

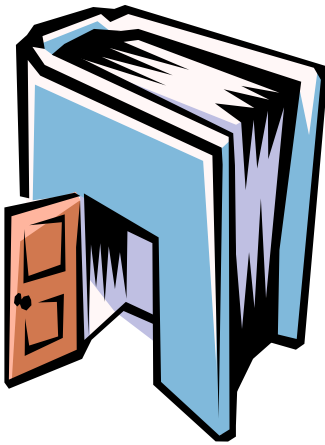
Unit 1

Disaster Management

Roles and

Responsibilities





## Portal Questions

This unit describes the key Federal and State disaster management roles and responsibilities.

If you believe you already know this information, answer the questions below and check your answers on the next page. If you answer these questions correctly, you may proceed to the next unit. If you miss any questions, or if you answer them correctly but want to increase your knowledge, read this unit before proceeding.

1. List two major duties of the Governor's Authorized Representative (GAR).
2. List five activities for which the State Coordinating Officer (SCO) is responsible.
3. Who appoints the Federal Coordinating Officer (FCO)?
4. List three major activities for which the FCO is responsible.



# Portal Questions

## Answer Key

1. List two major duties of the Governor's Authorized Representative (GAR).
  - = *Provides executive oversight and direction of the disaster or emergency response and recovery on behalf of the Governor.*
  - = *Executes all necessary documents on behalf of the State.*
  - = *Responds to the desires of the Governor.*
2. List five activities for which the State Coordinating Officer (SCO) is responsible.
  - = *Interfacing with the Federal Coordinating Officer (FCO)*
  - = *Directing activities for State departments and agencies*
  - = *Integrating State, Federal, local, and voluntary agencies' actions*
  - = *Coordinating response and recovery operations*
  - = *Establishing priorities for response and recovery operations*
3. Who appoints the Federal Coordinating Officer (FCO)?
  - = *The President of the United States*
4. List three major activities for which the FCO is responsible.
  - = *Government and intergovernmental coordination*
  - = *Assessment of disaster needs*
  - = *Establishment of a Disaster Field Office (DFO) and Disaster Recovery Centers (DRC)*
  - = *Disaster program delivery*
5. List six of the Federal Emergency Support Functions (ESF) from the Federal Response Plan (FRP).

= <i>ESF 1: Transportation</i>	= <i>ESF 7: Resources Support</i>
= <i>ESF 2: Communications</i>	= <i>ESF 8: Health and Medical Services</i>
= <i>ESF 3: Public Works and Engineering</i>	= <i>ESF 9: Urban Search and Rescue</i>
= <i>ESF 4: Fire Fighting</i>	= <i>ESF 10: Hazardous Materials</i>
= <i>ESF 5: Information and Planning</i>	= <i>ESF 11: Food</i>
= <i>ESF 6: Mass Care</i>	= <i>ESF 12: Energy</i>

6. Describe the purpose of the Emergency Response Team-National Element (ERT-N).

= *ERT-N is a national “on-call” team ready to deploy to a very large or catastrophic disaster. The primary purpose is to assist with the response phase of the disaster operation.*

# Objectives

At the completion of this unit, you will be able to:

1. Describe the major duties and activities of those individuals who hold State and Federal disaster management positions.
2. Identify and discuss the key components of the Federal Response Plan (FRP).
3. Differentiate between State and Federal roles and responsibilities.
4. Identify the disaster management partners needed to conduct a comprehensive emergency management program.

# Topics

Positions of Responsibility During Disaster Response and Recovery

The Federal Response Plan

Roles and Responsibilities of Disaster Management Teams

Learning Check

Supplemental Materials

# Positions of Responsibility During Disaster Response and Recovery

The major duties and activities of each of the positions listed below are discussed on the following pages.

1. Governor's Authorized Representative (GAR)
2. State Coordinating Officer (SCO)
3. Disaster Recovery Manager (DRM)
4. Federal Coordinating Officer (FCO)



Stokes, NC, Pitt County State Emergency Management Team and Emergency Management manager Bobby Joyner (R-Blue, glasses) and SERT Wesley Greene (red hat) meet with shelter officials at the Stokes Elementary School - housing 160 families, about their needs.

Photo by Dave Gatley/**FEMA News Photo**



## Governor's Authorized Representative (GAR)

### Major Duties:

The GAR is designated in the FEMA/State Agreement after the President declares a major disaster under the provisions of the Stafford Act.

The GAR provides executive oversight and direction of the disaster or emergency response and recovery on behalf of the Governor. The GAR executes all the necessary documents on behalf of the State. Each State's GAR will respond to the desires of the Governor.

### The GAR is responsible for the following activities:

- = Interfacing with the Federal DRM.
- = Implementing the State's Emergency Plan.
- = Activating State departments and agencies.
- = Executing the Governor's emergency decisions.
- = Directing the activities of the SCO.
- = Establishing strategic response and recovery strategies.
- = Ensuring that the State maintains control.

## State Coordinating Officer (SCO)

### Major Duties:

The SCO is identified in the Governor's request for an emergency or a major disaster declaration.

The SCO provides operational oversight and direction of the disaster or emergency on behalf of the GAR for DFO operations. The SCO converts the GAR's strategic guidance into tactical plans, executes them on behalf of the State, and responds to the desires of the Governor.

The SCO is responsible for the following activities:

- = Interfacing with the FCO.
- = Directing activities for State departments and agencies.
- = Integrating State, Federal, local, and voluntary agencies' actions.
- = Coordinating response and recovery operations.
- = Establishing priorities.

The GAR and the SCO may be the same person or different people. The designation may be permanent or may occur at the time of the emergency. A minimum number of alternate or assistant GARs and SCOs should be designated so that 24-hour-a-day operations can be conducted.



What are the benefits and challenges of the State Director serving as both GAR and SCO?

What are the benefits and challenges of any one person serving as both GAR and SCO?

## Disaster Recovery Manager (DRM)

### Major Duties:

The DRM is appointed to exercise the authority of a Regional Director for a particular emergency or disaster.

### The DRM is responsible for the following activities:

- = Coordinating with the FCO.
- = Managing Stafford Act Programs.
- = Determining funding requirements.
- = Executing the FEMA State Agreement.
- = Issuing mission assignments.
- = Obligating and monitoring funds.

## Federal Coordinating Officer (FCO)

### Major Duties:

By authority and direction of Public Law 93-288, as amended, the President appoints the FCO to manage the Federal response, recovery, and mitigation operations for each presidentially declared disaster or emergency.

### The FCO is responsible for the following activities:

- = Government and Intergovernmental Coordination
  - Establishes the Federal presence as the President's representative at the disaster site.
  - Coordinates the relationships among Federal, State, and local personnel in concert with the SCO.
  - Advises the Governor on the status of the Federal response.
  - Establishes response and recovery operations with the SCO.
  - Alerts, coordinates, and directs other Federal agencies to support the State in identifying and meeting disaster needs.
  - Establishes an effective communications network with State and local agencies.
- = Assessment of Disaster Needs
  - Assesses damage and identifies and prioritizes needs in collaboration with the SCO.
  - Identifies the full range of programs and resources required to carry out the immediate response and long-term recovery.
- = Establishment of a DFO and DRCs
  - In coordination with the SCO, the FCO:
    - Establishes a DFO and DRCs
    - Coordinates and monitors assistance programs.
    - Disseminates information.
    - Accepts applications.
    - Advises individuals, families, and businesses concerning available assistance.
  - Locates DFO and Recovery Center sites, to the extent feasible, in areas most impacted by the disaster.
  - Identifies staffing and other resource requirements.
  - Establishes an environment of compassion, assurance, efficiency, and expediency in all disaster assistance activities.

- = Program Delivery
  - Coordinates the administration of relief, including activities of:
    - State and local governments.
    - The American Red Cross, Salvation Army, Mennonite Disaster Service, and other voluntary relief organizations that agree to operate under the FCO's advice and direction.
  - Through the reimbursable mission assignment mechanism, requests the DRM, or Regional Director if a DRM has not been designated, to task other Federal agencies to provide lifesaving and other emergency services, and to otherwise support disaster operations.
  - Works with the DRM and Regional Director to implement appropriate financial controls to coordinate and monitor Federal program and administrative activities.
  - Coordinates activities of Federal agencies:
    - Undertakes appropriate action to ensure that all Federal agencies are carrying out their appropriate disaster assistance roles under their own legislative authorities and operational policies.
    - Works with Federal agencies to establish individual agency program goals and monitors agencies' progress toward achieving those goals.

# The Federal Response Plan

The FRP is organized around the 12 Emergency Support Functions (ESFs) that represent the types of Federal assistance available in a disaster. The ESFs are managed by representatives from Federal agencies and the American Red Cross. Specific ESFs are activated depending on the disaster situation and needs. The ESFs coordinate with FEMA and with the State agency that has related responsibilities.

The responsibilities and agencies are summarized on the following pages.

You may obtain a copy of the FRP from the FEMA warehouse, or acquire the FRP online at [www.fema.gov/r-n-r/frp/](http://www.fema.gov/r-n-r/frp/).



Edgecombe County officials in Tarboro, NC., quickly load boxes of county documents into an NC Army National Guard truck.

Photo by Sgt. 1st Class Eric Wedeking, National Guard Bureau, Public Affairs Support Element

**ESF-1: Transportation**

- = **Responsibility:** Provide civilian and military transportation support.
- = **Primary Federal Agency:** Department of Transportation
- = **Typical State Agency:** Department of Transportation

**ESF-2: Communications**

- = **Responsibility:** Provide telecommunications support.
- = **Primary Federal Agency:** President's Office of Science and Technology Policy/National Communication System/General Services Administration
- = **Typical State Agency:** State Emergency Management Agency

**ESF-3: Public Works and Engineering**

- = **Responsibility:** Restore essential public services and facilities.
- = **Primary Federal Agency:** U.S. Army Corps of Engineers, Department of Defense
- = **Typical State Agency:** National Guard

**ESF-4: Fire Fighting**

- = **Responsibility:** Detect and suppress wild land, rural, and urban fires. Also for mobilization centers and logistics.
- = **Primary Federal Agency:** U.S. Forest Service, Department of Agriculture
- = **Typical State Agency:** Department of Forestry

**ESF-5: Information and Planning**

- = **Responsibility:** Collect, analyze, and disseminate critical information to facilitate the overall Federal response and recovery operations.
- = **Primary Federal Agency:** Federal Emergency Management Agency
- = **Typical State Agency:** State Emergency Management Agency

### ESF-6: Mass Care

- = **Responsibility:** Manage and coordinate food, shelter, and first aid for victims; provide bulk distribution of relief supplies; operate a system to assist family reunification.
- = **Primary Agency:** American Red Cross
- = **Typical State Agency:** American Red Cross

### ESF-7: Resources Support

- = **Responsibility:** Provide equipment, materials, supplies, and personnel to Federal entities during response operations; coordinate supplementary Federal law enforcement when requested by a State.
- = **Primary Federal Agency:** General Services Administration
- = **Typical State Agency:** Department of Administrative Services

### ESF-8: Health and Medical Services

- = **Responsibility:** Provide assistance with public health and medical care needs.
- = **Primary Federal Agency:** U.S. Public Health Service, U.S. Department of Health & Human Services
- = **Typical State Agency:** Department of Health & Human Services

### ESF-9: Urban Search and Rescue

- = **Responsibility:** Locate, extricate, and provide initial medical treatment to victims trapped in collapsed structures.
- = **Primary Federal Agency:** Federal Emergency Management Agency
- = **Typical State Agency:** Office of Emergency Services or Emergency Management Agency



### ESF-10: Hazardous Materials

- = **Responsibility:** Support Federal response to actual or potential release of oil and hazardous materials.
- = **Primary Federal Agency:** Environmental Protection Agency
- = **Typical State Agency:** Department of Environmental Protection

### ESF-11: Food

- = **Responsibility:** Identify food needs; ensure that food gets to areas affected by disaster.
- = **Primary Federal Agency:** Food and Nutrition Service, Department of Agriculture
- = **Typical State Agency:** Department of Agriculture

### ESF-12: Energy

- = **Responsibility:** Restore power systems and fuel supplies.
- = **Primary Federal Agency:** Department of Energy
- = **Typical State Agency:** State Public Service Commission

# Roles and Responsibilities of Disaster Management Teams

## The Emergency Support Team (EST)

The EST is an interagency group composed of Washington-based representatives from each of the primary agencies (or ESFs), selected support agencies, and FEMA Headquarters staff. The EST operates from the Emergency Information and Coordination Center located at FEMA Headquarters during large disasters.

The primary purpose of the EST is to coordinate and support Federal response by:

- ◆ Providing interagency resource coordination support to the FCO and the Regional response operation. Within the EST, the ESF representatives from the primary activities coordinate among the disaster field operations, their representative emergency operations centers (if applicable), and their Headquarters activities.
- ◆ Coordinating the acquisition of additional resources that an ESF is unable to obtain under its own authorities.
- ◆ Resolving resource conflicts between two or more ESFs that cannot be resolved in the affected Region(s).
- ◆ Supporting coordination of resources for multi-State and multi-Regional disaster response and recovery activities.
- ◆ Serving as a central source of information at the national level regarding the status of Federal response activities.
- ◆ Helping to disseminate information through a Joint Information Center to the media, Congress, and the public.

## Regional Operations Center (ROC)

The ROC is activated by the Regional Director at a FEMA Regional Office. The ROC is staffed by FEMA and Regional representatives from the ESFs and other agencies, as needed.

The primary purpose of the ROC is to coordinate and support the Regional response by:

- ◆ Gathering damage information regarding the affected area.
- ◆ Serving as a Point of Contact (POC) for the affected State(s), national EST, and Federal agencies.
- ◆ Establishing communication links with affected State(s), national EST, and Federal agencies.
- ◆ Supporting the deployment of the ERTs to field locations.
- ◆ Implementing information and planning activities as part of ESF-5.
- ◆ Serving as an initial coordination office for Federal activities until the ERT is established in the DFO.

# Emergency Response Team-Advance Element (ERT-A)

The ERT-A is the initial group to respond in the field to a disaster. The ERT-A is the nucleus of the full ERT that operates in the DFO. The ERT-A is headed by a FEMA team leader and is composed of FEMA program/support staff and representatives from selected ESFs.

The primary purpose of the ERT-A is to initiate field operations by:

- ◆ Working directly with State personnel at the State EOC to:
  - = Obtain information on the impact of the event
  - = Identify specific State requirements for the Federal response
- ◆ Working at the disaster site to:
  - = Identify or verify the location(s) of the DFO(s)
  - = Establish communications
  - = Set up operations

# Emergency Response Team–National Element (ERT–N)

The primary purpose of the ERT-N is to assist with the response phase of the disaster operation. The ERT-N will transition the operation to the Region as soon as the situation has stabilized.

The ERT-N is a national “on-call” team that is ready to deploy to a large disaster. There are three different ERT-N teams. One team is on call each month. Each ERT-N team has key staff assigned to fill all critical functions including:

- ◆ FCO
- ◆ FCO Staff (including Lead Public Affairs Officer and Community Relations Coordinator)
- ◆ DRM
- ◆ Mitigation Officer
- ◆ Operations Section Chief
  - = Infrastructure Officer
  - = Human Services Officer
  - = Operations Support Officer
  - = Emergency Services Officer
- ◆ Information and Planning Section Chief
- ◆ Logistics Section Chief
- ◆ Administration Section Chief

# Unit 1 Learning Check



Please choose the correct answer.

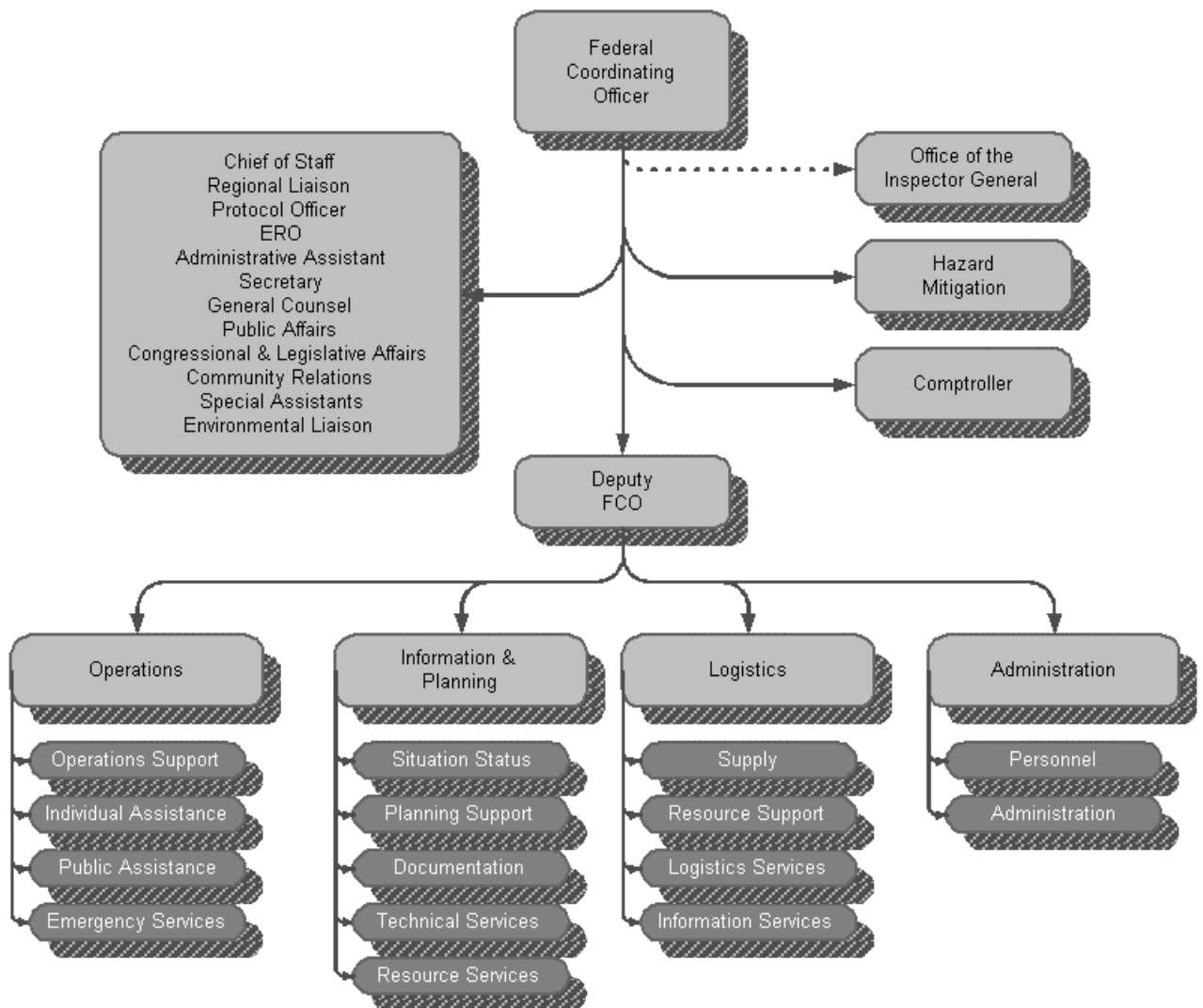
1. The DRM:
  - A. Supervises the State disaster recovery process, including application for Hazard Mitigation Grants.
  - B. Exercises the authority of a FEMA Regional Director for a particular disaster or emergency.
  - C. Establishes and manages the DFO for FEMA.
  - D. Activates and supervises ESF-5, Information and Planning.
2. The SCO:
  - A. Converts the GAR's strategic guidance into tactical plans and executes them.
  - B. Is identified in the Governor's request for an emergency or disaster declaration.
  - C. Serves as the interface with the FCO.
  - D. All of the above.
3. The ESFs for which FEMA is the primary Federal agency are:
  - A. ESF-5: Information and Planning and ESF-7: Resources Support
  - B. ESF-2: Communications and ESF-6: Mass Care
  - C. ESF-5: Information and Planning and ESF-9: Urban Search and Rescue
  - D. All 12 of the ESFs

4. The EST:
  - A. Is a Washington, DC, based interagency group that operates at FEMA Headquarters.
  - B. Operates at the FEMA Regional Office in the Region where the disaster occurred.
  - C. Deploys to large disasters to assist States with the response phase of the disaster operation.
  - D. Works at the State EOC and/or the disaster site to obtain information on the impact of the event.
  
5. The FCO is appointed by:
  - A. The Director of FEMA
  - B. The President of the United States
  - C. The Governor of the affected State
  - D. The SCO

Please see Appendix A, pages A.1 and A.2, to check your answers.

# Supplemental Materials

**Emergency Response Team (ERT)  
Organizational Chart**





## Emergency Response Team (ERT) Organizational Descriptions

ORGANIZATIONAL UNIT	DESCRIPTION
<b>FCO STAFF</b>	<p><b>Congressional Relations and Legislative Affairs</b> serves as the primary POC for all congressional activities in the field during a disaster operation. The Office functions as the primary liaison for Congressional Representatives and responds to congressional inquiries on a constituent's behalf.</p> <p><b>Community Relations</b> is an information collection and dissemination function that creates visibility and establishes confidence in disaster victims that the government is there and working for them. It assesses needs, resolves or refers problems, sets realistic expectations, and builds a positive image of people helping people.</p> <p><b>Hazard Mitigation</b> is responsible for measures to lessen or avert the threat of future disasters. This may range from retrofitting entire structures to relocating entire towns.</p> <p>The <b>Equal Rights Office</b>, formerly the Equal Employment Office, includes functions in support of equal employment rights. The Equal Rights Office provides:</p> <ul style="list-style-type: none"> <li>= Information and assistance on issues pertaining to sexual harassment, Affirmative Action, and Equal Employment Opportunity (EEO).</li> <li>= Assistance in ensuring nondiscrimination in hiring decisions and staffing of the DFO, Recovery Centers, and other disaster operations offices.</li> <li>= Assessments of the demographics and community dynamics of a disaster area.</li> <li>= Assurance that administration and service delivery of the DFO and Recovery Centers are conducted without regard to race, color, national origin, sex, age, religion, or physical or mental disability.</li> </ul> <p>The <b>Environmental Liaison (ELO)</b> monitors the disaster and evaluates its effects on the environment. The ELO advises the FCO about potential environmental problems. Other duties include:</p> <ul style="list-style-type: none"> <li>= Coordinating with Federal and state environmental agencies</li> <li>= Inviting appropriate specialists (biologists, archaeologists) to participate if needed</li> </ul> <p>Informing the FCO about environmental laws and regulations that may affect the federal response and recovery effort</p>
<b>OPERATIONS SECTION</b>	<p>Operations Section includes Operations Support, Human Services (HS), Infrastructure Support, and ESFs. Operations Support ensures critical transportation, communication, and resource needs are available during the response. HS provides assistance to individuals. Infrastructure Support coordinates and assists the efforts of restoring essential public services and buildings. Each ESF assesses Federal assistance requirements and resource requests identified by the State and organizes and directs appropriate operations. The Operations Section determines priorities and provides assignment tracking and accountability of mission assignments.</p>

Unit 1  
Disaster Management Roles and Responsibilities

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ORGANIZATIONAL UNIT	DESCRIPTION
<b>INFORMATION AND PLANNING SECTION</b>	Information and Planning Section (ESF-5) includes information and planning activities to support operations. It includes functions to: <ul style="list-style-type: none"><li>= Collect and process information.</li><li>= Develop information into briefings, reports, and other materials.</li><li>= Display pertinent information on maps, charts, and status boards.</li><li>= Consolidate information for action planning.</li><li>= Provide technical services in the form of advice on specialized areas in support of operations.</li><li>= Prepare and distribute the daily Situation Reports (SITREPs) and SITREP updates.</li></ul>
<b>LOGISTICS SECTION</b>	Logistics Section includes functions in support of supplies, resources, logistic services, and information services. This section helps FEMA logisticians: <ul style="list-style-type: none"><li>= Establish and furnish DFOs with essential equipment and supplies.</li><li>= Supply communications assistance to all disaster sites.</li><li>= Provide computer support to the ERT.</li></ul>
<b>ADMINISTRATION SECTION</b>	Administration Section includes functions in support of personnel and administrative services. This section: <ul style="list-style-type: none"><li>= Administers payroll.</li><li>= Provides administrative assistance.</li><li>= Prepares requests for allocation advice.</li></ul>