



# Chapter II: Disaster Risk Management

## Trends and Impacts

Over the past 50 years, the number of presidentially declared disasters in America has increased dramatically. Not only have disasters become more frequent, but their impacts have become more costly. With limited budgets, many communities and states have had difficulties responding to various types of crises.

Developments in the field of emergency management have brought forth several key assumptions and principles in disaster risk management. The first assumption is that the most immediate concern of local officials is to ensure public safety. Secondly, there is the expectation that as the size, scale, and complexity of an incident increases, so does the involvement of state and federal government support. Finally, that there is an expectation of local primacy to maintain the understanding that the priorities and decisions of the community carry priority. However, while the emergency management profession has grown and matured to realize these important principles, there also is a greater need for economic developers and the private sector to engage in this space. There exists an inextricable link between the consequences of disasters, the vitality of the local economy, and the opportunities for future business activity. When businesses are affected, jobs are lost and government revenues decline, these impacts can harm communities far longer than the disaster itself. This chapter provides an overview of disaster trends, types and impacts; the phases of the recovery process; and insights into the roles of various parties at the local, state and federal levels.

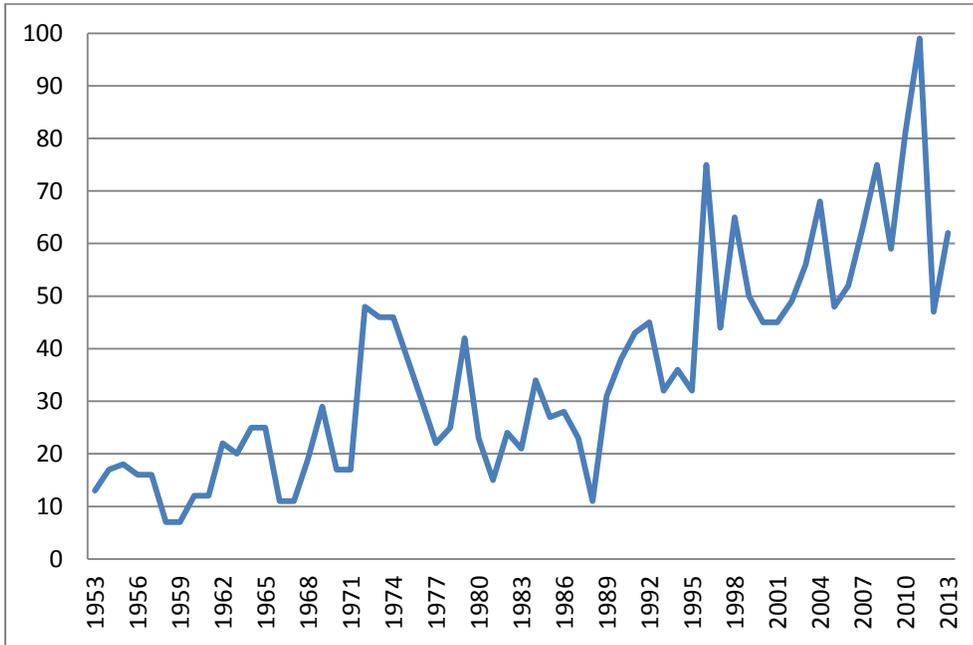
The National Oceanic and Atmospheric Administration (NOAA) reports that in recent years, there were an average of 12 disasters per year in the U.S. that caused more than \$1 billion in damage. Eleven of these disasters caused a combined \$110 billion in damage, making 2012 the second costliest year after 2005 (due to Hurricane Katrina).<sup>2</sup>

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<sup>2</sup> National Oceanic and Atmospheric Administration (n.d). *Billion-Dollar Weather/ Climate Disasters Overview* [Webpage]. Accessed October 16, 2014, <http://www.ncdc.noaa.gov/billions/events.pdf>.

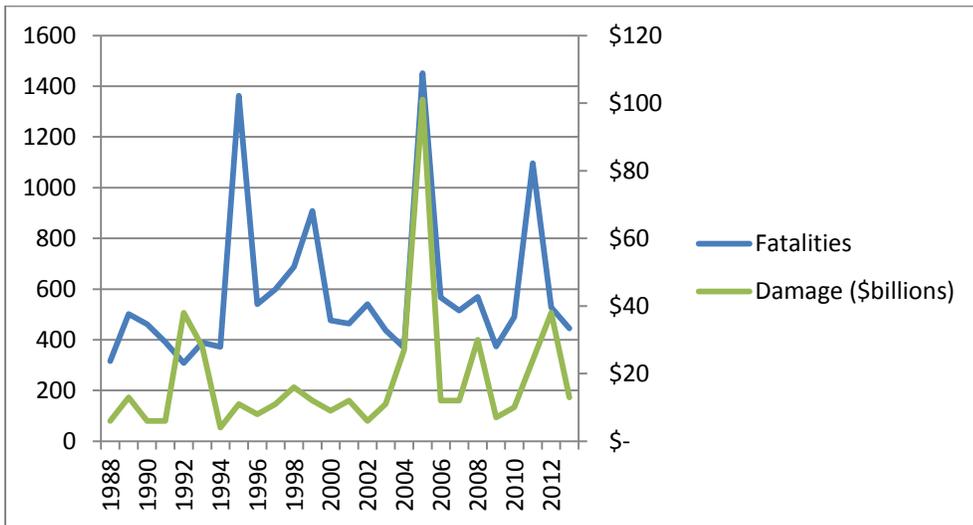


### Number of Presidential Disaster Declarations by Year, 1953-2013



Source: Federal Emergency Management Agency (FEMA)

### Weather Damages and Fatalities by Year, 1988-2013



Source: National Weather Service (NWS)



A few quick facts shed further light on the economic impact of disasters:

- FEMA estimates that approximately 50 percent of all disasters in the U.S. will trigger federal assistance. The insurer Swiss Re estimated that insurance payouts worldwide for disasters in 2013 were about \$45 billion.<sup>3</sup> This pales in comparison with 2012, when, because of Hurricane Sandy, insurance companies paid \$58 billion in the U.S. alone on disasters.<sup>4</sup>
- Of small- to mid-sized businesses, only 26 percent have a disaster preparedness plan in place.<sup>5</sup>
- Some 40-60 percent of small businesses never reopen after a disaster, according to the Small Business Administration.
- Nationwide, at least 39 states are at risk for moderate to severe earthquakes.<sup>6</sup>

## Types of Disasters and Their Impacts

Disasters can take many different forms and the durations can range from just hours or days to weeks or months of ongoing destruction. Below are lists of the various types of disasters – natural, man-made or technological– that can impact a community.

### Natural Disasters

Hurricanes and tropical storms	Earthquakes and sinkholes
Floods and flash floods	Drought and water shortage
Thunderstorms and lightning	Extreme heat
Tornadoes	Winter and ice storms
Wildfire	Emergency diseases (pandemic influenza)
Agricultural diseases	

Hurricanes and tropical storms are among the most powerful natural disasters because of their size and destructive potential. Tornadoes are relatively brief but violent, causing winds in excess of 200 mph. Both earthquakes and tornadoes strike suddenly without warning. Flooding is the most common of natural hazards, and requires an understanding of the natural systems of our environment. Communities are more vulnerable to wildfires in the event of extreme dry weather conditions or a drought. American officials say that a food safety scare similar to the one that hit the Belgian poultry industry in the 1990s could jeopardize U.S. agricultural exports in excess of \$140 billion.<sup>7</sup>

<sup>3</sup> Hellmich, N. (2014, March 26). Insurance Firms Pay Out \$45B For Disasters in 2013. *USA Today*. Accessed October 14, 2014, <http://www.usatoday.com/story/money/business/2014/03/26/disasters-insurance-losses/6902967/>.

<sup>4</sup> Sturdevant, M. (2013, January 3). In U.S., 2012 Was Second Most Expensive Year for Natural Disasters. *Hartford Courant*. Accessed October 16, 2014, <http://courantblogs.com/ct-insurance/storm-sandy-makes-2012-the-second-costliest-year-for-u-s-insurers-ever/>.

<sup>5</sup> Lynn, S. (August 7, 2012). *Disaster Preparedness: Planning Ahead*. Retrieved from: <http://www.pcmag.com/article2/0,2817,2408092,00.asp>

<sup>6</sup> The University of Georgia Cooperative Extension (n.d.). *Specific disasters - Why plan?* Retrieved from: [http://spock.fcs.uga.edu/ext/housing/pubs/Specific\\_Disasters.pdf](http://spock.fcs.uga.edu/ext/housing/pubs/Specific_Disasters.pdf)

<sup>7</sup> Tampa Bay Regional Planning Council (2008). Florida Business Disaster Survival Kit: Business Disaster Planning Guidebook [Web library]. Tampa, FL., pp. II-15.



### Man-Made and Technological Disasters

Hazardous materials and chemicals	Chemical and biological weapons
Building fires	Cyber attacks
Power service disruptions	Fraud and theft
Environmental health issues	Civil unrest
Terrorism	Radiological emergencies
Sudden closure of economic anchors	Economic adjustments

At times, disasters are caused by humans. Hazardous materials emergencies can range from a chemical spill to groundwater contamination. Workplace fires are more common and can cause both significant property damage and loss of life.

Communities are also vulnerable to threats by individuals and extremist groups who use violence against both people and property. High-risk targets include military and civilian government facilities, international airports, large cities, and high-profile landmarks. Cyber-terrorism involves attacks against computers and networks done to intimidate or coerce a government or its people for political or social objectives. “Economic disasters” can also occur with the closure of a major employer or shifts in the economy move industry away from a community. Like the natural disasters, these can come both suddenly and gradually over time. Similar to other disasters, the consequences on the local economy can be immediate, lasting, and complex. Fortunately, the actions local, regional, and state officials can take are applicable across a wide spectrum of potential hazards.

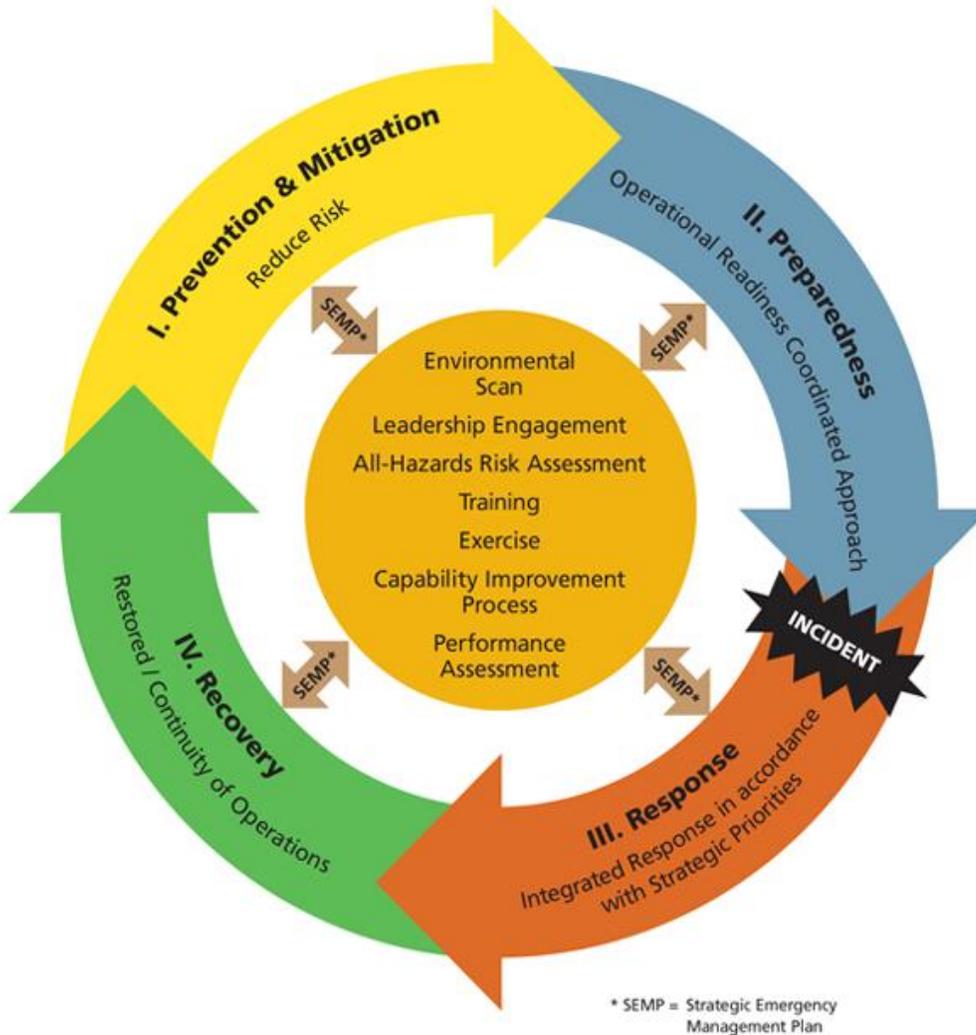
It is critical that local officials work with their emergency management community and hazard mitigation planners to better define their risks and assets. While many incidents may be relatively rare in frequency, their impact on a community can last for generations. For these reasons, it is critical that economic developers and other local officials to engage in pre-disaster recovery planning.



Fire damage from a broken gas line after a Napa Valley Earthquake, August 2014 Source: FEMA



## Cyclical Phases of a Disaster



## Phases of a Disaster

In 1979, the National Governor’s Association described a four-phase model to help emergency managers prepare for and respond to disasters. These phases include: 1) mitigation; 2) preparedness; 3) response; and 4) recovery.<sup>8</sup> FEMA also used this model to describe different functions and time periods of disasters. “Prevention” is sometimes added as a fifth phase to describe actions to avoid an incident or to intervene to protect lives and property.

<sup>8</sup> National Governors’ Association Center for Policy Research (1979). *Comprehensive Emergency Management: A Governor’s Guide*. Printed for the Defense Civil Preparedness Agency.



The model is useful to frame issues related to disaster preparedness as well as economic and business recovery after such events. However, since the late 1970s, the understanding of disaster recovery phases has evolved to show a cyclical occurrence of each phase, as well as an overlap of the adjacent phases. In fact, many recent disaster response and recovery efforts have recognized that actions taken in the early stages of a disaster response mission have a direct and lasting impact on the recovery phase. For this reason, many emergency managers recognize that recovery does not strictly follow response. Instead, recovery efforts start at “day zero” and operate in tandem with the response effort.

### Mitigation

Mitigation involves steps to reduce vulnerability to disaster impacts such as injuries and loss of life and property. This might involve changes in local building codes to fortify buildings; revised zoning and land use management; strengthening of public infrastructure; and other efforts to make the community more resilient to a catastrophic event. For more information on mitigation, please visit FEMA at: <http://www.fema.gov/what-mitigation>.

### Preparedness

Preparedness involves taking steps before a disaster to reduce the risks of disaster impact on individuals, families, businesses, schools, and communities. Education, outreach, and training can build capacity to respond to and recover from a disaster. This may include business continuity training, pre-disaster strategic planning, employee preparedness initiatives, and other readiness activities. For more information on preparedness, please visit FEMA at: <http://www.ready.gov>.

### Response

Response is the effort to provide lifesaving and life sustaining services in the face of immediate threats presented by a disaster. These actions usually include search and rescue, meeting humanitarian needs (food, shelter, clothing, public health and safety), debris removal, damage assessments, and immediate medical needs.

Triage efforts assess and deal with the most pressing emergency issues. This period typically feels somewhat chaotic and can last a month or more, depending on the nature of the disaster and the extent of damage. Federal resources, such as action from the Federal Emergency Management Agency (in the case of a major disaster declaration) and nonprofit resources from agencies such as the Red Cross, Salvation Army, and United Way often are deployed immediately.

Business re-entry into the community begins during this phase. Businesses initially may face issues with access to their sites, preliminary damage assessment, and communications with staff, vendors, suppliers, and customers. Ongoing issues may include access to capital and workers, repair of damaged property or inventory, and a diminished customer base. It is often in this phase that the medium- and long-term health of a region’s business community will be saved or weakened. Depending on the size and scale of the disaster, local authorities may restrict re-entry in varying ways that could prolong a business disruption. It is critical that



economic developers work with their local emergency management offices to understand these procedures and then communicate them to the business community.

Mobile or fixed-location one-stop centers for business are quickly set up in the community to centralize small business resources, whether they are local, state or federal (e.g., those provided by SBA, SBDC, SCORE, etc.). They provide a location to connect businesses to local bankers, business counseling, and other assistance critical to maintaining business continuity. For more information on one-stop recovery centers, visit: <http://restoreyoureconomy.org/recovery/business-recovery-center>.

Case Management Services is another term used to describe situations where businesses can receive personalized assistance. This is sometimes done in a mobile setting, where business owners and managers have resources brought to them. (See Chapter IV on Small Business Assistance for case studies.)

Federal and state resources from the Small Business Administration; the Economic Development Administration; the departments of Housing and Urban Development, Agriculture, Treasury, Transportation and Interior; and the Army Corps of Engineers – as well as state programs – will become available. Many of these resources have very specific parameters for eligibility and use. It is important to work with the local field office to learn how the agency's programs may be applicable for each disaster.

As the response progresses, the focus usually shifts from dealing with immediate health, safety and other emergency issues to conducting repairs, restoring utilities, establishing operations for public services (including permitting), and finishing the cleanup process.

It is not uncommon for disasters to reveal a weakened economic development landscape, with significant gaps in regional cooperation and alignment, organizational capacity, staffing, technical knowledge and financial resources. Thus, economic development agencies and stakeholders also may need to rebuild and may need additional staff, capacity-building assistance and training. These gaps can often be highlighted because after the incident those organizations will be pressured to provide leadership and information both from bottom up and top down sources.

## Recovery

In the recovery phase, all aspects of disaster's impact on a community are restored. Experience has shown that communities which access and deploy a wider range of public and private resources tend to recover more quickly. During recovery, the impacted region has achieved a degree of physical, environmental, economic, and social stability. Individuals and businesses move from temporary to permanent homes and business locations, while reconstruction of community infrastructure moves forward.

The recovery phase can be broken into two or three periods. The short-term recovery phase can start immediately following an incident, when recovery operations are beginning and the community and business



leadership is organizing for long-term redevelopment activities. The duration of this phase depends on the severity of the disaster and the level of community preparedness.

An intermediate-term phase is sometimes added to describe the activities undertaken to return essential government and commercial services, critical infrastructure, individuals and families to a functional state.



**FEMA Wildfire Assistance Applicants.**

**Source: FEMA**

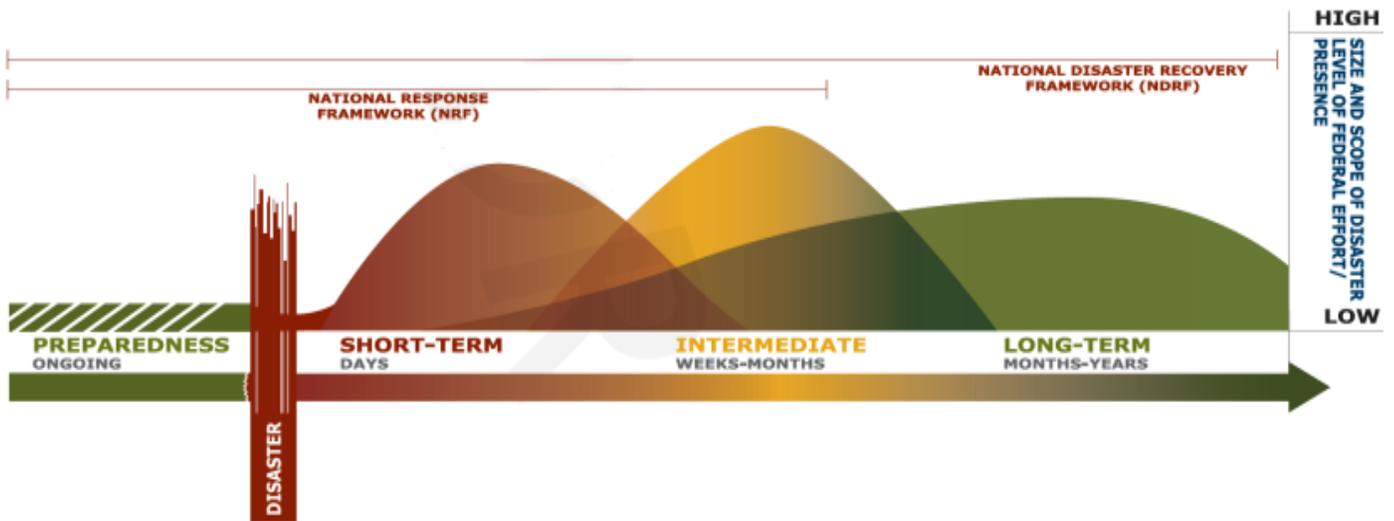
The long-term recovery and redevelopment phase can take years or even decades while the community's economy returns to some sense of normalcy. Long-term financing is critical as businesses adapt to new environments, sometimes changing their business models.

Businesses may also need to recruit and train new workers. Employees may have difficulty getting to work if roads have been damaged, or there may no longer be affordable workforce housing near their previous workplaces.

Businesses also may need to find new customers and vendors. Companies that have historically catered to local customers may find their markets disrupted. They may need advice about exporting products or services to new areas which have different business licensing requirements and taxes, for example. Capital may be required to find new markets in other jurisdictions that are not suffering from the same disaster. As the recovery process challenges the economy, economic development expertise and capacity become more critical.



The following illustration of the National Response Framework and the National Disaster Recovery Framework (explained in more detail below) depicts the recovery continuum with the following phases: Preparedness, which begins before the disaster and is ongoing, Short-Term Recovery, Intermediate Recovery, and Long-Term Recovery.



It is important to point out from the figure above that each recovery phase is not only overlapping, but they find their starting point early in the disaster recovery process. After a disaster, it is important to quickly identify the roles that various parties can play in the recovery. A coordinated response will help avoid duplication of efforts, inefficient use of funds, confusion by businesses and the community, and oftentimes facilitate a more rapid recovery. The following chart shows the typical allocation of responsibilities among various levels of government.

### Responsibilities of Local, State & Federal Government Following a Disaster

Local government often takes the following response actions:

- Develop and implement recovery and mitigation plans.
- Ensure integrated efforts across government offices, the private sector and nongovernmental organizations (NGOs) during the formulation and implementation phase of recovery projects.
- Lead efforts to restore all sectors of the community, including critical infrastructure, essential services, business retention and the redevelopment of damaged housing units.
- Manage rebuilding to reduce risk reduction and comply with standards for accessible design.
- Undertake an appropriate community planning process.
- Establish metrics to evaluate and communicate progress.

State government's response to a local disaster is to:

- Assess local government recovery capacities for the specific incident and assist local governments with identifying recovery resources.
- Coordinate State recovery planning and assistance to impacted communities.



- Lead unified recovery efforts of State agencies, setting appropriate State policies to guide State agency activities as well as inform the application of Federal funding.
- Manage Federal grant resources; ensure efficient use of the funds; enforce accountability and compliance.
- Oversee volunteer and donation management
- Oversee an accessible case management process.
- Develop strategies for leveraging recovery funds through private investments, charity, and State sources such as emergency funds and taxes.
- Provide timely public information and manage expectations
- Enact exemptions to State regulations to facilitate rebuilding promote safer building.
- Coordinate with Federal law enforcement to prosecute disaster-related fraud, and abuse.
- Establish metrics to evaluate recovery progress and the achievement of statewide disaster recovery objectives.
- Ensure safety and health of State workers.

The Federal government's response to a local disaster includes:

- Identify Federal programs that can effectively support recovery needs and make necessary adjustments to more appropriately address recovery needs
- Ensure transparency and accountability of Federal expenditures that aid disaster recovery.
- Coordinate with the various State agencies and officials to ensure that they have an understanding of how to avoid duplicate payments and whom to contact at the various Federal agencies to answer related questions.
- Deploy a Federal Disaster Recovery Coordinator (FDRC) and activate Recovery Support Functions (RSFs)
- Participate in and support local, State and Tribal recovery planning and mitigation efforts through technical assistance, expertise or other assistance as requested.
- Coordinate Federal recovery efforts with private and nonprofit organizations
- Develop, or refine existing, metrics to evaluate recovery progress and the achievement of Federal disaster recovery objectives.

Source: FEMA's State Disaster Management Course. PDF available at:

<http://www.fema.gov/pdf/recoveryframework/ndrf.pdf>

## Disaster Declaration

While the state and federal governments play significant roles in disaster response and recovery, all disasters are local. They disrupt the physical, social, and economic landscape of neighborhoods, towns, cities, counties, and regions. While there may be advance warning for natural occurrences such as hurricanes and the potential for flash flooding, other events, such as tornadoes, can come with little to no warning. They often catch communities off guard, requiring an immediate and high level of coordination between the private sector and government agencies at all levels. This is particularly important in large-scale events.



Depending on the severity of the event, any state or federally-recognized tribe can make a request for federal assistance by requesting a Presidential Disaster Declaration. Once this declaration has been made, federal and state agencies employ the National Response Framework (NRF) and the National Disaster Recovery Framework (NDRF) to provide a structure for the response and recovery effort. Other incidents, like drought and fisheries disasters receive other federal disaster declarations. It is important for economic developers to recognize the additional flexibilities that these other types of incident declarations may provide them.



Residents and Ambulance Evacuate West Glenwood, CO.  
Source: FEMA

### Presidential Disaster Declaration

As set forth in the Robert T. Stafford Disaster Relief and Emergency Act, 42 U.S.C. 5121-5206 (Stafford Act), any state or tribe can seek a presidential declaration for a major disaster (or emergency) by submitting a written request to the President through its regional FEMA office. The request certifies that combined local, county, and state resources are insufficient and beyond their capability to respond and recover from the major incident.<sup>9</sup>

The FEMA regional and national offices then review the evidence of severity, magnitude, and overall impact of the disaster. The amount and type of damage to property and infrastructure is considered, as well as threats to public health and safety. The ability of essential local and state government services to function is also a key consideration.<sup>10</sup> The FEMA office then provides a report to the President.

The Presidential Disaster Declaration is extremely important to localities and states because it establishes eligibility for a number of federal assistance programs, resources, and funding to expedite response and recovery initiatives. The National Response Framework (NRF) and the National Disaster Recovery Framework (NDRF) include information on the federal agencies and programs that can be brought to aid disaster-impacted communities.

### National Response Framework & National Incident Management System

The NRF serves as "...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 (NIMS) to

<sup>9</sup> Stafford Act: Section 401. Procedures for Declaration [Excerpt]. All requests for a declaration by the President that a major disaster exists shall be made by the Governor of the affected state. Such a request shall be based on a finding that the disaster is of such severity and magnitude that effective response is beyond the capabilities of the State and the affected local governments and that Federal assistance is necessary.

<sup>10</sup> Federal Emergency Management Agency (n.d.). *Declaration process fact sheet*. Retrieved in September 2011 from: <http://www.fema.gov/declaration-process-fact-sheet>



align key roles and responsibilities across the country. The NRF describes the principles, roles and responsibilities, and coordinating structures for delivering the core capabilities required to respond to an incident and further describes how response efforts integrate with those of the other mission areas."<sup>11</sup>

The framework focuses on the response effort after a disaster, including the need to save lives, protect property, stabilize the incident, restore basic services, and ensure a safe and secure environment for communities to move on to recovery functions. There are 14 core areas in the response effort:

- Planning
- Public Information and Warning
- Operational Coordination
- Critical Transportation
- Environmental Response/Health and Safety
- Fatality Management Services
- Infrastructure Systems
- Mass Care Services
- Mass Search and Rescue Operations
- On-scene Security and Protection
- Operational Communications
- Public and Private Services and Resources
- Public Health and Medical Services
- Situational Assessment

## National Disaster Recovery Framework (NDRF)

Finalized in September, 2011, the NDRF is a conceptual guide designed to ensure coordination and recovery planning at all levels of government before a disaster, and defines how we will work together, following a disaster, to best meet the needs of states, local and tribal governments and communities and individuals in their recoveries. For the first time, the framework establishes coordination structures, defines leadership roles and responsibilities, and guides coordination and recovery planning at all levels of government before a disaster happens.

The NDRF builds on the lessons learned and best recovery practices learned from decades of disaster recovery efforts in the United States. It also fulfills the requirements set forward in Presidential Preparedness Directive (PPD) #8 and the Post-Katrina Emergency Management Reform Act (PKEMRA) of 2006.<sup>12</sup>

To implement the NDRF after a major disaster, six Recovery Support Functions were outlined along major recovery themes to align federal agency programs, technical assistance, and information sharing.

<sup>11</sup> Federal Emergency Management Agency (n.d.). *National Response Framework*. Retrieved on November 20, 2013 from: <http://www.fema.gov/media-library/assets/documents/32230?id=7371>

<sup>12</sup> Department of Homeland Security (March 30, 2011). *Presidential Policy Directive 8, National Preparedness* [Regulation]. Accessed October 15, 2014, <http://www.dhs.gov/presidential-policy-directive-8-national-preparedness>; S. 3271, Post-Katrina Emergency Management Reform Act of 2006, accessed October 15, 2015, <http://www.dhs.gov/presidential-policy-directive-8-national-preparedness>.



### Recovery Support Function (RSF)

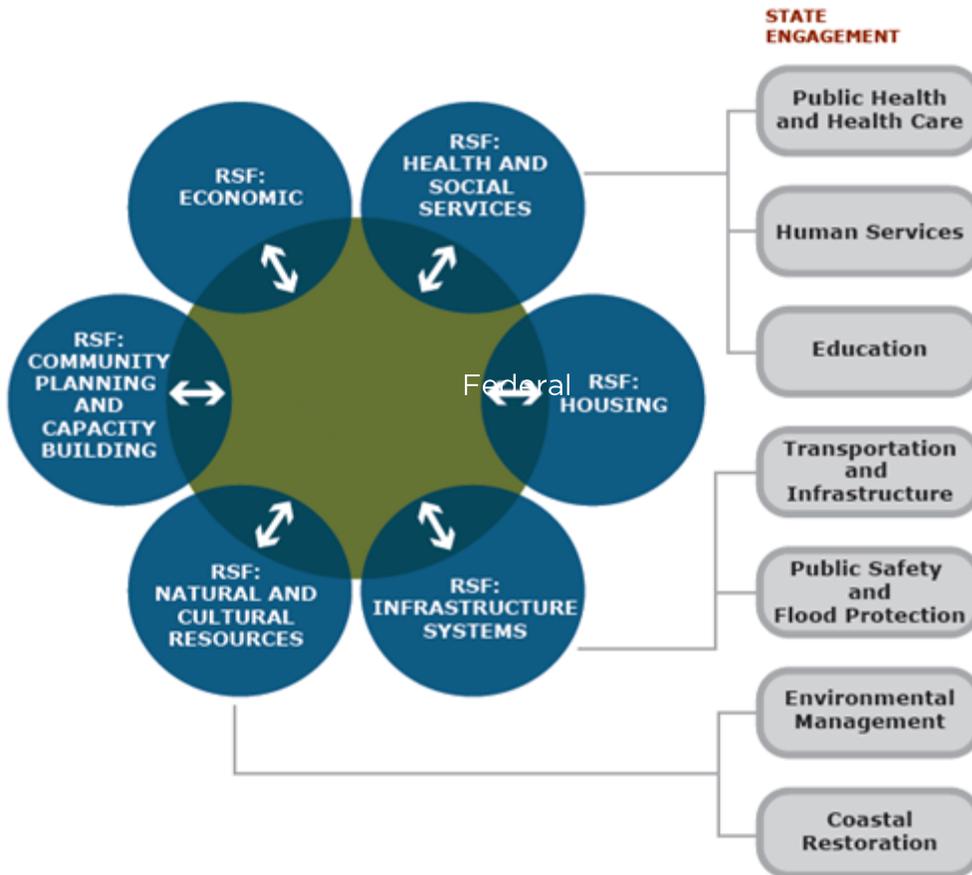
The NDRF incorporates six Recovery Support Functions at the federal level. These functions and their primary coordinating agencies include:

- Community planning and capacity-building (coordinated by the Department of Homeland Security/FEMA);
- Economic (U.S. Department of Commerce/Economic Development Administration);
- Health and social services (Health and Human Services);
- Housing (Department of Housing and Urban Development);
- Infrastructure systems (U.S. Army Corps of Engineers); and
- Natural and cultural resources (Department of Interior).



FEMA and SBA Officials Assess Damage.  
Source: FEMA

The figure below captures the way the six federal RSFs may align with a state's structure for their recovery effort. It is important to emphasize that the state is encouraged to structure its recovery approach in a way that is the most effective for *them*, not necessarily to how the RSFs are structured.





## The Economic Recovery Support Function

(Economic RSF) of the NDRF is responsible for integrating the expertise of the federal government to assist local, state and tribal governments and the private sector in economic recovery efforts following a major disaster. This may include convening and deploying multi-disciplinary teams from federal partners to assist communities in building strategic plans, conducting impact assessments and providing technical assistance. *(For more details on the NDRF and the Economic RSF, see Chapter VIII: Federal System)*

## Local Responsibility in Response & Recovery

### Responsibility of Local Government

While state and federal government agencies can bring significant resources to bear in a crisis, the local government usually has the most knowledge of local assets and public management systems, as well as relationships with their impacted constituents.

Residents and businesses typically look to local governmental leaders to coordinate immediate response efforts. They also expect local leaders to support and remain knowledgeable about long-term recovery initiatives.

In the U.S., local government is responsible for providing the first level of response in emergency management. They must quickly assess the situation and activate the nearest Emergency Operations Center (EOC) following a major incident. Such centers serve as the primary location where key decision-makers gather information about incidents in order to manage the entire disaster response. EOCs also either facilitate or directly dispatch field operations for emergency services and disaster personnel. If the magnitude of the disaster exceeds the resources of the community, the local government may request assistance from the state.

In the recovery phase, local governments also often serve as the grant recipient or applicant for state and federal assistance. Federal and state officials will often frequently seek impact assessment information from local government officials. While these requests can be overwhelming in their frequency and detail, it is critical that local officials expect this and prepare accordingly. Having ready access to pre-disaster data, capability to assess and capture post-disaster conditions, and the capability to engage community stakeholders is critical.

### The Role of Economic Developers

Economic development services may be a direct function of the local government, or be provided by non-profit organizations such as chambers of commerce or local or regional public-private economic development organizations (EDOs).

A key focus for EDOs in the response and recovery is to help facilitate effective communication between government and businesses. Communication on such essential subjects as the availability of power; access to transportation networks and facilities; the availability of temporary facility space for displaced businesses, and government resources to help is a critical activity in the initial days and weeks after a disaster. EDOs also can help advise businesses on ways to communicate that they are “open for business” after a disaster – an



important but often overlooked activity in restoring commerce. *(For more information, see Chapter VII on Crisis Communications.)*

In recent experience, EDO representatives have found it important to work very closely with the EOC or even to hold office at the center in order to help facilitate critical recovery communications to area businesses.

The EDO also may choose to form an economic recovery team (as in the case of Polk County, Fla., in 2004 or Cedar Rapids, Iowa, in 2008) for information-sharing among emergency management personnel, corporate leaders and local business owners. These economic recovery teams not only help aggregate information on damage assessment of businesses and the local economy, but also help to develop long-term strategies for economic recovery.

Generally, people who are engaged in economic development activities should prepare for any or all of these activities to help support recovery:

- Identifying support resources at the local, state and federal level and assisting in disseminating this information to businesses;
- Documenting the economic impact of disasters and/or continuing to gather statistics that demonstrate key trends;
- Strengthening collaboration and partnerships among local, regional and state organizations;
- Building working relationships with federal officials and their consultants;
- Contributing input to their community's comprehensive plans and giving feedback regarding infrastructure and other public services needed to improve commerce;
- Updating economic development strategic plans;
- Project management to ensure implementation of those plans;
- Taking the lead or becoming a key partner in establishing a business recovery center to serve impacted local businesses; and
- Marketing to attract new investment and facilitating industry diversification, particularly when existing industries have sustained damage.

### Responsibility of the State Government

After a major disaster, the governor plays a key role in determining if the severity and magnitude of the disaster is beyond the capabilities of the state and affected local government and requires federal assistance. As local communities report on damage and impact, the state's role is to commit resources to help local jurisdictions respond to the incident.

This may include activating a state crisis action team; assessing the situation by determining all the jurisdictions involved in the crisis and how they will be impacted; identifying activities for immediate response; and determining whether to activate emergency public information procedures, such as the emergency alert system or setting up a joint information center. Again, depending on the magnitude of the disaster, the governor's



office may take steps to declare a state emergency or disaster and request federal assistance (as discussed above).

In addition to the local community, state government has a responsibility to respond to the emergency needs of its citizens. To do this, each state should work in concert with local governments, voluntary agencies, business/industry, and others in the community to develop an all hazards Emergency Operations Plan (EOP). Should the severity of an emergency or disaster require coordination of state as well as local resources, the governor will declare a state of emergency, activating the state's EOP. Once a state of emergency has been declared, the full resources of the state can be accessed in order to respond to the incident.