

Position Guide Book

Washington State Emergency Support Function #6

Mass Care, Emergency Assistance, Short-Term Housing
and Human Services

Position: State ESF #6 Coordinator

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Special thanks to the following mentors for
always having been there when they were needed most:

Jenny Holladay, Administration for Children and Families Region 10

Terri Giles, FEMA Region X

Michael Whitehead, American Red Cross

Purpose

This Position Guide Book lists the essential tasks for the state level [ESF #6](#) Coordinator (alternatively referred to as the “mass care lead”) in the State Emergency Operations Center (State EOC) and/or a Joint Field Office (JFO). This guide serves as a ready reference and describes the basic tasks that must be performed through the ESF #6 desk at the State Emergency Operations Center (State EOC).

The ESF #6 Coordinator serves as the primary point of contact at the State EOC for all ESF #6 related matters. Additional ESF #6 positions are discussed in separate position books.

At all times the ESF #6 Coordinator must remain cognizant of the scope and extent of her delegated authority to make decisions related to the response and whether to assume responsibility for supporting a given request for assistance. Use of this guide assists personnel assuming the role of the ESF #6 Coordinator to:

- Obtain and report situational awareness
- Contribute to developing and maintaining a common operating picture in the State EOC
- Identify and track resources and capabilities
- Develop priorities and strategies based on incident objectives as set forth by the Planning Section in the State EOC
- Identify and assess shortfalls
- Request additional resources
- Deconflict requests
- Forecast, monitor and assess emerging needs
- Prepare and submit necessary documentation to support actions
- Liaise with other State, Tribal, Federal and non-governmental partners

ESF #6 Background

The [ESF #6 Annex](#) to the National Response Framework (May 2013) provides a description of federal agencies and capabilities. Information on the [State ESF #6](#) roles and responsibilities is contained in the Washington State Comprehensive Emergency Management Plan, developed by the state Emergency Management Division of the Military Department.

The ESF #6 Coordinator should be trained on working at a State EOC, the National Incident Management System ([NIMS](#)), Incident Command System ([ICS](#)), and other aspects of emergency management before assuming duties at the State EOC. Suggested training is detailed in Appendix 1. The Coordinator should also have experienced working in Web EOC and the American Red Cross National Shelter System ([NSS](#)).

Responsibilities

[ESF #6](#) response actions address the short-term, direct effects of a disaster on people. A response includes sheltering, feeding, provision of emergency supplies, and other material and service support to meet basic human needs and alleviate suffering. ESF #6 response actions are life-sustaining. State employees who are staffing the ESF #6 desk as the ESF #6 Coordinator are responsible for:

- Reviewing and understanding instructions in this guide
- Being properly trained and prepared to assume duties (see Appendix 1)
- Identifying desired objectives/goals related to the identified tasks
- Anticipating when assistance is needed to support the ESF #6 organization and response and making timely requests
- Delegating tasks, as necessary, to support timely and complete action
- Collaborating and coordinating tasks with participating ESF #6 partners
- Working effectively with all other state responders in the State EOC
- Reporting and documenting all significant actions
- Understanding and remaining within the scope of your position and authority

Organization of This Position Guide Book

This Position Guide Book is notionally organized based on immediate, intermediate and extended and ongoing actions. Also, this Guide addresses both notice and no-notice incidents. Certain **Decision Points** are called out throughout the document when critical actions that drive the actions of others must be completed. The State EOC activates in accordance with defined phases that are specific to the level of action needed to support the response. ESF #6 activations of Phase II, Phase III, and Phase IV are consistent with the State EOC's [Emergency Operations Plan](#). All actions listed in this Guide may be implemented by the ESF #6 Coordinator and one assistant for Phase II and some Phase III incidents. However, the response cannot be sustained beyond five days (12 hour shifts) by one or two individuals for any incident. In most Phase III and all Phase IV responses, a significant number of ESF #6 personnel will be required and it is the responsibility of the Coordinator to request that assistance.

Timelines and order of tasks presented are only a guide. Depending on the incident, some tasks may need to be performed earlier in the process, later, or not at all. The arrangement of tasks as immediate, intermediate, and extended and ongoing is a somewhat artificial construction but necessary for presentation of the information so that it is comprehensible. No disaster response will unfold in a linear and structured manner and you should expect that many actions will have to be repeated each day, or several times a day and that the actions presented here occur out of order of their listing. It is important to take in both the whole and the individual pieces; becoming acquainted with this guide in its entirety and the material incorporated by hyperlink will facilitate your developing a certain comfort level in your duties in the ESF #6 Coordinator role and any other role you may play at the ESF #6 desk.

Organization of This Position Guide Book

A notice incident is one that we can see coming and it allows time for preparation and organization; a severe weather event is an example. A no-notice incident is one that does not allow for prior planning, such as an earthquake. This is important because the manner in which the ESF #6 Coordinator and ESF #6 organization must respond is different and time sensitive. Basically, a notice incident permits enough leeway for you to gather information, project the likely impacts as they pertain to the number of people who will be affected, likely locations for shelter and feeding operations, how large the ESF #6 organization should be, who are the partners that must be contacted and mobilized, and what assistance must be requested. In a no-notice incident, every minute counts because support must be requested nearly immediately based upon what is often very limited information. A delay in requesting support for a no-notice incident could mean that the assistance arrives too late to be helpful or that it does not arrive at all.

The Decision Points that are identified throughout the document often indicate important intervals of collaboration, information gathering, and information transmittal upon which other Emergency Support Functions depend, most notably [ESF #7](#) Logistics Management and Resource Support. Your timely decisions have the potential to impact the entire response, and most directly affect getting life-sustaining support to alleviate human suffering.

The State EOC uses a [phased response](#) approach. Phase I refers to Normal Operations; Phase II refers to Enhanced Operations; Phase III refers to Full Operations; and Phase IV is Catastrophic Operations. Most disaster responses in Washington are managed under Phases II and III; the State EOC has activated at Phase IV only twice: for the 1980 eruption of Mt. Saint Helen and the 2014 SR 530 Landslide. More information about the phasing is detailed in the State EOC Emergency Operations Plan, which can be found by clicking the preceding link. To simplify, think of the Phases II, III and IV as: typical, major and catastrophic. This is important primarily as it relates to how big the ESF #6 organization needs to be, including non-governmental partners, in order to respond effectively to the disaster.

Most importantly: The central organizing principle of ESF #6 is collaboration and the primary collaborating action is the daily Mass Care conference call that must become a routine part of your operational rhythm, regardless of the scope and scale of the incident. (See Appendix 3)

Activation of ESF #6

The ESF #6 Coordinator position will be activated at the request of the Emergency Manager at the State EOC located at Camp Murray. The Emergency Manager will notify the Coordinator of activation when an incident allows for advance notice. Notification may occur via MyStateUSA text and/or telephone and/or email. In a no-notice incident, the Coordinator will be notified directly by the Emergency Manager at the State EOC or may be notified by the incident itself. The Coordinator may self-deploy to the State EOC or the nearest jurisdiction EOC and make

Activation of ESF #6

contact with the State EOC to advise the Emergency Manager on her status. The Coordinator may be expected to work 12-hour shifts at the State EOC for a minimum of 1-5 days. The American Red Cross will activate in accordance with its own requirements. That State Emergency Manager or the ESF #6 Coordinator may contact the Red Cross Liaison Officer (LNO) and request that he report to the State EOC.

In this Position Book, references to “jurisdiction” may include a city, county, or tribal nation. Any of these may request assistance directly from the State EOC.

Immediate: Assume position responsibilities (Within 12 hours of Activation)

Description: Initiate timely and appropriate actions for ESF #6 according to the following

Action 1: Plan, prepare and be ready to respond as soon as possible to the Activation

- _____ Plan and make necessary arrangements to allow your assignment to proceed uninterrupted by foreseeable personal or family matters
- _____ Preassemble and have ready supplies for your assignment at the State EOC
 - A [go-kit](#) to address your personal needs for a 12 hour shift
 - Cell phone
 - Office materials, supplies and portable equipment
 - Contact lists
- _____ Contact the State EOC Duty Officer as soon as possible after receiving alert or activation notice 800.258.5990
 - Respond by email and phone and make sure a to connect with a “live” person
 - Advise the Duty Officer know your estimated time of arrival at the State EOC
- _____ Take a few minutes to review the [ESF #6 Basic Plan](#) prior to departing for the SEOC and assuming your position

Action 2: Complete in processing at State EOC

- _____ Log in to [Web EOC](#) and enter your name, position and contact information in the Staffing Board
- _____ Remind all personnel, including Red Cross LNO, logging into Web EOC to use correct credentials, e.g., DSHS Lead, Red Cross Lead, Other Lead

Action 2, Continued: Complete in processing at State EOC

- _____ Report to the State EOC Operations Section Chief for briefing
- _____ Report arrival to day-to-day supervisor
- _____ Verify that ESF #6 desk telephones and computer equipment are operational and take necessary action to correct problems
- _____ Determine State EOC operational rhythm and schedule of calls and meetings to avoid conflicting with mass care related activities
- _____ Notify ESF #6 partners (see Appendix 2) and establish daily mandatory mass care Conference Call Bridge and schedule and provide agenda (see Appendix 3)
- _____ If conference call room and Conference Bridge are not available at the SEOC, make arrangements for offsite conference calls and advise team and Operations Section Chief
- _____ Review Incident Action Plan (IAP) in WebEOC
- _____ Review information posted to ESF #6 boards and Resource Tracker in WebEOC
- _____ **Decision Point:** Determine initial shift for ESF #6 Coordinator
- _____ Establish communication with the Department of Social and Health Services (DSHS) Emergency Coordination Center
- _____ Set up electronic desk top folders for organization various materials

Action 3: Convene the mass care conference call. (See Appendix 3)

- _____ **Decision Point:** Based on what you now know, determine whether you must immediately scale up the organization based on the scope and scale of the disaster. This compresses your timeline for Intermediate Actions and necessitates the addition of more personnel to support the response.

Action 4: Determine availability, qualifications and capabilities of resources to complete assignment

- _____ **Decision Point:** Determine [ESF #6](#) staffing levels required for the activations
 - Consider scope and scale of the incident and project staffing needs for a minimum of 3 operational periods
 - Consult with the Operations Section Chief and Red Cross LNO

Action 4, Continued: Determine availability, qualifications and capabilities of resources to complete assignment

_____ **Decision Point:** Determine whether additional staffing will be required for the next 3 operational periods

_____ Notify the Operations Section Chief of any actual or anticipated staffing shortfalls and request assistance. If assistance is not forthcoming, clearly communicate to the Operations Section Chief the potential for performance shortfalls.

_____ Notify and brief additional ESF #6 state level team members, as indicated by the incident (these team members are not expected to staff the ESF #6 desk for the state):

- DSHS Emergency Manager or Operations Section Chief
dshs.eoc01@dshs.wa.gov
- Department of Health (DOH) Duty Officer hanalert@doh.wa.gov or 360.888.0938 or 360.971.0601 (pager) or
- [ESF #8](#) Health and Medical desk at the State EOC
- [ESF #11](#) Food and Agriculture desk at the State EOC
- Red Cross LNO
- The Salvation Army
- Washington Voluntary Organizations Active in Disasters ([WAVOAD](#))
President and Vice-President
- Washington State Independent Living Council (WASILC) 800.624.4105
- Northwest Tribal Emergency Management Council (NWTEMC), if one or more tribes are impacted blockwtch!@aol.com and/or the impacted tribe's human services liaison
- Other state agency liaisons if their support may be needed
- State EOC staff

Immediate: Complete Assigned Actions to Meet Objectives (Within 12 hours)

Description: Identify, analyze and apply relevant information and evaluate actions to complete assignments and meet identified objectives within established timeframe.

Action 1: Gather, analyze and validate information pertinent to the incident and set priorities

_____ Weather forecast

_____ Geographical information

_____ Demographic information, e.g., size and characteristics of the population

Action 1, Continued: Gather, analyze and validate information pertinent to the incident and set priorities

- _____ Extent and duration of utility outages
- _____ Number of people requiring shelter and feeding
- _____ Extent of infrastructure damage to the affected area
- _____ Transportation impacts and support needs
- _____ Existence of likelihood of host community operations

Action 2: Make necessary decisions based on analysis of gathered information

- _____ Establish [ESF #6](#) operational tasks in coordination with resource providers in conformance with the current Incident Action Plan (IAP)
 - Coordinate ESF #6 tasks for current and following operational period daily
 - Report ESF #6 operational tasks for the current period in the daily SitRep and for the following period in the change of shift briefing
- _____ Determine resource shortfalls
- _____ Use established State EOC coordination protocols and procedures (“Smart Book”) found at the ESF #6 desk to respond to requests for ESF #6 assistance from the jurisdiction
 - Coordinate with the Red Cross LNO and WAVOAD President or Vice-President to determine their ability to support the request
 - Follow up on the actions of the voluntary organizations to see that the needs of the requesting jurisdiction have been addressed

Intermediate: Expand the ESF #6 Response (12-24 hours +)

Description: Anticipate the changing needs of the impacted population as the incident evolves, develop appropriate tactical objectives and assign resources accordingly.

Note: During a no-notice incident, depending on the scope and scale of the human needs, the response time may be significantly compressed and intermediate coordination actions may need to be accomplished within the first 12 hours. This also may mean that you must request organizational support immediately for the State EOC; you cannot and should never be expected to coordinate the response to a major or catastrophic incident without sufficient assistance, but you must communicate your support needs timely.

Intermediate: Expand the ESF #6 Response (12-24 hours +)

Action 1: Continue to gather, update and apply situational information relevant to the assignment

- _____ Review recent Situation Reports (SitReps), Significant Events and other documents posted to Web EOC

- _____ Obtain briefing from State EOC Operations Section Chief
 - Summary of incident, current activity and anticipated unit activity
 - Receive priorities, goals and objectives for the incident
 - Collect assessment of the incident and other pertinent information from Red Cross and other WAVOAD liaisons
 - Obtain status of Red Cross and other WAVOAD resources assigned to the incident

- _____ Determine how ad hoc individual urgent issues will be addressed and how to handle requests that are not within the [ESF #6](#) scope

- _____ Gather information necessary to assess the incident and determine immediate needs
 - Attend all briefings in State EOC
 - Talk with other ESF leads, as appropriate to the situation
 - Existence or likelihood of evacuations
 - Existence or likelihood of host community operations
 - Weather forecast
 - Jurisdiction requests for ESF #6 support, as recorded in WebEOC Resource Tracker
 - Geographic information regarding impacted area (evacuation, flooding, burn, etc.)
 - Size, density, and demographic features of population affected
 - Extent and expected duration of loss of electrical power and/or other utility impacts
 - Extent of infrastructure damage to the affected area
 - Transportation impacts and options for the impacted population
 - Number of shelters open, overnight stays, and characteristics of people served



Action 1, Continued: Continue to gather, update and apply situational information relevant to the assignment

- _____ Post the following information to the ESF #6 Activity Log in WebEOC, update daily and as needed
 - Agreed team member assignments
 - ESF #6 objectives
 - ESF #6 tasks
 - Future staffing requirements
 - ESF #6 conference calls, meetings and briefings and related notes

Intermediate: Coordinate the ESF #6 Response (24+ hours)

Description: Provide a foundation for continued expansion of survivor needs and extend planning horizon several days ahead to anticipate additional resources and response requirements. Anticipate and identify potential issues before they arise and develop contingency plans to mitigate their effects.

Note: During a no-notice incident, depending on the scope and scale of the human needs, the response time may be significantly compressed and intermediate coordination actions may need to be accomplished within the first 12 hours. This also may mean that you must request organizational support immediately for the State EOC; you cannot and should never be expected to coordinate the response to a major or catastrophic incident without sufficient assistance, but you must communicate your support needs timely.

Action 1: Establish organizational structure, reporting procedures and chain of command for assigned resources

- _____ Maintain ICS structure and principles of command
- _____ Plan and activate the [ESF #6](#) organization
 - Identify functions within the organization to be activated and the resources needed for activation
 - Provide initial briefing to ESF #6 team, including summary of incident, current activity and anticipated ESF #6 actions and outcomes
 - Provide initial operating instructions to team, including safety and security concerns and expectations
 - Monitor WebEOC Resource Tracker and keep it current and accurate
- _____ Guide and adjust the ESF #6 organization as needed based on changes in the incident situation and resource status
 - Communicate incident and ESF #6 tasks to team
 - Communicate changes in priorities

Intermediate: Coordinate the ESF #6 Response (24+ hours)

Action 1, Continued: Establish organizational structure, reporting procedures and chain of command for assigned resources

- Support effective use and coordination of all assigned team members
- Provide initial briefing to ESF #6 team, including summary of incident, current activity and anticipated ESF #6 objectives, actions and outcomes
- Provide initial operating instructions to team, including safety and security concerns and expectations

_____ **Decision Point:** Determine if and when ESF #6 personnel should be deployed to affected area – this includes any staff from DSHS. Deployments must be reported on ICS-204 daily

Action 2: Establish work assignments and provide feedback to [ESF #6](#) team members

_____ Coordinate the ESF #6 team

- Assign duties
- Inform team members of meetings, briefings and conference call times
- Use interim ICS positions if complexity or span of control indicates need; identify staffing shortfalls to the Operations Section Chief

_____ Provide reinforcing and adjusting feedback to team members, as needed

_____ Request and assign resources according to incident priorities

_____ Direct changes in personnel and resources based on the progression of the incident

_____ Collect information from DSHS Emergency Manager or State EOC Operations Section Chief

_____ Express appreciation for the team's efforts and support of their well-being

Action 3: Use established State EOC coordination procedures in the Smart Book to request logistical support for ESF #6

_____ Ask Operations Section Chief to determine from the Policy Room whether the state will pay for needed resources, follow this request in writing through email

_____ Establish agreed deadlines with ESF #6 partners for submission of logistic requirements

Intermediate: Coordinate the ESF #6 Response (24+ hours)

Action 3, Continued: Use established State EOC coordination procedures in the Smart Book to request logistical support for ESF #6

- _____ Enter all resource requests and related actions in WebEOC Resource Tracker
- _____ Plan for 48 hours from the time of the request to actual delivery of resources to the requested location
- _____ Prepare and submit an Emergency Management Assistance Compact [EMAC](#) request for resources that cannot be met by the state
 - Verify that request resource is not available locally or from state agencies
 - Quantity requested by type and kind
 - Coordinate reporting date, time and location of requested resources
 - Follow up on status of request
- _____ If needed, prepare and submit a federal Resource Request Form ([RRE](#)) for resources that cannot be met by the state (This cannot be submitted to FEMA unless a Federal Declaration is in place or soon anticipated but should be prepared in advance.)
 - Coordinate request with the FEMA ESF #6 LNO at the EOC, FEMA Regional Response Coordination Center ([RRCC](#)) or JFO
 - Quantity requested by type and kind
 - Coordinate reporting date, time and location of requested resources
 - Submit the FEMA [RRE](#) to the EOC Operations Section Chief for processing
 - Follow up on status of request until the request is completed
 - Document all resource requests in WebEOC Resource Tracker



Action 4: Ensure proper reporting and other documentation to support record of the response

- _____ Make sure to sign in and out each day in WebEOC and make sure team members do the same
- _____ Provide timely, complete and accurate SitReps
- _____ Contribute to the completion of timely ICS forms
- _____ Review public messaging from [ESF #15](#) External Affairs, as requested

Intermediate: Coordinate the ESF #6 Response (24+ hours)

Action 4, Continued: Ensure proper reporting and other documentation to support record of the response

- Maintain complete notes from conference calls, briefings, etc.
- Maintain orderly email files
- Contribute constructively to the After Action Report on WebEOC
- Keep Resource Tracker in WebEOC up to date

Action 5: Anticipate and determine expanding needs of the response, modify approach based on evaluation of the situation and take appropriate action

Shelter Actions: In consultation with the affected jurisdiction, the Red Cross, and other [ESF #6](#) support agencies, estimate resources required to shelter the current affected population and potential increase in need:

- Estimate size of population seeking shelter
- Determine additional support needs for survivors in shelters (children, people with disabilities, people with medical needs, people with household pets)
- Determine existing shelter staffing and facility capacity from the Red Cross and jurisdiction
- Identify potential resources at the local, state, tribal and federal levels and private sector



Feeding Actions: In consultation with the Red Cross, The Salvation Army, Northwest Baptist Services, Northwest Harvest, Washington State Department of Agriculture (WSDA), the Office of the Superintendent of Public Instruction (OSPI), and other ESF #6 feeding partners, estimate resources required to feed the affected population:

- Estimate number of meals per day required to support the incident

Intermediate: Coordinate the ESF #6 Response (24+ hours)

Feeding Actions, Continued:

- _____ Assess considerations for required facilities, field kitchens, mobile kitchens and/or private vendors to produce desired feeding levels
- _____ Assess considerations for distribution of meals, to include feeding at kitchen sites, fixed sites, mobile routes, and number of vehicles required
- _____ Assess requirements for propane and other fuel for Red Cross and other feeding partners
- _____ Assess requirements for transportation, shipping, or other delivery mechanisms
- _____ Determine resources available from county, state, tribal, private sector and non-governmental organizations to conduct mass care/emergency assistance activities based on estimated scale of the disaster
 - Number of field kitchens
 - Number of mobile kitchens
 - Number of distribution vehicles
 - Private sector food supplies
 - Availability of USDA commodities

Additional Support Needs: As the incident expands and/or time goes on, human needs are likely to grow. The attention of responders will not be immediately on human needs because they will be focused on fighting the other impacts of the disaster itself.

- _____ Discuss additional support needs of survivors with [ESF #6](#) partners and anticipate how these needs may change or worsen over the next several days or weeks: focus on children, people with disabilities, and people with medical conditions
- _____ Prepare to address these needs, identify any unmet needs or shortfall in capabilities to meet needs
- _____ Support any behavioral health actions initiated by [ESF #8](#) Health and Medical
- _____ Coordinate with [ESF #11](#) Food and Agriculture to address sheltering, feeding and care of household pets of displaced persons
- _____ Consult with the Emergency Management Division's Human Services Manager and the Washington State Department of Commerce to initiate short-term disaster housing support

Intermediate: Coordinate the ESF #6 Response (24+ hours)

- _____ **Decision Point:** In consultation with the all involved feeding partners, determine if a Multi-Agency Feeding Task Force should be activated

- _____ **Decision Point:** In consultation with ESF #6 partners, as indicated, determine if other task forces should be activated, e.g., Children, Short-Term Housing, Pets, etc.

Additional Support Needs, Continued:

- _____ **Decision Point:** Determine resource shortfalls and request resources

Action 6: Maintain situational awareness and contribute to sustaining a common operating picture

- _____ Monitor SitReps, Significant Events, Resource Tracker and ESF #6 boards in Web EOC

- _____ Talk with other personnel in EOC

- _____ Continue conference calls with [ESF #6](#) partners and supporting agencies

- _____ Continue coordination with governmental and non-governmental partners

- _____ Support Policy Room requests that align with the ESF #6 mission

Extended and Ongoing: Federal Declaration Issued

Description: Once a federal declaration is issued, this typically signals the beginning of the transition to recovery and the Emergency Management Division will begin Preliminary Damage Assessments with the impacted jurisdictions. If an Individual Assistance Declaration is issued, the Emergency Management Division assumes responsibility for implementation of the related FEMA assistance programs. This coupled with the ramping down and closure of shelters indicates that ESF #6 response phase is ending soon.

- _____ Consider transition to [ESF #14](#) Long-Term Recovery procedures early enough so that an adequate plan is in place prior to actual need to release resources or escalate the incident

Extended and Ongoing: Federal Declaration Issued

- _____ Ask the Operations Section Chief to contact Emergency Management Division’s Human Services Manager to begin transition to recovery
- _____ **Decision Point:** Contact DSHS Emergency Manager to activate Disaster Supplemental Nutrition Assistance Program (D-SNAP)
- _____ **Decision Point:** Consult with DSHS Division of Behavioral Health Services LNO and determine Crisis Counseling Program Grant is anticipated
- _____ **Decision Point:** Consult with Administration for Children and Families (ACF), Region 10, and non-governmental partners and determine need for federal Disaster Case Management Assistance
- _____ Identify staffing requirements for the Joint Field Office (JFO)
- _____ Notify partners of transition to JFO and provide orientation, if needed
- _____ Debrief with outgoing staff
- _____ Transfer necessary materials to JFO

Demobilization

Description: Identify, analyze and apply relevant information and evaluate actions to complete assignments and meet identified objectives within established timeframe.

- _____ Coordinate priorities during the mass care conference call (see Appendix 3)
- _____ Keep Operations Section Chief apprised of demobilization activities
- _____ Follow procedures set forth at the EOC and/or JFO for demobilizations
- _____ Notify all partners of demobilization
- _____ Conduct hot wash with [ESF #6](#) partners
- _____ Complete all necessary documentation
- _____ Circle back with all partners after demobilization regarding their well being

Partner Coordination – General Guidance

Description: Guide and support ESF #6 partners to accomplish objectives and desired outcomes in a dynamic, evolving, and high-stress environment.

*Again, most importantly: The central organizing principle of ESF #6 is **collaboration** and the primary collaborating action is the daily Mass Care conference call, that must become a routine part of your operational rhythm, regardless of the scope and scale of the incident. (See Appendix 3)*

Partner Coordination – General Guidance

Action 1: Model leadership values and principles

- _____ Exhibit principles of integrity
 - Avoid overextending capabilities of the team
 - Follow through on commitments
 - Seek improvement
 - Accept responsibility for decisions and actions
 - Set a positive tone

- _____ Make sound and timely decisions
 - Explain tasks to support comprehension and completion
 - Develop team members for the future

- _____ Exhibit principles of respect
 - Know the team members in the SEOC and on the ground; look out for their well-being
 - Keep the team informed
 - Task team members in accordance with their capabilities

Action 2: Emphasize teamwork and coordinate interdependent activities

- _____ Recognize group performance that supports the team meeting incident objectives
- _____ Interact and coordinate with key partners
- _____ Express and demonstrate concern for team members' well-being



Appendix 1: Recommended Training

The following courses and resources are available online and constitute the minimum prerequisite training for any position at the ESF #6 desk at the State EOC; they should be completed successfully prior to assuming any role at the ESF #6 desk.

- [IS-100.b](#). Introduction to Incident Command Systems
- [IS-200.b](#). ICS for Single Resources and Initial Action Incidents
- [IS-366.a](#). Planning for the Needs of Children in Disasters
- [IS-368](#) Including People with Disabilities and Others With Access and Functional Needs in Disaster Operations
- [IS-700.a](#). National Incident Management System (NIMS) An Introduction
- [IS-800.b](#). National Response Framework, An Introduction
- [IS-806](#) Emergency Support Function (ESF) #6 Mass Care, Emergency Assistance, Short-Term Housing, and Human Services
- State EOC Foundations EMD-0001 – This is offered twice annually at Camp Murray by the Emergency Management Division
- WebEOC Basics – Offered as needed by the Emergency Management Division

Familiarization with the resources below will greatly facilitate the success of the ESF #6 Coordinator and any other personnel staffing the ESF #6 desk at the State EOC.

- [ESF #6](#) Plan
- ESF #6 Position Guide Book and all material in imbedded hyperlinks
- National Mass Care [Strategy](#)
- Washington State [Comprehensive Emergency Management Plan](#)
- Washington State [Emergency Operations Center](#) Procedures

Appendix 2: ESF #6 Coordinator Key Contacts

Administration for Children and Families, Regional Emergency Management Specialist

- 206.615.3685
- suzanne.everson@acf.hhs.gov

Command and General Staff working in the State EOC – Refer to the Staffing and Seating Chart in WebEOC

Department of Social and Health Services (DSHS) Emergency Manager or Operations Section Chief

- 360.902.8159
- dshseoc01@dshs.wa.gov

Department of Health Duty Officer

- 360.888.0838
- 360.971.0601 (pager)
- hanalert@doh.wa.gov

Emergency Management Division Duty Officer

- 800.258.5990

Emergency Management Division (EMD) Human Services Manager

- 253.512.7071
- 253.512.7028

ESF #8 desk

- Co-located with ESF #6 at State EOC

ESF #11 desk

- Adjacent to ESF #6 at State EOC

FEMA Region X

- 425.218.6503
- 425.420.5379 (mobile)
- terri.giles@fema.dhs.gov

FEMA RRCC Mass Care/Emergency Assistance Unit Lead (MEUL)

- 425.487.4519
- R10-meul@fema.dhs.gov

Appendix 2: ESF #6 Coordinator Key Contacts

FEMA RRCC Individual Assistance Group Supervisor (IAGS)

- 425.487.4661
- R10-iags@fema.dhs.gov

Jurisdiction Human Services Liaisons for the Mass Care Conference Call – see Operations Section Chief for contact information

Northwest Harvest

- lyzs@northwestharvest.org

Northwest Tribal Emergency Management Council

- 425.508.3967 (mobile)
- Blockwtch1@aol.com

Other state agency liaisons if their support may be needed – see Operations Section Chief

Red Cross Government Liaison

- 253.380.0610
- mailbox253@comcast.net
- 425.753.2175
- dennis.green@redcross.org

SEOO / EMD

- 253.512.7191
- msg@mystateusa.com

The Salvation Army

- 206.217.1293
- 206.327.1948 (mobile)
- shaun.jones@usw.salvationarmy.org

Washington Conservation Corps

- 360.407.6000
- <http://www.ecy.wa.gov/contact.html>

Washington State Department of Commerce

- 360.951.6010
- tanya.mercier@commerce.wa.gov

Appendix 2: ESF #6 Coordinator Key Contacts

Washington State Independent Living Council (WASILC)

- 360.725.3692
- Alexandrea.hatcher@dshs.wa.gov

Washington Voluntary Organizations Active in Disasters (WAVOAD) President and Vice-President

- http://www.wavoad.org/cms/contact_wa

Appendix 3: Mass Care Conference Call Agenda

1. Introduction					
Date/Time:	Call in info:				
<p>Participants: There will be a limited roll call of the following organizations. These organizations will be prepared to report in the format listed in Section 4. Additional organizations are on the call for information purposes only:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ○ FEMA Region X ○ American Red Cross DRO ○ The Salvation Army ○ NW Baptists </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ○ Food Banks ○ ESF 11 ○ ESF 8 ○ ESF 15 </td> </tr> </table>				<ul style="list-style-type: none"> ○ FEMA Region X ○ American Red Cross DRO ○ The Salvation Army ○ NW Baptists 	<ul style="list-style-type: none"> ○ Food Banks ○ ESF 11 ○ ESF 8 ○ ESF 15
<ul style="list-style-type: none"> ○ FEMA Region X ○ American Red Cross DRO ○ The Salvation Army ○ NW Baptists 	<ul style="list-style-type: none"> ○ Food Banks ○ ESF 11 ○ ESF 8 ○ ESF 15 				
<p>Purpose of the Call: Facilitate a common operating picture of the mass care and emergency assistance situation in the State. Coordinate the activities of the agencies responding to the incident. Make decisions on the acquisition, prioritization and allocation of resources and information to supported agencies.</p>					
2. Situation					
Incident Name:		State EOC Activation Level:			
Weather Hazards					
Rainfall:		Storm surge:			
River flooding:		Wind:			
Snowfall:		Other:			
Shelter data @ 2400 hrs	# of meals served, day prior and # feeding equipment deployed				
# Open Shelters:	# Meals Served:	# Field kitchens:	Delivery vehicles:		
Shelter Pop:	# Lbs/food dist:		Mobile kitchens:		
3. State Mass Care Objectives and Priorities					
Objectives:		Operational Priorities:			
<ul style="list-style-type: none"> • 		<ul style="list-style-type: none"> • 			

Appendix 3: Mass Care Conference Call Agenda

3. State Mass Care Objectives and Priorities			
Operational Area:		Operational Area:	
Target Dates for Feeding and Sheltering (By Operational Area)			
Shelter assessments complete		Feeding infrastructure mobilized	
Transition of survivors in shelters		Transition to Long term feeding	
Target Dates for Feeding and Sheltering (By Operational Area)			
Shelter assessments complete		Feeding infrastructure mobilized	
Transition of survivors in shelters		Transition to long term feeding	
4. Format for Agency reports			
<p>Agencies reporting into the conference call use the following format:</p> <ul style="list-style-type: none"> • Activities this Operational Period • Proposed activities for next Operational Period • Present or anticipated challenges • Anticipated resource requirements from the state 			

Adapted from State of Florida SERT

Appendix 4: Glossary of Acronyms and Terms

Most of the terms and acronyms below are used in this guide. They represent only some of the most commonly used jargon that you must learn to become fluent in the language of disaster response. Like any other language that is new to you, it takes time to learn – be patient with yourself.

Activity Log – This is a screen in WebEOC where ESF #6 responders enter important actions taken and contracts made. It becomes part of an official record of the response and is a public document. Entries made in the Activity Log may be posted to Significant Events in WebEOC, at the discretion of the ESF #6 Coordinator.

Administration for Children and Families (ACF) – Under the federal Department of Health and Human Services, [ACF](#) provides leadership and direction to coordinate the administration of a wide range of programs to support children and families. As it pertains specifically to ESF #6, ACF provides support through its Regional Emergency Management Specialist.

After Action Report (AAR) – A summary and analysis of the performance in both exercises and actual responses. The reports for exercises may also evaluate achievement of the selected exercise objectives and demonstration of the overall capabilities exercised.

American Red Cross – Or simply [Red Cross](#). The Red Cross is the primary mass care partner in Washington State and has formalized its role through a Memorandum of Understanding (2015) with the Emergency Management Division. The Red Cross provides shelter services, feeding support, relief items, casework services, and a host of other services to support disaster victims.

Common Operating Picture – A broad view of the overall situation as described or depicted in the Incident Action Plan, situation reports, aerial photography, and other information or intelligence.

Crisis Counseling Program (CCP) – This is a program that may be authorized under a federal Individual Assistance Declaration and provides funding under the Stafford Act administered by FEMA through the Emergency Management Division. The intent behind this program is to assist individuals and communities in recovering from the effects of disasters through community-based outreach and “psycho-educational services.” The program provides “just in time” training to community members who then provide paraprofessional, peer-to-peer emotional support. This is neither diagnostic nor intended to substitute for therapy. The program should not be used for a mass fatality incident. The DSHS Behavioral Health Administration is responsible for writing the grant proposal and administering it.

Appendix 4: Glossary of Acronyms and Terms

Disaster Case Management (DCM) – As it pertains to this guide, [DCM](#) are services that may be requested by the ESF #6 Coordinator when a federal Individual Assistance Declaration is in place. It is a FEMA-funded program promoting: (a) effective delivery of post-disaster case management services, (b) partner integration and coordination, (c) provider capacity building, and (d) State level program development.

Department of Health (DOH) – [DOH](#) is the lead state agency for ESF #8 Public Health, Medical and Mortuary Services. DOH supports ESF #6 by: supporting sheltering operations for individuals with sub-acute medical conditions; coordinating with core capability service providers to ensure that ESF #6 service delivery sites are appropriately provisioned and operated in a safe, sanitary and secure manner; communicating relevant public health and medical needs information to survivors in facilities where mass care services are provided; coordinating disaster behavioral health services; utilizing appropriately state certified foreign language interpreters and translators to convey information to the public; and acquiring and managing necessary resources, supplies and services.

Department of Social and Health Services (DSHS) – For the purposes of this Guide Book, [DSHS](#) provides the primary ESF #6 Coordinator and a limited number of additional personnel to coordinate the state’s ESF #6 response actions. More importantly, DSHS serves 2.7 million Washington residents administering a wide array of services every day that include: cash, food, and medical benefits; housing assistance; adult and child protective services; other services for children; youth services; adult care; mental health and addiction services; and disability support. At the present time, DSHS does not have a disaster response mission, delegated authority or a budget to administer ESF #6 coordination.

Disaster Supplemental Nutrition Assistance Program (D-SNAP) – Is a Food and Nutrition Service program under the U.S. Department of Agriculture (USDA). The DSHS Community Services Division administers [D-SNAP](#) in accordance with a plan submitted annually to the USDA when a federal Individual Assistance Declaration is in place. D-SNAP provides food assistance to qualifying individuals and families who survive a disaster. Eligibility requirements under D-SNAP are easier to meet than those for the basic food assistance program.

Duty Officer – This is the title of a rotating position assigned to some state agencies or sub-agencies with an emergency management mission. This position provides 24/7 on-call coverage for emergency response. Notably, the Emergency Management Division and the Department of Health both have Duty Officer functions. There is no Duty Officer function for the ESF #6 desk at this time.

Emergency Management Assistance Compact (EMAC) – [EMAC](#) is an agreement among all 50 states, the District of Columbia, Puerto Rico, Guam and the U.S. Virgin Islands. The program offers assistance during governor-declared states of emergency allowing states to send personnel, equipment, and commodities to help disaster relief efforts in other states.

Appendix 4: Glossary of Acronyms and Terms

Emergency Operations Center (EOC) – The physical location for the coordination of information and resources to support on-scene incident management actions. An EOC may be a temporary facility or may be located in a more central or permanently established facility, such as the State EOC at Camp Murray. An EOC may also in part operate virtually allowing for remote placement of various functions.

Field Kitchen – A Field Kitchen, also known as a Mobile Kitchen, Mobile Canteen or food truck is used by the Red Cross, The Salvation Army, or the Northwest Baptist Convention to provide warm food to disaster survivors at or near the area of impact. These units are mobile commercial kitchens staffed and stocked to serve several thousand meals a day.

Incident Action Plan (IAP) – An oral or written plan containing general objectives reflecting the overall strategy for managing and incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command System (ICS) – A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Individual Assistance (IA) – Supplementary federal assistance available under the Robert T. Stafford Act to individuals, families and businesses, which includes disaster housing assistance, unemployment assistance, grants, loans, legal services, crisis counseling, disaster case management, tax relief and other services or relief programs.

Joint Field Office (JFO) – A temporary Federal facility established locally to provide a central point for Federal, State, Tribal and local executives with responsibility for incident oversight, direction, and/or assistance to effectively coordinate protection, prevention, preparedness, response and recovery actions.

Liaison Officer (LNO) – A member of Command Staff responsible for coordinating representatives from cooperating and assisting agencies.

Mobile Kitchen – See Field Kitchen.

Appendix 4: Glossary of Acronyms and Terms

National Response Framework - Guides how the Nation conducts all-hazards response. The Framework documents the key response principles, roles, and structures that organize national response. It describes how communities, States, the Federal Government, and private-sector and non-governmental partners apply these principles for a coordinated, effective national response. And it describes special circumstances where the Federal Government exercises a larger role, including incidents where Federal interests are involved and catastrophic incidents where a State would require significant support. It allows first responders, decision makers, and supporting entities to provide a unified national response.

National Shelter System (NSS) – The [NSS](#) is a web based tool containing information for potential shelter facilities and is used to track and report information during disasters. It enables users to identify the location, managing agency, capacity, current census and other relevant information. While the Red Cross and FEMA currently used slightly different versions of the NSS, Washington relies on the Red Cross NSS. You can register for access by clicking the link above.

Northwest Tribal Emergency Management Council (NWTEMC) – NWTEMC is a Consortium of Native American Tribes in the Pacific Northwest working together in Public Safety and Health to better prepare and respond to disasters. The NWTEMC is a ESF #6 resource for supporting effective government to government relationships among state agencies and the tribes on matters pertaining to emergency management.

Operational Rhythm – You may also hear this called “battle rhythm.” This is the State EOC schedule of meetings, briefings, conference calls and deadlines during any 12 hour shift. Wherever feasible, ESF #6 meetings, briefings, conference calls and deadlines should be scheduled to not conflict with the Operational Rhythm.

Operations Section Chief – The Operations Section Chief is responsible for all tactical operations and implementation of the Incident Action Plan. The ESF #6 Coordinator notionally reports and takes direction from the Operations Section Chief.

Regional Response Coordination Center (RRCC) – This is a physical location from which federal support is provided to the state. It is a multiagency entity operating from FEMA regional offices in two capacities: watch mode, operating during normal business hours and activation mode, when supporting relevant disaster responses. The [RRCC](#) is staffed to support daily monitoring activities with the ability to surge in support of catastrophic incidents.

Resource Request Form (RRF) – This is FEMA Form 010-0-7 and is a document that must be completed to request federal assistance. Federal assistance cannot be requested until a major disaster declaration is signed by the President. Pre-scripting this form so that the request is ready to go once the declaration is received may save precious time in getting federal resources underway to the response.

Appendix 4: Glossary of Acronyms and Terms

Response – Activities that address the short-term, direct effects of an incident. As it pertains to ESF #6 response includes immediate actions to meet basic human needs. Response also includes the execution of emergency operations plans and of incident mitigation activities designed to limit the impacts of the incident such as the provision of shelter, food, emergency supplies and other items and services to diminish human suffering.

Significant Events – This is information posted in WebEOC that is determined by the ESF #6 Coordinator to be important enough for everyone in the State EOC, the Governor’s Office and others with access to WebEOC to be able to view readily.

Situation Report (SitRep) – Document detailing confirmed or verified information regarding the specific details relating to an incident. This is produced at least once a day in the State EOC and entries are made in WebEOC and submitted electronically to the Planning Section.

Smart Book – The Smart Book is a guide developed by the Emergency Management Division that assists users in understanding how the State EOC is activated and the duties performed there to support response and recovery efforts by disaster affected jurisdictions and tribes. At least one hard copy is available at the ESF #6 desk.

The Salvation Army – Is a faith-based non-governmental organization that is a critical ESF #6 response partner. [The Salvation Army](#) provides or supports disaster relief services in the form of feeding operations; provides or supports in-kind donations management; delivers immediate case management services; and may provide limited cash assistance to individuals and families displaced by disasters; and other services. The Salvation Army is a member of WAVOAD.

Washington Voluntary Organizations Active in Disasters (WAVOAD) – ESF #6 would have almost no capability in Washington without [WAVOAD](#). These non-governmental organizations provide: management of spontaneous/unaffiliated volunteers; management of unsolicited donations; debris removal; construction; mass care services; animal evacuation and sheltering; food banks; and transportation, among other services. See Appendix 2 or the link above for information on how to contact WAVOAD.

Washington State Department of Agriculture or simply Agriculture (WSDA) – The lead agency for ESF #11 Agriculture and Natural Resources. [WSDA](#) supports ESF #6 by coordinating the response for pets and livestock. WSDA also supports feeding through securing and delivering food supplies within the disaster affected area.

WebEOC – [WebEOC](#) is the software designed to bring real-time crisis information management to the State EOC, local jurisdictions, tribes, and federal partners. More information about WebEOC including a user’s guide and orientation basics may be found by clicking the link above.