Stakeholders and Their Roles in Recovery

Objectives:

4.1 Local, state and federal government agencies
4.2 Citizens (disaster victims)
4.3 Media
4.4 Business and Corporations
4.5 University and research institutions
4.6 Non-profit agencies and emergent community organizations
4.7 Contractors
4.8 Associations and collaborative partnerships
Local, State and Federal Government Agencies and Officials

• Provision of aid
  - Perception
  - Contributions of government agencies
  - Federal disaster declarations
  - State disasters
  - Local disasters
    • National Emergency Management Association survey
Local Emergency Manager

- Preparedness and response emphasis
- Coordinating damage assessments
- Local emergency management coordinator

- Local officials involved in disaster recovery
  - Local emergency managers and recovery duties
    - Kartez and Faupel (1994)
  - Limited coordination hinders recovery efforts
  - Long term recovery measures
    - Planners, public works and economic development specialists
  - Failure to involve local emergency managers
Local Government Departments and Officials Involved in Recovery

- When disasters strike, the entire community is affected
- Involvement of public officials
- Breadth of impact and roles of local officials
- Experience with emergencies versus disasters
- Provision of local technical assistance
- Role of elected officials
Local, State and Federal Government Agencies and Officials

- Local government departments
  - City manager
  - Finance
  - Public works
  - Planning
  - Police
  - Fire
  - Building inspector
  - Local floodplain administrator
City Manager

• Hiring contractors

• Reporting the status of the recovery effort to the general public, Mayor and City Council

• Policy change
Finance

• Documenting disaster expenditures

• Tracking of reimbursable costs

• Financial tracking of grant applications
Public Works

- Post-Disaster damage assessment
- Restoring public water and sewer service
- Restoration of damaged infrastructure
Planning

• Developing disaster recovery plan

• Developing pre and post-disaster grant applications

• Dissemination disaster assistance information

• Identification of suitable sites for post-disaster reconstruction
Police and Fire

- Police
  - Assisting individuals as needed
  - Protecting public and private property

- Fire
  - Initial search and rescue
  - Suppressing fires
  - Assisting with damage assessments
Building Inspector and Local Floodplain Administrator

• Building inspector
  - Damage assessment
  - Determination of habitability and substantial damage

• Local floodplain administrator
  - Assess the type of flood damages sustained
  - Assess accuracy of Flood Insurance Rate Maps
  - Notify homeowners of options
Locally Elected Officials

- Representing constituents
- Advocates
- Distribution of assistance
- Political power
- Publicizing community needs
- Approving or denying proposed policy changes
- Locally elected officials
  - Mayor
  - City or Town Council members
  - County Judge
State Emergency Management

• General roles
  – Establishing and maintaining an emergency management program
  – Coordination of state-wide training
  – Advisor to Governor
  – Provision of technical assistance and funding
  – Coordination of post-disaster assistance
  – Intermediary between local and federal government
  – Local needs assessment
State Emergency Management Assistance

- Direction, control and dispersal of resources
- Warning and communication
- Public information
- Training and technical assistance
- Sheltering and mass care
- Evacuation planning and implementation
- Law enforcement
- Damage assessments
- Hazardous materials
Governor

- Emergency powers provision
- Post-disaster power
- Requesting federal disaster declarations
- Mobilize the National Guard
- Require evacuations
- Establish evacuation routes
- Establish curfews
- Possess or temporarily use private property
- Authorize the use of public funds to aid in recovery
- Suspend state statutes
- Enter into mutual aid agreements
- Delegate authority to State Director of Emergency Management
- Assuring disaster victims
- Lobbying
State Legislature

- Order a state-wide hazards assessment
- Create a disaster trust fund
- Participate in the Emergency Management Assistance Compact
- Assess the level of state preparedness
- Evaluate recovery and mitigation programs
- Establish State Emergency Response Team
- Establish incentive programs
- Encourage teaching of disaster awareness in schools
- Pass state budgets that include emergency management duties
- Appropriate state funding
- Establish post-disaster recovery commission
- Adopt or amend state enabling legislation
- Lobbying members of Congress
Federal Emergency Management Agency

• Federal Response Plan
  – Federal Coordinating Officer
    • Public information
    • Congressional liaison
    • Community liaison
    • Outreach
    • Donations
Federal Emergency Management Agency

• Emergency support functions
  - ESF 1  Transportation
  - ESF 2  Communications
  - ESF 3  Public works and engineering
  - ESF 4  Fire fighting
  - ESF 5  Information and planning
  - ESF 6  Mass care
  - ESF 7  Resource support
  - ESF 8  Health and medical
  - ESF 9  Urban search and rescue
  - ESF 10 Hazardous materials
  - ESF 11 Food
  - ESF 12 Energy
Federal Emergency Management Agency

- State Emergency Operations Center
- Disaster Field Office
- Disaster Recovery Operations
  - Assess recovery needs
  - Determine the level and type of damages
  - Implement recovery programs
    - Individual Assistance
    - Public Assistance
    - Hazard Mitigation Grant Program
Federal Recovery Agencies

• Small Business Administration

• US Army Corps of Engineers

• Department of Housing and Urban Development

• National Oceanographic and Atmospheric Administration

• Economic Development Administration
Limitations of Federal Response Plan

• Failure to coordinate recovery programs, funding sources or technical assistance

• Limited emphasis on pre and post-disaster planning at the state and local level
Congress

- Disaster Relief Fund
- Supplemental appropriations
- Emergency aid to states
- Lobbying members of Congress
  - Disasters as an entitlement (Platt 1999)
Citizens (disaster victims)

• Factors affecting the ability of disaster victims to recover
  - Level of pre-disaster vulnerability
  - Access to resources
  - Level of pre-disaster preparedness
  - Capability of those tasked with recovery assistance
Citizens (disaster victims)

• Disaster victims may include:
  – Homeowners
  – Renters
  – Homeless
  – Business owner
  – Employee
  – Vacationer
  – Local government official
Citizens (disaster victims)

• Roles of citizens and disaster victims
  - Assisting others
  - Participating in a community or neighborhood-level disaster preparedness group
  - Volunteering with disaster relief organizations
  - Providing information to other victims or response and recovery agencies
  - Investigating disaster assistance eligibility
  - Applying for disaster recovery assistance
Media

- Information dissemination techniques include:
  - Print
  - Radio
  - Television
  - Internet
Media

• Key factors
  - Informing large segments of the population
  - Eliciting strong emotions
  - Inaccurate information dissemination
  - Uncovering issues and weaknesses

• Additional issues
  - Gaining an understanding of the recovery process
  - Disaster recovery is a complex, relatively slow process
  - Hindering the recovery process
  - Altering the post-disaster salience of issues
Media

• Local media
  - Focus on local effects of the incident
  - Concentrate on details
  - Better relations with local authorities

• National media
  - Short-term interest
  - General accounts of the event
  - Ask tough questions
Media

• Television media
  - Seek powerful visuals
  - Use short sound bites
  - Influenced by broadcast times and schedules

• Radio media
  - Produce short reports
  - Immediacy of information
  - Strive to be the first to report the story
  - Can quickly get authorities on the air
  - One of the most essential disaster warning tools available
  - Radio reports are highly perishable
Media

• Print media
  - Highly dependent on telephone linkages to transmit information
  - Fewer time constraints than television or radio
  - Provide more in-depth reporting
  - Produce longer lasting archives and records of events
Media

• Specific roles
  - Supplying information and directions to the public
  - Disseminating information on preparedness, recovery and mitigation following disasters
  - Stimulating volunteerism and donations
  - Stimulating increased participation among elected officials
  - Disclosing the need for improvements in the disaster recovery delivery system
  - Withholding information that could be counterproductive to the recovery effort
Business and Corporations

• Contingency plan
  - Identifying an alternative site of operations
  - Storing vital documents
  - Purchasing an alternative energy source
  - Identifying alternative suppliers and transportation routes
  - Encouraging employees to develop a home disaster preparedness kit
Business and Corporations

• Disaster preparedness
  - Size of business
  - Degree of past experience
  - Commitment of top administrators
  - Corporations
    • Assets and workforce
    • Resources at risk
Business and Corporations

• Business interruption
  - Loss of company revenue
  - Temporary or permanent loss of work
  - Economic impacts

• Becoming operational post-disaster
  - Tangible example of recovery
  - Returning to work
  - Employers reaching out to disaster victims
  - Providing direct assistance
  - Business leader as advocate
  - Ability to persuade others
Universities and Research Institutions

• Addressing complex research questions
• Research-practitioner divide
  – Lack of applied research
  – Failure to publicize findings
  – Disconnect between research needs of practitioner and those conducted by scholar
Universities and Research Institutions

• Roles
  – Providing policy advice to practitioners
  – Conducting research to identify problems or gaps in literature
  – Post-disaster data collection and analysis
  – Generating research reports or monographs
  – Teaching
  – Training and mentoring future emergency management professionals
Universities and Research Institutions

• Growing influence
  – Emergency management courses and degree programs
  – Hazards management journals
  – Research, training and information centers
Non-profit Agencies and Emergent Organizations

• Services
  - Provision of food and water
  - Provision of clothing
  - Mass sheltering
  - Medical assistance
  - Crisis intervention
Red Cross

- Recognition
- 1.5 million volunteers, 1,300 chapters
- Disaster service section
- Local chapters
- Activities
  - Certification and staffing of disaster shelters
  - Provision of food and clothing to disaster victims
  - Pre and post-disaster community preparedness outreach
  - Provision of educational service announcements
Non-profit Agencies

• Salvation Army
  - 1,200 community chapters, 40 divisions
  - Identification of missing persons
  - Provision of food, clothing, furniture, medical supplies and crisis counseling
  - Assisting with the reconstruction of damaged housing
Non-profit Agencies

• National Volunteers Active in Disasters
  – Communication
  – Cooperation
  – Coordination
  – Education
  – Leadership development
  – Mitigation
  – Convening mechanisms
  – Outreach
  – VOAD membership
Environmental Groups

• Growing role in recovery

• Application of environmental techniques
  - Use of television, radio, magazines and newspapers
  - Lobbying
  - Seeking change in federal and state policy, regulations and law
Supplemental consideration

• Non-profit agencies and their affect on sustainable recovery
  – Repair of at-risk homes
  – Discouraging reconstruction in the floodplain
Emergent Community or Regional Organizations

• Definition
  – Perceived or actual failure of the existing relief system

• Emergent group formation
  – Need for collective action
  – Misunderstanding of existing assistance programs
  – Responding to past disaster experiences
Emergent Community or Regional Organizations

- Role of emergent groups and the perceived lack of assistance
  - Limitations of existing programs
  - Failure of those responsible for program delivery
- Emergent group types
  - Damage assessment groups
  - Operations groups
  - Coordinating groups
Emergent Community or Regional Organizations

- Damage assessment groups
  - Search and rescue
  - Identification of damages
  - Immediate temporary repair of damaged homes and property
  - Notifying professional response crews of damages

- Operations groups
  - Collect and distribute food, clothing and other supplies
  - Begin debris clean up efforts
  - Notify the public and disaster officials via ham radio or citizen band radio
Emergent Community or Regional Organizations

• Coordinating groups
  - Developing a plan of action
  - Resolving disputes
  - Addressing larger community problems
Emergent Community or Regional Organizations

• Organizational structure
  - Limited core membership
  - Participation varied based on individual needs and relevant skills
  - Division of labor may exist but roles not clearly specified
  - Leadership varies and may be based on the time available
  - Formal organizational elements are limited
  - Short-lived
  - Change over time
Emergent Community or Regional Organizations

• Specific actions
  – Lobbying
  – Identifying those in need of assistance
  – Drawing public and media attention
  – Garnering support / building coalitions
Contractors

- Specific tasks commonly performed
  - Debris management
  - Implementation of post-disaster grant programs
  - Repair or reconstruction
  - Recovery planning
  - Elevation or relocation of homes
  - Post-disaster training
Contractors

• Debris management
  - Coordination of operations
    • Debris management plan
  - Physical removal of debris

• Implementation of post-disaster grant programs
  - Determining grant eligibility
  - Writing state and federal grants
  - Implementation of grants
Contractors

• Repair of damaged or destroyed housing, infrastructure and public buildings
  - Architectural, construction and engineering firms

• Recovery planning
  - Writing recovery plan
  - Implementation of action items
Contractors

• Elevation or acquisition and relocation of homes
  - House moving companies
  - Grants management
  - Engineering
  - Legal, environmental, public health issues

• Post-disaster training of federal, state and local officials
  - Disaster Field Office
  - FEMA pre-existing contracts
Associations and Collaborative Partnerships

• Associations
  - National Emergency Management Association
  - International Association of Emergency Managers
  - Association of State Floodplain Managers
Associations and Collaborative Partnerships

• Seek changes in federal or state policy, rules or actions that run counter to the mission of the organization

• Collaborative partnerships
  – Recovery task forces (local, state)
  – Mutual aid (Emergency Management Assistance Compact)
  – Private sector partnerships
Associations and Collaborative Partnerships

• Recovery task forces
  - Often created on an ad-hoc basis
  - Formulation of policy recommendations
  - Identification of specific problems
  - Identification of improved actions or processes
Local Task Force Membership

- Mayor
- City manager
- Public works director
- Planning director
- Citizen group representative
- State emergency management representative
- Others as assigned
State Task Force Membership

- Emergency management
- Community development
- Governor’s office
- County or municipal government
- Coastal management
- FEMA
- Department of transportation
- State data center
Mutual Aid

• Local and state-level assistance network

• Informal network
  – Ad-hoc delivery of assistance

• Formalized support network
  – Emergency Management Assistance Compact
Stakeholder Characteristics

- Core group participation
- Stakeholder group change over time
- Assuming differing roles
- Differing viewpoints may lead to conflict
- Stakeholders may increase cooperation across groups
- Formal and informal roles and responsibilities
- Emerging stakeholder groups
- Role of stakeholders shaped by power, formal and informal authority and the control of scarce resources
Supplemental Consideration

• Categories of sustainable disaster recovery
  – Participatory process
  – Maintaining and enhancing quality of life
  – Building economic vitality
  – Promoting social and intergenerational equity
  – Incorporating disaster resilience

• Option #1

• Option #2