Section 2:
ESF #3 Management Team

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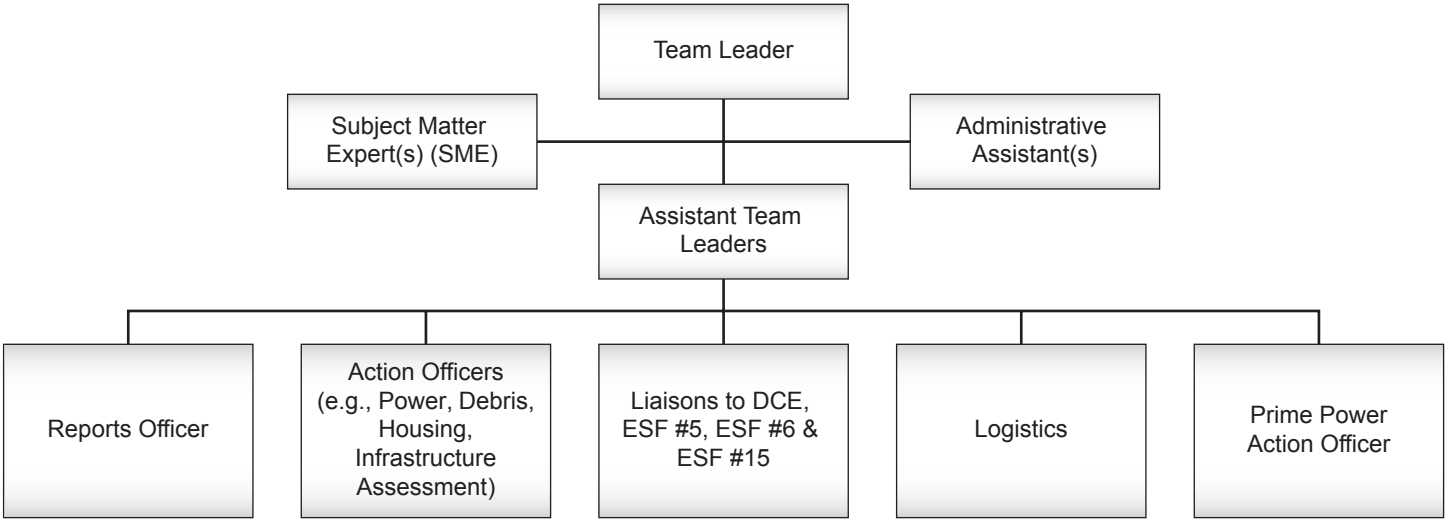
ESF #3 Management Cell



ESF #3 Management Team

1. **Purpose:** The ESF #3 Management Team is an integral part of the IMAT and links USACE and FEMA at the JFO. In addition, the team serves as the point of contact for other ESFs relating to the execution of missions within the scope of ESF #3. The mission coordination with FEMA and other Federal, State, and Local agencies occurs at the ESF #3 Management Team level. In all cases, the ESF #3 Management Team is the USACE authorized representative and staff element. The ESF #3 Team is OPCON to the FCO and provides total mission execution oversight for all FEMA-assigned missions. The missions are completed through a series of taskings to the MSC, district, or RFO from the ESF #3 Management Team.

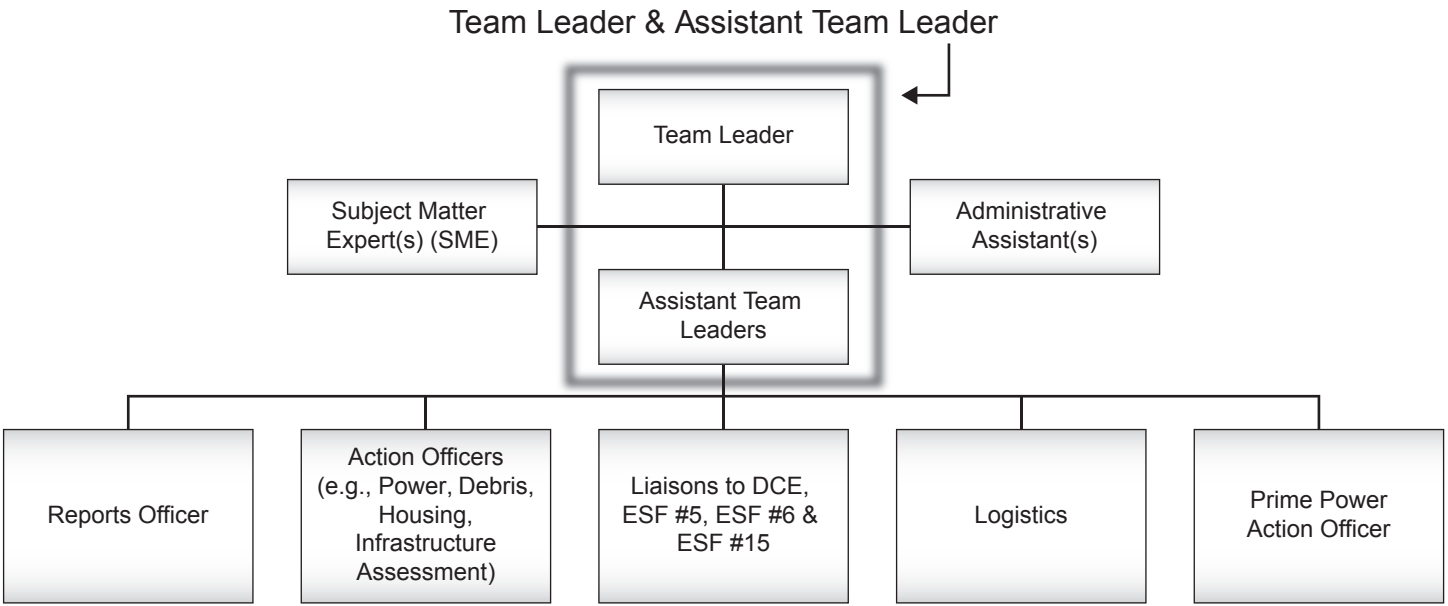
2. **Activation/Deactivation:**

   Activation: When the NRF is implemented and the ESF #3 is activated by FEMA, the IMAT/ESF #3 Management Team will be staffed by the Supported Division Commander in coordination with HQUSACE from a national team roster of experienced/qualified/credentialed personnel. Team members will immediately deploy to the IFO/JFO site once it has been established. The MSC may request HQUSACE to deploy the 249th Engineer Battalion (Prime Power).

   Deactivation: Deactivation of the ESF #3 will be in consultation with the FCO and in coordination with the UOC and RFO Commander.

3. **Staffing:** A recommended initial staffing level for response to a major disaster is shown on page 2-3. Certain positions are filled by activated PRTs. The number of personnel required is determined by the magnitude of the disaster and the number of assigned missions. Initial commitments are typically for a minimum of 30 days. The 249th Engineer Battalion (Prime Power) provides a Mission Control element to the ESF #3 Management Team when activated.

ESF #3 Team Leader & Assistant Team Leader



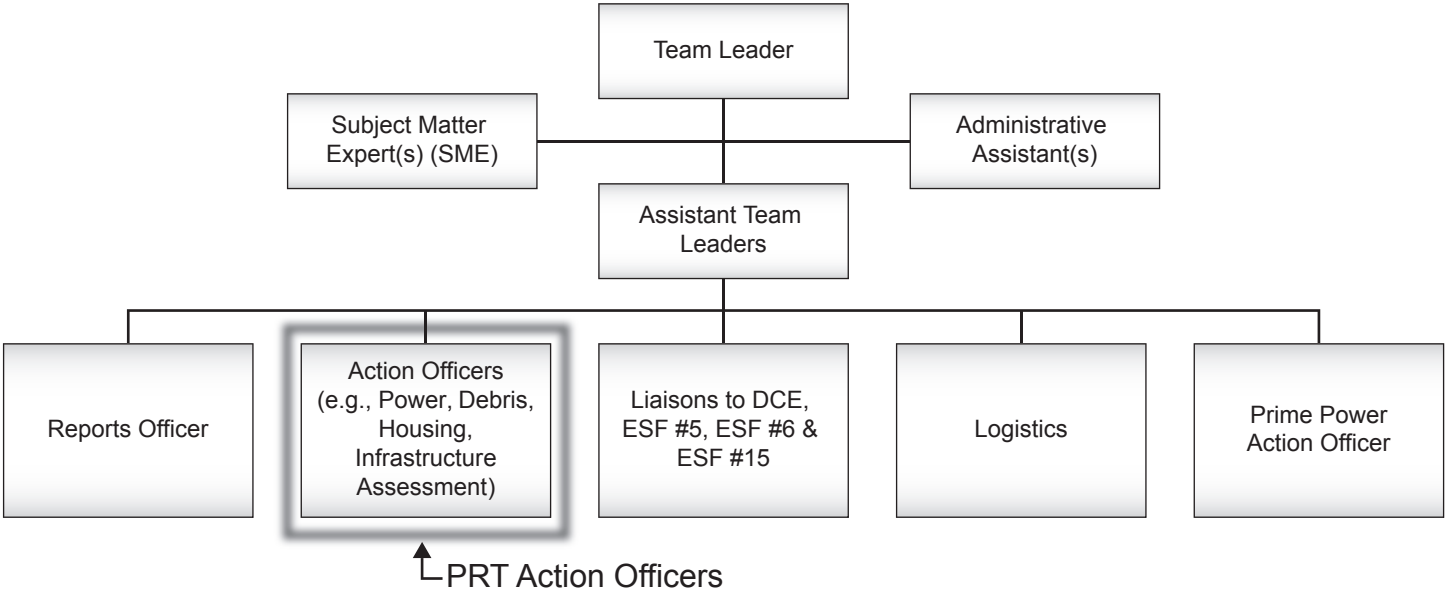
ESF #3 Management Team

The **ESF #3 Team Leader** (TL) is the USACE on-scene representative deployed by the USACE to perform the following duties:

- Manage ESF #3 activities in the JFO, responsible to the FCO for all activities related to FEMA ESF #3 missions and their execution.
- Coordinate the formulation, acceptance, and funding of mission assignments using WebEOC with FEMA or other ESFs.
- Coordinate with FEMA, State and Local governments, and other Federal agencies in identifying potential ESF #3 missions.
- Serve as the ESF #3 point of contact for the FCO, DCO, and other ESF Team Leaders.
- Represent USACE at meetings related to the disaster response and recovery activities.
- Provide representation for the District/RFO staff meetings as required.
- Provide liaison and coordination with the Presidential Task Force, Joint Task Force, Defense Coordinating Element (DCE), ESF #15, and other elements of the FCO's staff.
- Determine ESF #3 Management Team staffing requirements.
- Negotiate, develop scope and funding requirements, and accept ESF #3 mission assignments from FEMA using PSMAs as applicable and within WebEOC. Document with Verbal MA Memorandum any MAs that contain shortened required delivery times.
- Submit daily status reports as required by FEMA, MSC, and HQ USACE.
- Provide supervision of USACE personnel assigned to the JFO or JFO field sites.
- Provide personnel to conduct Incident Action Planning.
- Submit daily status reports to higher authority.

The **Assistant Team Leader** (ATL) is one or more individuals that assist the TL in managing all ESF #3 activities. In the absence of the TL, the ATL assumes the responsibilities of the TL.

PRT Action Officers

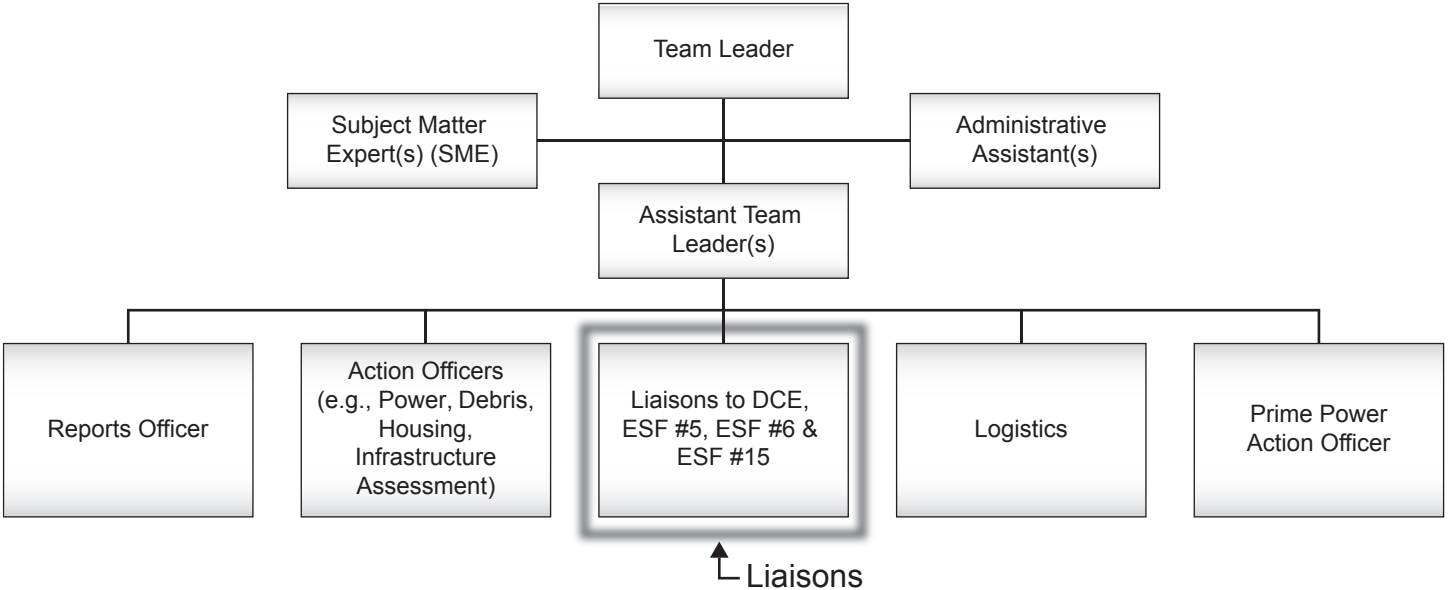


ESF #3 Management Team - PRT AOs

PRT Action Officers support the ESF #3 Team Leader in delineating their respective mission requirements for successful execution. This includes the use of other ESFs in close coordination with the Mission Manager at the District/RFO. They serve as the Project Manager (PM) at the JFO for their respective mission. Action Officers have the following duties:

- Meet as necessary and in conjunction/coordination with the Mission Manager, FEMA, other ESFs, and/or State and Local government representatives to collect and coordinate information for assigned missions. This may include assisting the State in preparation of Resource Request Forms (RRFs) for assistance. Action Officers identify ordinances, codes, assessments, and other policies and procedures that may be waived to expedite mission execution. This data should be acquired in writing with copies provided to and maintained by the District and/or RFO.
- Track the ESF #3 missions from receipt of the mission assignment from FEMA to completion. Action Officers will monitor changes to the original mission assignment and ensure that adequate funding authority is available and that any excess funding authority is identified and returned to FEMA as soon as possible.
- Coordinate with the Mission Manager at the District/RFO on complex or specialized issues to ensure appropriate actions are accomplished.
- Provide taskings to the Mission Manager at the District/RFO for required actions and ensure that contract scope requirements are accurate, timely, meet the requirements of the mission assignments, and that the mission is being properly executed.
- Provide information for daily SITREPs and team briefings.
- Provide response to inquiries related to their respective missions.
- Understand their respective Stafford Act Mission Guide/Standard Operating Procedure (SOP) and any contract(s) related to their mission.
- Coordinate with the responsible District/RFO on the physical completion of missions and prepare a closeout letter for the Team Leader. The Team Leader will provide the letter to the State and/or FEMA as appropriate for concurrence. Upon closure of the ESF #3 function any remaining the mission closeout responsibility transfers to the supported district.
- Participate in the Incident Action Planning process.

Liaisons


Team Leader
Subject Matter Expert(s) (SME)
Administrative Assistant(s)
Assistant Team Leader(s)
Reports Officer
Action Officers (e.g., Power, Debris, Housing, Infrastructure Assessment)
Liaisons to DCE, ESF #5, ESF #6 & ESF #15
Logistics
Prime Power Action Officer
Liaisons

ESF #3 Management Team - Planning Liaison

Planning Liaison is a multi-direction information function providing information and briefing materials to the FEMA, the USACE representative in the JIC, and the ESF #3 Team Leader. The duties of the position are to:

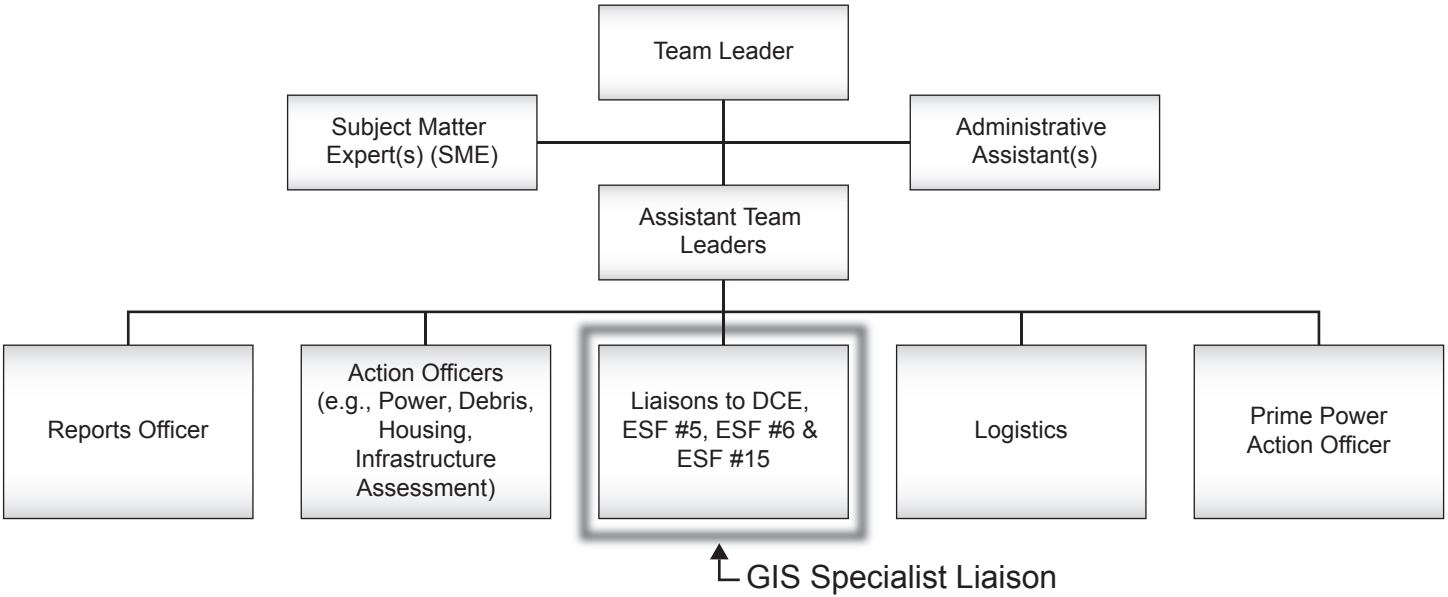
- Serve as the ESF #3 Liaison to the appropriate MACS/ICS structure FEMA element as follows:
  - If deployed to NRCC/RRCC liaise as required with the FEMA “Situational Awareness Section” and “Planning Support Section.”
  - If deployed to the IMAT/JFO liaise as required with the FEMA “Planning Section.”
- Ensure that FEMA and USACE are operating with the same information regarding USACE mission assignments, objectives, and performance.
- Provide updated information on USACE missions, using ENGLink as the primary source of information.
- Review information for consistency and accuracy.
- Identify and resolve discrepancies in reported information.
- Develop ESF #3 input for planning products including status briefings, situation reports, and briefing books.
- Provide research and other information regarding ESF #3/USACE missions and activities, as requested.
- Ensure that the ESF #3 functional plans are completed and provided to Planning.
- Coordinate requirements and exchange of products on remote sensing and aerial reconnaissance operations when no RS/GIS specialist is deployed.
- Ensure ESF #3 staff are provided with products as needed.
- Review the Information Collection Plan and ensure the ESF #3 information requirements are provided in accordance with battle rhythm timelines and in the appropriate format which may include use of WebEOC.

Necessary skills include a working knowledge of:

- USACE emergency management concept of operations, missions, mission guides, and reporting procedures
- Where to collect mission performance data (including ENGLink Interactive)
- The NRF and organizational structure for response, including the RRCC, JFO, and RFO
- The Planning function under the NRF
- Mission execution timelines, Essential Elements of Information (EEIs), and ESF #3 policies and objectives

Typically these duties are performed by an Assistant Team Leader. The supervisor of the Planning Liaison is the ESF #3 Team Leader.

GIS Specialist Liaison



ESF #3 Management Team - GIS Liaisons

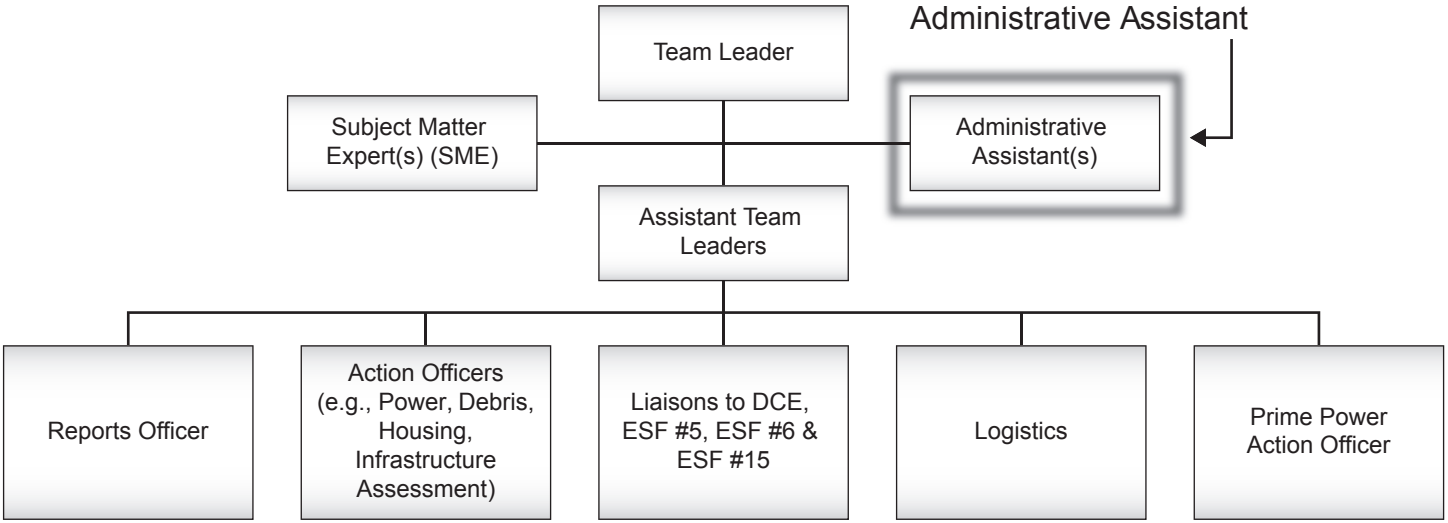
The **GIS Specialist Liaison's** duties are to:

- Serve as GIS Specialist in the appropriate NIMS/MAC/ICS structured organization as required by FEMA.
  - In the Planning Support Section, or Situational Awareness Section as required, if deployed to the NRCC/RRCC.
  - In the Planning Section if deployed to support the IMAT/JFO.
- Prepare maps and other geo-spatial analyses related to ESF #3 information and mission performance.
- Prepare appropriate products utilizing GIS capabilities on the basis of data obtained.
- Conduct searches as necessary for existing digital data and emergency-specific geo-referenced data through other government agencies and private sources.
- Ensure products are distributed to ESF #3 representatives.
- Coordinate product development with other ESF #3 staff to ensure their requirements are met.
- Perform mapping and analysis for other agencies as requested by FEMA, as workload permits.

Necessary skills include the ability to:

- Produce accurate and effective maps with ArcView and/or MapInfo software.
- Access and understand geospatial components of ENGLink Interactive, CorpsMap, etc.
- Develop efficient databases, acquire data from the Internet, develop map themes, perform coordinate and data transformations, evaluate data accuracy, and appropriately work with data at different scales.
- Validate data for consistency with FEMA data sets and report inconsistencies to the ESF #3 Team Leader or Mission Team.

Administrative Assistants



ESF #3 Management Team - Administrative Assistants

The **Administrative Assistant** is a key player for the ESF #3 Management Team and should have knowledge of:

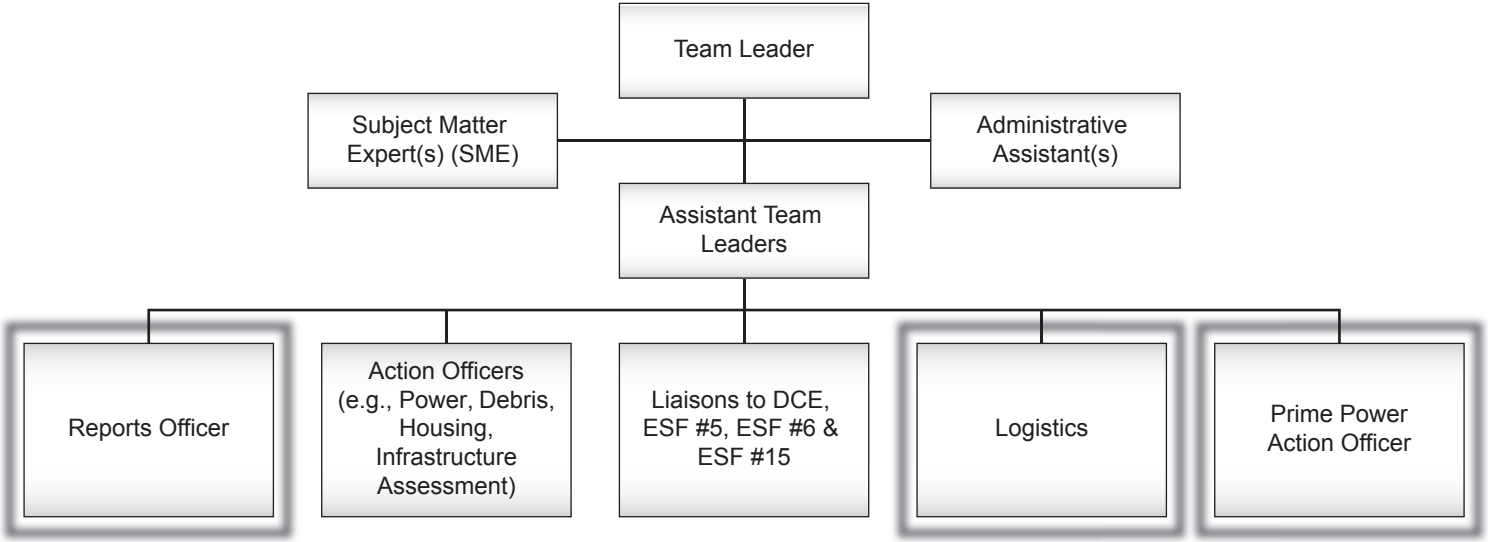
- CEFMS
- NRF
- Mission Assignments
- ENGLink

The Administrative Assistant (as with all ESF #3 Team Members) should understand the conditions of deploying to a disaster and be prepared for a high-stress work environment.

The Administrative Assistant is responsible for coordinating and carrying out clerical, procedural, and administrative support duties to facilitate the work of the ESF #3 Management Team. This includes the responsibility to:

- Process and distribute STATREPs, SITREPs, and other reports.
- Keep record of time and attendance.
- Direct visitors/phone calls to the appropriate person(s).
- Maintain Action Officers' activity schedules.
- Establish and maintain:
  - Mission Assignment Tasker Log
  - Mission Assignment Summary Spreadsheet
  - Operational Files
  - Telephone Directories
  - Emergency Locator Log of ESF #3 Management Team personnel
  - After Action Report Data
  - Supplies and Equipment

Other Key ESF #3 Management Team Staff Members



Other Key ESF #3 Management Team Staff Members

ESF #3 Management Team - Other Team Members

249th Engineer Battalion (Prime Power): Mission Control element for emergency power which coordinates with ESF #12 and power companies as required for generator installation. Coordinates and assists the Emergency Power PRT Action Officer with fulfilling generator requirements through the district/RFO.

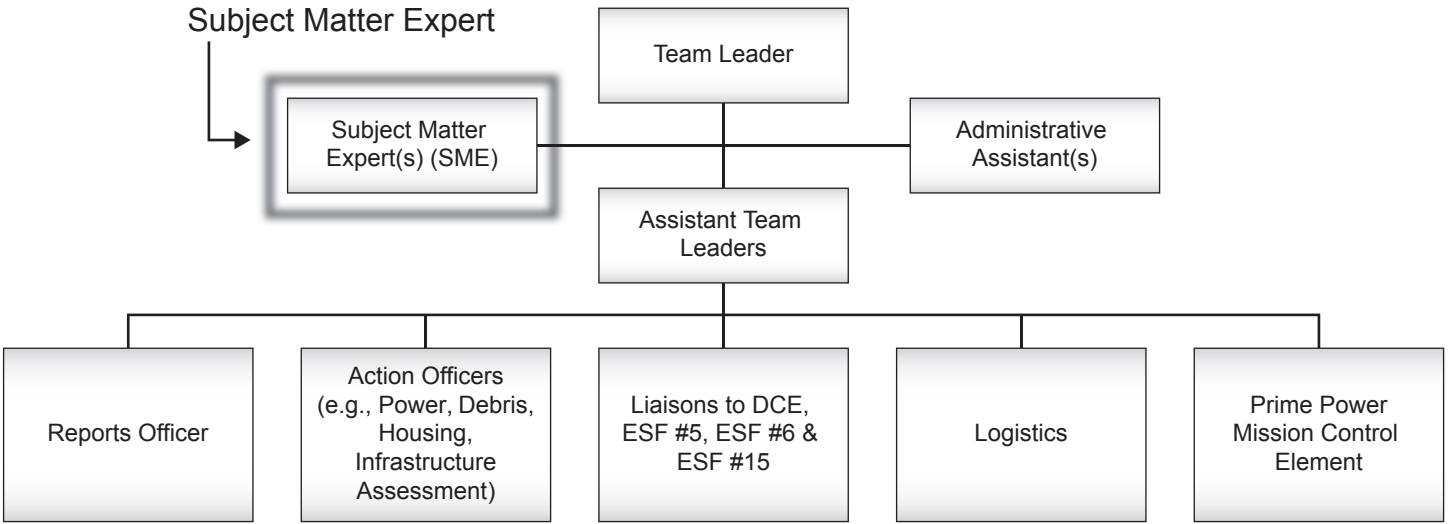
Reports Officer: Prepares briefing data, attends daily staff meetings of ESFs with the ESF Team Leader to keep the Action Officer and Liaison Officers informed, coordinates with the MSC and District EOCs, attends RFO staff meetings and prepares daily status report, maintains a chronology of events, and prepares After Action Reports (AAR), as well as other reports as required.

Logistics Liaison: Supports the Action Officers in coordinating logistics actions with the RFO/Logistics Section, FEMA, Departments of Defense (DOD)/DCE, ESF #1/Department of Transportation (DOT), ESF #7/General Services Administration (GSA), Defense Logistics Agency (DLA), US Forest Service, and others as required. Ensures coordinated actions for logistical support of response and recovery activities and coordinates with the RFO on the status of USACE supplies and equipment ordered and being shipped into the disaster area. These data are needed for the Mission Manager and Action Officer to keep FEMA and other ESFs informed as required.

Local Government Liaisons: As part of the ESF#3 National Cadre, these liaisons serve as an information conduit between local governments and the ESF#3 Team at the JFO and PRTS at the RFO. Members of the National LGL Cadre are deployed when mission assigned and/or tasked by FEMA. If FEMA geographic divisions are established, LGL members may be tasked to serve as the ESF#3 representative in the division offices.

Other Liaisons: Establish and maintain liaison with ESF #5, the DCE, other ESFs, and State and Local governments with initial emphasis on field activities. Keep the Team Leader informed on potential missions that might impact the RFO activities.

Subject Matter Experts (SMEs)



ESF #3 Management Team - SMEs

Subject Matter Experts (SMEs) identify and delineate mission requirements for successful execution and serve as trouble-shooters for their respective topic of expertise. They should:

- Meet, as necessary and in conjunction/coordination with the Action Officer and the Mission Manager, with FEMA, other ESFs, and/or State and Local government representatives to collect and coordinate information needed for assigned missions. This may include assisting the State in preparation of Resource Request Forms (RRFs) for assistance. This coordination could include the identification of ordinances, codes, assessments, and other policies and procedures that may be waived to expedite mission execution. This data should be acquired in writing with copies provided to and maintained by the RFO/EOC (MSC and District).
- Assist in developing plans to organize and staff for mission execution.
- Coordinate with the Action Officer on complex or specialized issues to ensure appropriate actions are accomplished.
- Serve as a problem-solver or advisor for their specific expertise by advising the Team Leader, the RFO Commander, or other leaders in the USACE of potential problem areas that may arise or have arisen concerning mission execution.
- Serve as ESF #3/USACE representative(s) on Task Forces (TF) established by FEMA and the supported State for an event. These can include, but not be limited to, TFs such as the Debris Management TF, Temporary Housing TF, etc