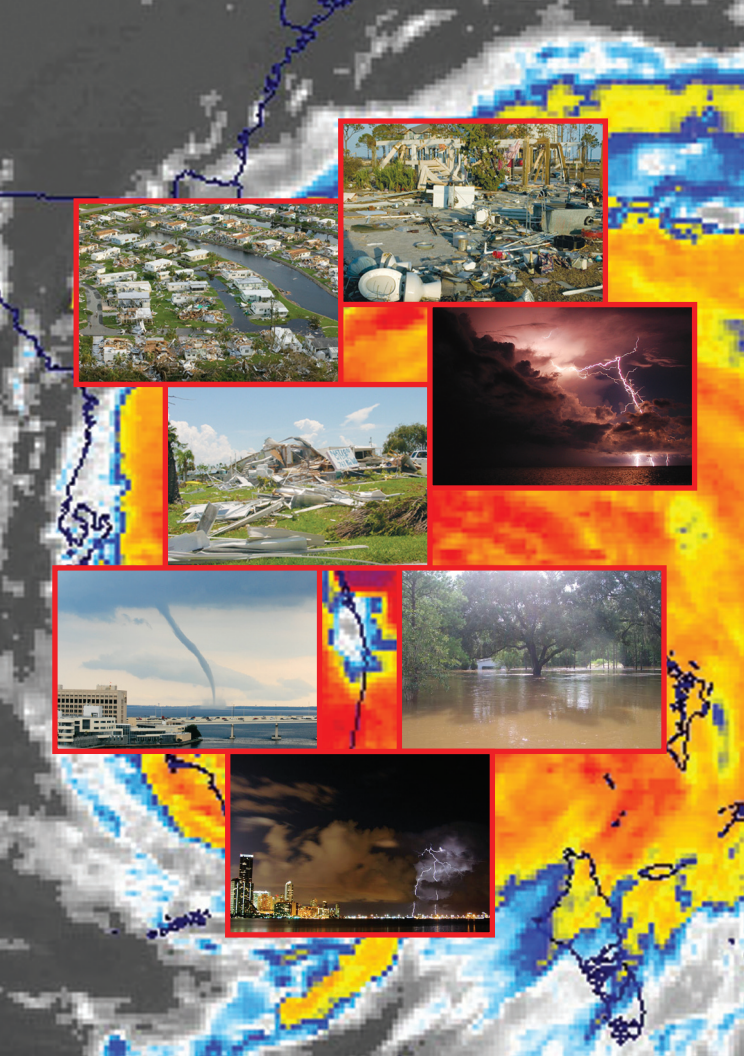


Disaster Recovery Center



Manager's Guide



Disaster Recovery Center



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Overview

Due to the rapid time frame between the mobilization, deployment and establishment of the DRCs in Florida, many services may be compromised. DRC managers must be prepared to work in non-traditional conditions including but not limited to tents, without electricity, phone services, etc.

As a State DRC Manager, you will share the responsibilities with the Federal DRC Manager. Together, you are responsible for the overall DRC operations, including but not limited to:

- **Pre-Setup**
- **Setting up the DRC**
- **Managing the DRC**
- **Closing the DRC**

GENERAL INFORMATION FOR DRC MANAGERS

Roles and Responsibilities

As a DRC Manager, you have operational responsibility for DRC setup, oversight, and closeout. Among your responsibilities will be to:

- Coordinate with the FEMA DRC Manager for DRC setup, logistical equipment, office supplies, etc.
- Directly supervise State, County, Volunteer and Faith-Based Organizations within the DRC.
- Maintain open communication with the FEMA DRC Manager, Federal DRC Staff, State Disaster Housing Coordinators, and State Community Response Teams.
- Conduct Daily Briefings and Conference Call.

- Prepare and forward the DRC Daily Log and Daily SitRep to the Disaster Recovery Center Coordinator and/or their designee no later than 3:30 p.m. each day.
- Maintain a State, Local and Volunteer Organization Sign-In Log.
- Report any identified unmet needs to the State DRC Coordinator and/or their designee.

In addition, you will need to supervise the overall traffic flow through the DRC and work to maintain morale of all DRC employees.

DRC management requires knowledge of all services provided by the DRC. It also



requires strong interpersonal (i.e. attending, listening, and responding), organizational and management skills and –at times– a good bit of creativity.

Receptionist

Perform the following tasks:

- Greet the survivors who enter the DRC.
- Determine the registration status.
- Start a routing slip for the survivor and stress that it should be returned as they exit the facility.
- If a survivor is not registered, direct them to a phone or computer bank for Registration Intake.
- If a survivor is registered, direct the individual to an available Applicant Assistance Specialist or appropriate waiting area.

- If a survivor has registered and a habitability inspection has been performed on the house by FEMA, direct the survivor to Preliminary Placement interview (PPI).
- Receptionist should have program knowledge so they are able to direct survivors to the appropriate services within the DRC.
- Ensure Agency Log Sheets are kept up to date.

Exit Interviewer

Exit Interviewers confirm that survivors have successfully met with each of the appropriate representatives within the DRC. An effective Exit Interviewer will do the following during an event:

- Conduct applicant interviews.
- Collect the survivor routing slips and confirm that applicants have talked to

all of the agencies that may be able to assist them.

- Ensure all survivor questions have been answered and address any new questions or concerns they may have.
- Distribute informational brochures to applicants from additional agencies that may not be physically present in the DRC.
- Look for trends to report to the DRC Managers to assist in identifying the DRC staff's applicant services satisfaction rates. Track information to identify trends that will be useful to the Joint Field Office (JFO).
- Perform other miscellaneous duties as needed.

Determine if survivors are satisfied with the services at the DRC

Equal Employment Opportunity (EEO)

The Division of Emergency Management (DEM) is committed to providing a work environment that will assure to each employee and applicant for employment an equal employment opportunity without regard to race, sex, color, religion, national origin, age, political affiliation, marital status, disability, or any other characteristic encompassed by relevant Federal or State law.

The Division shall prohibit discrimination in all aspects of its personnel policies including recruitment selection, promotion, transfer, demotion, re-assignment, training, benefits, discipline, separation, and any other employment practices.

Any employee or applicant for employment who believes that he or she has been harassed or discriminated against in any manner may file a complaint with the Director, Deputy

Director, or with the Personnel Officer within 90 calendar days of the action causing the complaint.

Sexual Harassment

Sexual harassment is a form of sex discrimination prohibited under Title VII of the 1964 Civil Rights Act as well as Chapter 760 of the Florida Statutes. It is defined as any unwelcome sexual advance, unwelcome request for sexual favors, and other unwelcome verbal or physical conduct of a sexual nature from any person that is directed toward or in the presence of an employee or survivor.

The Division encourages the reporting of all incidents of sexual harassment, regardless of who the offender may be.

All allegations of sexual harassment shall be promptly investigated and resolved. An employee found to have sexually harassed another employee or job applicant shall be subject to disciplinary action up to and

including dismissal.

Examples of sexual harassment include, but are not limited to the following:

- Unwanted sexual advances.
- Pressure or demands for sexual favors in exchange for favorable treatment or continued employment.
- Unwelcome verbal or physical conduct of a sexual nature directed towards any person by an employee.
- Telling sexually explicit jokes or making remarks of a sexual nature in front of people who find them offensive.
- Telling stories about sexual experiences.
- Displaying sexually suggestive pictures such as Playboy centerfolds, cartoons, calendars, posters or other objects.

- Pressuring or repeatedly asking an employee for a date.
- Uninvited physical contact such as pinching, patting, hugging, or kissing.
- Sending sexually suggestive E-mail messages, faxes or other correspondence.
- Making sexually suggestive telephone calls.
- Touching an employee or a non-employee on the body while talking.
- Whistling, leering or prolonged staring at a person.
- Repeatedly inquiring about an individual's personal life.
- Verbal commentary about an individual's body.

The Division of Emergency Management has a zero tolerance approach to Sexual Harassment. For additional information regarding EEO, sexual harassment or other state policies and procedures, please see the Policy and Procedure section of the Florida Disaster Reservist Field Operations Manual. Complaints can be filed by contacting the Individual Assistance Branch Director or the Personnel Office directly.

PRE-DRC SETUP DUTIES

Once you have been notified of the event, you will report to a designated location (to be determined by the DRC Coordinator). It is the mission of the Florida Division of Emergency Management to establish an operational DRC in the heaviest impacted areas within the initial 24 hours of receiving a signed Federal Declaration. The checklist below will highlight the things that need to be accomplished in the Pre-DRC Setup phase.

- Meet with the DRC Coordinator and/or their designee to receive refresher DRC Training, assignment location, brief synopsis of event, DRC Go Kit, Operations Manual, Forms, etc.
- Make hotel arrangements.
 - Hotels should be in closest proximity to assigned facility.
- Ensure a courier system is in place and time/date of service is provided.

- Notify the State DRC Coordinator once you arrive safely to your assigned area.
- Coordinate with the local point of contact on appropriate time facility keys will be made available.
- Ensure janitorial and maintenance responsibilities are provided (to include weekends).
- Ensure that you have ample amount of DRC Required Documents (at a minimum of 2 days);
 - Current County Referral Numbers;
 - Individual Assistance Facts Sheet;
 - Disaster Flyer;
 - Daily Situation Report;
 - Disaster Housing Survey and
 - Daily Log.

If you require any additional supplies, notify the DRC Coordinator and/or their designee immediately.

Use provided space in the back of the guide to record any additional supplies or needs that are not currently included on the checklist.



DRC SETUP DUTIES

Once you have arrived and checked in with the DRC Coordinator and/or designee, another array of tasks is waiting. The checklist below will highlight the things that need to be accomplished in the Pre-DRC Setup phase.

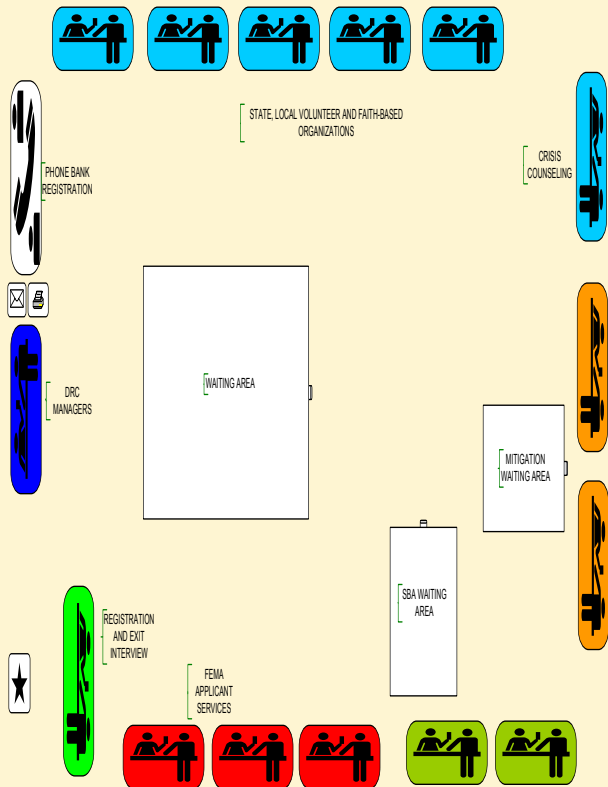
- Check the adequacy of the facility, including:
 - Space;
 - Restrooms;
(working properly, supplies, etc)
 - Adequate parking;
 - ADA compliant and
 - Building Security
(e.g. ability to lock with key).
- Confirm presence and working condition of available equipment:
 - Telephones & lines
 - Data Support
 - FAX Machine
 - Printers
 - Copy Machine
 - Table
 - Chairs
 - Supplies
 - Go Kits, Signs
 - Computer

- Create an inventory list of all equipment.
- Organize the DRC staff for setting up the DRC. (See the suggested setup in the Layout section).
- Arrange Layout:
 - Survivor Waiting Area;
 - Traffic pattern is ADA Compliant and Survivor-friendly;
 - Adequate workspace is provided for all participating agencies;
 - Ensure SBA, Mitigation and Crisis Counseling are set up in a separate location where privacy is available and
 - Identify Managers' location (preferably near exit interview table).
- Hang interior and exterior signs (to include table signs).
- If the center is expected to be busy, an appointment system will need to be implemented. This system will require approval by the DRC Coordinator.

Upon completion of the DRC setup, notify the DRC Coordinator and/or their designee to confirm the facility is ready for operation. Ensure that the physical address, hours of operation, and date is confirmed and has been forwarded to the State Public Information Officer for broadcast.



DRC Suggested Layout



DRC OPERATIONS

Before opening, conduct a joint State/FEMA staff briefing with all agency representatives presently supporting the DRC operation. This briefing should be lead jointly with your FEMA counterpart. (A suggested agenda is included in the Briefing Agenda section.) Ensure all names and numbers of present agencies are captured prior to opening. The checklist below will highlight the things that need to be accomplished prior to the opening of the DRC.

Establish Procedures for the following:

- Phone calls;
- Items to be picked up by the courier;
- Sign In/Out of the facility;
- Request for additional supplies and
- Keeping the DRC tables neat and orderly.

Once the DRC opens, the facility may become extremely busy and may remain busy for the initial week following the event. In order to maintain DRC efficiency, you may have to complete many tasks daily or more frequently.

These tasks include:

- Meeting with and speaking to media representatives, congressional delegation, and other dignitaries. (Refer to the Public Information Officer, when possible).
- Coordinating daily with FEMA Counterpart.
- Reporting all “New News” to DRC Staff;
 - VIP guest and
 - Be prepared to open sooner than scheduled time.
- Updating DRC Coordinator every 4 hours during the operational period.

- Reporting Requirements:
 - Daily DRC Report;
 - Daily Agency Sign-In;
 - Staff list including emergency contacts, hotels, etc.;
 - State Disaster Housing Surveys;
 - Accountable State Property list and
 - Unmet needs (including staff).
- Conducting staff meetings, briefings, and debriefings to keep staff well informed and to identify any questions or concerns.
- Monitoring staff workloads.
- Assisting with the needs of Field Staff including:
 - Disaster Housing Coordinators;
 - Community Response Team Leads and Field Staff and
 - Logistics.

DRC CLOSEOUT

The county, state and FEMA jointly coordinate to determine when a DRC is no longer required. The State DRC Coordinator and FEMA Group Supervisor shall provide notice to the County EM Director or designee and facility owner to inform them of the closure date. The checklist below will highlight the tasks that need to be accomplished once a confirmed closure date is provided.

- Prepare and post “Closing” signs on the door and throughout the DRC:
 - Include registration toll free number 800-621-3362 and additional services that will continue once agencies are no longer present.
- Prepare a list of all names and addresses for all agencies or persons supporting the DRC for “Letter of Recognition.”

- Inventory all State Accountable Property and prepare for transition to the State Logistics Response Center.
- Clean the DRC area.
- Participate in the Final DRC Inspection.
- Notify Community Response Teams, Disaster Housing Coordinators and other agencies of the confirmed closure date and time.
- Prepare and forward final DRC Reports to the DRC Coordinator to include:
 - Daily DRC Report;
 - Daily Agency Sign-In;
 - State Disaster Housing Surveys;
 - Accountable State Property list and
 - Unmet needs.

SUGGESTED OPENING BRIEFING AGENDA

The opening DRC briefing is jointly shared between State and FEMA DRC Managers. The checklist below will highlight suggestions to assist with your planning and operating of a successful DRC.

- Welcome and Introductions:
 - Welcome to the area (usually done by the State DRC Manager);
 - Self-introductions of all DRC Staff and
 - Provide staff with your cell phone number and email address.

- FEMA and State Roles and Responsibilities.

- Emergency Exits, Safety Measures, Designated Rally Point, etc. (Ensure that pertinent information is posted).

- Disaster Fact Sheet Information
 - Declaration Number;

- Declaration Date;
- Incident Period and
- Disaster Type.

Remind all agency representatives to pass the following information on to their replacements:

- The DRC purpose.
- The DRC process.
- Explain the appointment system, in the event the need arises.
- The flow of the DRC.
- Program Referrals. Each agency must initial the space next to the agency name on the routing slip.
- To ensure that all registrations are accounted for, survivors must see the Exit Interviewer (even SBA returnees) before exiting the DRC.

- Explain the Do's and Don'ts of the Media (See Media Policy).
- Administrative matters:
 - Hours of operation;
 - Expected arrival and departure of agencies present;
 - Lunch breaks, coffee, etc.;
 - Smoking and eating in the DRC;
 - Signing In and
 - Identification Badges.
- Zero tolerance for Sexual Harassment, Misconduct, etc.
- One door to the DRC is to be used as the main exit and entrance at all times.
 - Mark appropriate Emergency Exits.
- Agency Descriptions (allow all representatives to provide a brief description of the agency and what services are currently offered).
- Announce that all agencies that are not physically represented in the DRC are listed on a referral sheet that

the Receptionist will provide to each applicant.

- Teamwork:
 - All agencies must work together;
 - Do not provide information on another agency's program and
 - All issues and concerns should be reported immediately to the DRC Manager.
- Crisis Counseling (if present in the DRC):
 - Explanation of program;
 - Stress Management and
 - Need for empathy towards the survivors.
- Closing.



CONFERENCE CALL

Due to the extreme complexity of an event, it is necessary to maintain open communication with all participants of the event. As the DRC Manager you are required to join the scheduled conference call and provide a brief update on the operation. The following checklist will highlight the approved format of the Daily Conference Call.

- Weather Update – Provided by the National and/or Local Weather Service.
- Roll Call by DRC Manager, Facility Name, or Number.
- Visitor Count at time of call.
- DRC Issues or Concerns.
- Agency Information.
- “New News” – General announcements and important information and
- Questions.

Mind your manners

While participating on the Conference Call the following should be kept in mind:

- Speak from prepared notes.
- Mute ALL phones when not speaking.
- Always assume that whatever you say will be in tomorrow's news.
- Sensitive information should be handled off-line.
- Use a landline phone when possible.
- Be professional.
- Don't ask repetitive questions.

COOPERATING WITH THE MEDIA

The press is allowed into the DRC, including camera crews for television and still photographers for newspapers and magazines.

- Refer ALL to the Public Information Officer.
 - They are the single source of accurate, up-to-date, official information for the event.
- Politely ask the reporters to cooperate by not interfering with the DRC process and to avoid pushing cameras into the faces of survivors. The press is allowed to film and/or photograph within the DRC, but must be at a discreet distance.
- Permission from survivors is required for all interviews.
 - Interviews can take place inside or outside the DRC.

Personal information on the survivors' files in the DRC is protected by the privacy exemption of the Freedom of Information Act and, therefore, is not releasable by Federal and State employees to the media. However, the survivor can choose to speak with the media and give them personal and private information on themselves as they wish.



PARTICIPATING AGENCIES

Multiple entities, organizations and departments are present within the DRC. All participants are essential in the recovery process. The following list will provide you with a brief description of the types of services that may be available to survivors recovering from a disaster.

Federal

State

Local



Volunteer and Faith-Based Organizations



FEDERAL AGENCIES

Applicant Services Specialist

- Provides survivors with information on the application process to ensure they understand the time frame, inspection process and response to their needs.
- Analyzes individual unmet needs and focuses on the resolution through appropriate referrals.
- Addresses inquirers on application status in the process, researches and provides survivors with an update on their claim.
- Evaluates and assesses appeal requests.

Small Business Administration (SBA)

The Small Business Administration provides low interest disaster loans to homeowners, renters, businesses of all sizes and private,

non-profit organizations to repair or replace real estate, personal property, machinery and equipment, inventory and business assets that have been damaged or destroyed in a declared disaster.

- Homes Loans – SBA regulations limit home loans up to \$200,000 for the repair or replacement of real estate and up to \$40,000 to repair or replace personal property.
- Business Loans – The law limits business loans up to \$2,000,000 for the repair or replacement of real estate, inventories, machinery, equipment and all other physical losses.
- Interest Rates
 - Homeowners/Renters, 2.562% - 8%
 - Businesses, 4% - 8%
 - Non-Profit Organizations, 3% - 3.625%

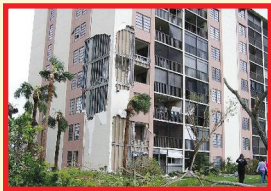
Mitigation

The Mitigation Directorate manages the National Flood Insurance Program (NFIP) and a range of programs designed to reduce future losses to homes, businesses, school buildings and critical facilities from floods, earthquakes, tornadoes and other natural disasters.

Mitigation focuses on breaking the cycle of disaster damage, reconstruction, and repeated damage. Mitigation efforts provide value to the American people by creating safer communities and reducing loss of life and property. Mitigation includes such activities as:

- Complying with or exceeding NFIP floodplain management regulations.
- Enforcing stringent building codes, flood-proofing requirements, seismic design standards and wind-bracing requirements for new construction or repairing existing buildings.

- Adopting zoning ordinances that steer development away from areas subject to flooding, storm surge or coastal erosion.
- Retrofitting public buildings to withstand hurricane-strength winds or ground shaking.
- Acquiring damaged homes or businesses in flood-prone areas, relocating the structures, and returning the property to open space, wetlands or recreational uses.
- Building community shelters and tornado-safe rooms to help protect people in their homes, public buildings and schools in hurricane- and tornado-prone areas.



Disaster Unemployment Assistance (DUA)

Disaster Unemployment Assistance Program provides financial assistance to an individual whose employment or self-employment has been lost or interrupted as a direct result of a major disaster and who are NOT eligible for regular unemployment insurance benefits.

- Benefits are available as long as the survivor's unemployment continues to be a direct result of the disaster.
- Benefits are generally paid for up to 26 weeks beginning with the first week following the date the disaster is declared by the President.
- May provide weekly benefit payments to those out of work as a direct result of the disaster.
- Includes self-employed persons, farm and ranch owners and others not

covered or qualified under regular unemployment programs.

- 100% funded by FEMA, through the U.S. Department of Labor and administered by the State's employment agency, Agency for Workforce Innovation (AWI).

Disaster Legal Services

FEMA, through an agreement with Young Lawyers Division of the American Bar Association, provides free legal help for disaster survivors. Legal advice is limited to cases that will not produce a fee. Persons may seek legal consultations regarding:

- Insurance claims;
- Landlord/tenant counseling;
- Home repair contracts;
- Consumer protection matters;
- Replacement of will/legal documents

and/or

- Power of Attorney Guardianships/
Conservatorship.

Individual and Households Program (IHP)

- Provides financial and direct assistance for disaster-related necessary expenses and serious needs that cannot be addressed through other means.
- Most commonly used forms of assistance are Home Repair, Rental Assistance, and Personal Property Losses.
- Is divided into two sections: Housing Assistance (HA) and Other Needs Assistance (ONA).

Total IHP Financial Assistance

- Cannot exceed the program maximum amounts set by law.

- Maximum may be a combination of Housing Assistance (HA) and Other Needs Assistance (ONA).
- Assistance not to exceed 18 months from the date of declaration.



STATE AGENCIES

Department of Children and Families (DCF)

- Food Stamp Replacement;
- Crisis Counseling and/or
- Disaster Emergency Food Stamps.

Agency for Workforce Innovation (AWI)

- Job placement and
- Training and referrals.

Department of Elder Affairs (EA)

- Case managers to connect the elderly population with appropriate assistance.

Department of Veterans Affairs (VA)

- Case managers provide information on benefits, pensions, insurance settlements and VA mortgages.

Division of Emergency Management State Mitigation

- Provides information on the National Flood Insurance Program to mitigate against future losses.

Department of Highway Safety and Motor Vehicles (DHSMV)

- Provides identification replacement, driver license, vehicle tags and registration, and provides locations of facilities that remain open near the affected area.

Department of Agriculture

- Provides loan programs to assist eligible farmers, ranchers, and

aquaculture operators in returning their operation to a financially sound basis in the aftermath of a disaster.

Department of Health

- Provides water test kits and health safety awareness as needed.

Department of Financial Services (DFS)

- Provides brochures such as a “toolkit” which includes information on Federal and State assistance programs. Other brochures include: outlines on the duties following a loss, personal property inventory list and adjusting practices awareness.

Local Utilities

- Provides information related to restoration of services.

Local Building and Permit Office

- Provides information related to building and remodeling projects when permits are necessary.

Local Community Emergency Response Team

- Provides support by educating survivors on disaster preparedness within the impacted community.
- Provides staff support for the DRC operation.

VOLUNTEER AND FAITH-BASED ORGANIZATIONS

Long-Term Recovery

- Intake forms and
- Unmet needs identification.

Faith-Based Organizations

- Vouchers for clothing;
- Referrals and/or
- Household items.

American Red Cross

- Feeding and hydration;
- Disaster cleanup kits and/or
- Gather information on identified unmet needs of the impacted

community.

Salvation Army

- Feeding and hydration;
- Sheltering;
- Clothing and/or
- Household necessities.
- Disaster cleanup kits.

Notes



“Failure is not an option”

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