

Government Operations Fundamentals ***Disaster Cycle Services***

Participant Guide

September 2013



**American
Red Cross**



**American
Red Cross**

mission

The American Red Cross prevents and alleviates human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors.

vision

The American Red Cross, through its strong network of volunteers, donors and partners, is always there in times of need. We aspire to turn compassion into action so that...

...all people affected by disaster across the country and around the world receive care, shelter and hope;

...our communities are ready and prepared for disasters;

...everyone in our country has access to safe, lifesaving blood and blood products;

...all members of our armed services and their families find support and comfort whenever needed; and

...in an emergency, there are always trained individuals nearby, ready to use their Red Cross skills to save lives.

values

We reaffirm our commitment to the Fundamental Principles of the International Red Cross and Red Crescent Movement and add to these principles five values that are essential to our continued success in meeting our mission.

Compassionate: We are dedicated to improving the lives of those we serve and to treating each other with care and respect.

Collaborative: We work together as One Red Cross family, in partnership with other organizations, and always embrace diversity and inclusiveness.

Creative: We seek new ideas, are open to change and always look for better ways to serve those in need.

Credible: We act with integrity, are transparent guardians of the public trust and honor our promises.

Committed: We hold ourselves accountable for defining and meeting clear objectives, delivering on our mission and carefully stewarding our donor funds.

Fundamental Principles

humanity The Red Cross, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavors—in its international and national capacity—to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

impartiality It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavors to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

neutrality In order to continue to enjoy the confidence of all, the Red Cross may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

independence The Red Cross is independent. The national societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with Red Cross principles.

voluntary service The Red Cross is a voluntary relief movement not prompted in any manner by desire for gain.

unity There can be only one Red Cross society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

universality The Red Cross is a worldwide institution in which all societies have equal status and share equal responsibilities and duties in helping each other.



**American
Red Cross**

The American Red Cross is part of the global Red Cross and Red Crescent network, which works to prevent and alleviate human suffering around the world. This network includes national Red Cross and Red Crescent societies like the American Red Cross in almost every country; the International Federation of Red Cross and Red Crescent Societies, which coordinates international assistance; and the International Committee of the Red Cross, which focuses exclusively on areas of armed conflict. The network is united by a shared commitment to the fundamental principles listed above.

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Unit 1: Introduction

Course Purpose

The purpose of this course is to prepare you to work collaboratively with emergency management and other Red Cross partners throughout the disaster cycle to ensure a coordinated response that results in effective service delivery.

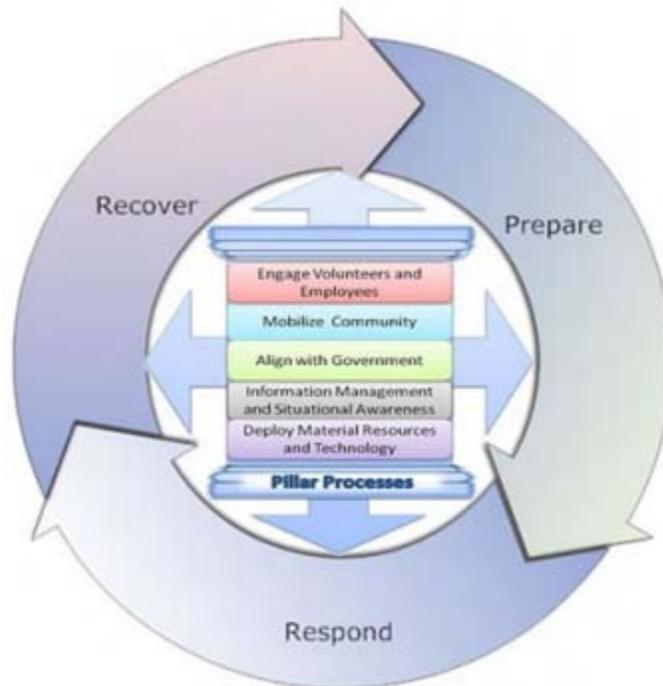
Course Objectives

- Describe the liaison's roles, responsibilities and assignment settings within the framework of the disaster cycle.
- Explain the liaison's role in preparedness efforts.
- Manage and communicate critical information, offers and requests during the response phase.
- Explain how to engage with partners to organize recovery efforts.
- Describe the importance of coordinating with internal and external partners to meet needs and enhance service delivery.
- Identify tools and resources for emergency management and relief operation settings.
- Identify next steps to becoming an effective liaison by creating an action plan.

Notes:

Unit 2: The Context

Disaster Cycle



The Process Model

Three “core” processes deliver the services of the Red Cross disaster cycle to the client:

- Prepare
- Respond
- Recover

Five “pillar” processes support the core processes.

Government Operations supports the pillar process of *Aligning with Government* throughout the disaster cycle by:

- Developing and sustaining relationships.
- Participating in planning efforts
- Providing situational awareness
- Facilitating response activities
- Ensuring strong government liaison teams

Partner Organizations

Partnerships are a key element for achieving an effective disaster response. As a Red Cross government liaison, you will work with a variety of partners to exchange information and assist in coordinating Red Cross service delivery. The Red Cross may have existing agreements or Memorandums of Understanding (MOUs) with some of these partners, and other partners may step forward during the response. Our goal is to ensure an effective, coordinated response. We can do this most effectively and efficiently when we work closely with our partners.

Our partners typically fall into one of four categories. These include the following:

Government partners are our primary emergency management agency partners and support agencies at all levels during the entire disaster cycle.

Nongovernmental partners—The Red Cross works closely with NGOs to provide effective service delivery to individuals and families affected by disaster. The term—nongovernmental partner|| refers to nonprofit organizations such as the Red Cross.

Faith-based partners—The Red Cross has longstanding relationships with a number of faith-based partners. We collaborate with these partners in service delivery and work closely with them to avoid duplication of services.

Private sector partners—Private sector partners are businesses. In disaster, private sector partners provide invaluable services, in-kind donations and support. It is important to develop strong relationships with disaster partners in your community before a disaster strikes. Use the following list of common Red Cross partnerships for reference when on assignment as a government liaison.

Resource:

The *Government Operations Handbook*, Appendix A, lists numerous partner groups and agencies, including Red Cross internal partners.

Notes:

Partner Groups and Agencies

Key Federal Partners

- Federal Emergency Management Agency (FEMA)
- Health and Human Services(HHS) —Health and medical issues
- Housing & Urban Development(HUD) —Housing
- U.S. Department of Agriculture(USDA) —Food and animals
- Environmental Protection Agency(EPA) —Hazardous waste
- AmeriCorps National Conservation Citizens Corps (NCCC)—Additional workers
- National Transportation Safety Board (NTSB)—Transportation events
- Federal Aviation Administration (FAA)—Aviation incidents
- Army Corps of Engineers (USACE)—Ice, water, flood control systems, debris removal
- Department of Defense (DOD)—Security and logistical support, mass evacuation transportation, medical evacuation and military assets
- Department of the Interior (DOI)—Tribal and insular areas, forest fire suppression, search and rescue
- Bureau of Indian Affairs (BIA)—Tribal and insular areas

Key Local and State Partners

- Office of Emergency Services—Planning and response
- Public Health—Planning and response, medical, behavioral health, staff support
- Social Services—Government services and programs available for clients; often has jurisdiction as mass care lead agency for the state
- Animal Control—Pet sheltering
- Public Safety—Law enforcement and fire suppression, site safety and security, evacuations, canteen support, special handling of registered offenders (parole, probation), information sharing on site impact (e.g. green(safe) zone, path of fire, 911 system, or other safety issues).
- Board of Education/Schools—Shelters, kitchen, staff
- Public Works—Damage assessment, road impact, utilities, etc.
- Department of Motor Vehicles—Replacement of identification
- Environmental Health—Site inspections, hazardous household waste, etc.
- Department of Sanitation—Waste removal

Key Nongovernment Organizations

- American Radio Relay League—Ham radio services
- Humane Society of America—Animal rescue, household pet sheltering
- Feeding America—Nationwide network of food banks
- Mercy Medical Air Lift—Medical air lift ambulance services
- Habitat for Humanity International—Home builds
- VOAD—Nationwide network of Voluntary Organizations Active in Disaster

Key Faith-based Organizations

- Catholic Charities/St. Vincent De Paul Society—Case management, financial aid to clients, feeding
- Southern Baptist Convention—Kitchens, feeding, debris removal, chainsaw crews, child care
- Church of the Brethren—Child care services
- Tzu-Chi—Financial aid for clients
- Salvation Army—Feeding, sheltering, household items, case management
- United Methodist Committee of Relief—Case management

Key Private Sector Organizations

- Home Depot—Debris removal and home repair
- Nestle Waters—Bottled water for bulk distribution
- Lowe's—Debris removal and home repair
- Wal-Mart/Sam's Club—Food, water, debris removal, home repair, clothing

Definition of a Red Cross Liaison

A Red Cross liaison is a person who facilitates communications between organizations—particularly our partners—making collaborations possible.

Successful liaisons:

- Proactively seek information and opportunities to collaborate
- Develop common expectations
- Maximize the combined resources available for the best possible support to the impacted community and partnerships

Activity: Tasks and Assignment Settings

Directions:

- Read over the following:
 - The job description on pages 8-9 of this guide.
- In your table groups, answer the following questions:
 - What do you think you'll be doing (tasks/activities) in this job?
 - Where do you think you'll be doing this work? What types of locations will you work at?
- Divide a piece of newsprint in half by drawing a horizontal line in the middle of the page. Label the top half, "Tasks/Activities," the bottom half, "Locations."
- Write the answers on the newsprint.
- You have 10 minutes to complete the activity.

Notes:

Job Description: Government Liaison, Service Associate

Location	Chapter or Disaster Relief Operation
Position Title	Government Liaison Service Associate
Key Responsibilities	<ul style="list-style-type: none"> • Develop and maintain strategic relationships • Participate in internal and external planning efforts and exercises • Provide situational awareness • Facilitate response activities • Effectively represent the Red Cross to external partners and explain Red Cross disaster policy, services and procedures as required
Relationships	Emergency Services Program and Government Operations Leadership and other stakeholders as appropriate
Knowledge, Skills & Abilities	<ul style="list-style-type: none"> • Demonstrate strong analytical and problem solving skills • Demonstrate excellent written, listening and verbal communications skills • Demonstrate familiarity of Red Cross policies, procedures, services, capabilities and capacities • Demonstrate familiarity with Red Cross disaster services program guidance and plans • Demonstrate familiarity with Red Cross relief operation organizational structure and table of organizational models. • Experience and understanding of Mass Care operations and planning • Demonstrate familiarity with emergency management systems • Ability to work effectively as part of the team • Ability to adapt to change, negotiate compromise, clarify, be flexible and manage ambiguity • Ability to manage multiple priorities and tasks simultaneously
Physical Requirements	<ul style="list-style-type: none"> • Ability to sit or stand for long periods of time • Ability to work for extended periods of time(up to 18 hours) • Ability to work under stressful situations • Ability to be flexible and adaptable in various situations and work settings , including weather conditions, cultures and geographic areas, for extended periods of time
Relevant Life Examples	<ul style="list-style-type: none"> • Emergency Management personnel • Lawyer • Sales & Marketing • Federal & state government retiree • Public Safety • Retired military • Mid-level government supervisory personnel • Educator
Possible Work Locations	<ul style="list-style-type: none"> • Disaster relief operations headquarters • Mega-shelters • Local EOC
Training	Training requirements include internal and external courses that can be located under Government Operations activity position requirements.

Terminology

Red Cross	Incident Command System (ICS)
Chapter/Region/Division/NHQ	Local/State/Tribal/Federal
Chapter/Region response	Local City/County Response
Relief Operation HQ	Emergency Operations Center (EOC)
Groups and Activities	Sections and Branches
Service Delivery Plan (SDP)	Incident Action Plan (IAP)
National Response Framework (NRF)	National Response Framework (NRF)
Division Disaster Executive	Federal Coordination Officer; State Coordinating Officer

Notes:

Unit Summary

Key points:

Action items:

Actions to take or items I need to explore further:

Unit 3: The Liaison in Preparedness

Joint Planning

Joint planning sets the stage for aligning services, identifying resources and developing expectations.

Align services

We align services with our partners when we work with mutual understanding of goals, courses of action, capacities, capabilities, processes and systems throughout the disaster cycle.

Your Role in Joint Planning

When you participate in joint planning sessions, you must be able to articulate Red Cross services to external partners.

- The services Red Cross provides.
- How those services are provided (including the engagement of our partner and community agencies).
- How we organize and scale to meet the needs presented by a disaster.

Benefits and Outcomes of Joint Planning

Plans and Agreements

The development of plans and agreements allow for opportunities to ensure joint understanding and build relationships. Plans and agreements document the agreed upon framework and methods of cooperation and coordination. They list roles and responsibilities.

Sample Memorandum of Understanding (MOU)

Memorandum of Understanding between The American Red Cross and <<Jurisdiction>>

I. Purpose

The purpose of this Memorandum of Understanding ("MOU") is to define a working relationship between The American Red Cross (hereinafter "Red Cross") and <<Jurisdiction>>, its agencies, counties, and municipalities (hereinafter <<Jurisdiction>>), in preparing for and responding to disasters. This MOU provides the broad framework for cooperation and support between the Red Cross and <<Jurisdiction>> in assisting individuals and families who have been impacted by disaster and providing other humanitarian services.

II. Parties

A. <<Jurisdiction>>

<<Jurisdiction>> is responsible for local disaster mitigation, preparedness, response and recovery. Statute permits <<Jurisdiction>> to develop mutual aid arrangements in case of a disaster too great to be dealt with unassisted. Such arrangements shall be consistent with <<Jurisdiction>> plans and programs.

B. American Red Cross

Services for people affected by disasters

Founded in 1881, the American Red Cross is the nation's premier emergency response organization. As part of a worldwide movement that offers neutral and impartial humanitarian care, the American Red Cross is the community-based organization that mobilizes people to aid victims of disasters with the aim of preventing and relieving suffering. The Red Cross provides disaster services without regard to race, color, national origin, religion, gender, age, disability, sexual orientation, citizenship or veteran status. It follows the Fundamental Principles of the International Red Cross and Red Crescent Movement. The Red Cross is closely integrated into community response efforts, including the efforts of federal, state and local government and non-government organizations. Our goal is to work with all partners to lead a well-integrated, effective and efficient response to every disaster. The Red Cross provides disaster services pursuant to its Bylaws and other internal policies and procedures as well as its Congressional Charter (USC 36 §300101-300111). In the Charter, Congress authorized the Red Cross "to carry out a system of national and international relief in time of peace, and apply that system in mitigating the suffering caused by pestilence, famine, fire, floods, and other great national calamities, and to devise and carry out measures for preventing those calamities."

III. Cooperative Actions

The Red Cross and <<Jurisdiction>> will coordinate their respective disaster relief activities to maximize services to the community and avoid duplication of efforts in the following ways:

1. Maintain close coordination, liaison, and support at all levels with conferences, meetings, and other means of communication. Include a representative of the other party in appropriate committees, planning groups and task forces formed to mitigate, prepare for, respond to, and recover from disasters and other emergencies. Develop joint Standard Operating Procedures for notification of disaster and emergency situations.
2. During disasters and emergencies, keep each other informed of the human needs created by the events and the services they are providing. Share current data regarding disasters, to include statistical information, historical information, emerging needs and trends, damage assessments, among others, and disaster declarations, and service delivery.

3. During a disaster or emergency situation the Red Cross will, as appropriate at the request of <<Jurisdiction>>, provide liaison personnel to the <<Jurisdiction>> Emergency Operations Center and any appropriate incident command posts during a disaster. <<Jurisdiction>> will provide work space and, whenever possible, other required support, such as a computer, e-mail access and a designated phone line for the Red Cross liaison personnel assigned to the Emergency Operations Centers.
4. <<Jurisdiction>> will support the Red Cross in the use of the American Red Cross National Shelter System (NSS) and the Red Cross will coordinate shelter information sharing and reporting with <<Jurisdiction>>.
5. <<Jurisdiction>> will facilitate the Red Cross use of locally-owned facilities for shelters and service delivery sites wherever possible.
6. Work together to develop plans and secure resources to facilitate delivery of services to people with disabilities and/or functional and access needs during a disaster.
7. Actively participate in reviewing and carrying out responsibilities outlined in the state and local emergency operations plans.
8. During the time of disaster and readiness, keep the public informed of the parties' cooperative efforts through the public information offices of the Red Cross and <<Jurisdiction>>.
9. Actively seek to determine other areas, projects, and services within the Red Cross and <<Jurisdiction>> where cooperation and support will be mutually beneficial with jointly defined goals and objectives.
10. Use or display the name, emblem, or trademarks of the American Red Cross or <<Jurisdiction>> only in the case of defined projects and only with the prior express written consent of the other organization.
11. Make training, educational and other developmental opportunities available to the other party's personnel and explore joint training and exercises. Encourage all staff and volunteers to engage in training, exercises, and disaster response activities, as appropriate.
12. Explore opportunities for collaboration to provide community, family, and citizen disaster preparedness within <<Jurisdiction>>.
13. Allow the use of each other's facilities, as available and if agreed upon in writing, for the purpose of preparedness training, meetings and response and recovery activities.
14. Widely distribute this MOU within the Red Cross' and <<Jurisdiction>> departments and administrative offices and urge full cooperation.

VIII. Periodic Review

The parties will, on an annual basis, on or around the anniversary date of this MOU, jointly evaluate their progress in implementing this MOU and revise and develop new plans or goals as appropriate.

IX. Term and Termination.

This MOU is effective as of _____ . It expires three (3) years from the effective date. Six months prior to expiration, the parties will meet to review the progress and success of the cooperative effort. In connection with such review, the parties may decide to extend this MOU for an additional period not exceeding five years, and if so shall confirm this in a signed writing. This MOU may be terminated by written notification from either party to the other at any time and for any reason or for no reason.

Sample State ESF 6 Mass Care Annex

(For classroom use only)

I. PURPOSE The purpose of this annex is to describe the provisions that have been made to ensure disaster victims receive the appropriate services when at a mass care facility.

II. SITUATION AND ASSUMPTIONS

- *Situation* The community is vulnerable to floods, tornadoes, blizzards, and hazardous material accidents. Although the majority of the people will seek shelter with family and friends, the remaining will seek shelter in local government-provided shelters.
- *Assumptions*
 - The ultimate responsibility for mass care services for citizens rests with local government.
 - The American Red Cross (ARC) will serve as the principal organization responsible for operating mass care facilities during disasters.
 - Sufficient warning time will be available to ensure that mass care facilities are opened in time to provide shelter and other services for the people that have been evacuated.
 - Approximately 80 percent of evacuees will seek shelter with friends or relatives rather than go to an established mass care facility.
 - Where available, military support (as approved by the Governor) will be available to support mass care operations.
 - The jurisdiction may have to enter into an agreement with adjacent jurisdictions to arrange for mass care services for evacuees that cannot be taken care of in the home jurisdiction or to provide similar services to other jurisdictions when their evacuees cannot be cared for in their home jurisdiction.

III. CONCEPT OF OPERATIONS

A. Mass care services will be provided for, but not limited to, the following situations:

- Evacuees
- Extreme heat
- Extreme cold
- Hazardous material spills
- Large-scale damage (ex. tornadoes)

B. Elements to be considered in setting up mass care facilities will include:

- Magnitude of disaster (area, population)
- Intensity (severity)
- Speed of onset (speed of impact)
- The duration
- The impact on community (economic, psychological, infrastructure, etc.)

C. The local Chapter of the American Red Cross and the County Health Department will be responsible for sheltering and/or congregate care facilities and the health and medical care of all victims.

1. The location of all mass care facilities are shown in Appendix A.
2. The Public Information Office (PIO) will ensure that all evacuees and the general public will be informed on mass care facilities through the local media.

3. Upon the determination of the need for mass care by the Chief Elected Official (CEO), the Incident Commander/Unified Commander (IC/UC), or Emergency Management Agency Director (EMA), the ARC shall initiate sheltering and mass care procedures.
4. The staffing and management structure will be the responsibility of the ARC utilizing their standard operating procedure.
5. ARC shall maintain complete records including name, age, address, and other vital statistics of each evacuee. County Health Department shall maintain health records.
6. The County will provide the following services to evacuees: shelter, feeding, and medical care.
7. The ARC will provide communications among shelters and to the EOC. The National Amateur Radio Club will augment communications if necessary.
8. Each shelter shall report to the EOC twice daily and immediately when any significant incident occurs, or when the shelter is 75 percent full.
9. Determination of services will be determined by the EOC, IC/UC, or the EMA Director.
10. Each mass care facility will respond to inquiries from family members accordingly:
 - a) Mass care facilities will give written reports to the EOC of victim information. The Emergency Public Information Coordinator will be in charge of disseminating the information to family members.
 - b) Under the National Response Framework (NRF), the ARC and Emergency Support Function 6 (ESF-6) may operate a Disaster Welfare Information (DWI) System. The DWI system uses information from shelter lists, casualty lists, hospitals, the State EOC, and other sources to aid in family reunification and in responding to inquiries from immediate family members from outside the affected area about the status of their loved ones.
11. Special assistance will be required in the mass care facility for the following: the elderly, persons with disabilities, and others with functional needs.
12. Provisions for providing mass care services for the functional needs population:
 - a) School districts will be responsible for the children in their schools.
 - b) Daycare providers will be responsible for children in their care.
 - c) Long-term nursing home residents will be the responsibility of the Salvation Army when nursing home resources are exhausted.
 - d) Because the population of hearing-impaired, sight-impaired, mentally-impaired, and mobility-impaired citizens are minimal, the care will be the responsibility of the care-givers, although shelters will make every effort to accommodate special population.
 - e) Non-English speaking population is minimal. A partial listing of interpreters is in the County Resource Manual
 - f) St. Angela Hospital will be responsible for the care of its patients.
 - g) Law Enforcement will be responsible for the care of its inmates.
 - h) For short-term care, nursing homes will provide care for their residents.
 - i) Transient population such as, street people, motel guests, seasonal workers, people without transportation shall be the responsibility of the ARC.
 - j) Animal control, county veterinarian services, and the Humane Society shall coordinate mass care for animals including shelters and requisition land for grazing. Animal control will be responsible for the safety and the identification of ownership of all animals taken to shelters.
13. Mutual aid agreements have been made with emergency management organizations in neighboring jurisdictions.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Chief Elected Official (CEO)

1. Requires the Mass Care Coordinator (ARC) to report to the EOC when notified of an emergency condition.
2. Issues an order to open mass care facilities, when appropriate.

B. Mass Care Coordinator (ARC) upon arrival at the EOC:

1. Assesses the situation and makes recommendations to the Emergency Manager on the number and locations of mass care facilities to be opened.
2. Reviews listing of all available mass care facilities.
3. Notifies persons and organizations identified in the mass care resource list about possible need for services and facilities.
4. Selects mass care facilities for activation in accordance with:
 - a) Hazard/vulnerability analysis considerations.
 - b) Locations in relation to evacuation routes.
 - c) Services available in facilities.
 - d) Input from the Emergency Manager.
 - e) ADA compliant/accessible
5. When directed, coordinates the necessary actions to ensure mass care facilities are opened and staffed, as needed.
6. Notifies mass care facility managers to do one of the following, when appropriate:
 - a) Stand by for further instruction on the specific actions to take and the estimated timing for opening mass care facilities.
 - b) Take the necessary action to open the facility they are responsible for managing.
7. Coordinates with Resource Manager for supplies needed (including bulk emergency relief items) and ensures each mass care facility receives its supplies.
8. Coordinates with EOC staff to ensure that communications are established, routes to the mass care facilities are clearly marked, and appropriate traffic control systems are established.
9. Ensures each mass care facility has a highly visible identity marker and sign that identifies its location.
10. Provides each Mass Care Facility Manager a listing of the location of the animal shelters that have been opened to house and care for companion animals.
11. Assists, as appropriate, the animal care and control agency's efforts to feed, shelter, and provide medical treatment for animals during catastrophic emergencies.
12. Ensures appropriate mass care information (number of occupants, meals served, etc.) is made available to information processing section in the EOC.
13. Collects information from Mass Care Facility Managers to support the jurisdiction's efforts to respond to inquiries from family members about the status of loved ones (name, home address, phone, next of kin, etc.).
14. Upon termination of emergency, submits a mass care expenditure statement to appropriate authorities for reimbursement.

Activity: Analyzing and Evaluating a Plan

A formal plan is much more tactical in nature than an agreement. A plan documents roles, responsibilities and expectations of actions for how an incident will be managed and coordinated by the responsible agencies. Plans are usually developed by many stakeholders.

When analyzing and evaluating a plan, you need to look for places the Red Cross is mentioned to see if the statements are accurate and the language is clear. The annex used in this activity is a functional piece of an emergency operations center plan.

Directions:

- Work individually.
- Read over the plan (located on the previous three pages).
- Categorize the elements in the plan in one of two ways:
 - Make a check mark (✓) next to elements that exemplify cooperation, or align with Red Cross services or define roles clearly.
 - Make a question mark (?) next to elements that need clarification, may be incorrect or need validation.
- You have 15 minutes to complete the activity.

Notes:

Analyzing and Evaluating a Plan Checklist

Use the checklist to help you remember what to look for when reviewing a plan. As you gain experience you may wish to add other items to the list.

✓	What to look for	Explanation/Rationale
	Where is the Red Cross named? <ul style="list-style-type: none"> • What does it say the Red Cross will do? • Is the associated information accurate? • What resources/services are expected from the Red Cross? 	Ensure that what we are expected to do is actually a service the Red Cross provides.
	What will the government be doing? <ul style="list-style-type: none"> • Where the government has a specific responsibility, can the Red Cross provide support? 	Look for opportunities for the Red Cross to assist and get or provide support.
	Is the language clear? Accurate? Unambiguous?	Incorrect grammar, passive voice, wrong organization names, and other inaccuracies can cause confusion and misinterpretation.
	Are there any gaps in the plan? <ul style="list-style-type: none"> • Places where the Red Cross is mentioned and should not be mentioned • Places where the Red Cross is NOT mentioned and should be 	Gaps indicate a need to have a conversation about capabilities and services.
	Who will be involved? <ul style="list-style-type: none"> • NGOs, private sector, Functional Access Needs Support Services (FNSS) providers? 	Identifies organizations with which you may need to coordinate.
	Is the plan consistent with the National Mass Care Strategy? <ul style="list-style-type: none"> • Is this a whole community response plan? 	Identifies roles for NGOs, private sector and local agencies who engage in the relief efforts
	What special considerations are identified (e.g., populations groups, FNSS, military?)	It is important to ensure that all plans are inclusive of the all members of the community.
	Do any statements raise questions in your mind?	Clarification in the preparedness phase ensures common understanding, or to make revisions, if necessary.

Unit Summary

Key points:

Action items:

Actions to take or items I need to explore further:

Unit 4: The Liaison in Response

Situational Awareness

Situational awareness is the ability to identify, process and comprehend the essential elements of information about what is happening. Knowing what is going on around you! Situational awareness is established through communications and information exchange.

Having situational awareness means you anticipate needs and issues; and provide the intelligence for planners and decision makers to meet the needs of those impacted by an event.

Maintaining of situational awareness occurs through *effective communication* and a combination of **actions** taken internally and externally:

- Analyze essential elements of information (EEI) and other data to determine impact to service delivery needs and capabilities
- Identify potential or existing problems (e.g., shortfalls, communications, cascade effects, etc.)
- Identify what planning, coordination and actions are occurring
- Demonstrate ongoing awareness of maturing operational objectives
- Continually assess and reassess the situation in relation to the mission goal(s).
- BE PROACTIVE!

Identify information needed by our internal and external partners:

- Who needs to know what?
- How often will they need it?
- When do they need it?
- How will the information be used?
- What's the most effective way to deliver or receive it (email, fax, text)?
- What is the desired format?

Notes:

Essential Elements of Information

The essential elements of information (EEI) are 15 high level categories of information that represent data that are important both to the Red Cross and our government partners.

Essential Elements of Information (EEI)	
Boundaries of Disaster Area	Communications
Status of Critical Facilities	Demographics
Socio-economic/Political Impact	Hazardous, Toxic & Radiological Issues
Hazard-specific Information	Status of Emergency Operations Centers
Jurisdictional Boundaries	Status of utilities and services; water, electricity, gas
Weather and Environmental	Road Closures
Transportation Status	Status of emergency/disaster declarations
Historical Information	

Notes:

Information Sources

This chart lists information sources that you will consult frequently and will be most helpful to you during a response.

Red Cross Sources	Other Sources
<ul style="list-style-type: none">• Situation reports (SitReps)• Service delivery plan• Executive summaries• Briefings• State disaster plans• Disaster Operations Summary Report (DOSR)• National Shelter System• Public Affairs team at the joint information center• State MOU/MOA• Damage Assessment Summary Sheet (F5233)• Meeting minutes• Routine data and service delivery statistics	<ul style="list-style-type: none">• Government agency situation report• Partner agency activity reports• State/local emergency management website• State/local census and demographics sites• Incident action plans (IAPs)/reports

Notes:

Method for Handling Information

This is a method you can use to process information efficiently.

Step	Action
Collect/Receive Information	Identify key sources.
Analyze and Synthesize	Identify key points: priorities, trends, opportunities and actions. Eliminate duplication.
Document	Enter key points, action items, requests and offers.
Validate	Ensure the information is relevant and factual.
Route	Send information to those who need it.
Track and Store	Save copies on a flash drive and on the chapter or relief operation computer.
Close the Loop	Confirm with requestor that action items or requests were received.

Note: Steps may not always take place in this sequence.

Notes:

Activity: Handle a Situation Report

(Sample: For classroom use only)

Date: October 31, 2012. Time: 0700

Public Utilities Commission reports approximately 1.9 million customers are experiencing power outages. There are reportedly 400,000 individuals that have been evacuated in the affected areas. All across state there are still numerous public transportation, bridge and road closures.

The President declared a Major Federal Disaster Declaration for Public Assistance and Individual Assistance on October 29

Putnam:

There is currently a State of Emergency for Putnam County and the town of Putnam Valley. The county EOC will reopen this morning. Damage assessments and roadway clearing will resume this morning. There are no requests for state assistance at this time.

Westminster:

Initial damage assessments will be conducted today using aerial surveillance. Westminster County is experiencing dozens of roads which remain closed county-wide, due to debris and downed wires. As a result, the county plans to establish a debris removal branch. A request has been made for state assistance, specifically for multiple debris clearing teams. There are currently 11 shelters open with 142 individuals.

OEM Region III - Capital / Region

Agency Summary

The Hansom County Emergency Operations Center (EOC) has closed. Regional staff from the state Office of Emergency Management will continue to monitor the situation.

American Red Cross

Agency Summary

The American Red Cross continues to operate and support shelters across the State. As the need for shelter lessens in some areas the number of open shelters has decreased to 104. As of 4:00 am, 2558 people are still being cared for. Red Cross personnel continue to staff the local emergency management centers that remain open, and will do so as long as needed. Re-deployment of Red Cross resources continue, as they are no longer needed in the less affected areas. Additional assets continue to be moved into the impacted areas. Disaster assessment in the affected areas is continuing. Feeding operations, bulk distribution, health services and disaster mental health care also continue to be delivered as needed.

Notes:

Method for Information Handling

Collect and Receive Information

- Identify your key sources. They may be written or oral.
- When you collect information:
 - Be proactive - seek out information
 - Listen and be attentive when receiving information
 - Be interactive - Engage your stakeholders and others in conversation. They often identify trends in communities, areas that may be underserved or have additional needs.

Analyze and Synthesize

When you receive reports, meeting minutes, or other information, do not just forward them. Analyze and synthesize them. Analyze and prioritize the information in them to determine the value of the information and to whom.

Tips

- Identify key points
- Look for trends and red flags
- Identify action needed and by whom
- Prioritize information, requests, offers
- Determine who else needs the information
- Summarize key points for recipients
- Determine whether you need more details

Clarifying questions:

- What is the priority? Is it urgent? Can it wait to be included in a daily summary?
- What are the trends?
- What problems exist or emerge?
- What are the outcomes?
- What actions need to be taken? Who needs to take them?
- How specific is the information? Will you need more details?
- What opportunities exist for the Red Cross to provide service?
- What is the impact on service delivery, decisions and plans?
- Is the information relevant to Mass Care or decision-making?
- Who needs the information, and what follow-up or additional resources will be needed?
 - Internal stakeholders; other liaisons
 - Nongovernment partners; VOAD
 - Government and tribal partners

Document

Note key information and actions in your Daily Log. The log is a record of the dates and times of events, information, offers and requests.

- Review your log frequently for open items that may require follow-up.
- During the response phase, leave the log for the person who takes over your shift. They may have to complete open items. *Tip:* highlight items that are open or unresolved.

Validate

Verify information, or provide appropriate qualifiers with unverified information. Be certain the information is:

- Relevant
- Fact, not opinion or rumor
- From a reliable and confirmed source
- Validated to the best of your ability

Questions to ask:

- Request through normal channels? If not, Why?
- If you don't know the requester, can the requestor's identity or organization be confirmed?
- Does the request raise a red flag?
 - Does it conform to our standard requests?
 - Does it conform to our fundamental principles?

Route

The most important part of information management is how we route the information. Have a discussion with your leadership on how you will route information.

- During preparedness, you may be routing a request from a partner for commitments to participate in a project, exercise, etc.
- During response, you may be routing a request to a partner for support, such as warehouse space, secure parking for an ERV.
- During a disaster, will you route information directly to an activity, or will you route information to the Government Operations desk, which is then responsible for following-up on that information
- Base the timing of when you route information on report schedules, e.g., when you get the reports, and your agreements with stakeholders about frequency and type of communications.

Track and Store

Track action items, update status and follow-up as appropriate. Save copies of your logs and reports on a flash drive as well as on the chapter computer. On a relief operation, these records will all be transferred back to the chapter at the end of the event.

Close the Loop

If you had action items, be sure you report back to the requestor that the action item is completed. If it's still "open," someone else may try to deal with it, causing a duplication of work. Remember, if no one knows you took action.... it didn't happen!

Handling Requests and Offers

You can use the same method to handle requests and offers.

Sample Daily Log

Disaster Services		Government Operations Daily Log	
DR#: 123-12 Name: Anywhere Flood TX Position: LG Location: County EOC			
OPEN/ CLOSED	DATE	TIME	ITEM/ACTION
	4/23/12	1730	EOC activated level 2 24/7 , emergency declared LG John Wright assigned
	4/23	1800	EOC briefing – new briefing schedule beginning 04/24/12 is 0700 and 1900, inputs from agencies to sit reps at 0600 and 1800
Closed	4/23	1815	Request for shelter sites to MC branch CH
OPEN	4/23	1819	EOC Dir. requests meal support for EOC – Passed to MC
OPEN	4/23	2230	Req. from ARC for security support to Shelter B – passed to LE
	4/24/12	2400	ARC shift change – LG Jane Threadgood
Closed	04/24	0130	Req. for DMHS and LG at ICP in Gadsville
Open	04/24	0130	Req. for canteen and meal support at ICP in Maytown
Closed	04/25	1430	Confirmed with R. James from Public Health dept. that requested info was rec'd.

SALTT Method for Requests and Offers

Size:

- Size/weight of item. For example: 8 oz. bottle vs. 3 gallon container; 12 oz. can vs. #10 can; S, M, L.
- Need to ask: How is the item packaged? Example: water– individual bottles; large containers; on a palette?

Amount:

- Knowing SALTT can help determine the distribution method, as well as how to be transport it.
- How much is needed?

Location:

- Where is the item(s) and where does it need to be delivered to?
- Transportation: How will it get there? Do we need to pick it up? What equipment is needed to load or unload?
- What are storage requirements? Consider frozen food; refrigeration needs; space

Type of item:

- Get a description. The more precise you can be, the better you can inform decision-making.
- Examples: If food/drink/consumable, get additional details: What type of food is it? Is there an expiration date? How is it packaged? Individual items? Bulk? Does it need refrigeration or freezer storage?

Time: When is it needed?

Activity: Handling a Request

Request from local emergency manager: water for 500 people

Directions:

- Determine what information you will need to complete the request.
- Note your conclusions.

Notes:

Approaches to Challenging Situations

Sometimes, situations occur where it may not be appropriate for the Red Cross to assume responsibility. Even though we may not be able to commit, we try to facilitate a solution. Our goals are to try to match needs and resources.

- Discuss without committing. “Here’s an idea, do you think it might work?” Try to avoid saying, “No.” This is another opportunity for you to demonstrate skills and knowledge by identifying and facilitating solutions.
- Consult with stakeholders/decision makers and supervisor to determine whether the request can be supported by Red Cross.
 - Check existing practices, services, capabilities if unsure.
 - Consider the RC mission or basic principles--does the request/offer mesh with our principles.
 - Be sure to discuss with supervisor.
- Coordinate with the service delivery unit to determine resources needed and whether available.
- Clarify and quantify the requirement. What are they really asking? And why? Refer back to our earlier discussions on analyzing a request/offer and questions to ask.
- Take action and follow-up/close loop or find a partner solution.
 - If the request or offer aligns with mission/principles and resources available – act and route to appropriate group, track, close the loop.
 - If resources are not available, look at leveraging government resources and/or other partner resources to meet the needs.
 - If does not align with mission/principles, look for solutions in partner community.

When to Escalate

You may need to escalate when a request or offer:

- Impacts services, clients.
- Is beyond your knowledge or decision-making authority.
- Is a conflict in expectations, such as
 - The EOC is expecting you to do something you normally wouldn’t do, such as reach out to all shelters
 - You can’t do something that was in the plan that the chapter committed, such as providing volunteer hours for all NGO agencies.

Notes:

Unit Summary

Key points:

Action items:

Actions to take or items I need to explore further:

Unit 5: The Liaison in Recovery

The identification of recovery as a core process demonstrates the commitment of the Red Cross to recovery solutions. In all cases, the Red Cross will consider the work of state and federal agencies, as well as, its partner agencies in determining how it can best assist.

Definition of Recovery

Recovery is when the Red Cross begins to assist clients as individuals and families and extends to longer term recovery issues.

The Role of the Red Cross

The Red Cross is not the primary agency in a long-term recovery effort; it is a willing convener and potential resource. The Red Cross will support long-term care committees with organizing, staffing and establishing facilities like one-stop centers. We will use the Coordinated Assistance Network (CAN) to support pre-disaster recovery planning and interagency collaboration.

The Red Cross will:

- Convene, coordinate, lead
- Play a formal role in federal recovery teams
- Be a clearinghouse for volunteers
- Be the primary training agency for volunteers
- Provide mental health services
- Be a client advocate
- Create and communicate community recovery plans

Notes:

Activity: Recovery Planning

Directions: Read the scenario and answer your assigned question.

Scenario: A week ago, a natural disaster hit your geographical area and had a huge impact on the community. A major city and its surrounding suburbs sustained significant damage. In the incident 60,000 homes were affected and close to 5000 were classified as major or destroyed. Over 300,000 customers remain without power. There are still road and bridge closures, and public transportation is not back to normal. Initially feeding operations were uncoordinated, creating over served and underserved areas and duplication of effort. The state EOC has called a meeting to plan the recovery and asked Red Cross local liaisons to attend.

1. What are some of the roles you might be playing in the recovery planning?
2. What stakeholders do you need to engage with? Why do they need to be there?
3. What Red Cross internal partners need to be at the table and why?
4. What information and data needs to be collected and exchanged to facilitate coordination among the stakeholders?

National Disaster Recovery Framework

The *National Disaster Recovery Framework* (NDRF) is a guide to promote effective recovery for large-scale or catastrophic incidents. It is valid for presidentially declared and non-declared incidents. The purpose of the NDRF is to define how federal agencies will organize and operate to utilize existing resources.

The NDRF:

- Concentrates on support to individuals and communities.
- Requires strong coordination across all levels of government, NGOs and the private sector for implementation.
- Includes a wide range of planning activities.
- Promotes that the impacted community assumes leadership in developing recovery priorities and activities that are realistic, well-planned and clearly communicated.

Notes:

Unit Summary

Key points:

Action items:

Actions to take or items I need to explore further:

Unit 6: The Liaison's Toolkit

Activity: What's in your Toolkit?

Directions:

- Work individually.
 - Write the name of the system or tool on the line below each statement.
1. People affected by a disaster can enter information regarding their welfare so family and friends can check their status.

 2. A website where people share information, insights, experiences and tools about a topic of common interest. The site contains forms, checklists, job-aids, and other resources. Contains a wealth of information developed for use by Government Operations workers.

 3. This system helps you know when and where shelters and service sites have been opened to provide assistance. Information from this system is available through a mobile app as well.

 4. This site is the main internal source for news and information about the American Red Cross. It is also a working library of tools and resources to help Red Cross volunteers and employees perform their jobs.

 5. System used to share client information with NGO/VOAD partners.

 6. System used to manage information about clients, their needs and the assistance we provide them following a disaster including disaster assessment information.

 7. Online volunteer management system for recruiting, engaging and retaining volunteers. It has self-service features that give volunteers control over their records and participation.

Activity: Government Policies, Strategies and Terms

Write the letter of the descriptions on the right in front of the policy, strategy or term it matches on the left.

Government Policy, Strategy or Term	Description
___ Stafford Act	A. The way the federal government and its partners organize themselves when responding to a disaster. (Hint: There are 15.)
___ Presidential Policy Directive 8 (PPD-8)	B. Provides much of the legal authority for federal disaster response activities including Presidential disaster declarations and federal assistance programs.
___ National Response Framework (NRF)	C. Provides the guiding principles for how the whole community works together to respond to disasters.
___ Emergency Support Function (ESF)	D. Provides a unified approach to the delivery of mass care services by engaging the whole community.
___ National Disaster Recovery Framework (NDRF)	E. Provides the guiding principles for how the whole community works together to get back on its feet after a disaster.
___ Recovery Support Function (RSF)	F. Strengthens “the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the security of the Nation.”
___ National Incident Management System (NIMS)	G. A set of personnel, procedures, resources, and equipment organized into a common structure that is intended to improve responses to emergencies.
___ Incident Command System (ICS)	H. The main areas by which the federal government and its partners organize themselves right after a disaster. (Hint: There are 6.)
___ National Mass Care Strategy (NMCS)	I. Identifies the concepts and principles for managing emergencies at all levels of government.

Unit Summary

Key points:

Action items:

Actions to take or items I need to explore further:

Unit 7: Course Closing

Activity: Elevator Speech

Directions:

- Work individually to write an elevator speech that answers the question, “*What does a Red Cross liaison do?*”
- Share your speech with a partner.
- You have 5 minutes to complete the activity.

Elevator speech

Activity: Action Planning

Directions:

- Review your unit summary notes and think about the knowledge, skills and behaviors you want to develop.
- On the *Action Plan*, list goals and specific actions you will complete within the coming weeks and months.
- Review the *Government Liaison Development Checklist* and identify activities that you would like to pursue. Add those to your action plan.

Note: The *Action Plan* and *Government Liaison Development Checklist* are located on the following two pages.

Action Plan	
Start date:	
Goals	Timeframe
Action Steps	Dates Timeframe
Resources Needed	
Challenges	
Milestones Results	

Government Liaison Development Checklist

Preparedness	✓	Response	✓
Participate in local emergency planning committees.		Serve as liaison in multi-family fire.	
Review chapter/region response Plans.		Serve as liaison in activated city EOC.	
Review local government emergency operations plans and mass care annexes.		Serve as LG in activated county/parish EOC.	
Review state emergency operations plan and mass care annexes.		Serve as liaison on regional DRO.	
Participate in plan revision workgroups.		Serve as liaison at the state EOC.	
Participate in mass care task forces.		Serve as liaison on national DRO.	
Participate in VOAD meetings and learn about local partner capabilities, structures, commitment and activation processes.		Develop situation reports and disaster operations summary reports (DOSR).	
Develop contacts and resources book.		Encourage engagement of partner agencies in all responses that include sheltering and feeding.	
Create Go kit.		Collaborate with internal and external partners to facilitate coordination units such as a multiagency feeding task force.	
Exercises	✓	Training	✓
Participate in chapter exercises.		Participate in local/state EOC trainings.	
Participate in government exercises and drills.		Continue emergency management and mass care training including FEMA programs, Individual Assistance delivery sequence, long-term recovery, etc.	
Participate in exercise planning and design workgroups.		Participate in Government Operations, Mass Care CAN, and Logistics monthly conference calls.	
Participate in after action reviews and improvement processes.		Explore and become familiar with all of the Red Cross Disaster Services neighborhoods.	
Collaborate with RDPO and government partners to develop capacity building grant opportunities.		Become an instructor and coach to engage and develop more government liaisons.	

Participant Resources

Your Role as a Government Liaison

Government liaisons are essential to effective disaster response. In fact, staffing an EOC is one of the five Red Cross initial actions when a disaster occurs. As a government liaison, you will help:

- Ensure that Red Cross actions are aligned with, supportive of, and complementary to government.
- Effectively represent the Red Cross to external partners.
- Develop and maintain strategic relationships.
- Manage internal and external expectations.
- Establish and monitor environmental awareness.
- Seek, collect, evaluate and communicate critical information.
- Assemble, organize and use the tools and resources needed.
- Enhance community trust in, appreciation for and good will toward the Red Cross.

Your Responsibilities

Preparedness	Response	Recovery
Align services with government	Align services with government	Align services with government
Respond to requests and offers	Respond to requests and offers	Respond to requests and offers
Represent Red Cross to partners	Represent Red Cross to partners	Represent Red Cross to partners
Share critical information	Share critical information	Share critical information
Participate in planning meetings	Participate in planning meetings	Participate in planning meetings
Participate in exercises and drills	Match needs and resources	Brief stakeholders and replacements; facilitate transition

Assignment Settings

Assignment Setting	Description
Incident Command Post (ICP)	A location in the field where the primary tactical-level, on-scene incident command and management functions is performed. It may be co-located with other incident facilities.
City/Town/County/Parish Emergency Operations Center (EOC)	Typically cities and counties have their own EOCs, since they have different jurisdictions and authorities. When a disaster goes beyond a local jurisdiction or additional resources are required, a county EOC may be activated.
Disaster Recovery Center (DRC)	A facility established in a centralized location within or near the disaster area at which disaster victims (individuals, families, or businesses) apply for disaster aid.
State Emergency Operations Center (SEOC)	All states have a state emergency operations center. When a local EOC activates, the state EOC monitors the event. The state EOC is referred to as SEOC.
Multi-Agency Coordination Centers (MACCs)	A center where administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds, are brought together. This allows coordinated decision making and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.
Federal Coordination Centers (RRCC, JFO, NRCC)	<ul style="list-style-type: none"> • When a presidential disaster declaration is made, FEMA will activate its emergency coordination centers. These include: • Regional Response Coordination Centers (RRCC). Operating under the direction of the FEMA Regional Administrator, the RRCCs coordinate federal regional response efforts and maintain connectivity with state emergency operations centers, state fusion centers, Federal Executive Boards, and other federal and state operations and coordination centers that have potential to contribute to development of situational awareness. • Joint Field Offices (JFO). A FEMA JFO is usually established when the President declares a jurisdiction eligible for federal assistance. The JFO serves as a federal resource coordination center

Assignment Setting	Description
	<p>similar to an Emergency Operations Center.</p> <ul style="list-style-type: none"> National Response Coordination Center (NRCC). As a component of the National Operations Center, serves as the Department of Homeland Security/Federal Emergency Management Agency primary operations center responsible for national incident response and recovery as well as national resource coordination. As a 24/7 operations center, the NRCC monitors potential or developing incidents and supports the efforts of regional and field components.
DoD/Military Installation	<ul style="list-style-type: none"> The Red Cross has agreements with many bases and offices on some of the bases. Strict access and identification policies are likely so chapters should determine ahead of time if liaisons are needed and what the processes are.
Family Assistance Centers	Locations usually established following a transportation or man-made incident (with or without liability implications) where families gather to await information, receive assistance and where agencies involved can provide information at a central point.
Disaster Relief Operation HQ (DRO)	A temporary administrative organization created to focus resources on, and accomplish service delivery for a specific disaster event. Acceptable abbreviated terms are: "relief operation" and "disaster operation."
Tribal government settings	An EOC on tribal lands. Tribes are self-governing; they have a status of sovereignty. They can deal directly with the federal government. Special training is required.
Mega shelters	A massive shelter (from 2,000 to 5,000 people). A liaison is needed because these shelters are generally government managed (facility) with Red Cross managing the sheltering activity within the facility. Think of it as a small city needing coordination.
Evacuation embarkation/debarkation sites	Debarkation sites are where evacuees load onto facilitated transportation (usually buses) to move to a safe location. Embarkation sites are where they load the evacuees to return to their home community/area. Liaisons are sometimes assigned to these locations to coordinate with government agencies, ensuring needed assets are in place and supporting the requirements of the operation.

Systems and Tools Chart

System Tool	Use	URL Owner Where to request ID
National Shelter System (NSS)	Software tool that contains information for over 56,000 potential shelter facilities; used to track and report shelter information during disasters.	https://nss.communityos.org/cms/ Owner: Mass Care Activity Request ID: Chapter
Coordinated Assistance Network (CAN)	Database administrated by Red Cross and allows NGO/VOAD partners to share client information and reduce redundancies in the application process for clients.	www.can.org Owner: Disaster Partnerships Request ID: Available to Client Caseworkers and authorized partner agencies only
Client Assistance System (CAS)	Manages information about clients, their needs and the assistance we provide them following a disaster. It also matches disaster assessment information with client information.	https://casemanagement.dstip.redcross.org Owner: Client Services Request ID: Chapter
Safe and Well	Website that allows people affected by a disaster to enter information regarding their welfare so family and friends can check their status.	https://safeandwell.communityos.org/cms/ Owner: American Red Cross Request ID: N/A
National Shelter System (NSS)	Includes service delivery sites, Red Cross operated shelters, etc. Helps you know when and where shelters and service sites have been opened.	https://nss.communityos.org/cms/ Owner: Mass Care Request ID:
The Exchange	Main source of news and information about the American Red Cross. It is also a working library of tools and resources to help Red Cross volunteers and employees perform their jobs.	https://intranet.redcross.org/index.html Owner: American Red Cross Request ID: Chapter
Government Operations Neighborhood	Website where people share information, insights, experiences and tools about a topic of common interest. Provides resources, forms, job aids, and an area for collaboration and guidance for response.	https://neighborhoods.redcross.org/sites/govtoperations/default.aspx Owner: Government Operations Request ID: Chapter

Government Policies, Strategies and Terms

Policy, Strategy, or Term	What it is	Why it matters to a Government Liaison	Where to get more information
Robert T. Stafford Disaster Relief and Emergency Assistance Act (P.L. 93-288), as amended (“Stafford Act”)	The Stafford Act provides much of the legal authority for federal disaster response activities including Presidential disaster declarations and federal assistance programs. The Stafford Act was first signed into law in 1988 and has been amended several times, most recently in 2013.	Government liaisons should have familiarity with government disaster relief authorities and assistance programs so they can speak in an informed way about how Red Cross programs relate to them when addressing government partners.	http://www.fema.gov/robert-t-stafford-disaster-relief-and-emergency-assistance-act-public-law-93-288-amended
Presidential Policy Directive 8 (PPD-8)	This directive, signed by the President in March, 2011, aims to strengthen “the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the security of the Nation.”	PPD-8 directed the federal government to create or update goals, systems, and frameworks associated with increasing the resilience of the country, including the National Response Framework and the National Disaster Recovery Framework. Government partners will often refer to it as an overarching policy under which other frameworks exist.	http://www.dhs.gov/presidential-policy-directive-8-national-preparedness
National Response Framework (NRF)	One of the frameworks called for in PPD-8, the NRF provides the guiding principles for how the whole community works together to	The NRF explains the high-level context in which a government liaison may operate during disasters. It provides additional	http://www.fema.gov/national-response-framework FEMA Independent Study Course: https://training.fema.gov/EMIWe

Policy, Strategy, or Term	What it is	Why it matters to a Government Liaison	Where to get more information
	respond to disasters. The NRF was updated in May, 2013.	information on the roles and responsibilities of many agencies and organizations, including the American Red Cross and government partners may refer to the role of the Red Cross in the NRF.	b/IS/courseOverview.aspx?code=IS-800.b
Emergency Support Function (ESF)	ESFs are the main functions by which the federal government and its partners organize themselves when responding to a disaster. The National Response Framework lists 15 ESFs. States, tribes, territories, and localities also often organize themselves by ESF during a response, and they may have a different number of ESFs than the federal government. Typically, one or more agencies are designated as the lead agencies for a given ESF.	At the federal level, the Red Cross is designated as the co-lead for the Mass Care portion of ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services. The Red Cross is a support agency for other ESFs. The Red Cross role in ESFs varies across states, tribes, territories, and localities. EOCs and other coordination facilities will often organize themselves by ESF, and a Red Cross government liaison will often sit in an ESF 6 seat. Government liaisons should know what role the Red Cross has in relation to the ESFs in their jurisdiction.	http://www.fema.gov/national-response-framework http://www.fema.gov/media-library/assets/documents/32186?id=7355 FEMA Independent Study Course: https://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-806 Your state, tribal, territorial, and/or local emergency management agency will have more information about what ESFs it uses and what role the Red Cross may play in each.
National Disaster Recovery Framework (NDRF)	One of the frameworks called for in PPD-8, the NDRF provides the guiding principles for how the whole	The NDRF explains the high-level context in which a government liaison may operate during the recovery	http://www.fema.gov/national-disaster-recovery-framework

Policy, Strategy, or Term	What it is	Why it matters to a Government Liaison	Where to get more information
	community works together to recover from disasters	phase. It provides additional information on the roles and responsibilities of many agencies and organizations, including the American Red Cross, and government partners may refer to the role of the Red Cross in the NDRF.	
Recovery Support Function (RSF)	RSFs are the main functions by which the federal government and its partners organize themselves during the recovery phase. The National Disaster Recovery Framework lists 6 RSFs. Typically, one or more agencies are designated as the lead agencies for a given RSF.	The Red Cross is designated as a supporting agency for the Housing and Health & Social Services Recovery Support Functions. The Red Cross is also involved in the Community Planning and Capacity Building Recovery Support Function. Government liaisons should know what role the Red Cross has in relation to the RSFs.	http://www.fema.gov/recovery-support-functions http://www.fema.gov/pdf/recoveryframework/housing_rsf.pdf http://www.fema.gov/pdf/recoveryframework/health_social_services_rsf.pdf
National Incident Management System (NIMS)	NIMS identifies the concepts and principles for managing emergencies at all levels of government.	Knowledge about NIMS will help government liaisons to integrate more seamlessly into government response operation and coordination efforts. The federal government and many states, tribes, territories, and localities require that all staff at EOCs and other coordination centers be	http://www.fema.gov/national-incident-management-system FEMA Independent Study Course: https://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-700.a

Policy, Strategy, or Term	What it is	Why it matters to a Government Liaison	Where to get more information
		trained and knowledgeable about NIMS.	
Incident Command System (ICS)	ICS is a set of personnel, procedures, resources, and equipment organized into a common structure that is intended to improve responses to emergencies.	Knowledge about ICS will help government liaisons to integrate more seamlessly into government response structures. The government and many states, tribes, territories, and localities require that all staff be trained and knowledgeable about ICS.	http://www.fema.gov/incident-command-system FEMA Independent Study Course: https://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-100.b https://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-200.b
National Mass Care Strategy	The National Mass Care Strategy provides a unified approach to the delivery of mass care services by establishing common goals, fostering inclusive collaborative planning, and identifying resource needs to build the national mass care capacity engaging the whole community including underserved and vulnerable populations.	Many of the services provided by the Red Cross, especially during the response phase, fall under the rubric of Mass Care. It is important for government liaisons to stay up-to-date on development in the mass care strategy so that local plans they develop with partners align with the strategy.	http://nationalmasscarestrategy.org/about/



**American
Red Cross**