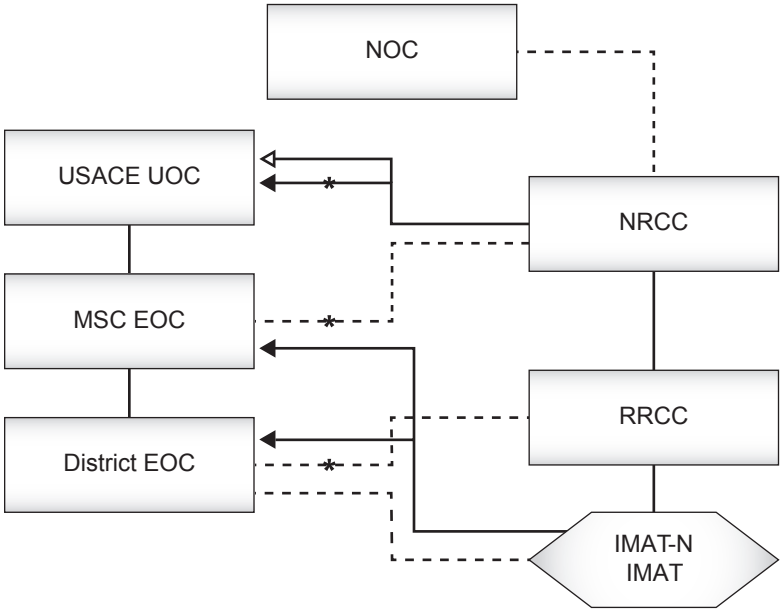
Section 1:
ESF #3 Concept of Operations

Section 1: ESF #3 Concept of Operations

Table of Contents

ESF #3 National Response Framework Structure 1-1
ESF #3 Concept of Operations Summary 1-2
Overview of Initial Federal Involvement 1-3
National Response Framework 1-4
ESF #3 Public Works & Engineering 1-6
Typical USACE Mission Assignments 1-7
Coordinating Agency Responsibilities 1-8
Primary Agency Responsibilities 1-9
ESF #3 Roles Aligned with Core Capabilities 1-10
Support Agencies to ESF #3 1-13
Other ESF Support to ESF #3 Under the NRF 1-14
Mission Assignment and Tasking 1-19
Foundation for USACE Responsibilities 1-20
Command and Control of USACE Disaster Recovery Operations 1-22
Sourcing of ESF #3 Team Leaders & Assistant Team Leaders 1-23
Sample JFO for Natural Disasters 1-24
National Response Coordination Center (NRCC) 1-25
NRCC Overall Organizational Structure 1-26
NRCC Resource Support Section Organizational Structure 1-27
USACE Support to the NRCC 1-28
USACE ESF #3 Responsibilities at the NRCC 1-29
Regional Response Coordination Center 1-30
RRCC Organizational Chart 1-31
RRCC Resource Support Section Organizational Chart 1-32
USACE Support to the RRCC 1-33
USACE ESF #3 Responsibilities at the RRCC 1-34
IMAT Structure 1-35
USACE ESF #3 Responsibilities to the IMAT 1-37
IMAT-N Organization Chart 1-38
IMAT-N 1-39
IMAT (Regional) 1-40
IMAT Operations Section 1-41

ESF #3 National Response Framework Structure



National Operations Center (NOC)

National Response Coordination Center (NRCC)

Regional Response Coordination Center (RRCC)

Incident Management Assistance Team National (IMAT-N)

Incident Management Assistance Team Regional (IMAT)

* ESF #3 Management Team Only
Command & Control
Coordination
Coordination and Tasking

ESF #3 Concept of Operations Summary

The disaster response and recovery process under the Stafford Act is complex and dynamic. This is evident by changes implemented by FEMA in 2013. In 2013, FEMA implemented the Multi-Agency Coordination System (MACS) operational and organizational structure, under the National Incident Management System (NIMS), at their National Response Coordinator Center (NRCC) and their Regional Response Coordination Centers (RRCCs). These locations are now typically designated as “Incident Support” elements to the actual incident and as a result have implemented the MACS operational and organizational structure. However the forward deployed FEMA elements, along with any required Emergency Support Function (ESF) elements, supporting the impacted State/Territory/Tribe at the actual event with the FEMA Incident Management Assistance Team (IMAT) remain under the Incident Command System (ICS) operational and organizational structure under NIMS. The differences between the MACS and ICS organizational structures as they relate to ESF #3 operations are further discussed and shown herein.

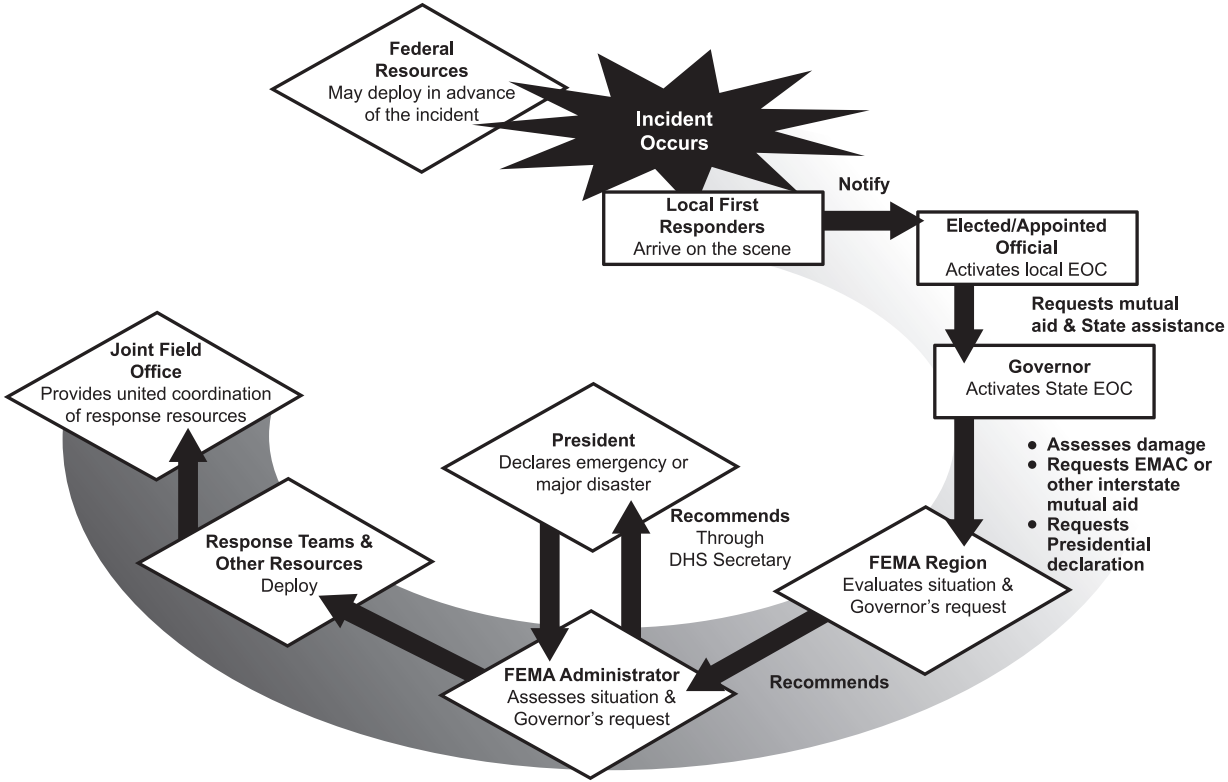
Regardless of the FEMA organizational and operational structure and locations ESF #3 is tasked to support, several separate activities are simultaneously initiated and executed. The following section addresses the functions and activities during response and initial recovery within the ESF #3 structure. The summary incorporates established policies and principles, as well as operational experiences from prior USACE emergency response operation activities.

This overall Concept of Operations addresses operational teams, staffing, functions, reporting, and other organizational procedures associated with the response and initial recovery team, mission assignments, and liaison requirements. In addition, the USACE Operations Center (UOC) along with Major Supporting Command (MSC) and District Emergency Operations Centers (EOCs) are also normally operational concurrently.

ESF #3 components may be present supporting the following Stafford Act related FEMA response elements:

- National Response Coordination Center (NRCC)
- Regional Response Coordination Center (RRCC)
- Incident Management Assistance Team - National (IMAT-N)
- Incident Management Assistance Team - Regional (IMAT)

Overview of Initial Federal Involvement Under the Stafford Act



Homeland Security Act of 2002: The Homeland Security Act, PL 107-296, 6 U.S.C. §101(14) established the Department of Homeland Security to prevent terrorist attacks within the United States and reduce the vulnerability of the United States to terrorism, natural disasters, and other emergencies.

Homeland Security Presidential Directive-5: Enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive National Incident Management System (NIMS).

The Stafford Act: The Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5121 et seq.) (88 Stat.143) (The Stafford Act), authorizes the President to provide financial and other assistance to State and Local governments, certain private nonprofit organizations, and individuals to support response, recovery, and mitigation efforts following presidentially declared major disasters and emergencies.

ESF #1: Transportation: Primary Agency: Dept. of Transportation. Provide Federal and Civil transportation support and transportation safety.

ESF #2: Communications: Primary Agencies: DHS/National Protection and Programs/Cybersecurity and Communications/National Communications System. Provide telecommunications support.

ESF #3: Public Works and Engineering: Primary Agency: Department of Defense/U.S. Corps of Engineers. Restore essential public services and facilities.

ESF #4: Firefighting: Primary Agency: Dept of Agriculture, U.S. Forest Service. Detect and suppress fires, provide resource support to rural and urban firefighting operations.

ESF #5: Information and Planning: Primary Agency: DHS/FEMA. Collect, analyze, and disseminate information to facilitate overall Federal response and recovery operations.

ESF #6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services. Primary Agency: DHS/FEMA. Manage and coordinate provision of care and assistance.

ESF #7: Logistics Management and Resources Support: Primary Agencies GSA/FEMA. Provide equipment, materials, supplies, and personnel to Federal entities during response operations. Coordinate Federal law enforcement at the State's request.

ESF #8: Public Health and Medical Services: Primary Agency: Dept. of Health and Human Services. Provide assistance with public health and medical care needs.

ESF #9: Urban Search and Rescue: Primary Agency: DHS/FEMA. Locate and extract individuals trapped in collapsed structures and provide initial medical treatments.

ESF #10: Oil and Hazardous Materials Response: Primary Agencies: Environmental Protection Agency, DHS/U.S. Coast Guard. Support Federal response to actual or potential release of oil or other hazardous materials.

ESF #11: Agriculture and Natural Resources: Primary Agencies: Dept. of Agriculture/Dept of Interior. Identify needs, ensure nutritional services and agricultural and natural resource protection and restoration.

ESF #12: Energy: Primary Agency: Dept. of Energy. Restore power systems, fuel supplies.

ESF #13: Public Safety & Security: Primary Agency: Dept. of Justice. Assist with law enforcement, criminal investigation, and response/recovery operations.

ESF #14: Long-Term Community Recovery: PLEASE NOTE: This ESF has been completey replaced by the National Disaster Recovery Framework (NDRF) structure, organization, and processes. It no longer exists under the NRF.

ESF #15: External Affairs: Primary Agency: DHS/FEMA. Integrate structure, resources, and coordination mechanisms for delivering timely, accurate, and consistent information to the public.

ESF #3 Public Works and Engineering

ESF #3 - Public Works and Engineering assists the DHS/FEMA by coordinating the capabilities and resources of the Federal government to facilitate the delivery of services, technical assistance, engineering expertise, construction management, and other support to prevent, prepare for, respond to, and/or recover from domestic incidents. ESF #3 is structured to provide public works and engineering-related support for the changing requirements of domestic incident management, including preparedness, prevention, response, recovery, and mitigation actions.

Functional Scope:

- Conduct pre- and post-incident assessments of public works and infrastructure.
- Execute emergency contract support for life-saving and life-sustaining services.
- Provide technical assistance to include engineering expertise.
- Manage construction.
- Oversee contracting services.
- Oversee real estate services.
- Provide emergency repair of damaged infrastructure and critical facilities.
- Ensure all activities are conducted in a safe manner.
- Support implementation and management of the DHS/FEMA Public Assistance Program and other recovery programs.
- Support all other ESFs.

Typical USACE Mission Assignments

- National Activation
- Regional Activation
- Commodities
- Emergency Power
- DTOS Support
- Debris
- Temporary Housing
- Temporary Roofing
- Critical Public Facilities
- Infrastructure Assessment
- Local Government Liaisons
- Technical Assistance
- Urban Search and Rescue Support
- Recovery Field Office Operations
- GIS Support

Coordinating Agency Responsibilities

The U.S. Army Corps of Engineers is designated as the ESF #3 Coordinating Agency under the National Response Framework and is responsible for:

- Pre-incident planning and coordination
- Maintaining contact with ESF #3-related primary and support agencies
- Conducting periodic ESF #3-related meetings and conference calls
- Coordinating efforts with the private sector
- Coordinating ESF #3-related activities related to catastrophic incident planning and critical infrastructure preparedness

Primary Agency Responsibilities

Primary Agency: The U.S. Army Corps of Engineers is designated as the primary agency for ESF #3 (Public Works & Engineering) for all ESF #3 response and recovery related activites under the NRF.

- Provides technical assistance, project management, engineering expertise, and construction management resources and support during response activities to address roles aligned to the above core capabilities.
- Maintains the teams, tools, and other resources to support ESF#3 core capabilities roles.
- DOD/USACE may respond under separate established authorities and under mission assignment to FEMA. As primary and support agency, DOD/USACE provides assistance directly to FEMA; requests for assistance are not coordinated and processed through the Defense Coordinating Officer (and assistance is not under the operational control of a Joint Task Force Commander).

ESF #3 Roles Aligned with Core Capabilities

The following table lists the Response core capabilities that ESF #3 most directly supports along with the related ESF #3 actions. Though not listed in the table, all ESFs, including ESF #3, support the core capabilities of Planning, Operational Coordination, and Public Information and Warning.

Core Capability	ESF #3 – Public Works and Engineering
Infrastructure Systems	• Prepares for potential public works and engineering requirements. Activities include providing public information, contributing to situational awareness, establishing response teams, leveraging technological tools, training and exercising with partners, establishing private sector contracts and agreements, and coordinating with volunteer organizations and other nongovernmental partners. • Conducts pre-incident and post-incident assessments of public works and infrastructure. • Executes emergency contract support for life-saving and life-sustaining services. • Provides emergency repair of damaged public infrastructure and critical facilities. • Supports restoration of critical navigation, flood control, and other water infrastructure systems, including drinking water and wastewater utilities. • Provides assessment and emergency response support for water, wastewater treatment facilities, levees, dams, buildings, bridges and other infrastructure. • Provides temporary emergency power to critical facilities (e.g., hospitals, water treatment plants, shelters, fire/police stations). • Constructs temporary critical public facilities to temporarily replace destroyed or damaged following a disaster (e.g., schools, local government offices, fire stations, police stations, and medical facilities) in coordination with ESF #6. • Provides assistance in the monitoring and stabilization of damaged structures and the demolition of structures designated as immediate hazards to public health and safety. • Provides structural specialist expertise to support inspection of mass care facilities and urban search and rescue operations in coordination with ESF #9. • Manages, monitors, and/or provides technical advice in the safe clearance, removal, and disposal of debris from public property and the reestablishment of ground and water routes into impacted areas. For the purposes of ESF #3, the term “debris” includes general construction debris that may contain inherent building material contaminants, such as asbestos or paint. Debris may also include livestock or poultry carcasses and/or plant materials. • Provides technical assistance to include engineering expertise, construction management, contracting, real estate services, and inspection of private/commercial structures. • Provides engineering and construction expertise, responders, supplies, and equipment to address flooding to include providing advance measures in anticipation of imminent severe flooding. • Provide training to inspectors to conduct ATC-20/45 residential safety assessments; augment local efforts to conduct residential structural safety assessments.

ESF #3 Roles Aligned with Core Capabilities

Core Capability	ESF #3 – Public Works and Engineering
Critical Transportation	• Provides coordination, response, and technical assistance to effect the rapid stabilization and reestablishment of critical waterways, channels, and ports to include vessel removal, significant marine debris removal, emergency dredging, and hydrographic surveys. • Safely clears debris from roads to facilitate response operations. • For incidents involving a blast or explosion associated with a chemical, biological, radiological, or nuclear (CBRN) threat agent resulting in a contaminated debris field, leads Federal actions to clear critical transportation routes of CBRN-contaminated debris, during the emergency phase, in consultation with ESF #10. ESF #10 assumes leadership for management of CBRN-contaminated debris after the emergency phase is over.

Environmental Response/Health and Safety	• Collects, segregates, and transports to an appropriate staging or disposal site(s) hazardous materials that are incidental to building demolition debris, such as household hazardous waste and oil and gas from small motorized equipment; removes and disposes of Freon from appliances; and removes, recycles, and disposes of electronic goods.
	• For incidents involving a blast or explosion associated with a CBRN threat agent resulting in a contaminated debris field, ESF #3, in consultation with ESF #10 and FEMA:
	  • Provides structural specialist expertise to support inspection of damaged CBRN-contaminated infrastructure and may employ temporary stabilization measures or take other actions as necessary to address structural instability concerns.
	  • Performs demolitions after a determination is made that a building is unstable and creates an imminent hazard to workers and/or after ESF #10, in conjunction with other appropriate Local, state, tribal, territorial, insular area, and Federal authorities, makes a determination that demolition is the desired cleanup approach.

Public and Private Services and Resources	Executes emergency contracting support for infrastructure related to life-saving and life-sustaining services to include providing potable water, emergency power, and other emergency commodities and services.
Fatality Management	• Manages debris to facilitate fatality recovery efforts to include establishing a system for sorting debris and recovering human remains. • Provides construction and engineering support for temporary morgues.

ESF #3 Roles Aligned with Core Capabilities

Core Capability	ESF #3 – Public Works and Engineering
Mass Care Services	• Provides construction, engineering, and project management expertise and support for temporary housing and sheltering, ensuring accessibility for those with disabilities and others with access and functional needs to include management of temporary roofing support following hurricane disasters. • Inspects mass care shelter sites to ensure suitability and accessibility of facilities to safely shelter survivors. • Constructs temporary shelter facilities, including accessible shelters, in the affected area, as required.
Search and Rescue	• Provides specially trained and equipped structural engineers to augment FEMA Urban Search and Rescue Task Forces, incident support teams, military technical rescue organizations, and general purpose troops during structural collapse incidents and other disaster response missions. • As required, provides debris removal equipment and expertise to support search and rescue operations.

Support Agencies to ESF #3

The following are support agencies to ESF #3 under the NRF:

Department of Agriculture
Department of Commerce
Department of Defense
Department of Energy
Department of Health and Human Services
Department of Homeland Security
Department of the Interior
Department of Labor
Department of State
Department of Transportation
Department of Veterans Affairs
Environmental Protection Agency
General Services Administration
Nuclear Regulatory Commission
Tennessee Valley Authority
Corporation for National and Community Service

Other ESF Support to ESF #3 Under the NRF

Primary Agency	Actions
Department of Defense (DOD)/United States Army Corps of Engineers (USACE)	• Provides technical assistance, project management, engineering expertise, and construction management resources and support during response activities to address roles aligned to the above core capabilities. • Maintains the teams, tools, and other resources to support ESF#3 core capabilities roles. • DOD/USACE may respond under separate established authorities and under mission assignment to FEMA. As primary and support agency, DOD/USACE provides assistance directly to FEMA; requests for assistance are not coordinated and processed through the Defense Coordinating Officer (and assistance is not under the operational control of a Joint Task Force Commander).

Support Agency	Actions
Department of Agriculture (USDA)	**Natural Resources Conservation Service** Provides technical personnel to evaluate damage to water control facilities. **United States Forest Service** Provides engineering and contracting/procurement personnel and equipment to assist in emergency removal of debris, demolition, temporary protection of roads and bridges, temporary protection of essential public facilities, water supply, and sanitation. ESF #4 or the USDA/Forest Service Disaster and Emergency Operations Branch is the contact for this support.
Department of Commerce	**National Oceanic and Atmospheric Administration** • Provides hydrographic survey assets and expertise as part of a coordinated strategy of response/restoration of critical waterways, channels, and ports. • Provides scientific support in assessing impact to the coastal zone using population data, storm track, known areas of coastal damage, and general information on currents

Other ESF Support to ESF #3 Under the NRF

Support Agency	Actions
Department of Defense	**Navy Supervisor of Salvage** • Provides expertise and conducts/supports specialized salvage/wreck removal operations as part of a coordinated response and restoration strategy. • Exercises and manages regional standing emergency salvage contracts to quickly draw upon the required resources of the commercial salvage industry. • Accesses and coordinates the U.S. Navy's hydrographic survey assets and capabilities. • Coordinates salvage and wreck removal operations.
Department of Energy	• Gathers, assesses, and shares information on energy system damage and estimations on the impact of energy system outages within affected areas. • Provides information concerning the energy restoration process, such as projected restoration schedules, percent completion of restoration, geographic information on the restoration, and other information as appropriate.
Department of Health and Human Services	• Supplies engineering and environmental health personnel to assist, in conjunction with the Environmental Protection Agency (EPA), in assessing the status of water, wastewater, and solid waste facilities. • Provides guidance related to health problems associated with hazardous materials and consumption of water from local sources. • Provides situational awareness regarding water and wastewater needs at healthcare critical infrastructure sector facilities.
Department of Homeland Security	**Office of Infrastructure Protection** • Supports ESF #3 infrastructure protection and mitigation missions by providing infrastructure risk and vulnerability assessments in response to actionable intelligence and other information. • Through the Infrastructure Liaison, provides situational awareness and prioritized recommendations concerning the stabilization and reestablishment of the associated critical infrastructure sectors supported by this ESF. **U.S. Coast Guard (USCG)** • Marks and coordinates with DOD/USACE for removal of obstructions declared to be hazards to navigation. • Assists in vessel salvage and removal of vessel debris. This includes coordinating and/or providing resources, assessments, expertise, technical assistance, monitoring, and other appropriate support. • USCG has statutory authority/responsibility to oversee oil and hazardous substance pollution response operations associated with debris removal/salvage operations in the Coastal Zone in accordance with the National Contingency Plan (40 CFR Part 300).

Other ESF Support to ESF #3 Under the NRF

Support Agency	Actions
Department of the Interior/Bureau of Reclamation	• Provides engineering support to assist in evaluating damage to water control systems, such as dams, levees, and water delivery facilities and structures. • Provides personnel to assist in damage assessment, structural inspections, debris clearance monitoring, and restoration of facilities in general. • Provides technical assistance in contract management, contracting, procurement, construction inspection, and environmental and archeological assessments.
Department of Labor/ Occupational Safety and Health Administration	• Provides worker safety advice, assistance, and policy support for debris removal, building demolition, and other ESF #3 activities.
Department of State	• Provides liaison to DOD/USACE in the event of incidents having potential international implications. • In accordance with the International Coordination Support Annex, coordinates international offers of public works and engineering assistance and support.
Department of Transportation	• Provides technical expertise and assistance for repair and restoration of transportation infrastructure (e.g., highways, bridges, tunnels, transit systems, port facilities, and railways) and provides advice and assistance on the transportation of contaminated materials. • Provides engineering personnel and support to assist in damage assessment, structural inspections, debris clearing, and restoration of the Nation's transportation infrastructure. • Administers special funding that can be used for repair or reconstruction of major highway facilities as well as grant programs for transit systems and railroads that could be used for repair and rehabilitation of damaged infrastructure.
Department of Veterans Affairs	• Provides engineering personnel and support, including design estimation and construction supervision, for repair, reconstruction, and restoration of eligible facilities.

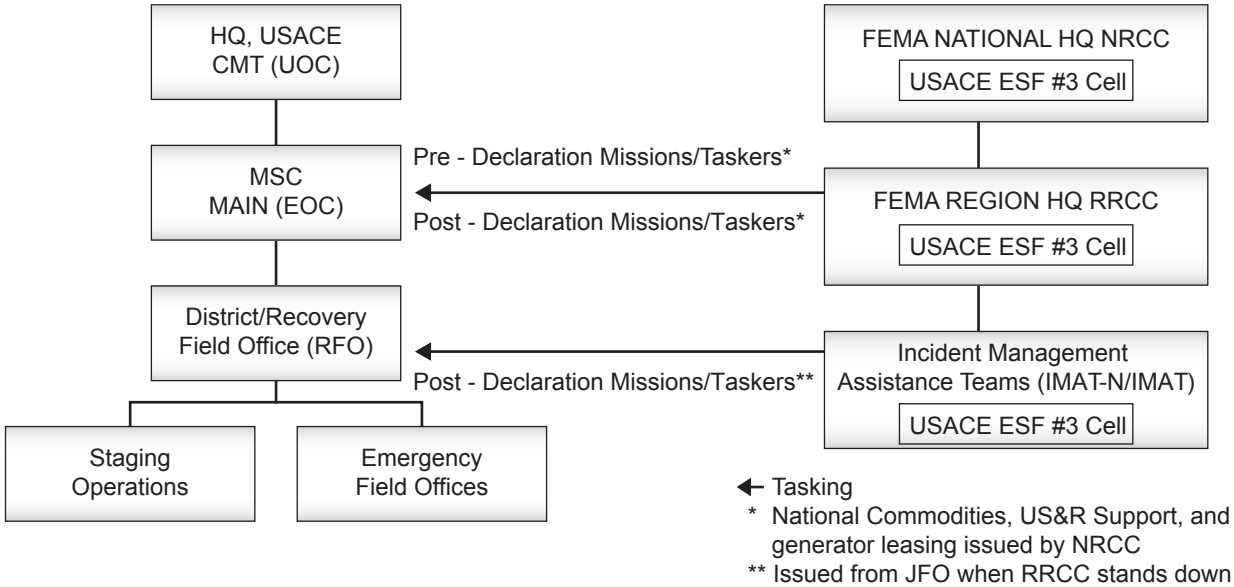
Other ESF Support to ESF #3 Under the NRF

Support Agency	Actions
Environmental Protection Agency	• Conducts infrastructure protection activities for drinking water and water treatment agencies in the water sector, in accordance with its responsibilities as the designated Sector-Specific Agency for this sector as described in Homeland Security Presidential Directive 7. • Assists in determining the suitability for human consumption of water from local sources and in identifying hazardous materials having the potential to affect drinking water supplies. • Assists in identifying critical water and wastewater needs, including personnel, electrical power, and treatment chemicals. • Assists, in conjunction with state/tribal agencies and permitting authorities, in determining the operating status of water and wastewater systems. • Provides assistance to state solid waste agencies regarding municipal solid waste landfills and construction and demolition waste landfills. Provides technical assistance for nonhazardous waste management, including debris management and recycling/reuse opportunities. • Assists state solid waste agencies with assessments of staging/storage areas, solid waste facilities, and wastewater facilities; environmental sampling and monitoring; and inspections, resources, data, and other support as appropriate. • Identifies locations of—and provides safety guidance for—areas affected by hazardous materials. • For incidents involving a blast or explosion associated with a CBRN threat agent resulting in a contaminated debris field, provides technical assistance and consultation during the assessment and stabilization of damaged and potentially contaminated infrastructure and on demolition strategies. • Assists in investigation and intelligence analysis for hazardous materials incidents involving contaminated water and wastewater systems, pursuant to existing EPA statutory authorities. • Provides expertise on waste and debris disposal options.
General Services Administration	• Provides resource support to assist in damage assessment, structural inspections, debris clearance monitoring, and restoration of facilities. • Provides technical assistance in construction inspection and environmental and archeological assessments.
Nuclear Regulatory Commission	• Assists radiological contaminated debris management activities by coordinating and/or providing resources, assessments, data, expertise, technical assistance, monitoring, and other appropriate support.
Tennessee Valley Authority	• Provides personnel to assist in damage assessment, structural inspections, debris clearance monitoring, and restoration of facilities in general.

Other ESF Support to ESF #3 Under the NRF

Support Agency	Actions
Corporation for National and Community Service	• Provides teams of trained National Service Participants (including AmeriCorps members, Learn and Serve America volunteers, and Retired and Senior Volunteer Program volunteers) to carry out canvassing, needs assessment, information distribution, debris clearance, temporary roof repair, elimination of specified health/safety hazards, and other response activities, including support commodity distribution, in disadvantaged communities and for residents with disabilities and others with access and functional needs.

Mission Assignment and Tasking



Foundation for USACE Responsibilities

USACE Task Force Commander (UTFC)

- Issue operations orders (OPORDs)
- Designate Supported and Supporting MSC Commands
- Provide USACE resources and attach them to the Supported Division Commander, upon request

ESF #3 Team Leader

- Provide supervision to all the USACE elements directly supporting the FCO and internal FEMA operations
- Serve as the USACE representative in the negotiation, coordination, and acceptance of missions and taskings
- Provide Senior Program Manager oversight of ESF #3 assigned missions
- Forward FCO's taskings to the USACE response unit (usually the Recovery Field Office [RFO]) for mission execution

Supported Division Commander

- Responsible to the USACE Commander for emergency preparedness and response
- Respond quickly
- For major disasters, deploy to the disaster site and provide initial disaster assessment
- Designate the USACE responding organization (usually an RFO) commander
- Provide MSC resources to RFO commander to support mission(s)
- Request additional resources through HQUSACE UOC
- Act as point of contact (POC) for all HQ mission execution and mission status reporting
- Attached unit, the ESF #3 Team Leader (Management Team), and other USACE assets assigned to the Joint Field Office*

Foundation for USACE Responsibilities

USACE Responding Organization Commander
- Support the Recovery Field Office
- Designated by the Supported Division Commander, accountable to the Supported Division Commander
- Attached USACE assets deploy into the region for event response (Does not include personnel in Direct Support (DS) to FEMA FCO*)

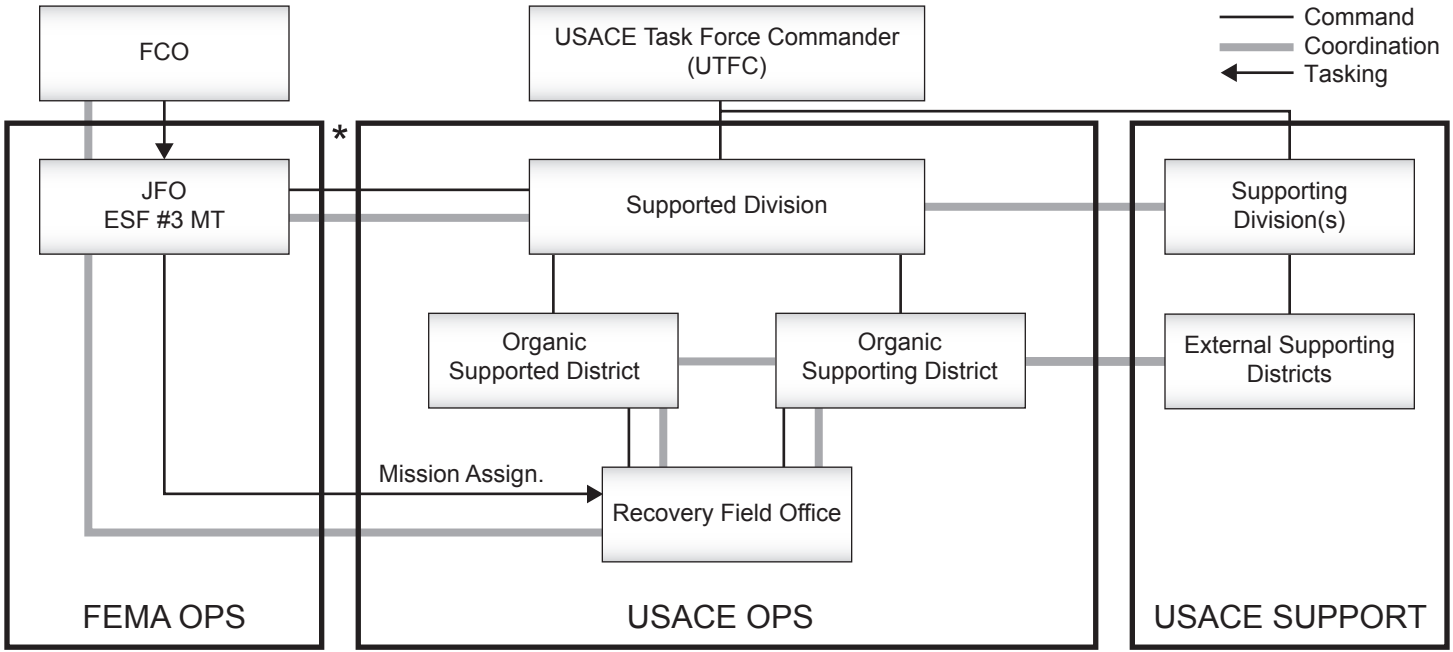
Recovery Field Office (RFO)
- Provide mission execution, planning, contract administration, design, tecnical assistance, and real estate acquisition/disposal
- Function is similar to a District Office

Emergency Field Office
- Function is similar to a Resident Engineer Office
- Established by a district EOC for small to medium recovery missions (e.g., debris, temporary housing and roofing)
- Established by the RFO to support large, long duration recovery missions

USACE Responding Organization (usually a Supported District) Commander
- Provide cadre, administration, and logistics support for the RFO

* Supported Division Commander may further attach elements to the USACE response unit (usually an RFO) Commander.

Command and Control of USACE Disaster Recovery Operations



** Supported Division Commander may further attach ESF #3 MT to Recovery Field Office Commander.*

Sourcing of ESF #3 Team Leaders & Assistant Team Leaders

USACE Task Force Commander (UTFC) provides:

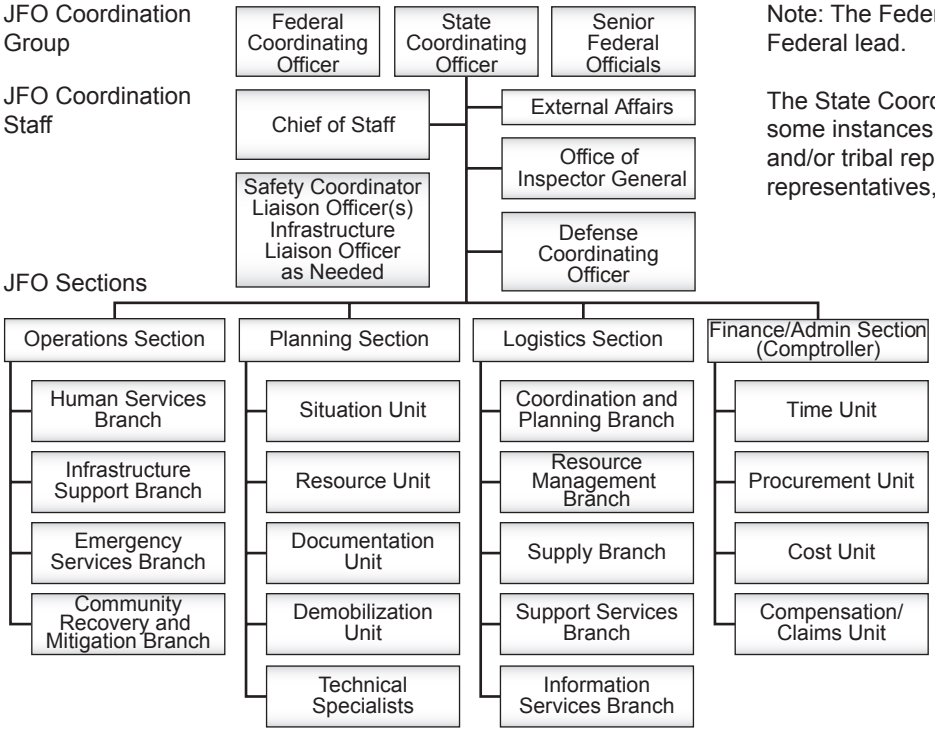
- Representative to the NRCC
- Staffing for NRCC
- Staffing for IMAT – National

Division Commander (MSC) (in consultation with the UTFC) provides:

- Staffing for RRCC
- Staffing for IMAT - Regional

Sample JFO for Natural Disasters

Note that the following Organizational Chart aligns to the NIMS ICS Concept of Operations



Note: The Federal Coordinating Officer will provide the overall Federal lead.

The State Coordinating Officer represents the State, and, in some instances, the JFO Coordination Group may include local and/or tribal representatives, as well as NGO and private-sector representatives, as appropriate.

National Response Coordination Center (NRCC)

For most disaster events, the NRCC will operate under the NIMS MACS that provides overall Federal support coordination for disasters and emergencies in support of the IMAT and RRCC for that event.

However, under a late 2013/early 2014 FEMA memorandum entitled "Transition of Level I Incident Support Responsibilities – Regional Response Coordination Center (RRCC) to National Response Coordination Center (NRCC)," under a Type 1 catastrophic event: "When the National IMAT Pilot Team is deployed to a Level I event and the National IMAT Team Leader/Federal Coordinating Officer determines that the team is operational, the Regional Response Coordination Staff ('RRCS') will transfer full control of all resources assignee/to the National IMAT's area of responsibility to the National IMAT Pilot Team. The impacted RA becomes a supporting entity for the FCO and will focus on the deployment of Regional capabilities to the affected area, the deactivation of the RRCS; and the migration of incident support roles to the National Response Coordination Staff ('NRCS'). The RA will continue in his or her role as the primary emergency management advisor to the affected States in support of the Assigned Federal Coordinating Officer (FD 010-7, Section VI.G.3)."

In essence, the NRCC becomes an extension of the IMAT and can perform a variety of ICS and MACS duties as the event requires.

In general:

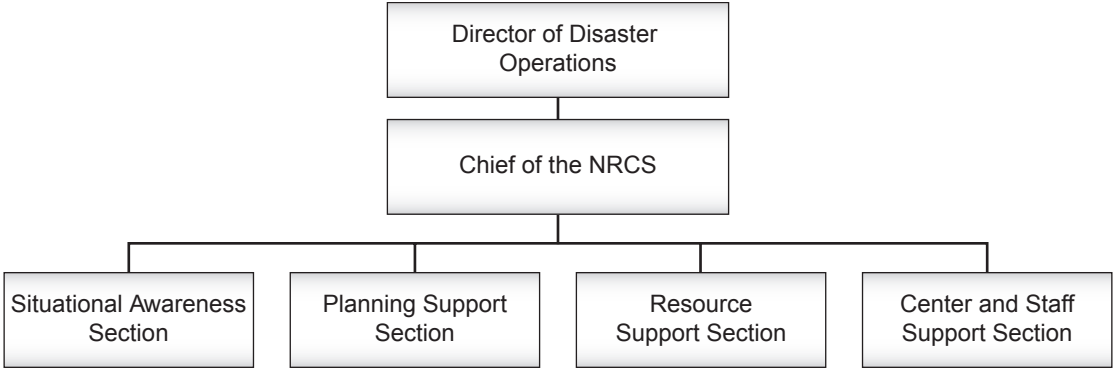
- Staffed by the National Response Coordination Staff (NRCS), the Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA) maintains the NRCC as a functional component of the National Operations Center (NOC) in support of incident support operations at the regional-level.

- Upon activation, the NRCS provides national-level emergency management by coordinating and integrating resources, policy guidance, situational awareness, and planning in order to support the affected region(s).

- The NRCS does the following:

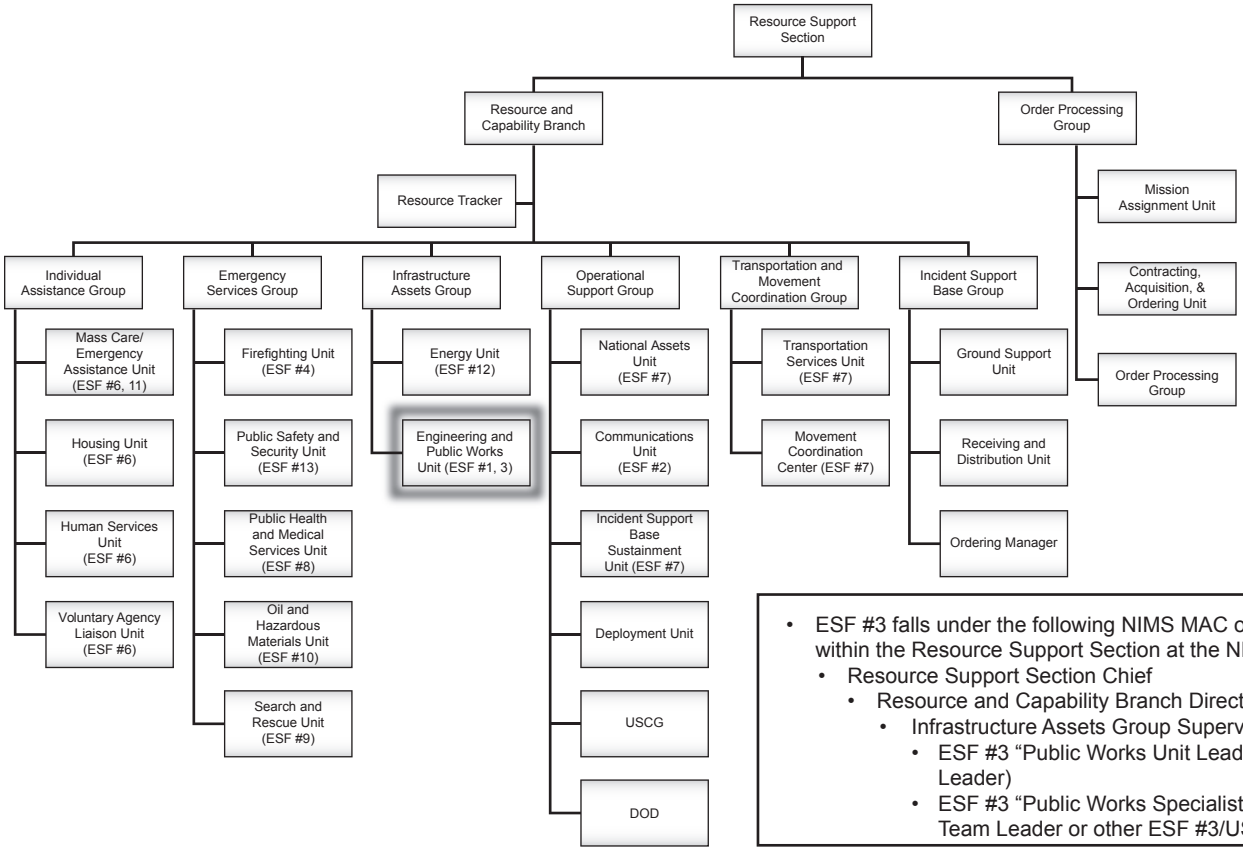
  - Maintains situational awareness of specific potential threats, events, or incidents.
  - Collects, validates, analyzes, and distributes incident information.
  - Coordinates the use of other Federal agencies resources through mission assignments and interagency agreements.
  - Develops the National Support Plan, National Advanced Operational Plan, and Functional Plans to source and address identified resource shortfalls.
  - Coordinates with the affected region(s) to determine initial requirements for federal assistance.
  - Coordinates support and situational reporting with the Regional Response Coordination Center(s).
  - Activates and deploys national teams.
  - Deploys initial response resources and other disaster commodities when required.
  - When directed, assume responsibility for Regional incident support if a Regional Office is not operational.

NRCC Overall Organizational Structure



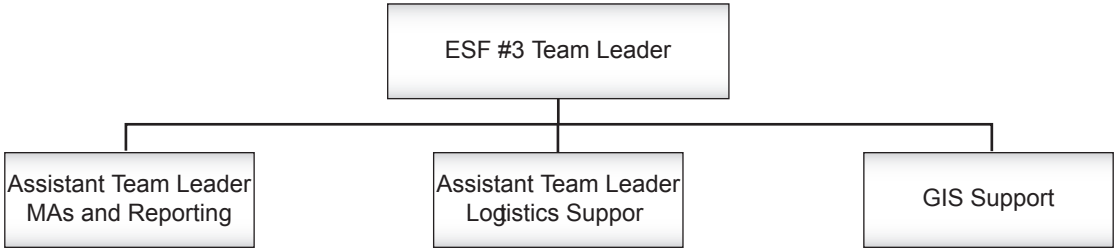
- Under the MACS organizational structure, ESF #3 is located within the “Resource Support Section” as is shown on the next page.

NRCC Resource Support Section Organizational Structure



- ESF #3 falls under the following NIMS MAC organizational chart structure within the Resource Support Section at the NRCC:
  - Resource Support Section Chief
    - Resource and Capability Branch Director
      - Infrastructure Assets Group Supervisor
        - ESF #3 “Public Works Unit Leader” (a.k.a. ESF #3 Team Leader)
        - ESF #3 “Public Works Specialist” (a.k.a. ESF #3 Assistant Team Leader or other ESF #3/USACE staff)

USACE Support to the NRCC



- Any of the listed positions working for the ESF #3 Team Leader (a.k.a. “Public Works Unit Leader”) will be titled a “Public Works Specialist” using the new NIMS MAC terminology when deployed to the NRCC.
- These will include the Logistics Support Specialist, GIS Cadre staff, any Assistant Team Leader or Subject Matter Expert (SME), etc.
- Of Note: When ESF #3 representatives are assigned to support FEMA at the NRCC and they are required to log into WebEOC, they use an “Incident Support” (IS) role when logging into WebEOC.
- More information on WebEOC is presented within this Field Guide.

USACE ESF #3 Responsibilities at the NRCC

- Establish and maintain coordination with ESF #3 at the RRCC/JFO and UOC.
- Distribute ESF #3 Mission Assignments issued at the NRCC for coordination and execution. Examples include:
  - National Activation: Provide to HQ USACE for execution
  - Generator Leasing/Renting to augment FEMA Power Packs: Provide to CELRP for execution
  - Search & Rescue Structural Specialist support: Provide to CESPD for execution.
  - Any other “event” level mission: Provide to the MSC who has the lead for the event location State for execution
- Act as ESF #3 POC for NRCC Director, other ESFs, Logistics, Joint Director of Military Support (JDOMS), and others.
- Assist in resolving issues that impede USACE response efforts.
- Represent USACE in the overall management of ESF #3 activities.
- Manage Single Source Ordering of National Commodities.
- Using WebEOC, support any Resource Request Form activities in WebEOC requiring ESF #3 support.
- Support activities of the ESF #5 (FEMA), including remote sensing/geographic information system (RS/GIS) modeling efforts and reporting.
- Support Logistics and transportation activities.
- Advise FEMA and other ESFs on USACE authorities and capabilities.
- Provide active interface with other ESFs and the DoD Liaison.
- Provide the USACE input regarding resource allocation.
- Pro-actively participate in the NRCC Director’s daily coordination meetings and the action planning process.
- Provide FEMA leadership with status of USACE missions.
- Report daily status to HQUSACE.
- Provide input to White House updates and other FEMA reports.

Regional Response Coordination Center

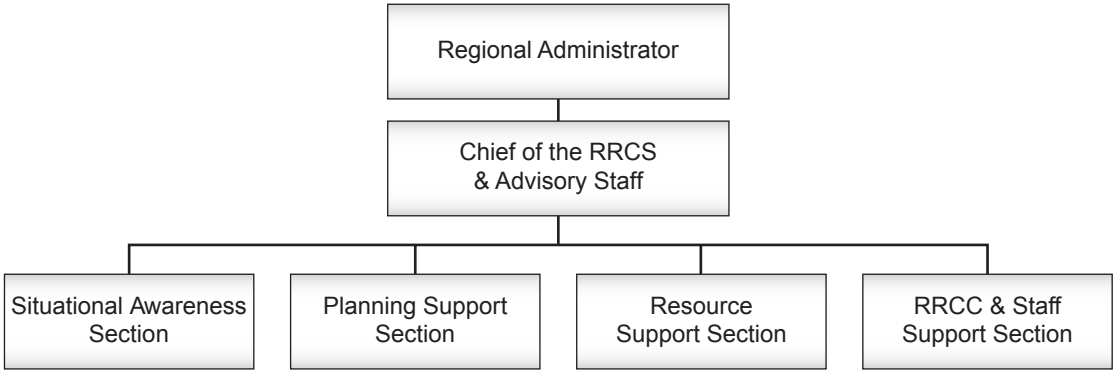
The Regional Response Coordination Center (RRCC) Regional Response coordination Staff (RRCS) coordinates Federal response efforts using the NIMS Multi-Agency Coordination System (MACS) “Incident Support” organizational concept in support of the IMAT deployed to the event. In most cases, RRCCs operate from the FEMA Regional Office. The RRCC establishes communications with the impacted state emergency management agency and the NRCC, coordinates deployment of the Incident Management Assistance Team (IMAT), either Regional or National, to designated field locations, supports damage assessments, develops situation reports (under the Situational Awareness Section), and issues initial mission assignments.

The RRCC is activated by the FEMA Regional Director based upon the level of response required or anticipated. It is led by the Chief of the Regional Response Coordination Staff (RRCS), typically that FEMA Regions Regional Response Division Director. The RRCS consists of other FEMA staff, activated ESF representatives, and a Regional Emergency Preparedness Liaison Officer (REPLO), who assist with requests for military support. The RRCC will be deactivated once the IMAT becomes operational at either an IOF or JFO, if the event has been deemed a Type 1 event and the support provided by the RRCC transitions to the NRCC, or at the discretion of the FEMA Regional Director.

Until the JFO is fully operational, the RRCC will perform the following functions:

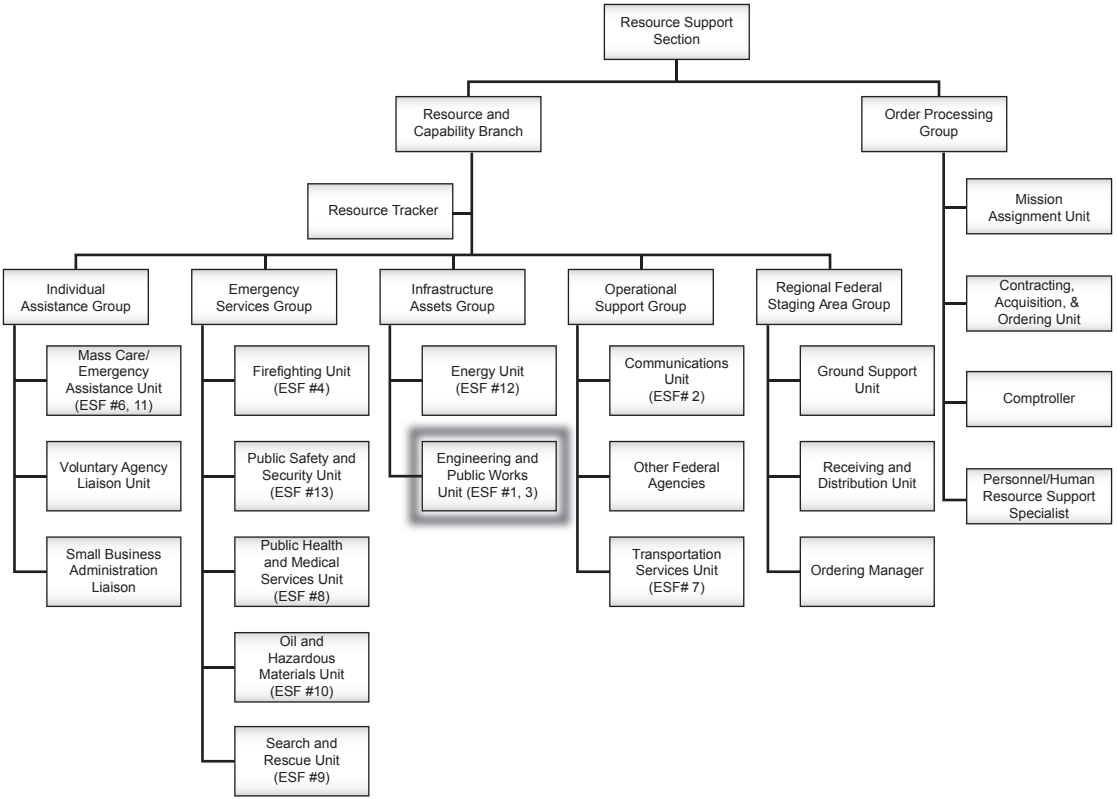
- Establish the foundation for Federal response and recovery efforts.
- Coordinate initial IMAT activities for deployment to the field and/or State EOC.
- Establish communications with the impacted state through the IMAT and initiate planning and coordination for any Federal response.
- Coordinate and execute Resource Requests Forms (RRFs) using WebEOC to ESFs or internally to FEMA as required.
- Issue pre-declaration and/or other initial mission assignments to respective ESFs.
- Serve as a temporary coordination office for Federal response/recovery activities.
- Collect information and provide situation status updates and assessment reports via SITREPs to NRCC, IMAT, etc.
- Collect and disseminate field assessment and/or RNA data provided from IMAT.

RRCC Organizational Chart



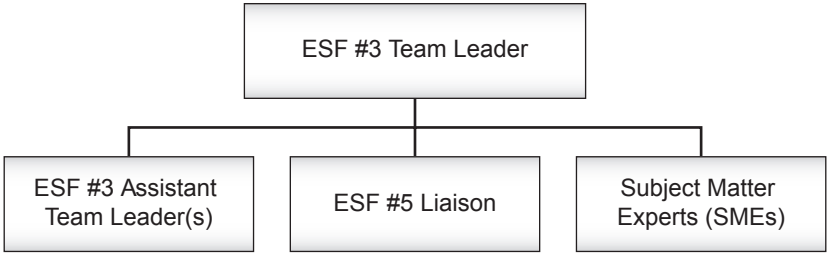
- Under the MACS organizational structure, ESF #3 is located within the “Resource Support Section” as shown on the next page.

RRCC Resource Support Section Organizational Chart



- ESF #3 falls under the following NIMS MAC organizational chart structure within the Resource Support Section at the RRCC:
  - Resource Support Section Chief
    - Resource and Capability Branch Director
      - Infrastructure Assets Group Supervisor
        - ESF #3 “Public Works Unit Leader” (a.k.a. ESF #3 Team Leader)
        - ESF #3 “Public Works Specialist” (a.k.a. ESF #3 Assistant Team Leader or other ESF #3/USACE staff)
- Of Note: When ESF #3 representatives are assigned to support FEMA at the RRCC and they are required to log into WebEOC, they use an “Incident Support” (IS) role when logging into WebEOC.
- More information on WebEOC is presented within this Field Guide in a follow on Section and Appendix.

USACE Support to the RRCC



- Any of the listed positions working for the ESF #3 Team Leader (a.k.a. “Public Works Unit Leader”) will be titled a “Public Works Specialist” using the new NIMS MAC terminology when deployed to the RRCC. These will include any Assistant Team Leader, ESF #5 Liaison, or Subject Matter Experts (SMEs), etc.
- Note: When ESF #3 representatives are assigned to support FEMA at the RRCC and they are required to log into WebEOC, they use an “Incident Support” (IS) role when logging into WebEOC.
- More information on WebEOC is presented within this Field Guide.

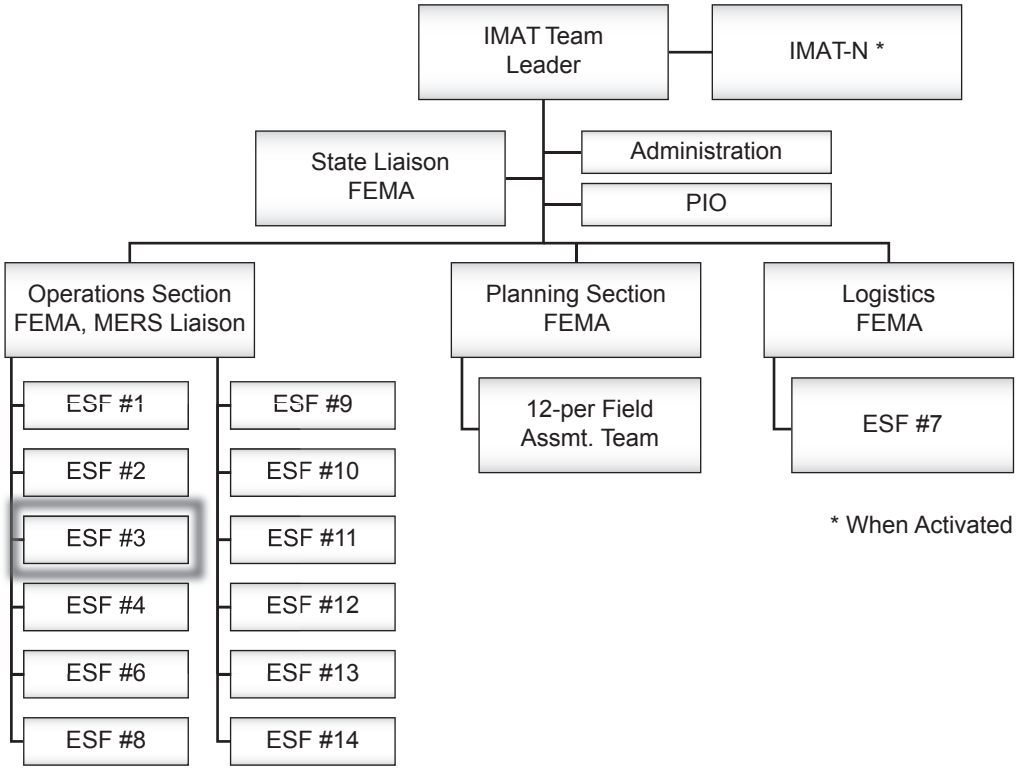
USACE ESF #3 Responsibilities at the RRCC

For ESF #3 RRCC staffing, the supported Major Subordinate Command (MSC), in coordination with HQ USACE and the ESF #3 Permanent Cadre Leader, will be responsible for providing credentialed ESF #3 representatives to the RRCC for 24-hour operations. Any augmentation required will be coordinated with the Permanent Cadre Lead. Any Stafford Act mission SMEs required at the RRCC will be coordinated with the Proponent MSC Lead SME, the Permanent Cadre Lead, and the supported MSC. Upon deactivation of the RRCC, these ESF #3 personnel may be required to deploy forward to the IOF/JFO or elsewhere as determined by the supported MSC and Permanent Cadre Lead. If not required elsewhere they may be tasked to redeploy to their Permanent Duty Station (PDS).

Typical RRCC ESF #3 cell responsibilities may include, but may not be limited to:

- Provide ESF #3 input to pre-event contingency planning processes and strategic planning on projected ESF #3 missions.
- Conduct ESF #3-related Resource Request Form (RRF) support activities required in WebEOC for Mission Assignment issuance or other resource support requirements. This can include, but not be limited to, formulation using PSMAs or other scope determinations, funding requirements, coordination of delivery of resources required, and as required Verbal Mission Assignment documentation.
- Ensure ESF #3 Mission Assignments issued at the RRCC are provided to the appropriate MSC for coordination and execution.
- Represent the USACE in overall management of ESF #3-related activities.
- Act as the ESF #3 POC for the RRCS Chief, other RRCS members, DCO, and other ESF team members.
- Provide FEMA and other ESFs status of USACE activities, authorities, capabilities, and provide input for FEMA RRCC SITREP.
- Support activities of ESF #5, including RS/GIS modeling efforts and reporting.
- Proactively participate in RRCC daily coordination meetings and incident action planning processes.
- Forward issued MAs or Verbal MA Memorandums to MSC EOC for execution and information copies to NRCC and UOC.
- Report daily USACE ESF #3 status to the MSC EOC and NRCC.
- Coordinate with NRCC, forward deployed FEMA IMAT, and supported MSC and District EOCs as necessary.
- Coordinate with ESF #1 (DOT) on transportation CONOPS for support to ESF #3 mission execution as required.
- Coordinate with ESF #12 (DOE) on the CONOPS for restoration of the power grids in concert with ESF #3 emergency power mission.

IMAT Structure



IMAT Structure

The FEMA IMATs, whether they are the “Regional” IMATs or the “National” IMATs, operate under the NIMS ICS organizational structure. As a result, the ESF #3 representatives work within the “Operations Section” and are located in that sub-organization as follows:

- ESF #3 falls under the following NIMS ICS organizational chart structure within the Operations Section of the IMAT:
  - Operations Section Chief
    - Infrastructure Branch Chief
      - ESF #3 Team Leader
      - ESF #3 Assistant Team Leader or other ESF #3/USACE staff

- Of Note: When ESF #3 representatives are assigned to support an IMAT and they are required to log into WebEOC, they use an “Incident Management” (IM) role when logging into WebEOC.
- More information on WebEOC is presented within this Field Guide.

USACE ESF #3 Responsibilities to the IMAT

The IMAT is the initial Federal group responding to an incident in the field. Headed by a team leader from FEMA, it is composed of FEMA program and support staff, as well as representatives from selected ESF primary agencies. The IMAT deploys to the State Emergency Operations Center (SEOC) or other locations to work directly with the State to obtain information on the event's impact and to identify specific State requests for Federal response called back to the RRCC for processing. Other IMAT elements (including MERS personnel and equipment) deploy directly to or near the affected area to set up operations, locate and establish field facilities, and establish field communications. The IMAT advises as to the need to deploy additional Federal resources and identifies or validates the suitability of candidate sites for the location of Incident Support Bases (ISBs), other mobilization center(s), and the JFO. The IMAT provides the RNA assessment data to the RRCC.

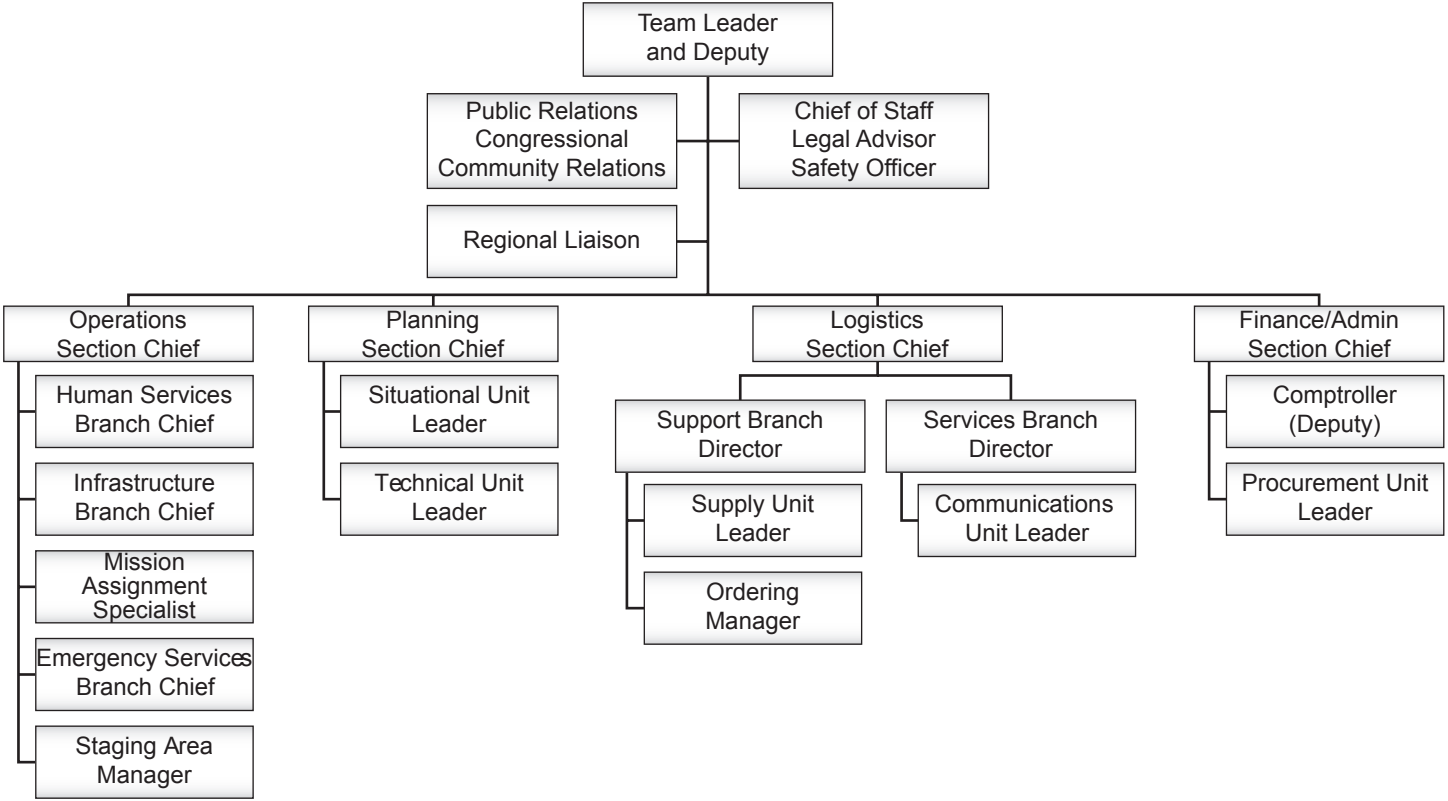
Activation: The IMAT may be activated at the same time as the RRCC or at the discretion of the FEMA Regional Director. USACE personnel planning to support the IMAT should provide for activation as early as three days before an actual event with warning (e.g., hurricanes, floods). An event without warning (e.g., earthquake) will require the USACE to have designated personnel postured for activation at all times for each MSC.

ESF #3 IMAT Staffing: HQUSACE will be responsible for providing representatives for the IMAT. IMAT ESF #3 representatives typically include an ESF #3 Team Leader and an ESF #3 Assistant Team Leader. Depending upon the event being supported, especially if for a hurricane, additional ESF #3 representatives may also include a Commodities Distribution Action Officer (AO), Emergency Power AO and Mission Specialist (MS), 249th Mission Command Cell (2 PAX), and an administrative assistant. In addition, if activated and deployed, the ESF #3 TL on the IMAT-N will work closely with the Regional IMAT and ESF #3 staff. As ESF #3 representatives complete their mission on the IMAT they may be either released to redeploy, or are then deployed to the JFO to become part of the JFO ESF #3 Management Team.

ESF #3 IMAT Staff Responsibilities:

- Provide information to MSC EOC for both assessment of scope and magnitude of the disaster.
- Ensure ESF #3 Mission Assignments issued by the IMAT at the IOF/JFO are provided to the appropriate MSC for coordination and execution
- Inform State officials regarding types of assistance the USACE can provide under ESF #3 and USACE authority.
- Identify JFO space requirements to FEMA for the ESF #3 Management Team.
- Identify, where practical, the inclusion of space for the RFO in the JFO.
- Provide requirements for lodging of the ESF #3 Management Team to FEMA.
- Conduct ESF #3-related Resource Request Form (RRF) support activities required in WebEOC for Mission Assignment issuance or other resource support requirements. This can include, but not be limited to, formulation using PSMAs or other scope determinations, funding requirements, coordination of delivery of resources required, and as required Verbal Mission Assignment documentation.

IMAT-N Organization Chart



IMAT-N

In a catastrophic disaster or high visibility incident demanding the full capabilities of FEMA, a FEMA National IMAT (a.k.a. IMAT-N) may be deployed to the affected area. The FEMA Administrator determines the need for IMAT-N deployment, coordinating plans with the affected region and other Federal agencies. FEMA IMAT-Ns are fully staffed and some ESFs, including ESF #3, are permanently assigned to the respective IMAT-Ns. Other Federal agency ESF representatives may be activated to deploy with and support that IMAT-N depending upon the type of event and possible Federal resources that may be required. As of the date of this Field Guide, National IMAT-West, headquartered out of Sacramento, CA, and IMAT-East 1, headquartered out of Herndon, VA are operational. National IMAT-East 2 is being established and recruitment of team personnel is being initiated by FEMA. Once established, it will also be headquartered out of Herndon, VA.

USACE Support to the IMAT-Ns:

- Under an Interagency Agreement (IAA) with FEMA USACE is providing one (1) ESF #3 Team Leader to IMAT-West and one (1) to IMAT-East 1. These individuals are temporarily assigned to those IMATs and report to the HQ USACE Permanent Cadre Leader. It is anticipated USACE will also be requested to provide an ESF #3 TL to support IMAT East 2 once it is established.
- Under normal circumstances, these TLs work with the IMAT-N staff responsible for pre-event planning activities.
- When deployed, the TLs work closely with the ESF #3 Management Team established and assigned to that event for mission execution.

IMAT (Regional)

The IMAT is the principal DHS/FEMA led interagency group that supports the FCO in coordinating the overall Federal disaster operation. The IMAT ensures that federal resources are made available to meet state requirements identified by the State Coordinating Officer (SCO). The size and composition of the IMAT can range from solely FEMA staff who are primarily conducting recovery operations to a full interagency team having representation from all ESF primary and support agencies undertaking full response and recovery activities.

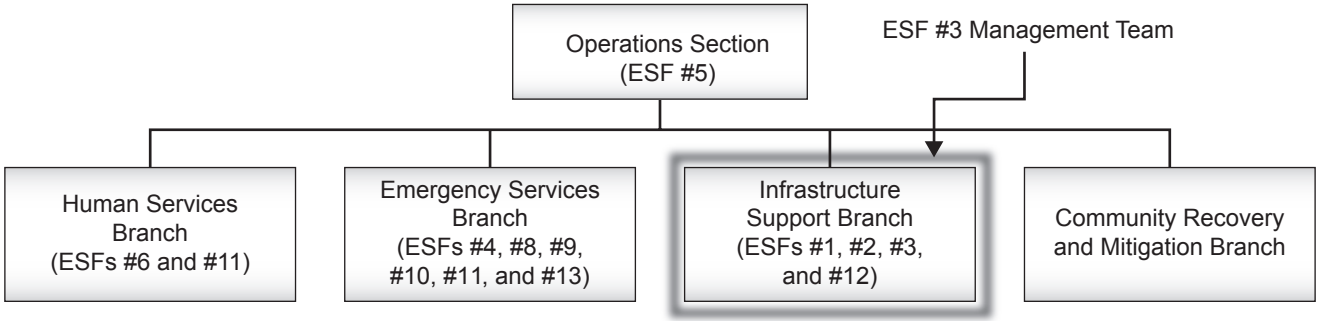
Each FEMA Region typically has two (2) Regional IMATs they are responsible to staff and maintain. As with the IMAT-Ns NIMS ICS organizational structure, the ESF #3 representatives on the Regional IMATs work under the Operations Section Chief as shown on page 1-35.

The ESF #3 representatives assigned to support the Regional IMATs typically becomes the core of the ESF #3 Management Team once the JFO is established. This ESF #3 Management Team is an integral part of the IMAT and provides the linkage between the USACE and FEMA at the JFO. In addition, the team serves as the point of contact for other ESFs regarding the execution of missions within the scope of ESF #3.

For USACE, the ESF #3 Management Team accomplishes mission coordination with FEMA, and other Federal, State, and Local agencies. The Recovery Field Office accomplishes recovery mission execution. This includes design, contracting, logistics, real estate, contract administration, resource management, and other functional supports.

In all cases, the Team Leader for the ESF #3 Management Team is the USACE authorized representative and staff element. Missions are completed through a series of taskings to the RFO/supported district.

IMAT Operations Section



The Operations Section of the IMAT coordinates the delivery of Federal assistance and manages the activities of various emergency teams. Immediate support staff functions include coordination, issuing mission and tasking assignments, and tracking mission status.

The section is composed of four branches: Human Services, Emergency Services, Infrastructure Support, and Community Recovery and Mitigation. As shown in the preceding figure, the 15 ESFs are organized functionally under these branches to provide a coordinated approach and ensure a seamless delivery of assistance to disaster survivors and the affected state.

The ESF #3 Management Team is typically a part of the Infrastructure Support Branch of the Operations Section.