



Disaster Services Framework

January 2021

National Service Disaster Response

Overview of AmeriCorps Disaster Response

AmeriCorps has developed a comprehensive and strategic approach that leverages its program resources to help communities in need respond to, recover from, and mitigate the effects of natural and man-made disasters. AmeriCorps programs respond to disasters including forest fires, floods, hurricanes, tornadoes, terror attacks, pandemics, and oil spills. Since 1994, AmeriCorps programs have provided critical support to millions of Americans affected by disasters.

Our Strategy:

- Maintain the agency role as a leader in disaster services among federal partners.
- Increase the capacity of communities to prepare for, mitigate, respond to, and recover from disasters through agency programs.

AmeriCorps is committed to assisting communities across the nation in building community resiliency through disaster preparation, mitigation, response, and recovery from natural and man-made disasters. While AmeriCorps plays a critical role in the disaster cycle, it is important to note **we are not a first responder agency.**

We believe all disasters are local. We focus on enhancing and adding value to existing community capacity. We work in partnership with state service commissions, state and local governments, non-profits, and faith-based organizations. While each disaster is unique, we can use consistent indicators to assess each incident.

The Role of AmeriCorps within the Disaster Cycle

Disasters disrupt hundreds of thousands of lives in the United States every year. Each disaster results in lasting ill effects on people, property, and communities. Vulnerable communities often do not have the resources available to mitigate, prepare for, respond to, and provide for long term recovery efforts in the event of such disasters. AmeriCorps disaster services focus on four elements of the disaster cycle: preparedness, response, recovery, and mitigation.



The Disaster Services Unit

The Disaster Services Unit (DSU) leads the agency's engagement across the disaster services cycle with federal, state, local, nonprofit and other partners. The DSU's role as the central hub for the agency's disaster-related activities ensures that AmeriCorps engagement in this area is appropriate, consistent, and coordinated. The DSU falls within the AmeriCorps NCCC management structure.

AmeriCorps External Partnerships

The DSU manages many federal, state, non-profit, and local partnerships. Through these partnerships we develop, implement, and manage the agency disaster services strategic implementation plan to increase community competency in disasters. As a federal agency, we are able to provide direct support to disaster-impacted communities through our wide array of inter-governmental partnerships and relationships.

To develop and strengthen such partnerships, the DSU:

- Provides agency-level management of AmeriCorps relationship with partners who reach across multiple organizations, including:
 - FEMA
 - Army Corps of Engineers (USACE)
 - National VOAD (Voluntary Organizations Active in Disaster)
 - Department of Housing and Urban Development (HUD)
 - American Red Cross
- Represents the agency on presidential and federal task forces (e.g., White House Hurricane Sandy Task Force, Deepwater Horizon Oil Spill Task Force).
- Represents the agency on interagency collaborations including the National Incident Management System (NIMS) components of the National Disaster Recovery Framework (NDRF) and the National Disaster Response Framework (NRF).
- Supports agency level of engagement with partners during non-disaster times to ensure AmeriCorps remains a strong partner within the federal disaster response space. This support is accomplished through interagency disaster committees and providing connections to available resources.
- Improves AmeriCorps program quality, impact, reach, and sustainability.

AmeriCorps partnerships are expansive and reach throughout local, state, federal, and non-profit/voluntary agencies. The connections and resources made possible through National Service programs help enhance the resiliency of communities impacted by disasters.

Partnerships	Engagement & Activities
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FEMA	<ul style="list-style-type: none"> • Individual and Community Preparedness <ul style="list-style-type: none"> ○ Engagement with Whole Community Programs • Office of Response and Recovery <ul style="list-style-type: none"> ○ Deputy Administrator Leadership meetings ○ Voluntary Agency Liaison meetings ○ Public Assistance Meetings ○ Emergency Support Functions and Recovery Support Function Senior Meetings • Community Planning Unit • National Advisory Council
Prepare-A-Thon	<ul style="list-style-type: none"> • National Partners <ul style="list-style-type: none"> ○ Supporting activities nationwide
National Response Team	<ul style="list-style-type: none"> • Federal agency partner for recovery for man-made, hazardous disasters <ul style="list-style-type: none"> ○ Committee and Sub-committee work
White House Task Forces	<ul style="list-style-type: none"> • Past Task Forces and committee work including: <ul style="list-style-type: none"> ○ Deep Water Horizon ○ Hurricane Sandy ○ Climate Control
VOAD	<ul style="list-style-type: none"> • National Partner <ul style="list-style-type: none"> ○ Represent on Committees and Sub-committees ○ Present at National Conferences
American Red Cross	<ul style="list-style-type: none"> • Provide partnership and team availabilities for disaster response projects
Continued Partnership Building	<ul style="list-style-type: none"> • Housing and Urban Development (HUD) • Health and Human Services (HHS) • Small Business Administration (SBA) • U.S. Agency for International Aid (USAID) • National Oceanic and Atmospheric Administration (NOAA) • Bureau of Land Management (BLM) • National Weather Association • U.S. Chamber of Commerce. • Army Corps of Engineers

Connection to the National Planning Frameworks

National Response Framework (NRF)

AmeriCorps, through the DSU, is part of the NRF. The NRF is a guide to how the nation responds to all types of disasters and emergencies. It is built on scalable, flexible, and adaptable concepts identified in the National Incident Management System to align key roles and responsibilities across the nation. This Framework describes specific authorities and best practices for managing incidents that range from the serious but purely local to large-scale terrorist attacks or catastrophic natural disasters. The National Response Framework describes the principles, roles, responsibilities, and coordinating structures for responding to an incident and how response efforts integrate with those of the other mission areas.

National Incident Management System (NIMS)

AmeriCorps and the AmeriCorps Disaster Response Teams use the Incident Command System (ICS). ICS provides for the flexibility to assign programs and resources according to their capabilities and requirements to a disaster event. This program support augments other sections of the Joint Field Office (JFO), Regional Response Coordination Center (RRCC), or National Response Coordination Center (NRCC). ICS enables a variety of agencies to respond to incidents in a more collaborative and integrated manner.

Emergency Support Functions (ESFs)

ESFs provide the structure to coordinate interagency support for federal response to an incident. They are mechanisms for grouping the functions most frequently used to provide federal support to states and federal-to-federal support, both for declared disasters and emergencies under the Stafford Act and for non-Stafford Act incidents.

AmeriCorps is a support agency in the following ESFs:

- ESF 3 - Public Works and Engineering
- ESF 5 - Information and Planning
- ESF 6 - Mass Care, Emergency Assistance, Housing and Human Services
- ESF 15 - External Affairs

National Disaster Recovery Framework (NDRF)

The NDRF is a companion document to the National Response Framework (NRF) and is supported by the ongoing development of detailed operations planning, management, field guidance, and training tools. The NDRF describes the concepts and principles that promote

effective federal recovery assistance. AmeriCorps provides a support to the NDRF through the Recovery Support Functions.

The NDRF captures resources, capabilities, and best practices for recovering from a disaster. It recognizes that significant challenges confront all recovery efforts, from a relatively localized incident to a large-scale disaster that demands substantial allocation of resources. Importantly, the NDRF is intended to address disasters of all kinds and sources, whether they are a major Presidentially declared disaster or not.

Recovery Support Functions (RSFs)

The Recovery Support Functions (RSFs) comprise the NDRF’s coordinating structure for key functional areas of assistance. Their purpose is to support local governments by facilitating problem solving, improving access to resources, and fostering coordination among state and federal agencies, nongovernmental partners, and stakeholders.

AmeriCorps is a support agency in the following RSFs:

- Community Planning and Capacity Building
- Economic Resources
- Health and Social Services
- Housing
- Natural and Cultural Resources

National Service Resources

Resource	Capabilities
AmeriCorps Disaster Response Teams (A-DRTs)	<ul style="list-style-type: none"> • A-DRTs are current AmeriCorps State and National grant recipient programs that have a heightened focus on disaster services and serve as nationally deployable resources. The DSU oversees and implements the A-DRT program. • All A-DRTs follow a standard, established protocol in the field when deployed by the DSU and are under the management of the AmeriCorps Incident Command System. • These members can deploy to nearly any disaster and provide the following support and services: <ul style="list-style-type: none"> ○ AmeriCorps Command Team (ACT) ○ Volunteer management ○ Donations management ○ Mucking/gutting (post flood) ○ Debris management and certified chainsaw operations ○ Call center and data management ○ Mass Care (sheltering, feeding) ○ Long term recovery development

AmeriCorps State and National	<ul style="list-style-type: none"> • Programs often respond to disasters as part of their ongoing grant program, and also as a result of cooperative agreements with AmeriCorps. AmeriCorps members engage in preparedness, response, and recovery. • Programs with service that is interrupted by disaster may temporarily be redirected to disaster response activities. • These programs provide support to their community by engaging in: <ul style="list-style-type: none"> ○ Volunteer management ○ Disaster survivor assistance
AmeriCorps NCCC	<ul style="list-style-type: none"> • Members engage in a variety of projects related to disaster response and other phases of disaster (preparedness, recovery, and mitigation). <ul style="list-style-type: none"> ○ <i>See A-DRT Capabilities for response capabilities</i> ○ Preparedness education ○ Rebuilding homes ○ Natural debris clearing and prescribed burns • NCCC teams can be called upon to respond to disasters, often serving with local, state, tribal and federal partners.
NCCC-FEMA Corps	<ul style="list-style-type: none"> • NCCC-FEMA Corps members deploy with Federal Emergency Management Agency (FEMA) during a disaster. They will most often serve at the Joint Field Office engaged in a variety of activities including: <ul style="list-style-type: none"> ○ Disaster Survivor Assistance (registering survivors for assistance) ○ Logistics support ○ Public Assistance projects (surveying, data management) ○ GIS Mapping
AmeriCorps VISTA	<ul style="list-style-type: none"> • Members may serve with partner organizations that are responding to the disaster or working with local organizations in the community. • Programs with service that is interrupted by a disaster may temporarily be redirected to disaster response activities, such as volunteer coordination, donations management, or call center coordination.
AmeriCorps Seniors: RSVP	<ul style="list-style-type: none"> • RSVP volunteers serve with organizations that play a role in the disaster response efforts. RSVP volunteers are serving in their own communities and have their own networks prior to and after the disaster event. • RSVP can serve in a variety of capacities, including feeding, donations management, call center support, and Volunteer Reception Center support.
Disaster Cadre	<ul style="list-style-type: none"> • The AmeriCorps Disaster Cadre is a specialized group of federal staff members from across the agency who, when listed as available, can deploy to perform disaster field activities directly related to specific disasters and A-DRT operations, special projects, activities related to sustaining partnerships, and preparedness efforts within the disaster and emergency management field. • The Cadre supports the Disaster Services Unit.

Summary

As a federal agency, AmeriCorps has a significant role in local, state, and national disaster response. Through National Service programs, AmeriCorps and AmeriCorps Seniors provide resources and personnel to respond to disasters across the country. Partnerships remain a vital conduit to provide relief to disaster survivors.

Through its connection with the National Planning Frameworks, including the National Response Framework and the National Disaster Recovery Framework, AmeriCorps is positioned to be a leader in the disaster community.

Part II of this Framework provides details and processes by which AmeriCorps works with partners and delivers National Service benefits to communities in need. The internal processes that have been developed and external partnerships that have been maintained allow for a strong and robust system for disaster response.

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Disaster Operations Guide

January 2021

AmeriCorps Disaster Support and Operations

The AmeriCorps DSU conducts incident support at the national, regional, state, and local levels in partnership with state service commissions, AmeriCorps Office of Regional Operations Offices, FEMA, state governments, and VOADs. The DSU coordinates and integrates resources, guidance, situational awareness, and planning.

AmeriCorps Operational Levels

Level I	<ul style="list-style-type: none"> • Major event • Deployment of more than 80 A-DRT members • Funding exceeding \$500,000* • Full AmeriCorps Command Team (ACT) with all sections activated • Support from all deployed A-DRTs is required
Level II	<ul style="list-style-type: none"> • Moderate event • Deployment of 20-80 A-DRT members • Funding ranging \$150,000 - \$500,000* • Basic ACT structure to manage planning, logistics, operations, and overall functions
Level III	<ul style="list-style-type: none"> • Small incident or event • Deployment of fewer than 20 A-DRT members • Funding ranging \$0 - \$150,000 • Level III deployments will not require a full ACT • Simplified operational and coordination structure <p><i>(Most common type of deployment)</i></p>
Enhanced Watch	Anticipation of a disaster or a threat
Watch / Steady State	No significant disasters or threats anticipated

* Funding range subject to vary for certain circumstances, such as remote locations, significant supply expense, etc.

AmeriCorps has a variety of programs with the ability to respond to local communities and deploy nationwide. AmeriCorps-deployable and program assets include:

- AmeriCorps Disaster Response Team (A-DRT) members
- NCCC-FEMA Corps members
- AmeriCorps Seniors volunteers
- AmeriCorps VISTA
- AmeriCorps Disaster Cadre members

For additional information on program capabilities, see pages 6-7 of the Executive Overview.

Enhanced Watch

All Disasters begin with an Enhanced Watch

When the threat of an event (disaster or emergency) or of a potential event is known, the DSU will establish communications with appropriate offices and agencies to gauge the impact or expected impact and necessary actions that should be taken.

Event Notification and Communication

Within 24-36 Hours of Threat or Event

- The Lead Disaster Services Specialist or DSU Team provides
 - Outreach to impacted state service commissions and the AmeriCorps regional office(s) that manage the affected state's grant portfolios.
 - Senior leadership notification of potential or actual event
 - Assessment of impact to AmeriCorps offices/facilities/personnel
 - Assessment of impact to National Service Programs (members and volunteers)
 - Notification to AmeriCorps support offices to ensure adequate services are available:
 - Office of Budget
 - Office of Procurement Services and ARC Shared Services
 - Office of Human Capital (if cadre deployment is anticipated)

Key information will be distributed to and collected from offices and partners, including:

- National Service Assets in Disaster
- Safety and operational assessment
- Requests for assistance from National Service Resources, including:
 - Volunteer management
 - Donations management
 - Other response and recovery activities

These communications will establish connections with relevant programs and offices to obtain information to facilitate the agency's response and assess the status of partners and stakeholders.

Additional communication with other state, federal, non-profit, and voluntary agencies may be necessary. The type of event and availability of resources will determine the outreach to these groups.

AmeriCorps will identify the appropriate partner agencies and organizations to begin communications. While there is a typical information exchange, the nature of the event will dictate how information is shared and communicated between AmeriCorps and the partner.

Event Activation



Level I, II, III

Within 24 hours - 5 days of Threat or Event

Upon confirmation of a disaster event and anticipation of resource requests, the DSU will assess the impact and needs of the affected areas. The DSU Team will begin outreach to:

Partners and Stakeholders

Federal Emergency Management Agency

Individual Assistance - Voluntary Agency Liaison (VAL) Branch

FEMA is a close and vital partner to AmeriCorps Disaster Operations. Ongoing and continued collaboration, coordination and communication are necessary to respond to disasters. AmeriCorps will work through the VAL Branch to ensure that available and necessary resources can be deployed to an event:

- Confirm availability of assets
 - In-state
 - Out-of-state
- Identify point(s) of contact at federal and state levels for volunteer and donations management
- Identify status of state VAL
- Identify point(s) of contact for philanthropic efforts
- Determine local availability and its maximum response capacity (local groups - churches, civic clubs, and schools/students)
- Determine possibility of federal support via emergency or disaster declaration

American Red Cross (ARC)

National, Regional, and Local Chapters

The American Red Cross is a valuable partner and provides opportunities for National Service engagement in the immediate aftermath of a disaster or emergency. Through this partnership, AmeriCorps will work with the American Red Cross on deployments and engagement in coordination with their regional and local chapters. Communications with ARC include:

- Confirmation of availability of National Service assets
- Impacted geographic areas
- Specific requests for aid or assistance

National and State Voluntary Agencies Active in Disaster (VOAD)

Both national and state members of VOAD are critical partners to ensure resources are available to areas impacted by disaster. Through national and state VOAD structures,

AmeriCorps engages and provides coordination and support to ensure a wide variety of assistance can be provided, both from and to National Service programs:

- Establish engagement on national and state VOAD conference calls
 - Schedule and frequency of calls
 - Determine AmeriCorps staffing strategy for calls/meetings/engagement
- Identify points of contact and leads for volunteer and donations management activities
- Provide support to committee responses to event(s)

AmeriCorps Disaster Response Teams (A-DRTs)

The AmeriCorps Disaster Response Teams represent the front-line programs for engagement to the disaster. In addition to other National Service response, these teams specialize in long-term disaster response activities and provide direct service to the disaster-affected community. Initial communications with A-DRTs include:

- Program status checks
- Availability of program deployment status

Activation of A-DRTs and other National Service Resources

National Service programs do not self-deploy. Response requests and activities are controlled by the local community. When a Mission Assignment is issued, activities are guided by the state and FEMA. The DSU works with the communities to assess their needs, and then deploys national service participants, pursuant to zero-dollar cooperative agreements entered into between AmeriCorps and the national service programs operating where a community collaboration has been established.

AmeriCorps activates programs for deployment based on a model of the National Incident Management System (NIMS). The model classifies the disaster in one of the levels (outlined in the chart on page 10). Based on the initial assessments, the Lead Disaster Services Specialist will determine the appropriate Activation Level. It is important to note the Activation Level may increase or decrease during the course of the event.

Communication

During an active disaster, it is very important to streamline all communications. Coordinated enterprise-wide communication is essential to ensure that media outlets, state commissions, and AmeriCorps regional offices are not receiving multiple emails from different people with varying messages. Prior to reaching out to any internal or external groups, please confer with DSU staff.

The Office of Governmental Relations and Strategic Engagement (OGRSE) will coordinate all social media, press releases, and other such outreach activities. **Individual programs and NCCC campuses are required to coordinate with OGRSE prior to distributing any media.**

During response, the DSU will:

- Connect with cross agency partners, including:
 - Recovery Support Function Leadership Group (RSFLG)
 - Emergency Support Function Leadership Group (ESFLG)

- Connect with state and FEMA VALs and begin conversations on Mission Assignments
- Staff NRCC if activated (with support from HQ-based Cadre)
- Schedule Internal Senior Leader meetings (as needed)
- Distribute Internal Senior Leader Briefs (SLB's) via email as new information becomes available
- Update the Disaster Services pages on the [Nationalservice.gov](https://www.nationalservice.gov) website
- Identify who in the affected state(s) is responsible for volunteer and donations management
- Notify state commissions and AmeriCorps regional offices and programs
- Brief deploying members via call with A-DRTs and NCCC
- Launch unified reporting system
- Develop and share unified messaging via email messaging, website, and social media
- Distribute external messaging to the AmeriCorps Board, White House, FEMA, National VOAD, state service commissions, grantees, funders, and other key stakeholders

Disaster Deployment Resources

AmeriCorps Disaster Cadre

The AmeriCorps Disaster Cadre is a group of trained federal AmeriCorps staff who support the agency's disaster operations. When deployed to a disaster-impacted area, they provide support and oversight to field operation(s). Cadre members typically coordinate their activity from the Joint Field Office (JFO) and work with the DSU, FEMA, and other local, state, and federal agencies. Cadre members report to the DSU and work through this unit for assignments, troubleshooting, or for management of field assets and resources.

AmeriCorps Disaster Response Teams (A-DRTs): A-DRTs are AmeriCorps programs that focus on disaster response and recovery work. A-DRTs engage in activities and trainings year-round, are a nationally deployable resource, and are recognized in the emergency management community. NCCC and AmeriCorps grantees make up the A-DRT program. They are deployed by AmeriCorps for mission assignments pursuant to pre-approved cooperative agreements with the entities, which include an assurance that they have liability insurance to cover deployment activities.

- **AmeriCorps Command Team:** The ACT is the leadership team for ground implementation and coordination of the full A-DRT operation under the MA. All programs that have members deployed under the MA are required to contribute staff to the ACT. Staff, crew leaders, and members are eligible to fill roles on the ACT. The DSU will designate an A-DRT staff member to serve as the Incident Commander (IC). The IC reports directly to the DSU. The IC will work with deployed programs to fill the remaining positions. The level of staffing for each section will depend on the level of the response.
 - Other ACT positions include Operations, Planning, Logistics, Safety, and Public Information Officer.

State Service Commissions: state service commissions work closely with state and local governments, nonprofits, and faith-based organizations to address critical needs in their states. Twenty-five state service commissions are included in their states' emergency

management plans as the lead for volunteer and donations management during times of disaster. Others are responsible for coordinating disaster preparedness education programming for their state, managing donations, or providing communities with disaster preparedness information. State service commissions work with their networks to support disaster preparedness, response, recovery, and mitigation in their states and are a primary partner of the DSU.

AmeriCorps Office of Regional Operations: These offices are key partners when a disaster strikes. In addition to ensuring all state assets (VISTA and AmeriCorps Seniors) are safe, regional offices assist in coordinating VISTA and AmeriCorps Seniors disaster activity. Regional offices provide a vital link to local events for the DSU, and are also critical in placing AmeriCorps members in the VISTA program in long term recovery efforts.

Overview of Deployment Types

Type	Resource(s)	Management	Funding
FEMA Mission Assignment*	A-DRTs	<ul style="list-style-type: none"> DSU manages all aspects 	<ul style="list-style-type: none"> MA funds can be used to reimburse A-DRTs for travel, subsistence, lodging, supplies/tools, and lost fee for service.
American Red Cross	AmeriCorps NCCC per direct MOU between NCCC and ARC	<ul style="list-style-type: none"> DSU manages the request with ARC’s Headquarters and coordinates the activation and deployment processes. Once deployed, management transitions to campus. 	<ul style="list-style-type: none"> ARC arranges and funds all travel (if not driving NCCC vehicles) and lodging Each member receives a Mission Card to cover food expenses.
National VOAD Partner or Community Request	AmeriCorps NCCC, A-DRT, local national service program	<ul style="list-style-type: none"> DSU identifies resource and transitions request details to program. 	<ul style="list-style-type: none"> Typically, no funding associated.

* A mission assignment (MA) is a work order issued by FEMA to another federal agency to complete a specific task. Please refer to AmeriCorps internal standard operation procedure (sop): management and execution of FEMA mission assignments for more details.

FEMA Mission Assignment Development:

In a federally declared disaster, the DSU will work with state and federal partners to identify unmet needs. The DSU will identify specific tasks and timeframes, and provide technical

assistance to the state and FEMA in developing the MA. If the state and FEMA indicate an MA is probable, the DSU will:

- Send a preliminary email to the A-DRTs to make them aware of the possible deployment as well as gather an initial assessment of the current capacity (number of members, date availability, skill level, and mode of transportation)
- If a request for AmeriCorps Disaster Cadre is included in the MA, the DSU will send an availability check to cadre and their supervisors
- Notify the Budget Office and Office of Grants Management of the possibility, as well as the projected cost of an MA for confirmation of budget authority availability.

FEMA Mission Assignment Selection and Deployment

Once the DSU receives the approved MA:

- DSU collaborates with the FEMA and state points of contact specified in the MA to confirm details and logistics of the MA.
- DSU notifies the A-DRT programs that have established, pre-approved cooperative agreements with AmeriCorps of the MA approval and distributes the AmeriCorps Disaster Budget and Deployment Form for completion; turnaround time is typically 24-48 hours depending on the urgency of the MA. The AmeriCorps Disaster Budget and Deployment Form details the available dates, number of members, and all reimbursable expenses the program expects to incur during the disaster deployment. Budgets are sent to MissionAssignments@cns.gov.
- After budgets have been received, the AmeriCorps MA Manager will determine which A-DRT(s) to deploy. Considerations when selecting include cost, skills/experience/leadership, and date availability. The AmeriCorps MA Manager is responsible for the management and budgeting of the MA funds.
- Once the A-DRTs are selected, AmeriCorps MA Manager approves the budget by reviewing and signing the AmeriCorps Disaster Budget and Deployment Form. The AmeriCorps MA Manager then routes it through OGA for review, if the program is a grantee. If the program is not a grantee the Disaster Budget and Deployment Form is then routed to the Budget Office only for approval based on funding availability.
- The AmeriCorps MA Manager notifies the A-DRT program via email of the budget and deployment approval with a copy of the Approved Budget and Deployment Package, in addition to details of the deployment, providing the authorization for the program to deploy. The A-DRT program deploys members and staff to the field to support the MA.
- If the agency has been tasked with multiple MAs, the AmeriCorps MA Manager may decide to task another Disaster Services Specialist to be the AmeriCorps MA Operations Manager to lead the operational side of the MA, while the MA Manager maintains oversight of financial and overall strategy across all active MAs.

Management: FEMA Mission Assignment Deployment

Once the A-DRT programs have been selected and budgets approved, a number of actions are required by the MA Manager/MA Operations Manager to start up the operation:

- Establish the AmeriCorps Command Team
- The MA Manager/Operations Manager will determine the level of ACT roles to be filled depending on the activation Level (I, II, or III)
- The MA Manager/Operations Manager will select an Incident Commander (IC) based on the programs approved for deployment. This person is typically a staff member with ICS training, disaster operations experience, and is not limited to just supervising their own deployed program
 - If it is a Level I deployment, the MA Manager may also select the Operations and Logistics Section Chiefs
 - All other ACT roles will be identified by the IC
- Confirm operational priorities, work plan, and expectations with FEMA and State partners. Identify primary point of contact on the ground from both partners. Share information with IC.
- Identify housing leads by working with requesting partners, state service commission, and regional office. Share leads with the IC
- Compile contact list to include email addresses and phone numbers of the MA Manager, A-DRT Staff/Crew Leaders, Cadre (if deployed), regional office, states commission, FEMA POC, state POC, sousing POC (if confirmed), and local partners
- Within 48 hours of deployment notification, the MA Manager/Operations Manager will schedule a briefing call with deploying program staff and leaders, partners engaged with the operation (FEMA, state, local), the state service commission, and the regional office. The briefing will include:
 - Background on event and response to date
 - Travel plans and arrival schedule
 - A-DRT housing information
 - Scope of work
 - Reporting requirements
 - Required tools, supplies, and PPE
 - Other logistical information (what to bring, weather, hazards, etc.)
- Establish and facilitate a weekly coordination call to allow a time for all the deployed crew leaders, program staff, cadre, and DSU staff to share updates, address any unmet needs, concerns, and accomplishments.
 - The first call should take place after the IC has been on the ground for at least three days
 - Time: assuming the event is in EST/CST, typically 11:00 am EST is ideal
 - Day: dependent on the operation but Tuesdays or Thursdays typically work well
 - Create an Outlook invite for the call and add/remove people as they in and out process
 - Depending on the event, calls may need to initially occur twice a week and then be reduced to one weekly call after things are established

- MA Manager/Operations Manager facilitates the call, takes notes, and distributes notes after meeting
- Communicate regularly with the IC in the first few days of deployment to ensure necessary support and guidance is provided. Troubleshoot as needed
- If cadre is deployed
 - Confirm logistical information with FEMA (JFO address, hours, local recommendations/special instructions, etc.)
 - Confirm desk space at JFO and any security requirements
 - Hold briefing call with cadre member and DSU Cadre Manager prior to deployment to cover deployment basics, nuances, priorities, and any flags
 - Connect cadre with IC, FEMA POC, state POC, and regional office staff
- Work with FEMA Ops Section to get written approval (email or memo) of required supplies and tools that may need to be purchased. For deployments with pre-existing standard supply lists, such as mucking/gutting or blue tarping operations, send the established supply lists as soon as MA is approved. Otherwise, obtain a list from the IC of requested supplies and tools for purchase under the MA. As additional items are required through the MA, they must be approved (in writing) by FEMA prior to DSU approval and A-DRT purchase. All supplies and tools purchased under the MA funds are considered property of FEMA unless otherwise notified.
- Once operations are established, the MA Manager/Operations Manager will:
 - Receive and review Sit Rep (See Reporting Section)
 - Facilitate Weekly Coordination Call
 - Conduct regular check-ins with cadre and/or IC
 - Coordinate deployment, briefing, and transition of cadre
 - If no cadre is deployed, call the FEMA VAL at least once a week to ensure priorities are being met
 - Create and distribute AmeriCorps Weekly National Service Report (see Reporting section)
 - Troubleshoot issues as needed
- Two weeks prior to the end date of the MA, the MA Manager begins conversation with FEMA and state on the need for an extension. If an extension is required,
 - Determine estimate of any additional funds required
 - Negotiate any needed adjustments to the statement of work
 - Identify A-DRT availability to meet extension
 - Notify Budget Office and OGA of pending extension

If there is an approved extension, the MA Manager/Operations Manager will:

- Follow MA SOP on selecting A-DRTs, budget, and deployment approval
- Identify new IC and any other ACT positions as needed. If possible, ICs should overlap for a minimum of 48 hours
- Send ACT the contact information of incoming crew leaders and any other required information for pre-planning
- Host briefing call (see above) with current ACT providing the core information
- Notify FEMA and State POCs of new deployment information, ACT, and Cadre contacts

Ten days prior to the end of the MA, the MA Manager/Operations Manager will:

- Ensure ACT is developing a transition plan to ensure any data, casework, and other items are handed off completely to local partners
- Confirm any closeout reporting or data requirements with FEMA
- Confirm in writing with FEMA Ops what to do with any tools and supplies purchased under the MA. The standard options are:
 - Turn over all items to FEMA
 - FEMA identifies a local organization to possession of items, such as the local VOAD or Long-Term Recovery Committee
 - FEMA approves A-DRTs to keep items for future MA deployments
- Notify ACT of FEMA Ops instructions for tools and ensure necessary action is completed
- Connect with state service commission and AmeriCorps regional office with any long-term recovery leads or recommendations
- Send A-DRT program staff and cadre closeout documents: AmeriCorps Disaster Deployment Reimbursement Form and AmeriCorps Disaster Deployment After Action Report

Management: American Red Cross Deployment Development

In a disaster that requires mass care support, the DSU will work with American Red Cross (ARC) National Headquarters office to identify unmet needs that could be supported by AmeriCorps NCCC per the ARC and AmeriCorps Memorandum of Understanding. If the ARC indicates that a deployment request probable, the DSU will

- Send a preliminary email to the AmeriCorps NCCC campus based on the location of the disaster to make them aware of the possible deployment as well as gather an initial assessment of the current capacity (number of members, date availability). If the regional campus is not in session, the DSU will send an email to all NCCC campuses in session.
- Notify NCCC Headquarters of the possible deployment
- ARC will complete the AmeriCorps Disaster Deployment Request Form and return to the DSU. The DSU will review and work with ARC on any concerns, gaps, or questions.

Selection and Deployment

Once the DSU approves the AmeriCorps Disaster Deployment Request Form:

- DSU sends the approved form to the campus scheduled to deploy. If more than one campus is available to deploy, the DSU will select the campus with consideration to: date availability, project requirements, and any recommendations from NCCC HQ
- DSU sends the campus the required ARC deployment paperwork for completion:
 - Team Roster to include: Team name, Role (CM/TL), First name, Last name, Middle initial, Gender, Date of Birth, Age, TL email, TL phone number
 - Link to online Pre-Assignment Health Questionnaire (PAHQ): Each member must complete the online PAHQ before deploying. ARC requires a nurse to screen and

- clear all deploying volunteers based on their PAHQ responses and any required follow up
 - Volunteer Connection Registration: All members must create a profile on Volunteer Connection
- Once all items are completed and returned to/confirmed with the DSU, the DSU will submit the information to ARC. ARC will then review PAHQs, activate the members' deployments, assign Mission Cards, make travel arrangements (flights and rental cars if team is not driving NCCC vehicle), and confirm lodging
- If possible, the DSU will coordinate with ARC and the campus to arrange for Mission Cards to be picked up at the local or nearby chapter prior to travel
- Once logistic arrangements are complete, the DSU will pass management of the deployment to NCCC. ARC will turn over project management to the DR Operation
- Toward the end of the deployment, the DSU will contact ARC HQ to confirm return travel arrangements are complete
- Should ARC want to extend the deployment or request another team, they will be required to update or complete a new AmeriCorps Disaster Deployment Request Form for approval by the DSU
- Deployed NCCC teams are highly encouraged to complete and return the AmeriCorps Daily Situation Report to the DSU

For ARC deployments, the Operations Manager does not engage on a regular basis with the operation as it has been handed off to NCCC. However, the Operations Manager will do the following during and after the deployment:

- Check in periodically with both the NCCC campus and ARC HQ to ensure project is going smoothly
- Receive and share the Situation Report if the team(s) is/are completing
- Contact ARC HQ a week before the scheduled end date of the deployment to confirm whether an extension is needed. If it is not needed, confirm that travel plans are being arranged. Notify the NCCC campus of the status
- At the end of the deployment, communicate any outstanding issues or concerns with ARC HQ and NCCC
- Collect final data from the NCCC Project Completion Report

VOADs/Community Partner Deployment Development

If a Voluntary Organization Active in Disaster (VOAD) program or community organization has unmet needs that national service can meet, they can request support through the DSU using the AmeriCorps Disaster Deployment Request Form.

- The DSU will determine which national service program may be best suited for the request with consideration of length of time needed, scope of work, lodging availability, supervisory requirements, funds, and skillset. Any of the following national service programs could respond: local AmeriCorps State or National, AmeriCorps Seniors, A-DRT grantees, and AmeriCorps NCCC
- Once the AmeriCorps Disaster Deployment Request Form is received, the DSU will review and work with the organization on any concerns, gaps, or questions.

Selection and Deployment

Once the DSU approves the AmeriCorps Disaster Deployment Request Form:

- DSU sends the approved form to the identified program scheduled to deploy and sends a handoff email connecting the requesting organization and program
- Should the requesting organization want to extend the deployment or request another team, they will be required to update or complete a new AmeriCorps Disaster Deployment Request Form for approval by the DSU
- Deployed A-DRTs are highly encouraged to complete and return the AmeriCorps Daily Situation Report to the DSU.

Management

For VOADs/Community Partner deployments, the Operations Manager does not engage on a regular basis with the operation as it has been handed off to the deploying program.

However, the Operations Manager will do the following during and after the deployment:

- Check in periodically with the program to ensure project is going smoothly
- Receive and share the Sit Rep if the team(s) is completing
- Collect final data from the deploying program

Disaster Reporting

Accurate and timely reporting is essential in disaster response operations. The DSU has a number of tools to capture data in order to report information both in real time as well as after a response is complete.

Tool	Purpose
National Service Daily Situation Report	Daily report to capture real time data on any disaster response. It is a public document that is a resource for any national service program. The report is mandatory for all A-DRTs deployed under a Mission Assignment; for all other deployments, the report is highly encouraged. <i>Please see Appendix for copy of report as well as AmeriCorps National Service Daily Situation Report Full Guidance.</i>
AmeriCorps Weekly National Service Report	External report to keep partners informed of the status of a MA deployment on a weekly basis. Includes key information on quantifiables, number of members on the ground, and a brief narrative of current operations.
AmeriCorps Disaster Response Summary	Summary of national service engagement in a disaster response that had significant national service presence. Includes key information on total level of response, funding, accomplishments, and highlights.
AmeriCorps Overview Disaster Data	Compilation of snapshots of disaster responses with significant national service presence since 2011.
Disaster Data Tracker	Database of all known national service disaster response activity since 2010.
Centralized Reporting Email address	All disaster related reporting will be sent and managed to DisasterReporting@cns.gov

National Service Reporting

A-DRT Field Reporting-Internal: In an MA Deployment, the Sit Rep is an internal document to capture data and operational status on a daily basis. Under the ACT structure, the Planning Section Chief is responsible for managing the National Service Daily Situation Report. The Planning Section Chief meets with A-DRT leaders at the end of the service day to collect hours and quantifiable data as well as input for the narratives (highlights, challenges, and recommendations). Once synthesized, they submit this information either to the cadre member, if deployed, or directly to DisasterReporting@cns.gov. If cadre is deployed, the cadre member will ensure calculations are correct, address any concerns, and add any additional narrative prior to sending to the Operations Manager.

Non-A-DRT Reporting: The DSU will make the Situation Report available to any national service program to use during disaster response, whether deploying locally or through the DSU. If the program completes the report, they should send to the Operations Manager in order for the DSU to maintain visibility on the response activity.

AmeriCorps Weekly National Service Report-External:

In order to keep external partners informed on the status of a MA deployment, the Operations Manager distributes a Weekly National Service Report. The report is created from reviewing the previous week's Sit Reps and pulling key information. This report includes:

- Assignment overview
- Reporting period
- Service locations and activity
- Deployment information: A-DRT program, number of members, dates, and completed hours to date
- Cumulative quantifiables
- Brief narrative of activity

The report is distributed on Mondays to: FEMA (Voluntary Agency Liaison, any other identified staff), state (state contact on MA), state service commission, AmeriCorps regional office, A-DRT Program Staff, DSU, and any additional contacts, as appropriate.

AmeriCorps Disaster Response Summary

After the core activity of disaster response is complete, the Operations Manager compiles all the national service response data to create the AmeriCorps Disaster Response Summary. There is no pre-determined end date of this response data, as all responses are unique. Typically, the end of a formal deployment (MA or other partner) or end in reporting activity by the local program will define that end. Resources used to compile this report include: Internal Leadership Briefs, External Disaster Briefs, Situation Reports, Disaster Data Tracker, FEMA reports, and communication with the state service commission and local programs. The report outlines:

- Event Overview (brief information about the disaster event, federal declaration information, and first national service response on the ground)
- Total number of national service members who responded
- Breakdown of national service deployments to include the number of members per program and a brief description of the activity
- State Service Commission Activity
- DSU Activity
- Funding
- Accomplishments
- Response highlights (if applicable)
- Recovery highlights (if applicable).

AmeriCorps Overview Disaster Data

With the goal of keeping key information in one resource, the AmeriCorps Overview Disaster Data are updated with highlights from disaster responses with significant national service engagement. This is typically completed in conjunction with the AmeriCorps Disaster Response Summary to ensure consistent data recording. The document is formatted in chronological order, with the most recent disaster event first.

The information should be brief and give a snapshot of the response, to include:

- Total number of national service members who responded
- Breakdown of response by service program
- Description of general activity
- Significant accomplishments.

The content of this document is also maintained on the DSU external website with links to corresponding AmeriCorps Disaster Response Summaries.

Disaster Data Tracker

Basic national service response data are maintained in the Disaster Data Tracker (Excel document) by the Operations Manager. Any time the DSU is made aware of or directly deploys a national service program, the Operations Manager enters that deployment information to include:

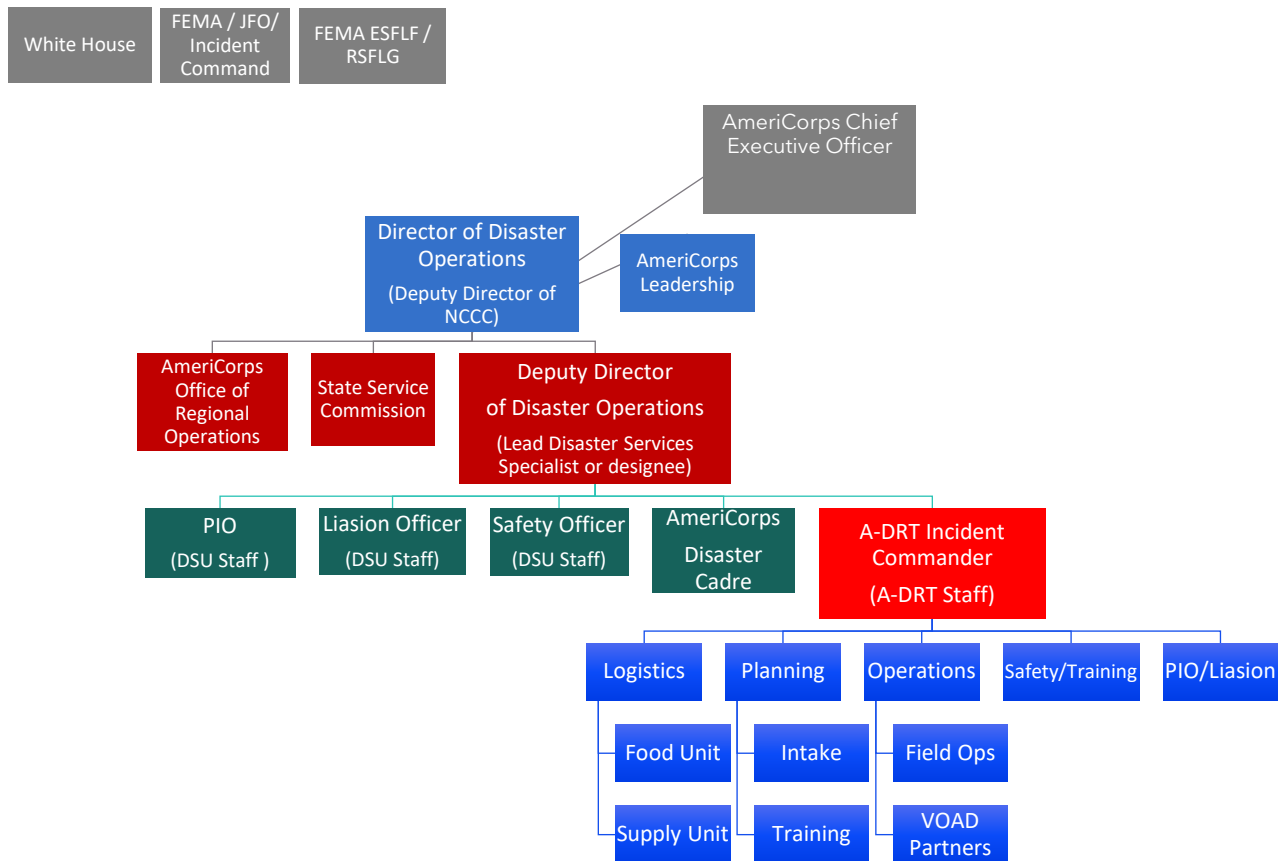
- Name of Disaster Event
- Type of disaster
- Year
- Date of start of deployment
- State
- Type of program
- Program name
- Whether or not it is funded by an MA
- Number of members deployed

There is also the ability to enter member hours and accomplishments to that deployment once complete.

AmeriCorps Organizational Relationships

AmeriCorps has both an internal agency chain of command and a field operations chain of command. Both structures are complementary and are layered to ensure maximum situational awareness and to provide a communications link between agency and field operations.

Overview of AmeriCorps Agency Disaster Organization and Chain of Command



Recovery Activities

Operations

To support disaster recovery in affected communities and assist the RSFs and the functional areas they represent, the DSU:

- Collects and compiles information shared by partners regarding volunteer reception centers, needs assessment, ongoing work by partners, and work in emergency operation centers
- Participates in White House and interagency recovery taskforces and contributes to national policy revisions, as appropriate
- Works with private sector partners to invest in recovery through philanthropy
- Works with existing and new recovery partners to identify gaps where national service can support recovery efforts and serve as technical advisors for national service recovery support
- Works with AmeriCorps program directors to develop an agency-wide Long-Term Recovery Strategy, which includes:
 - Evaluation of current programming availability in areas that have been affected by disaster for recovery operations support - evaluation preformed in partnership with AmeriCorps regional offices, state service commissions, and AmeriCorps NCCC campuses
 - If current programming is unavailable to support recovery needs, new programming is often created in partnership with local, state, tribal governments, nonprofit, and faith-based organizations.

Program	Recovery Example
AmeriCorps VISTA	Support Voluntary Organizations Active in Disaster (VOAD) member organizations to create/support long-term recovery groups; long-term volunteer recruitment and retention plans; grant writing; financial literacy; community education and outreach for recovery resources
AmeriCorps State/National	Support to recovery organizations, such as Habitat for Humanity; members often lead volunteers in remodeling of damaged homes or new construction
AmeriCorps NCCC	Support local, state, and national parks restoration of natural and cultural resources that were damaged by disaster events; home rebuilding projects
Retired Senior Volunteer Program (RSVP)	Support to schools and communities for client case work intake; support to children who have experienced trauma during disaster; home repair and rebuilding support

Technical Assistance

The DSU provides technical assistance, both internally to AmeriCorps programs and departments, as well as to external partners such as FEMA, state service commissions, National VOAD, other voluntary organizations, and the private sector. Technical assistance is available before, during, and after a disaster and can be performed remotely or through DSU staff deployment, depending on the need and level of the technical assistance requested.

The technical assistance the DSU provides includes but is not limited to: National Service roles and functions in the disaster cycle, accessing National Service support, volunteer and donations management, disaster response and recovery planning, disaster partnership building; and training support.

Below are some examples of technical assistance offered throughout the disaster cycle:

Preparedness

- Provide workshops and other educational events to prepare AmeriCorps assets to support response and recovery operations such as the 2016 A-DRT Convening, where A-DRTs worked collectively to refine disaster deployment protocols and training modules.
- DSU manages the Disaster Services Commission Workgroup, which identifies common needs for training and technical assistance among state service commissions and provides a quarterly call that supports raising, discussing, and addressing these needs. This call also offers a platform for peer-to-peer mentoring and learning by and for state service commissions.
- DSU produces technical assistance frameworks such as the National Service Disaster Scale (NSDS) and technical assistance documents, such as the NSDS technical assistance documents.
- Provide webinars and workshops to AmeriCorps programs and departments on the role and function of the DSU such as the new employee orientation webinars for both AmeriCorps headquarters and regional offices.

Response

- DSU provides virtual and on-the-ground support to state service commissions, state VOADs, state emergency management agencies, FEMA and other partners during events to help integrate and coordinate National Service in partnership with these organizations to meet local needs and response goals.
- During a federally declared disaster, state service commissions, often tasked with volunteer and donations management roles within their state's emergency operations plans may require additional support to execute these responsibilities. The DSU works with state service commissions, the state VOAD, the state emergency management agency, and FEMA to provide information to develop a FEMA Mission Assignment to apply A-DRTs to critical needs to disaster affected areas.

Recovery

- During disaster recovery, many voluntary organizations find themselves faced with new scopes of work to support their communities through rebuilding. The DSU provides background information on all AmeriCorps assets, discusses the needs of the community and the organization to identify how National Service can provide support, match the organization with a AmeriCorps program, provide introductions to state-based contacts, and continue as a resource to both the applying organization and the AmeriCorps regional office or state service commission.
- Provide support to our internal and external partners around private sector philanthropy and support investments, such as Walmart-sponsored VISTA placements in the Louisiana flood recovery.
- DSU work with A-DRTs, AmeriCorps Office of Regional Operations, state service commissions, and external partners to transition from response into long-term recovery, improve disaster response and recovery planning for future events, using lessons learned.
- DSU provides technical assistance for AmeriCorps Office of Regional Operations and state service commissions on formal recovery structures, recovery roles, and other areas where National Service can support recovery operations. Often this technical assistance is delivered remotely and relies on case studies from other recovery operations.

Close-Out Activities

Once operations have concluded, the following actions are completed to ensure repayment (if FEMA MA), lessons learned are institutionalized, partnerships are strengthened, and that data and other information is published and archived:

- DSU works with A-DRT programs, Office of Budget, Office of Grants Management, and Office of Accounting to reimburse A-DRT programs for allowable costs incurred by the deployment and seek reimbursement from FEMA to AmeriCorps for these costs - *performed only for a FEMA MA - see MA Closeout and FEMA Mission Assignment Standard Operating Procedures*
- DSU compiles an event summary, using submitted A-DRT AmeriCorps Disaster Deployment After Action Reports (AARs), cumulative National Service Daily Situation Reports, and reports from AmeriCorps regional offices and state service commissions
- DSU works with AmeriCorps Office of Government Relations and Strategic Engagement to update AmeriCorps webpages and produce disaster event materials including, but not limited to press releases, social media posts, videos, etc. These materials tell the story of National Service support in disaster and are produced when appropriate
- DSU supports and contributes to event after action reviews with external partners. These AARs or “hotwashes” support better partnerships in future events. (e.g., National Voluntary Organizations Active in Disaster Hurricane Sandy Hotwash; FEMA revision of policy and plans)
- DSU work with A-DRTs, AmeriCorps Office of Regional Operations, state service commissions, and external partners to improve disaster response and recovery planning for future events, using lessons learned
- DSU updates the Disaster Data Tracker to archive event specific data.

FEMA MA Close out - MA Closeout Appendices

- A-DRT programs have 30 days after returning from deployment to submit the AmeriCorps FEMA Mission Assignment Reimbursement form to the DSU (MissionAssignments@cns.gov) to begin reimbursement process
 - When programs send a reimbursement, review closely for allowable costs and mathematical accuracy to ensure all is included and accurate. If edits are needed, return to the A-DRT with requested corrections and information
 - Make sure that the check box for "Final Invoice for MA?" is checked "No"
 - Ensure all dates are correct for both the MA and program deployment dates
 - Ensure all supporting formulas and documentation are included
 - Ensure that the Reimbursement Request is on one page, front only. It is formatted to do so unless the program adjusted the formatting. If there are additional lines added, make adjustments by moving the added lines to the "Additional Breakdown" sheet
 - Only after both MA Manager and A-DRT are satisfied with the reimbursement should it be processed
- Reimbursement Process
 - Once reimbursement is finalized with A-DRT, print the form and the Additional Breakdown sheet (if completed) one sided
 - Complete and print Section 1 of FEMA Form 116-0-2 (Mission Assignment Reimbursement Request Transmittal Form) with the details of the reimbursement
 - Approval routing order of reimbursement package
 - Reimbursement Form:
 - Lead Disaster Services Specialist
 - OGA
 - Budget
 - FEMA Form:
 - Lead Disaster Services Specialist (Primary Agency Project/Program Administrator)
 - Budget (Primary Agency Financial Officer)
 - When routing for approval, include the approved budget with the Reimbursement Form for their reference
 - After all approvals are complete, scan the reimbursement package in this order:
 - FEMA Form
 - Reimbursement form
 - Approved budget
 - MA
 - Send Reimbursement Package to Budget and OGA; save copy on A-DRT's subfolder in MA folder
 - Note: the reimbursement process does not start until OGA and Budget have received that package
- Reimbursement Tracking

- To track the status of reimbursements cross departments, create a "MA Funding and Reimbursement Tracking–MA #" document
- As you update the "FYXXXX FEMA MA Tracking Sheet", update this sheet with the DSU sections
- Monthly Mission Assignment Reimbursement Status Meeting
 - Standing monthly meeting with Budget, OGA, and Accounting.
 - The week before the meeting
 - Budget obtains the Obligation Balance Report from FEMA. This will confirm when payments from FEMA to AmeriCorps occurred
 - DSU sends out the "MA Funding and Reimbursement Tracking–MA #" document to everyone to review. Some may respond with updates directly before the meeting. Make any updates you receive and bring the latest version to the meeting
 - At the meeting go through each reimbursement to identify where it is in the process.
- Regularly update both the FY XXXX sheet and the cross-department sheet to ensure they match.
- After Accounting confirms that the payment has been processed, send an email to the grantee to confirm that they received the payment. If they have not, ask them to notify you when they do. Once you have confirmation from the grantee that the payment is received, update both tracking sheets, indicating the date the grantee received the payment.
- MA Closeout
 - Continue reimbursement meetings until all reimbursements have been completed
 - Continue reviewing FEMA Obligation Balance Report with Budget to ensure that AmeriCorps has collected all reimbursements. This is very important, especially for Cadre and NCCC reimbursements since there is no payment to match it to; it is just a collection.

Summary

The AmeriCorps Disaster Services Framework provides agency personnel, agency partners, and external stakeholders with a guide to the delivery of National Service programs in the response to disasters. Through the A-DRT program and an established network of local, state, federal, and non-profit and voluntary agency partners, AmeriCorps is able to provide relief to disaster survivors, and help communities prepare for, recover from, and mitigate the effects of disasters.

This guide provides organizational, planning and operations guidance to the AmeriCorps Disaster Services Unit. Through the work of the Disaster Services Unit, national service assets are delivered to disaster-stricken communities across the United States and its Territories.

The work of AmeriCorps programs, like AmeriCorps and AmeriCorps Seniors, helps to improve the resiliency of impacted communities.

This Disaster Services Framework is an evolving and living document. Each response is improved because of the work of those who have gone before. By engaging the whole community, National Service continues to “Bring out the best of America.”

Additional Resources

Additional resources and documents referenced in this guide are available below.

These documents can be accessed on the AmeriCorps Internal SharePoint site [here](#).

AmeriCorps Documents, Guides and Policies

Overview of the Disaster Services Unit

Mission Assignment Deployment Guidance

AmeriCorps VISTA Disaster Policy

AmeriCorps Disaster Cadre Handbook

AmeriCorps Disaster Policy [Update Pending]

[List of AmeriCorps Disaster Response Teams](#)

Partner Guides and Frameworks

[National Incident Management System](#)

[Disaster Response Framework](#)

[National Disaster Recovery Framework](#)

Acronyms and Definitions

<u>Acronym</u>	<u>Definition</u>	<u>Acronym</u>	<u>Definition</u>
ASN	AmeriCorps State and National	FDRC	Federal Disaster Recovery Coordinator
ACT	AmeriCorps Command Team	FIOP	Federal Interagency Operational Plans
A-DRT	AmeriCorps Disaster Response Team	FOC	FEMA Operations Center
ARC	American Red Cross	FOS	Federal Operational Support
CDC	Center for Disease Control	FRC	Federal Resource Coordinator
C-DRT	Cadre Disaster Response Team	FSA	Federal Staging Area
CPCB	Community Planning and Capacity Building	IA	Individual Assistance
CPO	Chief Program Office	ICS	Incident Command System
DDO	Deputy Director Disaster Operations	IMAT	Incident Management Assistance Team
DFA	Direct Federal Assistance	IMT	Incident Management Team
DHS	US Department of Homeland Security	JFO	Joint Field Office
DO	Director of Disaster Operations	JIC	Joint Information Center
DRF	Disaster Response Framework	JOC	Joint Operations Center
DRG	Domestic Readiness Group	JTF	Joint Task Force
DRT	Disaster Response Team	LFA	Lead Federal Agency
DSF	Disaster Services Framework	LTR	Long Term Recovery
DSU	Disaster Services Unit	MA	Mission Assignment
EMA	Emergency Management Agency	MARCS	Multi Agency Resource Center
EMAC	Emergency Management Assistance Compact	MERS	Mobile Emergency Response
EMAC	Emergency Management Assistance Compact	NCCC	National Civilian Community Corps
EOC	Emergency Operations Center	NDRF	National Disaster Recovery
ESF	Emergency Support Function	NGO	Non-governmental Organizations
FCO	Federal Coordinating Officer	NICCL	National Interagency Coordination Center/Calls
		NIMS	National Incident Management System

NOC	National Operations Center	RSFLG	Recovery Support Functions Leaders Group
NRCC	National Response Coordination Center	SA	Situational Awareness
NRF	National Response Framework	SCO	State Coordinating Officer
NRP	National Response Plan	SLB	Senior Leaders Brief
OEC	Office of Emergency Operations	SME	Subject Matter Expert
OGA	Office of Grants Management	SUV	Spontaneous Unaffiliated Volunteer
PA	Public Assistance	UEM	Unified External Messaging
PIO	Public Information Officer	USACE	US Army Corps of Engineers
PPD	Presidential Policy Directive	VAL	Voluntary Agency Liaison
RA	Regional Administrator	VOAD	Voluntary Organizations Active in Disaster
RRCC	Regional Response Coordination Center	VRC	Volunteer Reception Center