a patch that could be placed over the leak
COA #3: Describe another possible alternative – this can either be another possible way of doing business or just act as a throw away option that points to obvious limitations or restrictions:	Call the Corps of Engineers and ask for professional advice on fixing the leak
Additional Comments concerning this COA:	The first two COAs are not really valid alternatives for any period of time

Blank Course of Action Template

Identify three courses of action

Task	Idea
State the Topic (List the Process/Function/Task that you are providing a COA for):	

Task	Idea
COA #1: Describe how we are currently doing business:	
COA #1: Describe the atypical solution – in other words, what you would recommend as an alternative way of doing business that might improve our processes:	
COA #3: Describe another possible alternative – this can either be another possible way of doing business or just act as a throw away option that points to obvious limitations or restrictions:	
Additional Comments concerning this COA:	

Visual 12: <u>Step 5: Plan Preparation, Review, and Approval</u>

- **Write the Plan**
- **Review the Plan**
- **Approve and Disseminate the Plan**

Step 5: Plan Preparation, Review, and Approval

A plan is not written until after the first four steps in the planning process are completed. Sometimes people become anxious or in a hurry to meet a deadline and write the plan first. Then they attempt to do the other steps and back fill and/or do nothing at all. Doing it this way will lead to erroneous objectives, end states, tasks and courses of action and in the end it may lead to a lack of life sustaining MC/EA services and support.

Step 5: Plan Preparation, Review, and Approval

Write the Plan

Keep the language simple, be concise and clear. Use:

- Checklists
- Maps
- Flow Charts
- Format should be consistent with the other jurisdictional plans

Review the Plan

- For adequacy
- Feasibility
- Completeness
- Compliance
- Have the planning team and any other stakeholder mentioned in the plan review, comment and concur

Approve and Disseminate the Plan

Approval authorities include:

- Chief elected officials
- Agencies and organizations tasked with implementing the plan

Visual 13:   Step 6: Plan Implementation & Maintenance

- Exercise the Plan
- Review, Revise and Maintain the Plan

Step 6: Plan Implementation and Maintenance

Exercise the Plan

- This can be accomplished in a number of ways: drill, functional, table top, full-scale exercise and/or a response to a real event
- At the end of the exercise or after a real event, be sure to have after action meetings. These can be quick "Hot Washes" at the end and then an opportunity to provide written comments
- After the feedback is analyzed, be sure to update the Plan

Exercises are a great way to support training individuals on the total plan as well as within the function they will be operating.

Exercise Resources

- Emergency Management Institute (EMI) has IS courses on Exercise Design and Evaluation:

  - IS-120.A: Introduction to Exercises
    (http://training.fema.gov/is/courseoverview.aspx?code=IS-120.a)
  - IS-130: Exercise Evaluation and Improvement Planning
    (http://training.fema.gov/is/courseoverview.aspx?code=IS-130)

Review, Revise and Maintain the Plan

At a minimum, review the plan on an annual basis, but always after an event, exercise, or when new guidance is released. Additionally as elected leadership changes, the plan needs to be updated and reviewed.

Other considerations for revising your plan are any After Action Reports (AARs) that are created for events in your jurisdiction. AARs and "lessons learned" should also be examined for events that occur in other places in the country or world that are the result of like hazards in your state. Final areas that must be considered are any law suits that impact areas of your MCEA preparedness and response, either directly or indirectly. Recent court cases regarding disabilities and access and functional needs are having significant impacts on plans, policies and procedures of governments in the United States.

Visual 14: <u>Summary</u>

- Steps in the Planning Process
- Mass Care/Emergency Assistance Planning Considerations
- How the Planning Process Supports a Mass Care/Emergency Disaster Response

Summary

As you learned, there are six steps in the planning process. We've covered mass care/emergency assistance planning considerations and how the planning process supports a mass care/emergency disaster response.

Summary

Step 1 involves establishing a Core Planning Team that is inclusive of the whole community who will be tasked with developing the plan.

Steps 2-4 are the core of the planning process, the key considerations and where the problem solving process occurs. The MC/EA Coordinator will review their Threat Hazard Identification and Risk Assessment (THIRA) and jurisdictional demographics in order to develop the end states and tasks.

Step 5 includes writing and reviewing the MC/EA annex to the jurisdictions Emergency Operations Plan.

Step 6 is where the plan is exercised (including training responders accordingly), implemented for use on the next incident in the jurisdiction, maintained and revised.

The end result is a plan that is designed in collaboration with MC/EA partners and tested to support a MC/EA response.

Developing and Maintaining Emergency Operations Plans Comprehensive Preparedness Guide (CPG) 101 Version 2.0 November 2010

Use the link for access to

[Developing and Maintaining Emergency Operations PlansComprehensive Preparedness Guide (CPG) 101](https://www.fema.gov/media-library-data/20130726-1828-25045-0014/cpg_101_comprehensive_preparedness_guide_developing_and_maintaining_emergency_operations_plans_2010.pdf) Version 2.0 November 2010 (https://www.fema.gov/media-library-data/20130726-1828-25045-0014/cpg_101_comprehensive_preparedness_guide_developing_and_maintaining_emergency_operations_plans_2010.pdf)

Handout 3-4: Forming a MC/EA Planning Team

Identify whole community partners that can participate with planning for one or more of the Mass Care/Emergency Assistance (MC/EA) activities:

A. Sheltering

B. Feeding

C.   Access and Functional Needs Support

D. Household Pets and Service Animals Support

E.   Distribution of Emergency Supplies

F.   Reunification

G. Mass Evacuation Support

Whole Community Partner	Resource and/or Technical Guidance	A	B	C	D	E	F	G

Whole Community Partner	Resource and/or Technical Guidance	A	B	C	D	E	F	G

Handout 3-5: Potential Members of the Planning Team

Individuals/Organizations	What They Bring to the Planning Team
Senior Official (elected or appointed) or designee	• Support for the homeland security planning process • Government intent by identifying planning goals and essential tasks • Policy guidance and decision-making capability • Authority to commit the jurisdiction's resources
Emergency Manager or designee	• Knowledge about all-hazard planning techniques • Knowledge about the interaction of the tactical, operational and strategic response levels • Knowledge about the prevention, preparedness, response, recovery and mitigation strategies for the jurisdiction • Knowledge about existing mitigation, emergency, continuity and recovery plans
Emergency Medical Services (EMS) Director or designee	• Knowledge about emergency medical treatment requirements for a variety of situations • Knowledge about treatment facility capabilities • Specialized personnel and equipment resources • Knowledge about how EMS interacts with the Emergency Operations Center and incident command

Individuals/Organizations	What They Bring to the Planning Team
Fire Services Chief or designee	• Knowledge about fire department procedures, on-scene safety requirements, hazardous materials response requirements, and search-and-rescue techniques • Inspection of congregate care facilities • Knowledge about the jurisdiction's fire-related risks • Specialized personnel and equipment resources
Law Enforcement Chief or designee	• Knowledge about police department procedures; on-scene safety requirements; local laws and ordinances; explosive ordnance disposal methods; and specialized response requirements, such as perimeter control and evacuation procedures • Knowledge of congregate care facility security requirements • Knowledge about the prevention and protection strategies for the jurisdiction • Knowledge about fusion centers and intelligence and security strategies for the jurisdiction • Specialized personnel and equipment resources
Public Works Director or designee	• Knowledge about the jurisdiction's road and utility infrastructure • Specialized personnel and equipment resources
Public Health Officer or designee	• Records of morbidity and mortality • Knowledge about the jurisdiction's surge capacity • Understanding of the special medical needs of the community • Knowledge of safe food handling requirements • Knowledge about historic infectious disease and syndromic surveillance • Knowledge about infectious disease sampling procedures

Individuals/Organizations	What They Bring to the Planning Team
Hazardous Materials Coordinator	• Knowledge about hazardous materials that are produced, stored, or transported in or through the community • Knowledge about U.S. Environmental Protection Agency (EPA), Occupational Safety and Health Administration (OSHA), and U.S. Department of Transportation (DOT) requirements for producing, storing, and transporting hazardous materials and responding to hazardous materials incidents
Hazard Mitigation Specialist	• Knowledge about all-hazard planning techniques • Knowledge of current and proposed mitigation strategies • Knowledge of available mitigation funding • Knowledge of existing mitigation plans
Transportation Director or designee	• Knowledge about the jurisdiction's road infrastructure • Knowledge about the area's transportation resources • Familiarity with the key local transportation providers • Specialized personnel resources
Agriculture Extension Service	• Knowledge about the area's agricultural sector and associated risks (e.g., fertilizer storage, hay and grain storage, fertilizer and/or excrement runoff)
School Superintendent or designee	• Knowledge about school facilities • Knowledge about the hazards that directly affect schools • Specialized personnel and equipment resources (e.g., buses) • Knowledge of the U.S. Department of Agriculture (USDA) school lunch program
Social services agency representatives	• Knowledge about Access and Functional Needs support requirements

Individuals/Organizations	What They Bring to the Planning Team
Regional FEMA Representatives	• Knowledge about specialized personnel and equipment resources that could be used in an emergency • Facility security and response plans (to be integrated with the jurisdiction's Emergency Operations Plan [EOP]) • Knowledge of the planning principles and resources available to support a State
Non-Government Organizations (NGOs) (includes members of National VOAD [Voluntary Organizations Active in Disaster]), faith-based and community organizations	• Knowledge about specialized resources that can be brought to bear in an emergency • Lists of shelters, feeding centers and distribution centers • Knowledge about populations that have access and functional needs support • Knowledge of cultural and other unique community considerations
Private Sector	• Knowledge about hazardous materials that are produced, stored and/or transported in or through the community • Facility response plans (to be integrated with the jurisdiction's EOP) • Knowledge about specialized facilities, personnel and equipment resources that could be used in an emergency • Knowledge of the local businesses and what they can offer to support Mass Care/Emergency Assistance (MC/EA) activities
Amateur Radio Emergency Service (ARES)/Radio Amateur Civil Emergency Services (RACES) Coordinator	• List of ARES/RACES resources that can be used in an emergency to support MC/EA response at shelters, feeding sites, distribution sites, etc.
Utility representatives	• Knowledge about utility infrastructures • Knowledge about specialized personnel and equipment resources that could be used in an emergency
Veterinarians/animal shelter representatives	• Knowledge about the special response needs for animals, including livestock

Handout 3-6 Sheltering Planning Worksheet

Phase 1: Pre-Incident 1.a (Normal Operations) 1.b (Elevated Threat) and 1.c (Credible Threat)

Phase 1a: Normal Operations

End State: Personnel have been trained, Sheltering Plans have been developed and reviewed, commodities have been procured and inventoried

Task	Primary Agency	Supporting Agency

Phase 1b: Elevated Threat

End State: Plans have been updated and revised based on the current situation. Stakeholders have been incorporated into the planning efforts

Task	Primary Agency	Supporting Agency

Phase 1c: Credible Threat (Notice Event)

End State: Identify anticipated sheltering support needs and resource requirements, in coordination with the whole community

Task	Primary Agency	Supporting Agency

Phase 2: Response 2a: Immediate Response; 2b: Deployment; 2c: Sustained Response

2a: Immediate Response (No Notice Event)

End State: Based on preliminary situational reports, partners have been alerted and material resources have been identified to support the sheltering requirements, in close coordination with whole community partners

Task	Primary Agency	Supporting Agency

2b: Deployment

End State: Sheltering requirements are analyzed, prioritized and deployed to support the affected area

Task	Primary Agency	Supporting Agency

2c: Sustained Response

End State: Life sustaining services have been provided in close coordination with whole community partners

Task	Primary Agency	Supporting Agency

Phase 3: Recovery; 3a: Short Term Recovery

3a: Short Term Recovery

End State: Plans are developed to transition congregate sheltering to non-congregate sheltering

Task	Primary Agency	Supporting Agency

Handout 3-7 Feeding Planning Worksheet

Operational Phase, End State, Task, Primary and Supporting Agencies
MC/EA Feeding

Phase 1: Pre-Incident 1.a (Normal Operations) 1.b (Elevated Threat) and 1.c (Credible Threat)

Phase 1a: Normal Operations

End State: Personnel have been trained, Sheltering Plans have been developed and reviewed, commodities have been procured and inventoried

Task	Primary Agency	Supporting Agency

Phase 1b: Elevated Threat

End State: Plans have been updated and revised based on the current situation. Stakeholders have been incorporated into the planning efforts

Task	Primary Agency	Supporting Agency

Phase 1c: Credible Threat (Notice Event)

End State: Identify anticipated sheltering support needs and resource requirements, in coordination with the whole community

Task	Primary Agency	Supporting Agency

Phase 2: Response 2a: Immediate Response; 2b: Deployment; 2c: Sustained Response

2a: Immediate Response (No Notice Event)

End State: Based on preliminary situational reports, partners have been alerted and material resources have been identified to support the sheltering requirements, in close coordination with whole community partners

Task	Primary Agency	Supporting Agency

2b: Deployment

End State: Sheltering requirements are analyzed, prioritized and deployed to support the affected area

Task	Primary Agency	Supporting Agency

2c: Sustained Response

End State: Life sustaining services have been provided in close coordination with whole community partners

Task	Primary Agency	Supporting Agency

Phase 3: Recovery; 3a: Short Term Recovery

3a: Short Term Recovery

End State: Plans are developed to transition congregate sheltering to non-congregate sheltering

Task	Primary Agency	Supporting Agency

Handout 3-8 Distribution of Emergency Supplies

Planning Worksheet

Operational Phase, End State, Task, Primary and Supporting Agencies
MC/EA Distribution of Emergency Supplies

Phase 1: Pre-Incident 1.a (Normal Operations) 1.b (Elevated Threat) and 1.c (Credible Threat)

Phase 1a: Normal Operations

End State: Personnel have been trained, Sheltering Plans have been developed and reviewed, commodities have been procured and inventoried

Task	Primary Agency	Supporting Agency

Phase 1b: Elevated Threat

End State: Plans have been updated and revised based on the current situation. Stakeholders have been incorporated into the planning efforts

Task	**Primary Agency**	Supporting Agency

Phase 1c: Credible Threat (Notice Event)

End State: Identify anticipated sheltering support needs and resource requirements, in coordination with the whole community

Task	**Primary Agency**	Supporting Agency

Phase 2: Response 2a: Immediate Response; 2b: Deployment; 2c: Sustained Response

2a: Immediate Response (No Notice Event)

End State: Based on preliminary situational reports, partners have been alerted and material resources have been identified to support the sheltering requirements, in close coordination with whole community partners

Task	Primary Agency	Supporting Agency

2b: Deployment

End State: Sheltering requirements are analyzed, prioritized and deployed to support the affected area

Task	Primary Agency	Supporting Agency

2c: Sustained Response

End State: Life sustaining services have been provided in close coordination with whole community partners

Task	Primary Agency	Supporting Agency

Phase 3: Recovery; 3a: Short Term Recovery

3a: Short Term Recovery

End State: Plans are developed to transition congregate sheltering to non-congregate sheltering

Task	Primary Agency	Supporting Agency

Handout 3-9: Reunification Planning Worksheet

Operational Phase, End State, Task, Primary and Supporting Agencies

MC/EA Reunification

Phase 1: Pre-Incident 1.a (Normal Operations) 1.b (Elevated Threat) and 1.c (Credible Threat)

Phase 1a: Normal Operations

End State: Personnel have been trained, Sheltering Plans have been developed and reviewed, commodities have been procured and inventoried

Task	Primary Agency	Supporting Agency

Phase 1b: Elevated Threat

End State: Plans have been updated and revised based on the current situation. Stakeholders have been incorporated into the planning efforts

Task	Primary Agency	Supporting Agency

Phase 1c: Credible Threat (Notice Event)

End State: Identify anticipated sheltering support needs and resource requirements, in coordination with the whole community

Task	Primary Agency	Supporting Agency

Phase 2: Response 2a: Immediate Response; 2b: Deployment; 2c: Sustained Response

2a: Immediate Response (No Notice Event)

End State: Based on preliminary situational reports, partners have been alerted and material resources have been identified to support the sheltering requirements, in close coordination with whole community partners

Task	Primary Agency	Supporting Agency

2b: Deployment

End State: Sheltering requirements are analyzed, prioritized and deployed to support the affected area

Task	Primary Agency	Supporting Agency

2c: Sustained Response

End State: Life sustaining services have been provided in close coordination with whole community partners

Task	Primary Agency	Supporting Agency

Phase 3: Recovery; 3a: Short Term Recovery

3a: Short Term Recovery

End State: Plans are developed to transition congregate sheltering to non-congregate sheltering

Task	Primary Agency	Supporting Agency

Handout 3-10: Mass Evacuation Planning Worksheet

Operational Phase, End State, Task, Primary and Supporting Agencies

MC/EA Mass Evacuation Support

Phase 1: Pre-Incident 1.a (Normal Operations) 1.b (Elevated Threat) and 1.c (Credible Threat)

Phase 1a: Normal Operations

End State: Personnel have been trained, Sheltering Plans have been developed and reviewed, commodities have been procured and inventoried

Task	Primary Agency	Supporting Agency

Phase 1b: Elevated Threat

End State: Plans have been updated and revised based on the current situation. Stakeholders have been incorporated into the planning efforts

Task	Primary Agency	Supporting Agency

Phase 1c: Credible Threat (Notice Event)

End State: Identify anticipated sheltering support needs and resource requirements, in coordination with the whole community

Task	Primary Agency	Supporting Agency

Phase 2: Response 2a: Immediate Response; 2b: Deployment; 2c: Sustained Response

2a: Immediate Response (No Notice Event)

End State: Based on preliminary situational reports, partners have been alerted and material resources have been identified to support the sheltering requirements, in close coordination with whole community partners

Task	Primary Agency	Supporting Agency

2b: Deployment

End State: Sheltering requirements are analyzed, prioritized and deployed to support the affected area

Task	Primary Agency	Supporting Agency

2c: Sustained Response

End State: Life sustaining services have been provided in close coordination with whole community partners

Task	Primary Agency	Supporting Agency

Phase 3: Recovery; 3a: Short Term Recovery

3a: Short Term Recovery

End State: Plans are developed to transition congregate sheltering to non-congregate sheltering

Task	Primary Agency	Supporting Agency

Module 4: Mass Care/Emergency Assistance Operational Support

Visual 1:   Module 4. MC/EA Operational Support

Mass Care/Emergency Assistance Planning and Operations Course
Module 4. MC/EA Operational Support

Visual 2:   <u>**Module Objectives**</u>

- Describe the benefits of a coordinated MC/EA response
- Describe the primary tasks required of a MC/EA Coordinator during a disaster response
- Demonstrate how to provide MC/EA operational support
- Determine the Scale of a Disaster
- Determine and revise MC/EA activity tasks

Module Objectives

In this module we'll cover the following objectives:

- Describe the benefits of a coordinated MC/EA response
- Describe the primary tasks required of a MC/EA Coordinator during a disaster response
- Demonstrate how to provide MC/EA operational support
- Determine the Scale of a Disaster
- Determine and revise MC/EA activity tasks

There is an expectation that when multiple jurisdictions are involved the State, or a higher level of government may coordinate the disaster response.

The roles and responsibilities of MC/EA Coordinators at all levels are very similar, but the capabilities are different. Communication and collaboration between all levels of government and public and private partners should always be open and ongoing.

Visual 3:   <u>Benefits of a Coordinated MC/EA Response</u>

- Promotes coordination, efficiency and effectiveness
- Reduces duplication and maximizes resources
- Integrates stakeholders in the process with a shared vision and ownership

A coordinated response to an event involves the whole community (government, nonprofit, private and public sectors)

Benefits of a Coordinated MC/EA Response

A coordinated response to an event includes the whole community (government, nonprofit, private and public sectors)

In the event that a disaster exceeds local resources (municipal, county/parish and/or regional), the affected jurisdictions will ask the State (or the next highest jurisdiction) for support. The State Mass Care Coordinator is responsible for coordinating and supporting the affected jurisdictions with their MC/EA resource requests in accordance with the State Emergency Operations Plan (EOP). In some states, this may mean that the State Mass Care Coordinator assumes an operational role in providing that support.

States may be asked to support with technical assistance and/or human and material resources. As the Mass Care Coordinator, either at the jurisdictional or the State level, it is their responsibility to determine the required human and material resources for the MC/EA response. By involving the whole community in the planning phase, it promotes a shared vision and ownership by the stakeholders and helps to reduce duplication and maximize limited resources and leads to a coordinated and efficient response.

- Most states have a State Voluntary Organizations Active in Disaster (State VOAD) group and many local jurisdictions have local VOADs that collaborate during all phases of a disaster incident (prevention, preparedness, response, recovery and mitigation). The VOAD is able to identify the organizations able to assist with mass care/emergency assistance activities as they know their resource capabilities and shortfalls. This information reduces duplication and maximizes the limited resources available.
- The Mass Care Coordinator needs to encourage coordination and collaboration between the VOAD members, other participating NGOs, Private Sector and government. It is critical to implement a process that keeps the participating stakeholders informed and engaged, so that they can effectively contribute to the process. At times, this may mean adjusting roles and responsibilities of certain whole community participants.

Visual 4:   <u>Process to Support</u>
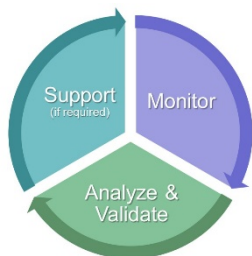
The MC/EA Coordinator and partners are responsible for: monitoring, analyzing, validating, and providing MC/EA support.

Monitor

- Gather data to contribute to situational awareness
- Gather relevant MC/EA data for reports to be disseminated within your Emergency Management organization
- Identify stakeholders (partners) and points of contact, and collect and share appropriate MC/EA data with them
- Receive and maintain awareness of specific requests for support from organizations providing MC/EA services

Analyze and Validate

- Information and data must be analyzed and validated to ensure accuracy and legitimacy. With the advent of social media and all other technological means of support, this may be difficult to validate
- Develop and maintain situational awareness of MC/EA activities
- Anticipate and/or identify resource requirements in coordination with other MC/EA stakeholders and the soon to be released National Incident Management System resource typing guidance (shelter, feeding, PODs and staffing)
- Validate the criticality of any requirement
- Prioritize among multiple MC/EA support requests, and recommend appropriate action
- Anticipate changes in MC/EA resource needs
- Analyze data, and compile and provide reports as required (e.g., MC/EA-specific reports, Emergency Support Function #6 (ESF #6) reports, situational reports, spot reports, etc.)

Provide Support

- You may be called on to provide and/or coordinate requests for resource support, technical assistance and general information sharing to/from the public and among the various organizations engaged in providing MC/EA services

- Possible parties to provide or who may request support include an individual or agency within the State/Commonwealth/Territory responsible for coordination and provision of MC/EA activities, nonprofit, private and public sectors

The process is a continuous loop. For instance, in a notice event, such as a hurricane, the MC/EA Coordinator and partners begin to monitor and track the potential paths of the storm and to make and/or use plans for future actions many days out. If the storm continues to develop, more plans need to be put in action, i.e.: putting shelters on alert and moving assets.

Visual 5:   <u>Response Options</u>

- Monitor and report
- Expanded coordination role

Depending on the scale of the event, which we'll discuss later in this module, the Mass Care Coordinator is expected to respond to a disaster by conducting one or both of the following response options:

- **Monitor and Report**

    The MC/EA Coordinator monitors and reports on the MC/EA response activities carried by government agencies, non-governmental organizations and the private sector the Whole Community. In doing this, the MC/EA coordinator and their partners develop and share situational awareness.

    - Monitoring and reporting is required during all incidents that necessitate a MC/EA response
    - During events where the jurisdictions, non-governmental organizations and private sector have sufficient capacity and resources to meet the needs of people requiring MC/EA services, monitoring may be the only task necessary.

    For example the reporting the number of shelters and populations is a responsibility of the MC/EA Coordinator. Sometimes this is problematic for the coordinator and partners at the beginning of operations because of the effort to open shelters and the time lag of information as a result.

    Some shelters may be established spontaneously and not part of the traditional sheltering network. It takes additional time not only to identify the shelters but also to collect information.

    The Mass Care Coordinator has a key role in ensuring accurate and validated information is readily available should the Governor choose to request a Federal Declaration. MC/EA statistical reports on sheltering, feeding, household pet shelters, etc., are often a part of the Declaration request.

 Upon monitoring and reporting on MC/EA activities, developments may reach a point where more active coordination and oversight by the MC/EA Coordinator is required.

 Some of the reasons for a more "hands on" option may be the result of:

- Political: Leadership wants to open shelters but there might not be need.
- Media: What are you doing? Reporting on preparedness activities if no response activity is taking place.
- Information: Social media is indicating that services are needed.
- Forecast: Intensity and duration/timeline. Pre-event actions for response if needed.

- A Governor's request for a declaration must document that the response is beyond the capability of the local jurisdictions and the State. Therefore In this case, Mass Care/Emergency Assistance statistical information regarding, for instance, the capacity to carry out a MC/EA service, is critical to preparing a request.
- **Expanded Coordination Role**

    Situational awareness, which often can be accomplished through monitoring and reporting, is a fundamental aspect of a disaster response.

    - Analyze and validate information and requests and support jurisdictions with available human and material resources as well as technical assistance.
    - Assume an operational role (this may mean more of a directional approach). In some States and localities, the Mass Care Coordinator assumes an operational (directional) role by opening government maintained and managed shelters. This may be due to the local jurisdictions exceeding their capacity or by written agreement detailing specific considerations.
    - Secure and support with additional resources through a variety of methods that we'll discuss in more detail in Module 5.

Key Point

Monitoring, analyzing, validating, providing support, and reporting on the response activities of the NGOs, the local government and the private sector is fundamental task. The Mass Care Coordinator is able to maintain situational awareness and allow for timely decision-making with providing resources and technical assistance needed to support the MC/EA response.

Visual 6:   <u>Monitor and Report</u>

- The MC/EA Coordinator monitors and reports on events requiring a MC/EA response
- In events where the jurisdiction has sufficient capability to meet the MC/EA needs of people, this may be the only task necessary

A coordinated response to an event involves the whole community (government, nonprofit, private and public sectors)

Visual 7:   <u>Knowledge Check</u>

Which of the below is NOT one of the basic response options available to the Coordinator?

- Monitor and report on actions of the NGOs and local jurisdictions
- Hand over responsibility for the MC/EA Operational Support to another agency
- Support NGOs with supplies
- Provide equipment support text

Visual 8:   Provide MC/EA Operational Support

1. Review information
2. Coordinate MC/EA conference calls
3. Determine the scale of the disaster
4. Identify MC/EA courses of action and tasks
5. Determine requirements for MC/EA resources
6. Determine available MC/EA resources
7. Identify MC/EA resource shortfalls
8. Fulfill MC/EA resource shortfalls

A Process for Providing MC/EA Operational Support

Providing MC/EA Operational Support is a process that consists of a minimum of eight steps that the MC/EA Coordinator can use to assist with decision-making and to ensure that logical and orderly consideration is given to the pertinent factors when developing a common operating picture (COP) and then determining the most appropriate course of action. (A COP offers a standard overview of an incident, providing incident information that enables the Incident Commander and any supporting agencies to make effective decisions.)

The process guides the MC/EA Coordinator in making a recommendation and/or decision on the course of action that offers the best possibility for success.

There are eight steps listed in the operational process. In this module we'll cover the first four and in Module 5 we'll cover the remaining four.

Providing operational support cannot be performed in a vacuum, but in consultation with the other MC/EA partners including: government agencies, NGO's and public and private sectors that are providing the MC/EA disaster services and support.

Visual 9:   1. Review Information

- Current Plans
- Situation Reports
- Incident Objectives
- Others Sources of Information

1. Review Pertinent Information

As a disaster incident begins to unfold, it is important to review pertinent information that may include the following emergency operations plans, annexes, situation reports and incident objectives.

Reviewing this information can help the MC/EA Coordinator determine if to make sure that MC/EA objectives are included in the overall operational considerations.

Some examples of where this information can be found are:

Current Plans

Current plans include the State Emergency Operations Plan (EOP), MC/EA Annex, Appendices, etc.; the affected jurisdictions (local) EOP, MC/EA Annex and other pertinent documents.

Situation Reports

Situation Reports help the MC/EA Coordinator to understand: where is the affected area, what is actions and tasks are occurring with the disaster, who is responding, if shortfalls have already been identified, are there road closures, status of the infrastructure, etc.

The NGOs and Private Sector are an integral part of the jurisdiction's response, and the names of the organizations and their role within the response should be identified in the situation reports so that everyone has visibility on the importance of the unified MC/EA effort. MC/EA stakeholders and operational leadership know what MC/EA activities are taking place.

Incident Action Plan (IAP)/Incident Objectives

The MC/EA Coordinator must ensure that all analyses, operational tasks, sequences of events, and other actions that may impact the condition of the disaster survivors are incorporated into the IAP. This would include the resource requirements and identification of sources to accomplish all tasks.

 Some examples are:

- Conduct MC/EA operations in the impact area
- Ensure that there is sufficient sheltering for the affected population
- Ensure that feeding operations include a minimum of two meals (one hot and one cold) and snacks being served at the various congregate care locations

Depending on the jurisdiction, the MC/EA Coordinator may already be participating in development of MC/EA objectives in coordination with the Operations Chief, and/or

Emergency Management Coordinator. If the MC/EA activities are not reflected in the Incident Action Plan, the Mass Care Coordinator needs to work with the Planning Section to assure inclusion throughout each operational period.

Key Point

The Mass Care Coordinator often needs at times to be a mediator in order to overcome any disagreements over objectives and tasks among the participating stakeholders (government, NGOs and the private sector). For emergency management to be successful with its response, it must be a team effort and everyone is not only on the team but also an emergency manager.

Other Pertinent Information

The review of pertinent information usually is released through official channels; however there are many other sources of pertinent information that need to be analyzed and validated.

In the initial hours after an incident, affected jurisdictions receive reports from a variety of sources, including, but not limited to:

- Historical information
- Demographic information
- News reports
- Storm spotters, local responders, and/or the public
- Social media
- Spot reports (from various sources such as governmental agencies, NGOs and the private sector)

In real life, there may be incomplete and misleading impact information in the initial hours following the disaster (in a Notice Incident), or there may be only rough estimates of impact information (in a No-notice Incident). Therefore, it is important to review the available historical data on past incidents. All information must be validated and grounded before sharing and/or acting upon.

Any information related to MC/EA situations should be shared with the MC/EA Coordinator.

Key Point

Remember as discussed in the previous module that facts are verified pieces of information and assumptions consist of information accepted by planners as being true in the absence of facts in order to provide a framework or establish expected conditions of an operational environment so that planning can proceed (CPG 101, pages 4-10 and 11).

Visual 10:   2. Coordinate MC/EA Conference Calls

- Working with the MC/EA Partner Network
- Whole Community Communication Methods

2. Coordinate MC/EA Conference Calls

Let's first review the MC/EA Partner Network:

As was discussed in previous modules, we looked at the whole community concept, the principles, and the resources available to support a MC/EA disaster response.

The input from the MC/EA stakeholders greatly assists in determining the best response strategy, including helping to determine the scale of the disaster and what resources are available, the shortfalls and what will be the best means to address the shortfalls.

One of the primary mechanisms that is utilized among the stakeholders is the Daily Conference Call. This call is held at a pre-established time every day during the response in order to coordinate activities of MC/EA. Some jurisdictions have identified a set call-in number prior to a disaster in case notifications cannot be issued by email or other means to all stakeholders. In this way, all necessary parties know when and where to come together without direction.

This call normally involves only MC/EA stakeholders and is directed by the MC/EA Coordinator, or designee. The primary areas and tasks that are covered on this call are a brief update on the operations, constraints for the day or next operational period(s) and a discussion of any objectives or priorities (IAP). These can be developed from the MC/EA Task Force(s), or may come from the Incident Commander/Emergency Management Coordinator. The call is not a rehashing of operational actions already accomplished prior to the operational period unless this remains a critical need to discuss. Organizational reports can be handled through other means and should not take time up on this call.

The composition of the group is normally the primary MC/EA organizations as identified in the emergency operations plan, but can be expanded based upon new objectives, new capabilities, new needs, or new resources that have been identified. At times, non-mass care entities, such as the Emergency Manager may join for situational awareness, inputs to objectives and priorities, or clarification of needs.

The MC/EA Coordinator must know the key MC/EA stakeholders and their capabilities in the jurisdiction. The coordinator uses this information when developing the incident's operational strategy and support.

Let's take a few moments review various methods of communication with the whole community stakeholders.

The Mass Care Coordinator works with the MC/EA partners throughout the disaster cycle. Often this is accomplished through various communication methods, such as meetings, telephone calls, emails, etc. It allows for flexibility and usually greater participation. It is important to have at least a few on site meetings in order that the providers have an opportunity to meet with their partners in an "up close and personal manner."

Two conference calls mentioned here include the decision making and the daily coordinating calls; however remember that these can also be accomplished via alternate communication means, e.g. webinars, on-site meetings, video teleconferences (VTC), etc.

Decision Making Call

This is the initial call made within 12 hours of a no-notice event or at least 72 hours before a notice event. The decision-making call defines the scale of the disaster based upon affected population and demographics, geography and topography, and impact of the event.

Daily Coordinating Calls

These calls should initially be held daily at the same time, have an agenda, scheduled for 30 minutes with a maximum time frame of one hour and include the MC/EA service delivery leadership. In establishing the time for the calls, several factors must be considered, such as meeting and conference call times already established for briefings, stakeholder internal meetings and report deadlines.

 These types of calls help to ground the status of activities and allow for information and resource sharing and adaptations to the service delivery plan on how best to support the affected population. These calls are important in assisting with the monitoring, validating and sequence of support assistance.

 Additionally, the calls provide a forum for sharing concerns and looking at best ways to address the issues. The times for these calls are only suggestions and may not always be possible due to the circumstances or jurisdiction may have their own timeline, protocols or battle rhythms.

Key Point

The exception to the regular conference call schedule will be during a no-notice event. Immediately following such events, a mass care conference call may occur when important decisions or coordination is required, even when outside of the regular schedule of the calls.

Remember that jurisdictions will sometimes not activate their Emergency Operation Center (EOC) but, MC/EA Coordinators will still need to start coordination calls in the absence of an activation in order to support lower levels of government.

Visual 11:   Activity 4-1: Decision Making Call

A flash flood has just occurred in the State of Columbia

In your table groups:

- Develop an agenda for a Decision Making Call with MC/EA partners
- List MC/EA partners to invite on the call
- Post answers on newsprint
- Assign spokesperson to report out

Time: 15 minutes
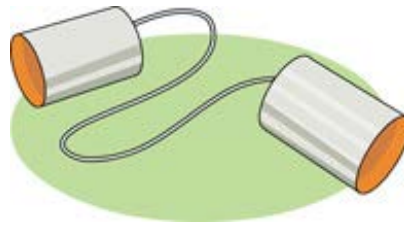
♪	*Call on several tables to report out. Refer to newsprint with Whole of Community partners.*
Instructor Note	

Visual 12: <u>Daily MC/EA Coordination Call</u>

<u>Agenda</u>

- Date/Time
- Introduction
- Roll Call
- Purpose of the Call
- Situation Awareness
- Status of MC/EA Activities
- Incident Action Plan (IAP)
- MC/EA Objectives
- NGO, Private Sector and Government Reports
- Questions
- Next Steps

Visual 13:   3. Determine the Scale of the Disaster

- Type of event
- Affected area
- Population and demographics
- Population requiring MC/EA services

3. Determine the Scale of the Disaster

The next step for the MC/EA Coordinator and partners is to define the scope and scale of the disaster in order to make an initial estimate of how many people will need MC/EA services and what support may be needed. This is called determining the scale of the disaster.

This step includes identifying what type of disaster event is about to happen or has occurred, the affected area, the number of people and their demographics in the affected area, and the number of the people needing specific MC/EA services.

It prepares the MC/EA Coordinator and partners to determine the type and quantities of human and material resources that will be required for an effective MC/EA response.

As you've learned throughout the course, this process cannot be done in a vacuum. It must be done in consultation with the MC/EA whole community partners and with the understanding that at the beginning of an event, not all the information may be available.

However, this should not deter the MC/EA Coordinator and partners from making an initial estimate or starting point for requirements.

The MC/EA Coordinator and partners apply the information they have and make an initial estimate for requirements. As more information becomes available the estimates become grounded, validated and decisions can now be made for providing support.

To determine the scale of a disaster a combination of four factors is involved:

- Type of event, e.g.: hurricane, tornado, Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE).
- Affected area, e.g.: physical area including, if applicable, the zones defining the levels of impact.
- Population, demographics and topography of the affected area, e.g.: number of people in the affected area, percentage of elderly and children, cultural and ethnic characteristics and geographic characteristics of the affected area.
- Number of people requiring MC/EA services, e.g.: percentage and characteristics of people needing MC/EA services such as people with disabilities.

The process can be used for all-hazards and any type of disaster event.

Visual 14: <u>Type of Event</u>

- Natural
- Man-made
- Notice
- No-notice

Type of Event

The first thing to do when determining the scale of a disaster is to identify what type of event has occurred and resulted in a disaster incident. This may sound simplistic but each type of incident will have a unique set of characteristics depending on the event. On the other hand, just because an event occurs, there may be little or no damage that will require a disaster response in some areas.

Incidents can be caused by natural or man-made events. Hurricanes, floods, earthquakes, tornados and ice storms are examples of natural events. Chemical, biological, radiological, nuclear and explosive weapons are considered man-made events.

As we just said, the type and characteristic of an event, and along with other factors, will drive the MC/EA response.

 In the case of a man-made disaster event such as a release of radiation, sheltering-in-place may occur. MC/EA will need to determine how to feed and support people in that circumstance.

 In the case of a natural disaster such as a flood where people will evacuate their homes and short term emergency shelter will be required because survivors may not have: family and friends nearby, insurance or the financial means to stay in hotels.

 The disaster event may be a notice event like an approaching hurricane where evacuation sheltering is required along and/or at the end of the evacuation routes.

And finally, an event may be a no-notice event like a tornado or earthquake that may require sheltering services such as tents and camps because buildings are unsafe to inhabit as shelters.

Visual 15: <u>Affected Area</u>

Image of a map hypothetically outlining areas being affected by a hurricane. Two red lines are used to isolate the hurricanes path.

Affected Area

When determining the scale of the disaster the MC/EA Coordinator and partners, including Task Forces if relevant, need to map out the affected area where an event is expected or has occurred.

It may be a neighborhood, a section of a county, city, or town, or it may include multiple jurisdictions in a state. The graphic in the visual depicts hypothetically what an affected area might look like for a hurricane. In some cases however the MC/EA coordinator and partners may not be able to map out the affected area quite this easily.

As we know, the paths of hurricanes shift direction. In some cases, depending on multiple factors, the storm may move inland, stall, dump extraordinary amount of rain, threaten dams, and cause significant flooding. In a scenario like this, MC/EA services and support may not be needed as much along the coast as they will be needed farther inland because of the significant amount of rain and flooding versus the amount of wind and surge along the coast.

Here is a list of sources for different tools that can be used to map out frequent types of events:

• National Oceanic and Atmospheric Administration (NOAA), Storm Prediction Center provides maps of <u>tornado </u>warnings and advisories maps of the path of tornados.

• National Hurricane Center provides available data on forecasted <u>hurricane and tropical storm</u> tracks, probabilistic storm surge and winds, and wind swaths.

- U.S. Geological Survey Earthquake Hazards Program provides a *ShakeMap* that provides near-real-time maps of ground motion and shaking intensity following significant earthquakes.

- The National Oceanic and Atmospheric Administration (NOAA) provides an Experimental Long-Range River Flood Risk analysis (http://water.weather.gov/ahps/long_range.php)**.** It can show locations with a 50% or greater chance of flooding during specific time periods throughout the United States. The National Weather Center, that is a part of NOAA, offers a Significant River Flood Outlook Map that shows the following:

o **Occurring or Imminent** - Significant flooding is already occurring or is forecast to occur during the outlook period.

o **Likely** - Weather conditions indicate that significant flooding can be expected during the outlook period.

o **Possible** - Weather conditions indicate that significant flooding could occur. Such flooding is neither certain nor imminent.

- U.S. Army Corps of Engineers provides information about the condition of levees and potential impact on flooding.

- The Storm Prediction Center (NOAA) offers Fire Weather Composite Maps that that provides forecast and observational maps for various fire weather variables based on different models.

The center also provides mapping with a Mesoscale Analysis (http://www.spc.noaa.gov/exper/mesoanalysis/new/viewsector.php?sector=16) for different variables including winter weather, fire and heavy rain and the ability to depict population density and terrain.

Visual 16:   <u>Levels of Impact Zones</u>

Image of a map with hypothetical levels of impact zones highlighted by red lines of the hurricane's path. Zone 1 will have the highest level of damage close to the hurricane near the coast. Level 2 and 3 are medium and low.

Levels of Impact Zones

Within the affected area, the MC/EA Coordinator and partners may be able to estimate and map out levels of impact by zones. It adds another layer of information to narrow down where and how many people need MC/EA services and support.

The level of impact is defined as a combination of the intensity (magnitude and duration) of the event and the amount of destruction from the event. Essentially it's an estimate of the level of force and destruction.

For example, the projected path of the hurricane may be divided into three zones, with Zone 1 being the part of the affected area that is expected to experience the strongest winds, surge, rain and damage to infrastructure and housing. In Zones 2 and 3 the intensity and damage are less.

Examples of tools with criteria already built in to measure the **intensity** are:

- Safford-Simpson scale for hurricanes
- NOAA National Weather Service River Forecasts and Observations
- FEMA Flood Insurance Studies (FIS) and Flood Hazard Boundary Maps. The maps and flood studies delineate floodplain boundaries and show projected flood elevations, flood velocities and floodway dimensions. The river observations and forecasts show river gauges from observed or predicted from no flooding to major flooding. The River forecasts and observations Number of feet above flood stage
- Richter and Mercalli Intensity scales for earthquakes
- Enhanced Fujita Scale for tornados
- New measurable standards developed for the consequence of the incident, e.g., the Weather Channel's TOR:CON tornado and winter storm risk scale

Criteria that can be used to determine the amount of **damage** is:

- Scope and scale of power outage
- Percentage of public water and sewer systems that are inoperable

- Number of buildings damaged or destroyed
- Number of bridges made unsafe for travel
- Amount of road destruction, etc.

Remember to include the your State's Threat and Hazard Identification and Risk Assessment (THIRA) and State Preparedness Report (SPR) in your planning activities. The MC/EA Coordinator and partners can reference the information in these documents when determining the scale of a disaster, requirements and resources for preparedness and response.

Visual 17: <u>Population, Demographics and Geography</u>

- Number of people in the affected area
- Resiliency
- Cultural norms
- Community resiliency
- Ethnic groups
- Socioeconomic levels
- Elderly
- People with disabilities
- Children
- Urban
- Rural
- Suburban
- Topography

Population, Demographics and Geography

Once the affected area and the impact zones are mapped out, the next step is the most important. Because without this information, the MC/EA Coordinator will not know how many people are in the affected area, the environment they live in and as a result: what are the MC/EA needs and resources and support are required.

The vulnerabilities of the affected population are the most important considerations when estimating, monitoring, and delivering MC/EA services. For instance, people in an affected area or impact zone that experiences a high level of intensity (wind and rain) and high level of damage may not require MC/EA services because they are able to utilize their own resources to recover i.e.: high socio-economic level, high rate of insurance coverage, etc.

 Conversely, some people may not have the resources to recover because of number of demographic factors including: low socio-economic status, no insurance, and access and functional needs requirements.

The first thing to do in this step is estimate the number of people that live in the affected area (and zones if applicable). Use Geospatial Information System (GIS) tools to layer on the population in the affected area or use census data. Then estimate what are the socioeconomic levels of the population. Again, you can use GIS tools or do it manually by looking up census data. Or, the MC/EA Coordinator and partners may already have the information in plans, and that's all the better.

Next, consider: do people have sufficient resources to shelter on their own? Is the area populated by a large percentage of tourists part of the year and have they evacuated the area before the event? Has the population experienced similar events and have they become more resilient and prepared, thus potentially requiring fewer MC/EA services? Will the seasonal workers require MC/EA services because they have nowhere to go?

Is the area urban, rural, suburban? What percentage are children, elderly, monolingual? How will these things affect the delivery of MC/EA services, support and coordination.

Detailed information about the population and demographics can be found using the Department of Labor's Census Bureau's website, or perhaps the State has web sites that provide more detailed information.

The census site is very comprehensive and includes information such as the median age, ethnicity, income, maps, elderly older adults, people with disabilities and other medical or mental health conditions, people with limited English proficiency, people with hearing and sight impairments, day care centers, prisons and detention centers, and drug treatment centers. It also includes people who are transient such as tourists, seasonal workers and the homeless as well as other research tools.

The Census Bureau identifies two types of urban areas:

- Urbanized Areas (UAs) of 50,000 or more people;
- Urban Clusters (UCs) of at least 2,500 and less than 50,000 people.

"Rural" areas encompasses all population, housing, and territory not included within an urban area.

What are the government jurisdictions, forms of government and government boundaries.

For example what is the geography? Is the area mountainous and does the area have limited access. How will the characteristics of the terrain affect the delivery of MC/EA services and in the event of shortfalls, provision of additional MC/EA support?

Visual 18: Number of People Requiring MC/EA (Sheltering) Services

> This map shows the affected area lines and the impact zone areas with the
> estimated numbers of people who need shelter from each impact zone. This
> example shows 3750 needing shelter close to the coast, 2000 people just inland
> and 5250 further inland.

The final step is to take all the information gathered in the steps so far and make an
initial estimated of the number of people requiring MC/EA Services.

To do this take the total number of people in the affected area (or by impact zone if
applicable) and estimate the percentage that will require MC/EA services. The
percentage can be determined by historical data, demographic information from the US
Census Bureau, etc.

In the example in the impact zone closest to coast there are 100,000 people. This zone
is where the storm came ashore and was most intense with wind and caused significant
damage.

However, in this zone there was also a high percentage of tourists and most of them
evacuated before the storm came ashore. Most of the homeowners who lived there
year-round had insurance and the majority of them had the means to evacuate to hotels
or the network to stay with family and friends. But there still might be a need for
sheltering because of seasonal workers that have no place to evacuate outside the
affected area.

Taking those factors into consideration and reviewing historical sheltering data, the
estimated percentage for people in the high impact zone that will seek emergency
sheltering is just a little less than 4%. Therefore, the initial estimate is for approximately
3,750 people to seek emergency sheltering.

Further inland there is a different set of factors at play. The hurricane dissipates and the
wind gusts have decreased to 30 mph. There was no surge. However, the storm stalled
and the rainfall totals amounted to over 10 inches in a 24 hour period. Only using
hurricane force winds and surge as the criteria this would defined as a low impact zone.
However the area experienced significant rain over an extended time (duration), a

significant number of homes received major damage and the demographics of the population was largely a lower socioeconomic level.

As a result of these factors and historical data, 7% of the population is estimated to seek emergency sheltering. At 75,000 full-time residents that works out to approximately 5,250 people that may require sheltering.

Selecting the percentages to use for high, medium or low impact zones will always depend on a number of factors including:

- Type of event
- Demographics
- Cultural and ethnic norms
- Density of the population and location of the incident
- Historical MC/EA service delivery patterns i.e.: shelter populations

MC/EA Coordinators will need to research historical records of similar disaster events to determine what percentages are best used to make initial and ongoing estimates.

Visual 19: <u>Example</u>
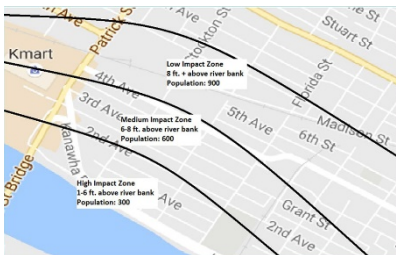
Three lines on a map showing impact zones. Each impact zone shows the lowest to highest elevations and what the population is at each zone. High impact zone is closest to the coast. Impact lessens further inland.

Example

Let's go through the process where a community is about to experience a hundred year flood. The map depicts a mixed use area part of town.

To determine the scale of a disaster, first mark off the 50 year flood plain on a map. This is the <u>affected area</u>. As you can see on the map the affected area is located inside the largest semicircle outlined in red.

Next determine the levels of impact. In this case the local MC/EA Coordinator can probably do this because they are familiar with the topography of the affected area.

 In the example in the visual the map shows the high impact zone is the flood plain that is 1-6 feet above the river bank. The lowest elevation and most likely the highest depth of flooding. The medium impact zone is 6-8 feet above the river bank and the low impact zone is everything 8 feet plus above river bank.

 When using a real flood plain map during an operation, the maps will reference the elevation markings in the small numbers in the flood plain and indicate the number of feet above sea level at that location.

 Next the MC/EA Coordinator and partners can determine the population in impact zones in the affected area using information from census track data, jurisdictional data, emergency plans, historical information, etc.

Let's assume that the census information says there are 300 people in the high impact zone, 600 people in the medium impact zone and 900 people in the low impact zone.

 Now let's assume that more homes will be destroyed because of high water in the high impact zone and the MC/EA Coordinator and partners decide to estimate that 15% of the people in the zone and will seek congregate emergency sheltering.

 Historical records also suggest that the remaining percentage of people in the high impact zone may seek shelter with family, friends or in hotels and a very small percentage will shelter in place.

Multiply:

- 300 x 15% that equals 45 people
- 600 x 7% that equals 42
- 900 x 1% equals 9

The total number of people estimated to need MC/EA services (sheltering) is 96.

Determine the Scale of a Disaster (process):

- **<u>Incident</u>:** Flood
- **<u>Affected Area</u>:** 100 Year Flood Plain
- **<u>Level of Impact and Zones</u>:**

  - High Impact and Zone: 1-6 feet above river bank
  - Medium Impact and Zone: 6-8 feet above river bank
  - Low Impact and Zone: 8 feet above + river bank

- **<u>Population, Demographics and Geography in the Impact Zones:</u>**

  - High: 300 people. Mostly industrial with small area of low socioeconomic level residents
  - Medium: 600 people. Mixed use area with population of elderly residents
  - Low: 900 people. Gentrified area and residential with high socioeconomic level of residents

- **Percentage of People Requiring MC/EA Services** (Sheltering) per Impact Zone:

  - High: 15%
  - Medium: 7%
  - Low: 1%

- **Number of People Requiring MC/EA Services (Sheltering) by Impact Zone:**

  - High: 45
  - Medium: 42
  - Low: 9
  - Total 96

Key Point

The MC/EA Coordinator and partners can use this initial estimate to come to a consensus. Additional information and factors may be used to make the estimate but the MC/EA Coordinator and partners including Task Forces must make an initial estimate. Then, as more information becomes available, the number of people, requirements for resources and capacity can be refined.

As we said earlier, there may be occasions where you cannot easily delineate the affected area into levels of impact zones. In these cases use the total number of people that live in the affected area to calculate the number of people that will need MC/EA services.

For instance there are a total of 1,800 people living in the flood plain. The MC/EA Coordinator and partners may decide to estimate that 5% of everyone in the flood plain will seek short-term emergency sheltering. That works out to 90 people that will seek short-term emergency shelter. That becomes the number of people needing sheltering. You'll note that this figure is fairly close to the one using level of impact zones.

But, there may be cases when the coordinator and partners don't have all of this information readily available to make estimates. As soon as enough information becomes available they need to use the process with the understanding that the numbers may fluctuate.

The sooner requirements can be established, the sooner resources, proper amounts and identify shortfalls to begin filling.

Visual 20:   Activity 4-2: Determine the Scale of the Disaster in Mineral County

Based on the State of Columbia Little Grand and Deep River Flood Scenario

Work in table groups:

As of August 11th in the scenario:

- Determine type of event that occurred in Mineral County
- Determine the affected area (cities) in Mineral County as of August 14th
- Estimate the level of impact and zones in Mineral County (cities)
- Estimate the population in the impact zone for Deep River Landing
- Estimate the number of people that will require sheltering in Deep River Landing
- Select a spokesperson to report out

Time: 15 minutes

Visual 21: <u>The Scale of the Disaster in Mineral County</u>

Type of Event: Flood

Affected Areas (cities) in Mineral County:

- Grantsville
- Deep River Landing

Levels of Impact and Zones:

- Low - Grantsville
- Medium - Deep River Landing

Number of People Impacted:

- Deep River Landing – 16,825

People Requiring Sheltering:

- Deep River Landing – 841
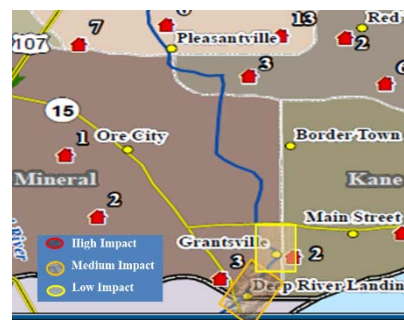
The Scale of the Disaster in Mineral County

Let's review the process step-by-step to estimate how many people will require sheltering in Mineral County.

- Use the Map of State of Columbia:
  - Identify Mineral County
- Use the information in:
  - The Little Grand and Deep River Scenario
  - Criteria for Levels of Impact
  - State of Columbia Profile
  - Map of State of Columbia
- Determine **Type of Event**

    Based on the title of the scenario and description of incident.

  - **Flood**
- **Determine the <u>Affected Area</u> (jurisdictions) in Mineral County by August 14th**

    Based on gauge information and expected consequences the following jurisdictions are the affected area.

- **Grantsville**
- **Deep River Landing**

- Estimate the **Levels of Impact and Zones** in Mineral County by jurisdictions

  More information is needed to determine the levels of impact but it appears that Deep River Landing has been impacted more than Grantsville.

  - Grantsville – Low (River Gauge level: 64ft.) Approximately a little less than 15% of Grantsville is flooded.
  - Deep River Landing – Medium (River Gauge level: 68ft.) 20% of Deep River Landing is flooded.

- Estimate the **Population, Demographics and Geography in Impact Zone** in Deep River Landing with River Gauge at 37 ft.

    Population in the Impact Zone - 16,825.

    There is not enough information about the demographics and geography of Deep River to assess and use in the next step.

  Estimate the number of **Population Requiring MC/EA Services (Sheltering**) in Deep River. Without knowing the historical sheltering data and demographics of the affected population and with the assumption that many people will seek shelter with family and friends and a small percentage may stay in their damaged homes, a percentage of 5% of the affected population in Deep River Landing (16,825) is used to calculate the number of people requiring sheltering.

  Population Requiring Sheltering – 841

Please remember that the factors for determining the levels of impact, the population in zones and the number of people that will need MC/EA services will depend on multiple criteria. It's up to the MC/EA Coordinator and their partners to determine and define what percentages work best for their communities.

Determining the Scale of the Disaster is also an important step in helping to develop the initial Common Operating Picture (COP) of the disaster.

Additionally the information will assist in validating your assumptions and will result in a more accurate assessment of MC/EA disaster response resource requirements.

# Visual 22:   4. Identify MC/EA Tasks and Courses of Action

Operational Phase, End State, Task, Primary and Supporting Agencies

End State	Task	Primary Agency	Supporting Agency
Phase 2: Response 2a: Immediate Response; 2b: Deployment; 2c: Sustained Response			
2a: Immediate Response (No Notice Event)			
Based on preliminary situational reports, partners have been alerted and material resources have been identified to support the sheltering requirements, in close coordination with whole community partners			

The image is of a table. There are four columns labeled End State, Task, Primary Agency, and Supporting Agency.Under the column headers is a box that reads "Phase 2: Response 2a: Immediate Response; 2b: Deployment; 2c: Sustained Response." Under that box is another box that reads "2a: Immediate Response (No Notice Event)." Below that, the column titled "End State" contains the following text: Based on preliminary situational reports, partners have been alerted and material resources have been identified to support the sheltering requirements, in close coordination with whole community partners.

Visual 23:   <u>Summary</u>

- Understand the benefits of a coordinated MC/EA response
- Identify the response options available to a MC/EA Coordinator
- Describe a process for providing MC/EA operational support
- Describe factors used to Determine the Scale of a Disaster
- Identify and adjust MC/EA activity tasks
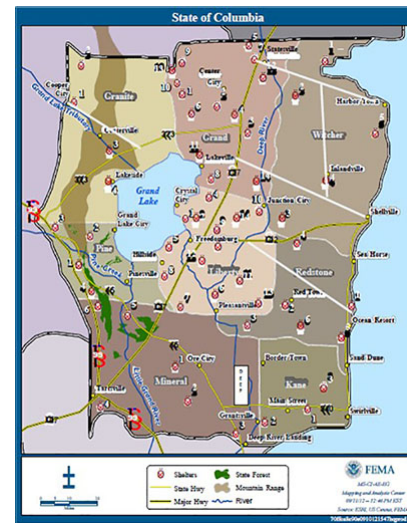
Handout 4-1: Deep River Flood Scenario

During the week of August 2, 20XX, the State of Columbia experienced significant rains. A storm system moving northward from the Gulf of Mexico dropped over six inches of rain in a short amount of time. The river gauge information for rivers in the State of Columbia for the Little Grand and Deep Rivers indicates that the waters are rising quickly and expected to cause significant flooding by August 11th. The rivers on the map run north to south e.g.: from Statesville to Deep River Landing

River Gauge Observations

River	Gage Location	Date	Observed
Grand Lake Tributary	Freedomburg	8/9	33
Pine Creek	Pinesville	8/9	37
Deep River	Statesville	8/9	52
Deep River	Grantsville	8/9	61
Deep River	Deep River Landing	8/9	63

River Gauge Forecasts

River	Gage Location	Date	Forecast
Grand Lake Tributary	Freedomburg	8/11	42
Pine Creek	Pinesville	8/11	38

River	Gage Location	Date	Forecast
Deep River	Statesville	8/12	55
Deep River	Grantsville	8/14	64
Deep River	Deep River Landing	8/14	68

Historic Information. Expected consequences will happen at each river gauge level.

Liberty County

River Gage Observation	Expected consequences
33 ft.	30% of households in Freedomburg, and 20% of households in Junction City and Pleasantville affected.
29 ft.	10% of households in Junction City affected. Junction City not included in River Flood States in profile.
46 ft.	This is the level of the 100-year flood. Approaches to SR 102 flooded.

Pine County

River Gage Observation	Expected consequences
30 ft.	Intersection of SR 15 and Interstate 99 is flooded.
36 ft.	5% of households in Pinesville and Grand Lake City affected.
37 ft.	20% of households in Pinesville affected.

Grand County

River Gage Observation	Expected consequences
54 ft.	10% of households in Statesville and 5% of homes in Lakeville affected.
61 ft.	This is the level of the 100-year flood. 40% of households in Statesville and Lakeville affected. SR 107 bridge approaches under water.

Granite County

Gage Observation	Expected consequences
35 ft.	5% of households in Centerville affected. Centerville is not included in River Flood Stages in profile.
37 ft.	10% of households in Centerville and 20% of homes in Lakeside affected.
38 ft.	This is the level of the 100-year flood. 60% of households in Centerville and 50% of households in Lakeside affected. Intersection of SR 323 and CR 116 under water.

Mineral County

Grantsville Gage Observation	Expected consequences
61 ft.	15% of Grantsville flooded • Grantsville homes destroyed 10%. • Grantsville homes major damage • Grantsville customers without power 12%
66 ft.	25% of Grantsville is flooded • • • SR 15 flooded
Deep River Landing Gauge Observation	Expected consequences
63 ft.	10% of Deep River Landing flooded. This is the affected population • Deep River Landing homes destroyed 10%. • Deep River Landing homes major damage 15%. • Deep River Landing customers without power 30%.
68 ft.	20% of Deep River Landing flooded • Deep River Landing homes destroyed 20%. • Deep River Landing homes major damage 20%. • Deep River Landing homes minor damage 10%. • Deep River Landing customers without power 40%.

Module 5: MC/EA Assistance Resources

Visual 1:   Module 5. MC/EA Resources

MC/EA Planning and Operations Course
Module 5. MC/EA Resources

Visual 2:   Module Objectives

- Determine requirements for MC/EA resources
- Determine available MC/EA resources
- Describe how to identify MC/EA resource shortfalls
- Describe how to fulfill MC/EA resource shortfalls

In this module you will learn how to determine what requirements and resources are required to support MC/EA service delivery and what resources are available from MC/EA partners. You'll also describe how to identify MC/EA resource shortfalls and how to fulfill MC/EA resource shortfalls.

 That information is used to assess the shortfalls and then explore the options to address the shortfalls, including the variables that will impact the timeliness and effectiveness of the support.

It is critical for the MC/EA Coordinator and partners to understand that identifying the life-sustaining resources required to support MC/EA activities, and assuring their availability, is a fundamental responsibility.

Visual 3:   5. Determine MC/EA Resource Requirements

Based on:

- The Scale of the Disaster
- Tasks
- Courses of Action

Once the MC/EA Coordinator and partners have determined the scale of the disaster, the tasks, and course of action, the next step is determining what MC/EA human and material resources are required to adequately achieve them.

 For example: 500 people need sheltering. The course of action is to ensure that a sufficient number of short-term shelters are open to accommodate 500 people at locations in or near the affected areas.

 With the number of people needing sheltering at 500, the next step is to determine the number of resources that will be required for shelter facilities, material, equipment, and staff.

Visual 4:   MC/EA Resource Requirements

Emergency Operations Center

MC/EA Coordinator must ensure that there is an adequate structure and sufficient number of qualified personnel to staff the mass care desk at the EOC and field locations.

MC/EA Resource Requirements Emergency Operations Center

One of the first things the MC/EA Coordinator needs to do is take the information about the scale of the disaster and assess how many qualified MC/EA staff need to be assigned to Mass Care in the Emergency Operations Center (EOC) and other field locations. The MC/EA Coordinator must ensure that there is adequate structure and sufficient number of qualified personnel to staff the mass care desk at the EOC and field locations.

 The mission of the staff assigned to the EOC and field locations will be to provide technical assistance and guidance and operational support, to include identifying and fulfilling resource requirements.

 The structure and number of MC/EA staff will vary depending on the scale of the disaster.

 For example: after an earthquake, MC/EA services may be required to support sheltering, feeding, distribution of emergency supplies, and reunification services. The MC/EA Coordinator may decide that for an incident of this type and scale, given the number of people requiring MC/EA services, a Task Force structure is required.

Support for people with disabilities and others with access and functional needs and household pets and service animals should be integrated into each Task Force's responsibilities. If the scale of the disaster is smaller, a simpler structure may suffice, or a combination of simple staffing and Task Forces.

Visual 5:   *Example:* MC/EA Table of Organization
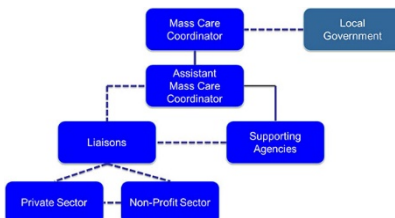
Organization chart of MC/EA showing Private Sector and Non-Profit Sector reporting to the Liaisons. The Liaisons and Supporting Agencies reporting to the Assistant Mass Care Coordinator. The Assistant Mass Care Coordinator reporting to the Mass Care Coordinator. The Mass Care Coordinator working with Local Government.

This is one of many examples of a MC/EA Table of Organization that can be developed for a State Emergency Operations Center. It can also be adapted at the local level of emergency management. A structure like this should allow the MC/EA Coordinator the flexibility to either expand or contract positions based on the event, scale, tasks and courses of action.

Remember to refer to the jurisdiction's MC/EA plan or annex for the table of organization.

When deciding if additional and/or different positions are needed, the MC/EA Coordinator should consider the number and availability of qualified staff available to monitor, analyze, validate and provide support to:

- Process and analyze incoming incident information
- Process and analyze incoming situation reports
- Begin to determine requirements and resources
- Generate required daily situation reports for all MC/EA services and activities

Visual 6:   *Example:* MC/EA Table of Organization
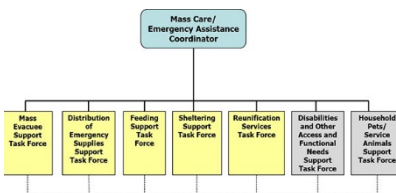
Organizational chart of MC/EA showing Mass Evacuee Support Task Force, Distribution of Emergency Supplies Task Force, Feeding Support Task Force, Sheltering Support Task Force, Reunification Services Task Force, Disabilities and Other Access and Functional Needs Support Task Force, and Household Pets/Services Animals Support Task Force all reporting to the Mass Care/Emergency Assistance Coordinator. Dotted lines leading to all the different task forces implies that the task forces all work together.

Example: MC/EA Table of Organization

Another example of a staffing structure is a model that includes task forces for each of the MC/EA activities. While this example would most likely only be used for catastrophic disasters each of the activities would still need to be addressed on all disaster incidents.

The jurisdiction determines the MC/EA organizational structure based upon the scale of the disaster, tasks, and courses of action.

Task Forces will be comprised of MC/EA whole community partners depending on the requirements of the operation and their expertise.

The Disabilities/FNS and Household Pets Task Forces are illustrated in grey because these activities should be integrated into each Task Force in yellow.

Whatever structure is selected, it must first fit within the jurisdiction's plan framework and be designed to support the critical needs of the MC/EA response, including the assessment, procurement, and delivery of resources and/or services. Dependent on the scale of the incident and the availability of staff, multiple positions may be filled by one person.

Visual 7:   Activity 5-1: MC/EA Table of Organization

Based on the scale of the disaster in Mineral County:

- Work in table groups
- Develop a table of organization for the MC/EA Group at the local Emergency Operations Center
- Use newsprint to illustrate the table of organization
- List the reasons why you chose this organizational structure
- Select a spokesperson to report out

Time: 20 minutes

Visual 8:   MC/EA Resource Requirements

- Material
- Human

MC/EA Activity Resources Required

After the MC/EA Coordinator has determined the MC/EA EOC human resource requirements, they work with their partners to make an assessment of what additional human and material resources will be required to support the delivery MC/EA activities. This requires looking at how many facilities, materials and humans, as well as how much equipment, will be needed. The process is the same for all of the MC/EA activities.

For instance, when estimating requirements for sheltering facilities, this may include determining the number, size, location and type of shelters that will be needed. Other requirements may include, but are not limited to: ADA compliance, equipment for onsite meal preparation, loading docks for logistics, and space for families, children, and household pets.

In regards to material resources for congregate shelters, the MC/EA Coordinator may need to consider aspects such as how many cots, blankets, and comfort kits will be required for each shelter. Will meals and snacks be prepared at the shelter or brought in from outside kitchens or vendors? How many chairs, tables, utensils/banquet packs will be necessary for each shelter?

For human resources the MC/EA Coordinator will need to determine how many people will be adequate for shelter management, registration, feeding, dormitory management, staffing, logistics, and health and mental health services.

The Shelter Field Guide has a matrix that can be used to help estimate the number of staff needed to manage a shelter.

As you learned in the previous activity, setting up the MC/EA structure in an EOC, the MC/EA Coordinator may have to make these decisions without complete and validated information.

It is important to remember that when determining resource requirements it is important to obtain as much input as possible from the MC/EA partners involved with the service delivery. This will be an ongoing process throughout the incident.

For more information about resources for each of the MC/EA activities, review the *Multi-Agency Activity Planning Templates* that are referenced in the *List of Links to MC/EA Documents* Handout.

Visual 9:   Determine Resource Requirements for Sheltering

Location	Affected Population	People Needing Sheltering	Facilities (Schools)	Supplies (Cots)	Human Resources (Shelter Staff)
Deep River Landing	16,825	841	3	841	106

Determine MC/EA Resource Required (Sheltering)

Based on the previous activity in Module 4, it's estimated that in Deep River Landing, 841 people will need sheltering.

In this example, estimate the number sheltering resources (such as facilities and cots) that will be required to provide for an average of 300 people per shelter.

Of course, in real life this will vary from community to community, and depend on the number of facilities that are available.

In our example here, divide the number of people requiring sheltering by 300 per shelter. That equals approximately 3 shelters; a total of 841 cots will be required as well.

In our example, it's estimated that 106 shelter staff will be needed. This includes enough staff for two shifts each day for all positions. The Shelter Field Guide is an excellent reference tool and includes a matrix that can be used to calculate the number of staff, per position, that will be needed for a shelter.

Visual 10: Activity 5-2: Determine Resource Requirements for Feeding

Based Little Grand and Deep River Flood Scenario

Working in table groups:

Use the number of people in the affected area in Deep River Landing:

- Determine a percentage and estimate the number of people that will require feeding.
- Determine the total number of meals per day. Assume each person will receive 2 meals a day.
- Determine the **meal production** resources needed to meet the feeding requirements.
- Select a spokesperson to report out.

Time: 25 minutes

Visual 11:   Activity 5-2: Determine MC/EA Resources Required

Let's review the process step by step to **estimating resource requirements for meal production.**

Using the information previously determined that Deep River Landing is a major impact zone with a population in the zone of **16,825**. First you will need to determine the feeding requirements before estimating the resources to meet the requirement.

- **Determine a percentage and estimate the number of people that will require feeding.**

  - Use the guidance in Multi-Agency Feeding Plan Template
  - For the purposes of this activity, we have chosen the following percentage. However this percentage may vary depending on multiple criteria including the type event and demographics of the population in the impact zone:

      - **25%** of the population in the impact zone will need feeding.
      - **Number of people requiring feeding – 4,206**

- **Determine the total number of meals per day. Assume each person will receive 2 meals a day.**

  - Meal Production (Kitchens):

      - Red Cross has one Type II kitchen (kitchens with a production capacity of 20K or fewer meals per day) in state.
      - The Salvation Army has one Type II kitchen and 30 Canteens (1.5K meals or fewer per day per canteen) in state. **Six canteens can meet the resource requirements for meal production for 8,412 meals a day. These units can be activated quicker than field kitchens and provide a more flexible response.**
      - The Southern Baptist Convention has five Type II kitchens available in state.
      - Ten local caterers in state have the capacity to produce 500 meals per day.

  - **Food Commodities (Supplies, Equipment):**

      - **20 food banks in state are available to provide food for meals.**
      - Sysco and US Foods in state can support with food commodities.

  - **Staff**

      - **24 staff** will be required to prepare meals on the 6 canteens. See State of Columbia Profile.

Visual 12:   <u>6. Determine Available MC/EA Resources</u>

- Resources that MC/EA stakeholders can commit to support the response
- Availability of resources is time and incident specific for each MC/EA stakeholder

6. Determine Available MC/EA Resources

Once the resource requirements have been determined, the MC/EA Coordinator collaborates with the MC/EA stakeholders to determine the resources they have readily available to deploy. This determination should be shared among the participants both during preparedness and response.

The availability of resources is time- and incident-dependent. For instance with a notice event, conversations can begin prior to the incident, which allows the MC/EA Coordinator to get a better idea of what might be available and they and their partners can begin to move resources forward. The process is repeated as necessary and is not a one-time occurrence.

In the scenario we have just been working on, it may take several days to get the canteens and commodities operational. In the meantime shelf stable meals may be a better option for short term.

As pointed out before, communication and sharing information cannot be emphasized enough. It is important that the MC/EA Coordinator encourages the partners to share what their organizations have available. It is not a negative reflection on any organization if it does not have enough resources and/or it takes an extended period of time to get them mobilized. However, the lack of a realistic assessment of what is available (and when) may adversely affect the response.

Visual 13:   Consider Delays When Deploying MC/EA Resources

- Geography/Topography
- Time
- Disaster Conditions
- Availability of Specific Resources

Consider Delays When Deploying MC/EA Resources

Potential delays are an important element to consider when looking at the availability and utilization of MC/EA resources.

- **Geography/Topography:** The geography of the affected and surrounding areas may impact getting resources to people who need them. For instance, low-lying areas may be inundated with water and supplies may have to be transported significant distances out of the way.
- **Time:** Human resources may take up to 3-4 days to arrive on and then may require an additional day to become fully operational.
- **Disaster Conditions:** Conditions caused by the disaster event may result in transportation delays that can negate other resources being available in a timely manner. For instance, buildings may be damaged by the earthquake and shelter facilities only available outside the impacted zones.
- **Availability of Specific Resources:** During a catastrophic disaster food supplies may not be readily available from vendors because their inventory has been depleted.
- **Other Disasters:** Other disaster operations may be competing for similar resources.

The delays listed can have a significant impact on how and from when resources arrive.

Visual 14: Determine Available Resources for Sheltering

Location	Affected Population	People Needing Sheltering	Shelters Required	Jurisdiction	Shelters Available	Shelter Capacity Available	Cots Available	Staff Available
Deep River Landing	16, 825	841	3	Mineral County	6	1,400	2K (in state)	?

Let's walk through the process and look at sheltering requirements and sheltering resources in Mineral County.

We know that in Deep River Landing it's estimated that 841 people will need short term emergency.

Looking at the State of Columbia profile, we learn that Mineral County has six shelters with a capacity of 1,400 total and they are not in the flood zone.

In the State of Columbia there are 20,000 cots available; however, the number of cots available in Mineral County is unknown. The number of sheltering staff available is also unknown.

Therefore there may be sufficient sheltering resources available for Deep River Landing. However, there are other variables to consider including the location of the shelters and available staff in order to confirm sufficient resources to meet the requirements.

Visual 15: 7. Identify MC/EA Resource Shortfalls

Shortfall is the difference between what is available and what is required

Determine Available Resources for Sheltering

The next step in the process is for MC/EA Coordinators and partners to identify the available resources that meet the requirements and any shortfalls that may exist. Shortfall is the difference between what is available and what is required.

 Let's say that more conversations with the Mineral County School Board reveal that the three high schools are in the midst of final exams and will not be available. In addition, the Community College gymnasium is undergoing renovations for a month and will also be unavailable. This leaves a shortfall of 140 shelter spaces in the Mineral County.

Visual 16:   Activity 5-3: Identify Resource Shortfalls for the Distribution of Emergency Supplies

Use the handouts and answers from the preceding activities to:

- Estimate the number of households that need clean-up kits in Deep River Landing

  - Assume 3.58 people per household
  - Assume one household per home
  - Assume two cleanup kits will be required for each major damaged home
  - Assume one clean up kit will be required for each minor damaged home

- Determine how many clean-up kits are available
- Determine if there is a shortfall
- Work in table groups
- Select a spokesperson to report out

Time: 20 minutes

The purpose of this exercise is to provide you an opportunity to practice determining available resources and identifying resources shortfalls.

Let's review the steps to the answer the questions in the activity.

 Assumptions:

- *Assume 3.58 people per household*
- *Assume one household per home*
- *Assume two cleanup kits will be required for each major damaged home.*
- *Assume one clean up kit will be required for each minor damaged home*

Deep River Landing:

- **Affected Population: 16,825**
- **Estimate the number of clean-up kits required in Deep River Landing:**
  - Destroyed Homes (D): Will not need clean-up kits. People will not be moving back into the homes.
  - Major Damaged (MA): 20% x 16,825 = 3,365 \ 3.58 = 940
  - Minor Damaged (M): 10% x 16,825 = 1683 \ 3.58 = 470
  - D+MA+M = Number of clean up kits required = **1,410**
- **Determine how many clean-up kits available: 0**
  - No clean-up kits are included in Human and Material Resources in Little Grand and Deep River Scenario or the State of Columbia Profile
- **Determine if there is a shortfall: -1,410**

As we've emphasized throughout the course, doing this type of calculation results in general estimates, and sometimes more information will be needed to narrow down the requirements, types of resources, and shortfalls.

The MC/EA Coordinator and partners in this scenario would need to get more information including: would one kit be enough for one household, how many additional kits would be required if people came multiple times to the distribution site and what if people came from outside the affected area.

Visual 17:   8. Fulfill MC/EA Resource Shortfalls

Agreements, Contracts, Federal Support

- Memorandums of Understanding, Agreements
- State Resources and/or Contracts
- Mutual Aid
- Emergency Management Assistance Compact (EMAC)
- Federal Support - RRF

8. Fulfill MC/EA Resource Shortfalls

There are multiple options for a jurisdiction to address and fulfill shortfalls.

One of the first options is to work with the Voluntary Agency Liaison to coordinate with the voluntary organizations to determine what resources are available. This would also include spontaneous organizational support including various organizations and the private sector e.g.: shelters, distribution points and feeding, etc. These could include Memorandums of Understanding with organizations, State Resources and/or Contracts with vendors, EMAC and/or through FEMA.

For instance with the identified sheltering shortfall in Mineral County, it was discovered later that several churches had spontaneously opened their facilities for sheltering and they were able to make up the shortfall of 140 spaces.

A tool that can be used to research the best option is the *Resource Request Checklist*. It may help to determine the best resource to meet the shortfall considering the cost, time for delivery and availability.

Memorandums of Understanding, Agreement

The primary objective of these agreements is to facilitate rapid, short-term deployment of emergency support prior to, during and/or after an incident.

A memorandum of understanding (MOU) is a legal document describing a bilateral agreement between parties. It expresses a convergence of will between the parties, indicating an intended common line of action, rather than a legal commitment. It is a more formal alternative to a gentlemen's agreement, and generally lacks the binding power of a contract.

 A memorandum of agreement (MOA) or cooperative agreement is a document written between parties to cooperatively work together on an agreed upon project or meet an agreed upon objective. The purpose of an MOA is to have a written understanding of the agreement between parties. The MOA can be a legal document that is binding and holds the parties responsible to their commitment or just a partnership agreement.

Resources may be committed through mutual aid and assistance agreements. Agreements may be within communities, across jurisdictions, or State-to-State. Remember: Agreements are formal documents that identify the resources that participants are willing to share during an incident and should include:

- Definitions of key terms used in the agreement
- Roles and responsibilities of individual parties
- Procedures for requesting and providing assistance
- Procedures, authorities and rules for cost allocation/reimbursement
- Notification procedures
- Protocols for interoperable communications
- Relationships with other agreements among jurisdictions
- Treatment of workers' compensation, liability, and immunity
- Recognition of qualifications and certifications

Memorandums of Understanding and/or Memorandums of Agreement should be in place before a state can use volunteer hours as credit against cost-share. Refer to the state's Public Assistance guidance for more information.

For more information go to these links:

- 9523.18 Host-State Evacuation & Sheltering Reimbursement (https://www.fema.gov/952318-host-state-evacuation-sheltering-reimbursement)
- 9850.7 Host-State Evacuation and Sheltering Frequently Asked Questions (FAS) (https://www.fema.gov/pdf/government/grant/pa/9580_7.pdf)
- Memo on 9523.18 Host-State Evacuation and Sheltering Reimbursement Policy (https://www.fema.gov/memo-952318-host-state-evacuation-and-sheltering-reimbursement-policy)
- Federal Register Public Assistance Eligibility (https://www.federalregister.gov/documents/2009/11/20/E9-27883/public-assistance-eligibility)

State Resources and/or Contracts

The State and many jurisdictions maintain contracts with vendors willing to assist with disaster response. One caution is to make sure that the NGOs, State/Local government and Private Sector are not all relying on the same vendors for support, e.g., food, cots, durable medical equipment.

Grants

FEMA provides State and local governments with preparedness program funding in the form of Non-Disaster Grants to enhance the capacity of state and local emergency responders to prevent, respond to, and recover from a weapons of mass destruction terrorism incident involving chemical, biological, radiological, nuclear, and explosive devices and cyber-attacks.

- **Emergency Management Performance Grant (EMPG)** The Emergency Management Performance Grant Program plays an important role in the implementation of the National Preparedness System by supporting the building, sustainment, and delivery of core capabilities essential to achieving the National Preparedness Goal (the Goal) of a secure and resilient Nation.
- **State Homeland Security Program (SHSP)** The SHSP assists state, tribal and local preparedness activities that address high-priority preparedness gaps across all core capabilities and mission areas where a nexus to terrorism exists. SHSP supports the implementation of risk driven, capabilities-based approaches to

address capability targets set in urban area, state, and regional Threat and Hazard Identification and Risk Assessments (THIRAs). The capability targets are established during the THIRA process, and assessed in the State Preparedness Report (SPR) and inform planning, organization, equipment, training, and exercise needs to prevent, protect against, mitigate, respond to, and recover from acts of terrorism and other catastrophic events.

- **Urban Areas Security Initiative Program (UASI)** The UASI program funds addressed the unique risk driven and capabilities-based planning, organization, equipment, training, and exercise needs of high-threat, high-density Urban Areas based on the capability targets identified during the THIRA process and associated assessment efforts; and assists them in building an enhanced and sustainable capacity to prevent, protect against, mitigate, respond to, and recover from acts of terrorism.

- Ho**meland Security Grant Program (HSGP)** The Homeland Security Grant Program plays an important role in the implementation of the National Preparedness System by supporting the building, sustainment, and delivery of core capabilities essential to achieving the National Preparedness Goal (the Goal) of a secure and resilient Nation.

- **Tribal Homeland Security Grant Program (THSGP)** The Tribal Homeland Security Grant Program plays an important role in the implementation of the National Preparedness System by supporting the building, sustainment, and delivery of core capabilities essential to achieving the National Preparedness Goal (the Goal) of a secure and resilient Nation.

- **Nonprofit Security Grant Program (NSGP)** The Nonprofit Security Grant Program (NSGP) plays an important role in the implementation of the National Preparedness System by supporting the development and sustainment of core capabilities. Core capabilities are essential for the execution of each of the five mission areas outlined in the National Preparedness Goal (the Goal). The building, sustainment, and delivery of these core capabilities require the combined effort of the whole community, rather than the exclusive effort of any single organization or level of government. The NSGP's allowable costs support efforts to build and sustain core capabilities across the Prevention, Protection, Mitigation, Response, and Recovery mission areas.

For more information, go to the following link: Preparedness (Non-Disaster) Grants (http://www.fema.gov/preparedness-non-disaster-grants)

Host State Agreements

- An affected state does not have to have an MOU or MOA established before making a request to use donated resources, e.g. Volunteer hours against cost share. However, documentation created ahead of time is always encouraged.
- What may be eligible under FEMA Public Assistance (PA) projects is overtime, donated materials, equipment and other donated resources, e.g. Volunteer hours.
- If MC/EA Coordinator has questions, they should see their state Public Assistance Point of Contact (POC).

- For host state agreements, the host state can obtain direct reimbursement from FEMA if they have received an emergency declaration and the language in the President's letter says that direct reimbursement is applicable.
- If the host state does not have an emergency declaration then the host state has to submit for reimbursement as a sub grantee to the affected state with the IA Declaration.

Mutual Aid

Many State and local governments and private nonprofit organizations formulate mutual aid agreements to provide emergency assistance to each other in the event of disasters or other crises. The conditions of the agreements may be to provide reciprocal services or to receive direct payment through specific labor and equipment rates outlined in the agreements. These agreements are usually written but occasionally are by understanding or are arranged after a disaster occurs. This policy addresses both written and unwritten mutual aid agreements.

Emergency Management Assistance Compact (EMAC)

The Emergency Management Assistance Compact (EMAC) is a congressionally ratified mutual aid compact that legally establishes a national system to facilitate resources across state lines during an emergency or disaster. All fifty states, the District of Columbia, Puerto Rico, Guam, and the U.S. Virgin islands are EMAC members.

Through EMAC, a disaster-impacted State can request and receive assistance from other member States quickly and efficiently. EMAC may be activated for any emergency or disaster that has been declared by the governor of a state, not just for catastrophes such as hurricanes and earthquakes.

There may be a cost to the requesting state for assistance provided through an EMAC request, however States may provide resources or services to emergency-impacted states at no charge.

Federal Support—Resource Request Form (RRF)

Most MC/EA items can be acquired through federal support and with a cost share. Shelf-stable meals are available from FEMA Distribution Centers, Durable Medical Equipment can be purchased through General Services Administration, and accessible toilets and showers are available through FEMA Contracting. I

t is important to understand the process followed for a State to request Federal assistance. All Federal assistance is requested on a Resource Request Form (RRF) and only becomes a Mission Assignment when the Task is assigned to another Federal agency. However, the form may be used to request other vendor support, etc., from FEMA.

While local jurisdictions probably will not be writing RRFs, it is important to understand the process and the writing of an RRF in order to be able to request exactly what is needed to support the disaster survivors.

 This process is only applicable when a presidential declaration is made for Individual Assistance (IA).

The Role of the State MC/EA Coordinator in the FEMA RRF Process:

- After validating the need, the Coordinator is responsible for initiating the resource request, which includes:
- Recommending optimal sourcing decisions for specific resource requests.
- Filling out the FEMA RRF form. (Depending on the process in each State, the State MC/EA Coordinator, Operations or Logistics may initiate the request and fill out the request.)
- Continuing to coordinate and collaborate with the various offices involved with approving the resource request

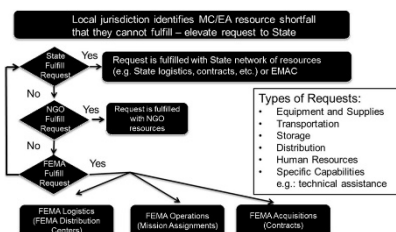**RRFs must be completed in detail and include:**

- WHO: Identify the requestor
- WHAT: Requests must be specific, quantifiable, and include cost and a timeframe for the resource
- WHEN: Identify when the resource is required
- WHERE: Complete detail on where the resource is to be delivered: Name, telephone number (24/7), address and zip code
- WHY: Explain why the resource is required

 The Resource Request Checklist can also be used to help complete a FEMA Resource Request Form (RRF).

FEMA maintains Pre-Scripted Mission Assignments (PSMAs) and contracts for certain items in order to quickly support States with requests for assistance.

Visual 18:   Decision Tree to Process MC/EA Requests

The decision tree process illustrates a sequential process used to determine how to fulfill requests for MC/EA resources. A narrative description follows the flow chart below.

The decision tree on the visual is described as: The Types of Requests that use this decision tree:

- Equipment and Supplies
- Transportation
- Storage
- Distribution
- Human Resources
- Specific Capabilities (e.g.: technical assistance)

 Decision chart begins with local jurisdiction identifies MC/EA resource shortfall that they cannot fulfill – elevate request to State. Does State fulfill request? If yes, request is fulfilled with State network of resources (e.g., State logistics, contracts, etc.) or EMAC. If no, NGO fulfill request? If yes, Request is fulfilled with NGO. If no, FEMA fulfill request? If yes, FEMA Logistics (FEMA Distribution Centers), FEMA Operations (Mission Assignments) and FEMA Acquisitions (Contracts). Decision tree begins again for new request.

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no, NGO fulfill request? If yes, Request is fulfilled with NGO. If no, FEMA fulfill request? If yes, FEMA Logistics (FEMA Distribution Centers), FEMA Operations (Mission Assignments) and FEMA Acquisitions (Contracts). Decision tree begins again for new request.

A request for resources may be fulfilled by an individual (EMAC) or a combination of local, State, non-governmental organization (NGO), and Federal resources. For example, the State resources may be used to acquire cleaning kits, and local or NGO resources may be used to distribute them (e.g., at Points of Distribution, or PODs).

Once a resource is identified by a local or county level jurisdiction, and a determination is made it cannot be met at that level, the MC/EA Coordinator and partners should ask the following questions:

> **1. Can the State fulfill the request? Can the State fulfill a part of the request (e.g., storage, transportation, or distribution)?** Before other resources are used, the State evaluates its own resources (e.g., State agencies, logistics, contracts, etc.) and those of local NGOs in the State's coordinated resource network, which may include donated goods. The State coordinator for mass care asks for Federal support for only what is beyond the State's capacity.

If the State cannot meet the need, the MC/EA staff should consider the following:

2. Can an NGO that is not part of the State's coordinated network fulfill the request? Can a local NGO satisfy a storage, transportation or distribution request? If the state determines that the need cannot be met through its own network of resources, including NGOs, the mass care staff works with the State to examine options with national level NGOs or NGOs that are not part of the State network to meet the requirement. For example, does an NGO have a supply of cots, and can they deliver to the shelter? NGOs may provide distribution support using indigenous vans or other assets.

If NGOs can't satisfy the request, the State prepares and approves a Resource Request Form (RRF) for Federal resources or assistance; the RRF receives Federal concurrence.

> *For example, shelter residents in a General Population Shelter may lack basic needs, such as cots and blankets, and the mass care staff would support the State in writing the RRF.*

Federal Support

> Federal support to a state will be coordinated through FEMA. Depending on the request, there are three options that FEMA will consider, in sequence, in fulfilling the requirement:

- FEMA Logistics through organic resources, contract, and/or Purchase Card (P-card)
- FEMA Operations through the Mission Assignment Process
- FEMA Acquisitions through existing and/or new contracts

FEMA Logistics

Can the FEMA Joint Field Office (JFO) or Regional staff procure the requested resource through local funding vehicles? Can one of these methods satisfy a storage, transportation, or distribution request?

If FEMA Logistics acquires the needed resource (for example, cots, blankets, linen), there must be a plan for the storage and distribution of the items. An NGO may be identified by the State to store and distribute, and the MC/EA staff would coordinate the hand-off between FEMA Logistics and the NGO partner.

FEMA Operations

Can a Mission Assignment (MA) fulfill the request? Can a MA fulfill a storage, transportation, or distribution request?

A MA is the method by which FEMA can task another Federal agency to fulfill the request. The mass care staff will work with other FEMA elements to identify the Federal agency that may be able to fulfill the MA.

As an example, to fulfill the State's need for cots and blankets, the U.S. Forest Service could be mission assigned, in which case they may be able to provide for transportation, storage and distribution. If not, another agency or organization could be mission assigned for these purposes.

FEMA Acquisitions

- FEMA Acquisitions will utilize existing contracts (organic or through another federal agency) to meet validated requirements
- FEMA Acquisitions may modify or renegotiate existing contracts to meet validated shortfalls
- FEMA Acquisitions is required under Section 791 of the Stafford Act to enter into contracts to ensure life-saving, life-sustaining resources are provided on time to survivors.

If FEMA is unable to fulfill the request for any reason, such as a legal reason or the requirement is not available, FEMA will work with the State to see what alternative options are available.

Remember that the steps we have described for determining requirements for resources and fulfilling them may be an ongoing process throughout an operation.

Visual 19:   Sample - Resource Tracking

Spreadsheet

Kitchen Number	Organization	Site Location	County	On-Scene Contact	Contact Telephone #'s	Non-Expendable Resource	Status of Resource	Notes
KB-01-FL	SB	First Baptist Church 3000 Orange Blossom Dr. Anywhere, USA	Sharkey	Leon Hurley Blue Capp	XXX-XXX-XXXX	Fork Lift/Pallet Jack		
K-02	Jones Catering	Old K-Mart Site 305 Sugarland Hwy 27	Bolivar	Chef John	XXX-XXX-XXXX	Reefer	Due to be delivered 1700 mm/dd/yyyy	
KRC-03	ARC	North Central Airport 5115 Hwy 36 Anywhere, USA	Wet-lands	Happy Will	XXX-XXX-XXXX			Update of POC

Sample - Resource Tracking Spreadsheet

While Logistics and Operations track resources, it is critical that MC/EA track the resources that are placed in the field.

Often organizations do not understand the cost factors involved with the leasing of the equipment and just move to another area without letting anyone know the status of the equipment they have secured from other sources.

Blank Resource Tracking Spreadsheet

Kitchen Number	Organization	Site Location	County	On-Scene Contact	Contact Telephone #'s	Non-Expendable Resource	Status of Resource	Notes

This form can be used to track requests as well as the status of the equipment, location and when to be returned.

Additionally, mapping the location of sites is of great value as it provides the visual representation of the services being provided and where they are located. It quickly allows for adjustments to better serve the affected population.

Visual 20:   <u>Knowledge Check</u>

Indicate True or False for the statements below:

- The Emergency Management Assistance Compact (EMAC) provides structure to interstate mutual aid when a State needs assistance from other States (T/F)
- EMAC can be called to action and used even if there is NOT a Governor-declared state of emergency (T/F)
- There is no cost associated with requesting EMAC resources (T/F)

EMAC is an effective way for States to support other States and is less expensive than FEMA Mission Assignment support.

Visual 21:   <u>Summary</u>

- Determine MC/EA Resources:
  - Required
  - Available
  - Shortfalls
- Address the Resource Shortfalls

In this module we have covered the following topics:

- Determine what MC/EA Resources are required
- Determine what MC/EA Resources are available
- Determine shortfalls and how to fulfill the shortfalls
- Address the resource shortfalls

 As you learned in the previous module, it is important that the MC/EA Coordinator is familiar with the MC/EA providers of resources and their capabilities. The MC/EA Coordinator, and partners use the information when developing the incident's operational strategy and activities.

 Resource availability match the type, kind and quantity of estimated required resources to the type, kind and quantity of available resources.

 The difference between what is required and what is available equals the resource shortfall. Once the shortfall is determined, the MC/EA Coordinator determines the best means to procure the resources and based on many factors including cost, time for delivery, critical need, etc.

Activity 5-3: Determine Resource Requirements for Feeding Answer Sheet

Using the information previously determined that Deep River Landing is a major impact zone with a population in the zone of **16,825**. First the MC/EA Coordinator and partners need to determine the feeding requirement before estimating the resources needed to meet the requirement.

- **Determine a percentage and estimate the number of people that will require feeding.**
  - Use the guidance in Multi-Agency Feeding Plan Template.
  - For the purposes of this activity, we have chosen the following percentage. However this percentage may vary depending on multiple criteria including the type event and demographics of the population in the impact zone:
    - **25%** of the population in the impact zone will need feeding.
    - **Number of people requiring feeding—4,206**

- **Determine the total number of meals per day. Assume each person will receive two meals a day.**
  - Multiply the number of people needing feeding by two to find the number of meals required per day:
    - **Total number of meals per day—8,412**

- **Determine the resource requirements needed to meet the meal production requirement.**
  - Meal Production (Kitchens):
    - Red Cross has one Type II kitchen (kitchens with a production capacity of 20K or fewer meals per day) in state.
    - The Salvation Army has one Type II kitchen and 30 Canteens (1.5K meals or fewer per day per canteen) in state. **Six canteens can meet the resource requirements for meal production for 8,412 meals a day. These units can be activated quicker than field kitchens and provide a more flexible response.**
    - The Southern Baptist Convention has five Type II kitchens available in state.
    - Ten local caterers in state have the capacity to produce 500 meals per day.
  - **Food Commodities (Supplies, Equipment):**
    - **20 food banks in state are available to provide food for meals.**
    - Sysco and US Foods in state can support with food commodities.
  - **Staff: 24 staff** will be required to prepare meals on the 6 canteens. See State of Columbia Profile.

Module 6: MC/EA Information Management

Visual 1:   Module 6: MC/EA Information Management

MC/EA Planning and Operations Course
Module 6: MC/EA Information Management

The purpose of this module is to learn how to manage information, which is essential to the success of a MC/EA response.

Information management includes the gathering, reporting, and sharing of information related to MC/EA activities, and which may be requested and/or directed by Emergency Management Coordinators/Directors and MC/EA stakeholders.

As we have learned in the preceding modules, not having adequate information at hand makes it is impossible to analyze and validate requests for support and to coordinate actions effectively.

Visual 2:   <u>Module Objectives</u>

- Describe the purpose of managing information
- List sources of information
- List standard reports

  - General Operational Reports
  - MC/EA Daily Activity Reports
  - MC/EA After-Action Reports

- Describe operational meetings

Visual 3:   <u>Purpose of Information Management</u>

- Develop Common Operating Picture
- Validate information
- Disseminate information

The purpose of information management is to manage and use information to support decision-making and actions. As the operation progresses, the MC/EA Coordinator and partners gather and analyze information to develop the MC/EA common operating picture (COP) and project MC/EA resource requirements, validate information, and disseminate information. The information is given to MC/EA partners and operational leadership for awareness, review and action.

Information included in a COP might include: the number of shelters and the populations; the number of people being fed; the number of emergency supplies being distributed; and the number of people requiring reunification.

The process of managing information is up to each jurisdiction. The information may be used to develop a MC/EA COP or part of the high-level, overall disaster operation COP. However, the outcome is to have all MC/EA partners on the same page striving towards the ultimate goal of providing MC/EA resources to deliver services to survivors.

As we learned in Module 4, relevant and validated information is important to understanding the scope and scale of a disaster and to guiding ongoing planning.

For example, one issue might be the number of shelters that are open with the population. By using all available information, the MC/EA Coordinator and partners can track the number of shelters and the resources needed to support them. This may include sharing, in varying degrees, what to expect, what is needed, and what may be of concern in the future. It may also simply intend to show progress towards goals and/or for others to use in their analysis, validation and make decisions.

The information is then shared with MC/EA partners and leadership for reporting and informed decision making by elected officials.

Visual 4:   Sources of Information

- Government Agencies
- Non-governmental Organizations
- Private Sector
- Public Sector

Sources of Information

Multiple sources provide different types of information that help to verify and validate decisions and actions, and to de-conflict information and ground assumptions. The MC/EA Coordinator may need to assign personnel to manage this process.

For example: during an operation, the Red Cross reports that 1,000 meals have been distributed and Southern Baptist Convention Disaster Relief reports that 1,000 meals have been prepared (for distribution).

Cross referencing the information with the feeding partners and making the distinction between meals prepared and meals distributed gives credibility to the feeding report that the MC/EA Coordinator will be report out.

Some of the sources and types of information may include:

- Government Agencies (status)

  - Public utility service including water, power, and sanitation
  - Transportation networks
  - Debris clean-up
  - Preliminary Damage Assessments (PDA)
  - Declarations
  - Jurisdictional response
  - Number of individuals missing, injured, or dead
  - Transition

- Non-governmental Organizations (status)

  - Services being provided

    - Opening, maintaining, and closing shelters
    - Feeding
    - Emergency supplies distribution
    - Reunification services for survivors
    - Mass evacuee support

  - Transition

    - Southern Baptist Disaster Relief may prepare meals at the beginning of an operation but then, as feeding requirements begin to decline, they may transition to doing "muck outs." o Spontaneous volunteers and donations

- Private Sector

- Resources available
- Contracts activated
- Types and numbers of resources deployed
- Transition and closing plans

- Public Sector

  - Resources available
  - Types and numbers of resources deployed
  - Transition and closing plans

For transition and closing plans, the MC/EA Coordinator needs to know the partners' plans for continuation or termination of services. There should be no surprises about future actions on the part of partners. This information must drive the decisions to downsize, transition, and/or terminate services. Leadership needs to be kept abreast of these decisions.

Visual 5:   <u>Operational Reports</u>

- Preliminary Damage Assessment Reports
- Situation Reports
- MC/EA Activity Daily Reports
- MC/EA After Action Reports

Operational Reports

There is always a tremendous demand for current information and data regarding the status of MC/EA response efforts. The Standard Reports covered next are generic and can help satisfy this demand. They are divided into three general categories, but the type and format of reports will always be based on the needs of the jurisdiction.

Operational reports contain information from various jurisdictions and partners. The reports are used by the MC/EA Coordinator and partners for obtaining, analyzing and sharing information.

These reports can be used in different ways and for different purposes depending on the jurisdiction's needs and leadership's direction. They can also be used to transmit goals and objectives for the operational period.

Some of the more common operations reports are:

- **Preliminary Damage Assessment (PDA) Reports**

    Joint PDAs can be completed between the State/locals, FEMA Region and Red Cross. Damage assessment reports are used to support the request by the State for a Presidential Declaration.

    The PDAs are analyzed by the MC/EA Coordinator and partners to validate and determine the levels of impact and to prioritize the sectors for service delivery. Remember: in Module 4 we discussed how this information can drive the development of initial and ongoing requirements.

    MC/EA Coordinators and partners may also add to PDAs from information gathered from MC/EA field operations.

- **Situation Report (SitRep)**

    SitReps are dependent on the needs of the jurisdiction and/or leadership. They provide information for a predetermined time frame.

    The SitRep may provide:

- What has happened since the last report i.e.: change in number of open shelters and populations
- Status of the operation i.e.: opening, ongoing, closing of the operation
- Changes in requirements and/or resources i.e.: new partner may be required to address the need for resources and/or a resource partner is leaving the operation sooner than planned, and a replacement is needed. Sometimes this is known ahead of time and other times it may be spontaneous.

Initially the situation reports are posted on a daily basis and then on an as needed basis throughout the duration of the disaster relief operation.

The MC/EA Coordinator is responsible for sending information included in the MC/EA daily activity report (see below) to be included in the situation report.

- **Incident Action Plan (IAP)**

    An IAP is a written plan containing:

    - General objectives including the strategy for managing the incident during a specific operational period
    - The identification of operational resources and assignments
    - Attachments that provide direction
    - Important information for incident management for the operational period.

    The MC/EA Coordinator uses the directives in the plan to develop tasks and courses of action to meet the objectives. At the end of the operational period the coordinator can assess the status of the MC/EA activities in support of the objectives. Then as necessary, they can adjust courses of actions and tasks.

- **Spot Reports**

    - A real time report designed to provide decision makers a snapshot of developing situations
    - Can include plans and accomplishments for the current operational period
    - Can be used to capture an immediate change in the operation
    - This report is done as needed

- **MC/EA Activity Daily Reports**

The Activity Daily Reports are prepared by the MC/EA Coordinator, Task Force Leads and/or personnel assigned for reports.

Activity reports are primarily statistical reports. They can be used to share information but also to analyze and validate information to support decision making. For instance, a shelter report may indicate that midnight populations are much higher than noon counts, which may indicate that shelteree's are returning to their homes to repair and/or going to work. If the noon time count is higher it may be inferred that survivors are coming to the shelters for food, information, and supplies.

The reports should include, at a minimum, the following statistical information; however, more extensive information may be requested by leadership.

- Sheltering

    - Open shelters
    - Population
    - Locations

- Feeding

    - Production capacity
    - Shelf-stable meals
    - Hot meals

- Food boxes
- Fixed feeding sites
- Mobile delivery

- Distribution of emergency supplies

  - Fixed sites
  - Mobile delivery
  - Type of items being distributed

- Reunification

  - Estimate of displaced adults
  - Estimate of displaced children
  - Number of Safe and Well or NEFRLS registrations, etc.

- People with disabilities and others with access and functional needs

  - Percentage of disabled people within the affected area
  - Consumable Medical Supplies (CMS) and Durable Medical Equipment (DME) distributed

- Household Pets and Service Animals (HPSA)

  - Number of pet shelters open
  - Number of pets being sheltered
  - Active rescue operations
  - Status of reunification and challenges
  - Organizations active in HPSA response and recovery

- Mass evacuee support

  - Number of government-assisted evacuees and their household pets
  - Number of host states and accepted evacuees
  - Type of tracking system
  - Number and location of embarkation, debarkation and reception processing centers

- **MC/EA After-Action Reports**

  There are many informal and formal after-action reports. The MC/EA Coordinator will direct partners, as well as Task Force Leads, to provide information on their respective activities to be included in the MC/EA After Action Report. Parts or all of the MC/EA After-Action Report may go into a larger, more comprehensive After-Action Report for the operation.

  "Hot washes" usually occur after an event; these consist of formal Department of Homeland Security, Remedial Action Management Program (RAMP) sessions and formal evaluations, including surveys and face-to-face meetings with the various stakeholders.

The purpose of the after-action reports is to explore what worked and didn't work and to identify lessons learned and best practices that can be used to revise plans.

Key Point

It is important to note that many different reports will be requested by senior officials during an operation and it is the MC/EA Coordinator's responsibility to provide data on the MC/EA activities. There may be "hot button" items that senior leadership and/or elected officials persistently question.

Ensure that what is being asked is clearly understood and the information is validated (be aware that there may be some double reporting that needs to be clarified, e.g. Southern Baptists reporting individually or through either the Red Cross or the Salvation Army). The participating organizations should only report on their individual agency activities.

Reports must be as thorough and complete as possible to justify actions taken during the response. Post-disaster legal action may require that these reports are examined.

Visual 6:   Operational Meetings

Operational Meetings

Another way to acquire and share information is during operational meetings. They can be either in person and/or virtual.

The MC/EA attendee should be brief in their presentation if called upon and provide validated new information. Not to go back over items that have been covered in previous meetings. The purpose of these meetings are not to rehash history.

Here are some examples of Operational Meetings:

Shift Briefings

The outgoing shift needs to brief the incoming shift on all activities that occurred during the shift. This includes any reports, conversations, problems, ongoing issues and/or successes.

Leadership Briefings

The purpose of the briefings are to educate the senior officials on plans, accomplishments, and issues.

MC/EA Coordination Calls

These are the coordination calls that the MC/EA Coordinator leads with partners. They are designed to keep everyone abreast of mass care/emergency assistance activities including service delivery, assessing resources, identifying shortfalls and making changes to tasks and/or courses of action.

Emergency Operations Center (EOC) Meetings

The MC/EA Coordinator attend these meetings with other government functional leads to assess the status of the operation and offer ideas and plans to address pertinent issues.

Jurisdiction Conference Calls

This is call is with the affected jurisdictions to address problems, concerns, resource requests, and to obtain and provide updated information on service delivery. Jurisdictions may also be on MC/EA Coordination Calls too.

Key Point

MC/EA information management is a demanding and time-consuming task at an EOC during a disaster response, and it is important to consider having personnel assigned to preparing for meetings, calls, and reports and spontaneous verbal or written briefings.

Visual 7:   <u>Summary</u>

- Purpose of managing information
- Sources of information
- Standard Reports
- Operational Meetings

Visual 8:   <u>Course Summary</u>

In this course you learned about:

- Mass Care/Emergency Assistance Activities
- Mass Care/Emergency Assistance Planning Steps
- Roles and responsibilities of the Mass Care Coordinator and team
- Scale of the disaster and estimating needed resources to support a Mass Care/Emergency Assistance disaster operation
- Mass Care/Emergency Assistance Information Management