

## UNIT TWO

# Emergency Management: Understanding Your Role



## Objectives

At the end of this unit you will be able to:

- Define Drabek's three characteristics of a successful emergency manager.
- Identify an emergency manager's major responsibilities relative to emergency preparedness.

## The Manager as Professional

In *Emergency Management: Principles and Practice for Local Government*, the editors state:

*The role of the emergency management professional is not...a readily accepted role in many local jurisdictions...A professional role is unfolding amid uncertain expectations rather than in relation to well-defined standards of performance. The more successful emergency managers, in particular, are necessarily engaged in rolemaking.*

This unit will answer questions like, "What does it take to be a good director of the local emergency management agency?" and, "Why are successful directors perceived as such by executives who lead other units of the local emergency management system?" by examining research as well as the personal experiences of effective emergency managers to help clarify the role of the emergency manager.

## A Benchmark Study

The preceding statements were made in the context of a landmark study conducted in 1987 but still considered a baseline today. In *The Professional Emergency Manager*, Thomas E. Drabek reports on a study of professional emergency managers in 62 cities and counties and identifies strategies and characteristics of successful job performance.

## The Methodology

The first step in the research consisted of intensive study of 12 emergency management directors judged to be highly effective. (Note that although we use the term emergency manager throughout this independent study course, the report uses the term director instead.) The second part of the study compared these 12 directors and their agencies with a random sample of 50 others chosen to ensure a good geographic spread, variance in community size, and a difference in city-county status.

Interestingly, the study showed that the 12 chosen because of their perceived effectiveness met the criteria that the random sample subsequently identified as factors in successful performance.

To determine factors in success...

Drabek spent a lot of time interviewing people as part of this study. After interviewing each of the 12 successful directors to find out how they functioned, he interviewed executives from seven types of organizations from each director's local jurisdiction to get their assessment of how each director performed. These executives represented a cross section of local public and private organizations.

## Three Characteristics of Success

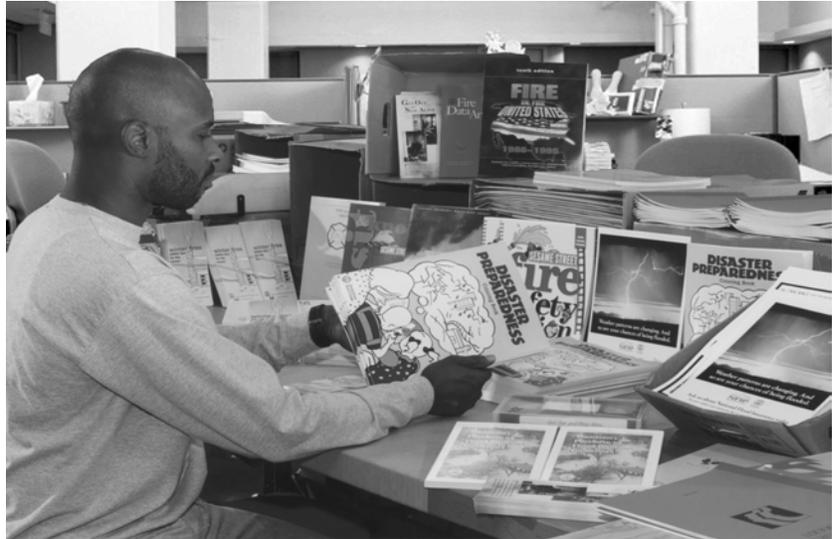
The collective response of the executives in Drabek's study pointed to three broad characteristics of the successful emergency manager:

- 1.** Professionalism
- 2.** Individual qualities
- 3.** Emergency management activities

We will examine each characteristic more closely.

## Characteristic 1: Professionalism

Drabek found that effective emergency managers display professionalism in various ways. In a real sense, the successful managers are like the stage managers. They work as mediators or facilitators, helping others make things happen. Typically, emergency managers have few, if any, staff resources. However, they integrate and coordinate the activities of a lot of other people and organizations in the community.



*Effective emergency managers display specialized job knowledge.*

They know how to reconcile differences and compromise for the greater good of the community. Effective emergency managers also display specialized job knowledge: awareness of current or pending legislation, familiarity with regulations, and a working knowledge of the federal, tribal, state, and local agencies associated with emergency management.

One interesting trait the study revealed was the tenacity many of the directors displayed in the face of small budgets and limited authority. Their determination to get the job done despite these obstacles contributed to their success.

## Legal Responsibility

Many states require that local jurisdictions provide for the position of emergency manager. The authority granted by a local law or ordinance is the first definition of your tasks and obligations.



Local Emergency  
Management Legislation

The Toolkit, Unit Two, contains a sample of legislation authorizing an emergency manager position.

If you have difficulty locating the specific part of your local law that authorizes your job, ask for help from someone in your local government's administrative staff or the jurisdiction's attorney. It is unlikely that you would be the emergency manager if the law did not provide for one. If this is the case, however, take steps to get the local law amended as soon as possible.



### Things To Do

*Get a copy of the portion of your local law or ordinance that specifically provides for your job. Read it carefully to determine if it explains your duties and responsibilities.*

*If you find that it does not, you may have some work to do to get the law clarified.*

### Determine Who Has the Authority

In reviewing your local law, determine who has the final authority for emergency management decisions. In some communities, perhaps yours, the chief executive has all the authority. The emergency manager's function is simply to advise the chief executive. This is the part of your job that entails specific job knowledge and your ability to facilitate and integrate the work of others.

In other communities, the emergency manager has some degree of authority. Even so, in most major emergencies or disasters, the chief executive is still the person who must approve the request for other forms of assistance, such as from the county, the state, or the federal government.

## Obligation to Protect

While the law defines your job, implicit in this definition is something even more significant: the need to balance your legal duties with your obligation to do everything possible to protect and preserve the safety of citizens in the jurisdiction. This is one area where your ability to mediate and compromise enters. Situations will arise when you have to balance conflicting challenges for the common good.

You are a public employee expected to act professionally. By accepting your emergency management position, you accept the responsibility of the public trust.

While the chief executive officer or jurisdiction manager is accountable to the citizens for creating effective emergency services, your supervisor delegated this task to you when you accepted the job of emergency manager. It remains the executive's legal responsibility, but it becomes your job assignment.

## Characteristic 2: Individual Qualities

The study identified individual qualities that are the hallmark of a successful emergency manager. These are in the areas of communication, organization, human relations, and self-control in stressful situations. Let's look at how these qualities relate to your job.



*An emergency manager must possess excellent organizational, interpersonal, and communication skills.*

## Working with the Chief Executive

Your local law will specify a chain of command in emergencies. It will tell you to whom you report. In most cases it will be the chief executive of your community, such as a mayor, a city manager, a county executive, or a county supervisor. One of the first things you should do is to find out what this person expects of you and your office.

From one jurisdiction to another, leaders differ in their expectations of what the emergency manager should do. They also have different methods of operation. One official may be authoritative and direct the emergency manager. Other officials may look at their job as supportive, content to leave most of the emergency management functions with the emergency manager.

### **Clarify the Relationship Early**

How you work with your boss is another part of the emergency management picture that you will have to clarify in the first months of your job. The choices are many. By definition, the emergency manager should be chief of staff during an emergency, should report directly to the executive, and, by virtue of the authority of the chief executive, should coordinate the functions of government emergency response. Remember the stage manager's role: not to be the lead actor but the one who helps all the actors work harmoniously.

### **Competence and Trust Are Key**

Clearly, trust is key to achieving this ideal working relationship. As in any profession, competence breeds trust. The study cited earlier validated that conclusion. A good working relationship doesn't just happen, though. It is the product of hard work.

### **Working with Various Agencies**

Another area where you will need solid communication and human resource skills is in coordinating with other agencies.

As an emergency manager, you will be working closely with other departments: fire, police, planning, and public works. As you become more comfortable with your role, strive to have those organizations view you as the expert in emergency management. During an emergency, you may be coordinating operations among these and other departments. A good working relationship with other department heads is essential.

On a day-to-day basis, the police, fire, and other emergency service departments tend to function somewhat independently. They have their own mandates, their own responsibilities, and their own structures.

In an emergency, however, all of these public servants must work together like actors in a well-rehearsed play. Departmental differences, competitiveness, and territoriality do not benefit the public at any time, especially during an emergency.

Frequent contact, soliciting and sharing advice, learning about their operations, and combined training and exercises will help promote coordination. Most important of all, however, is to know the boundaries of this coordination.

### Your Role as Coordinator

Your role as coordinator comes into play when more than one emergency organization is involved. Take, for example, the need for ensuring security and crowd control at a major fire. In this case, police and fire personnel will need to work together closely. Your role as coordinator is to make sure the operation goes smoothly. Long before this event, you and other organizations should have all agreed on mutual responsibilities and detailed these in a comprehensive emergency operations plan so each department knows its responsibilities during the event. Your role is not to tell the police chief how to control security any more than it is to tell the fire chief how to put out the fire.



*You may be called upon to coordinate assistance for victims.*

This need for you to coordinate always happens in major disasters but can also occur in minor emergencies. Even in a home fire, you may be called upon to coordinate the temporary housing of victims with a local service agency. Your job is one of planning and negotiating the overall smooth performance of community emergency services. You serve the executive and the public when all members of the team know their appropriate jobs and do them well.

If you are new to your job, your chief executive can help you establish a good working relationship with other department heads by putting out an official notice about your position. Even if you have been in your position for some time, an official announcement should be made.

If you are new to the position, the office of the chief executive should also prepare a press release for the local media. This will alert other people in the community with whom you will have to work that you are now the emergency manager.

## Interacting with the Community

One potential problem with emergency management programs is lack of community support. If you live in a community with few emergencies, community support for emergency management may be minimal. Even in large cities, there may be limited support of emergency management programs. If support for your emergency management program is not adequate, you have an opportunity to build additional support. Incorporating citizens in emergency management actions at every opportunity is a way to build public awareness and support.

By the time you complete this course, you should be in a position to start changing your community's mind about emergency management. Even if you think you have a successful program now, you will be able to make it better. You will learn how to:

## Ways to Improve Emergency Management

- Develop relationships with the press to inform local citizens about the program.
- Keep the community in a state of readiness in case a disaster occurs.
- Use volunteers.
- Persuade elected officials to take a greater interest in the emergency management program.



### Common Mistakes to Avoid

The Toolkit contains a list of seven common mistakes that occur with emergency managers. Fortunately, the list also contains suggestions for avoiding those common mistakes. You're much further ahead when you learn from others.

Regardless of the state of the current emergency management program, you can make it more effective, more efficient, and better recognized as a vital part of the community's total government services. Community support does not arrive suddenly one day; you build it as part of your job.



### Things To Do

*Check the phone book to see whether your emergency management office is listed. This is a quick way of finding out the "public stature" of your office. Can the public find you quickly under emergency numbers in the front of the phone book? With some difficulty in the local government listing? Or not at all?*

*Some communities have phone books other than the one published by the major phone provider. It might be useful to check these as well.*

*Also, if your jurisdiction has a web site, check it to see if you are listed. If not, contact the webmaster to see what it will take to list you along with the other department chiefs.*

## Local Emergency Partners

### Public Sector

We have already seen that emergency management is a group effort of all government departments and agencies in a jurisdiction. You are partners with them, all of you serving the interests of public safety daily and during a disaster. Local elected officials are also partners in emergency management. You will be working with them primarily in an advisory capacity.

### Private Sector

You also have various emergency management partners in the private sector. They include persons in private businesses and those in civic, fraternal, and religious organizations. It is important to have good working relationships with all of them. We cannot overemphasize your partnership with the local news media. A good working relationship with the press will be one of your most important resources. In later units you will learn how important these partnerships can be.

### Citizens

In a sense, every man, woman, and child is one of your partners in emergency management. When a disaster strikes, each person must know what to do and what to expect. Working as their partner, you will help them learn about their roles.

As you undertake the job of emergency manager, consider all your partners at the local level. Ask yourself:

- ➡ What do they expect from me?
- ➡ What do I want or need from them?
- ➡ How can we best make this emergency management partnership work?

These are some of the questions you must answer not only in the early months in your job but continually. How well you involve your partners in your emergency management program will influence its later accomplishments.

## Talk with Your Partners

To answer the above questions, ask for local assistance, which is perhaps the easiest to get and often the most valuable. One of the first things you should do is go on a local fact-finding mission. Talk to those in your community who play a part in emergency operations. For example, talk with the fire chief, the police chief, the head of the public works department, and the previous emergency program manager. Find out what types of emergency situations they face, and how they manage them. Find out how they view your role, what they expect of you, and what you can expect of them.

Also, talk with heads of other organizations in the private sector such as officials from local utilities and major industries, personnel from the American Red Cross and other social service units, school board members, and principal bankers. Ask them how they view your role, what they expect of you, and what you can expect of them.

## **Characteristic 3: Emergency Management Activities**

So far we have discussed two characteristics identified in the study that make the emergency manager effective: professionalism and qualities that characterize the manager.

The study identified a third important factor in effectiveness: the shift to comprehensive emergency management and an all-hazards approach, as well as improved visibility in the community.

## Increased Visibility

Many of the executives stated their appreciation for the increased visibility of emergency management in their community. This implies high visibility on the part of the emergency managers. This no doubt resulted from the managers' realization that being too isolated from their community was counterproductive. Accordingly, they developed and maintained contacts with their partners, both public and private.

The other notable finding was that many of the successes of the managers were program-related. For example, these included making equipment purchases, establishing a training program, undertaking a disaster exercise followed by a critique, or making a polished presentation. All of these benefited the community in some way and helped enhance the image of the emergency manager as a professional who serves the community.

## **Intergovernmental Relations**

All this underscores the fact that a successful manager is effective in intergovernmental relations, since this is the primary context in which the manager operates.

One of the basic premises of emergency management in the United States is a partnership among the federal, tribal, state, and local governments. Each governmental body has certain duties and responsibilities in this partnership. In any major emergency or disaster, they all work together.

## **Help Is Available**

Your local government is never left to fend for itself in a disaster. There is always help available when the situation goes beyond the resources of your community. Partners in emergency management extend aid across all levels of government, both in time of emergency and in preparing for potential disasters.

The next higher level of government is always your first source of aid during an actual emergency. If your community does not have adequate resources to meet its response and recovery needs, the first place to turn for additional help is to the county, tribal, or state emergency management office. Acting on the information you provide and the request made by your chief executive, the appropriate office will dispatch personnel and resources to the scene to assist in the response and recovery effort.

## **County Assistance**

For emergency managers with jurisdiction in a town or city, a major source of assistance is the county government. The county emergency manager is likely to have responsibility for disasters occurring in unincorporated areas and on county highways. In addition, a county emergency manager must coordinate with all city or municipal organizations to ensure an efficient response throughout the jurisdiction.

County emergency managers frequently provide assistance in the form of training, resource information, and sometimes equipment. They are a main point of contact for emergency managers below the county level in times of disaster and in preparation for potential emergencies.

## State Assistance

All states have emergency management offices that can provide valuable assistance in several areas. First, the state office staff is trained in emergency management and many will have experience. Therefore, they can answer your technical questions about the job.

States also provide various training programs for emergency managers. This includes classroom instruction in the four areas of emergency management: mitigation, preparedness, response, and recovery. They may offer career development programs. The state training officer can also serve as an advisor and help you decide which types of training programs may be best for you. A key service the state provides is helping with different types of disaster exercises.



### Things To Do

*Contact the county or state emergency management office. Set up an appointment to talk to the training officer or a member of the management staff. Find out what type of assistance is available from that office for local jurisdictions and the mechanism for requesting support.*

## Federal Assistance

The FEMA is your principal avenue of federal assistance. According to the Federal Response Plan, FEMA is the coordinating agency for all other federal agencies during major disasters such as hurricanes, widespread floods, and terrorist incidents. Like the states, FEMA has trained and experienced staff to help in time of need.

FEMA also provides you with training opportunities. This independent study course is just one of these opportunities. FEMA also provides classroom instruction through the state training office, as noted above, and operates the National Emergency Training Center (NETC) at Emmitsburg, Maryland. The Emergency Management Institute and the National Fire Academy, the two training divisions of FEMA, offer courses in fire and emergency management.

Many federal agencies have programs that provide assistance to the local jurisdiction in one of the four phases of emergency management. For example the U.S. Army Corps of Engineers and the Centers for Disease Control and Prevention have programs in mitigation. The National Weather Service and the Health Services Administration have programs in planning and preparedness. The U.S. Coast Guard and the Federal Highway Administration have programs in emergency response. The Small Business Administration and the Department of Labor have programs for disaster response and recovery.

These are only a few of the federal agencies with programs to assist local communities. You will learn more about these programs later.

## Publications from FEMA

There are also many publications available through FEMA. Your state training director can help you identify the publications FEMA offers that may be of most benefit to you. FEMA's web site (<http://www.FEMA.gov>) lists its publications and describes how to order them at no cost.



Sample of FEMA Publications

The Toolkit has a sample list of the FEMA publications, but you should check FEMA's web site often because the list is updated frequently.



*FEMA has many publications available to assist you.*

## Direct Funding from FEMA

In helping jurisdictions prepare for disasters, FEMA also provides funding to states to help support the personnel and administrative expenses of emergency management. At various times in the past, federal funds have helped build emergency operations centers, install warning sirens, and recycle surplus equipment. Check with your county, tribal, or state emergency office to see what federal programs are currently available and their funding requirements.

In a disaster, federal assistance becomes available following a declaration of a major disaster or emergency by the President. The governor must request this declaration. The declaration permits a wide range of federal response and recovery assistance to come into the community. You will learn more about this aspect of your emergency partnership with the federal government later in this course.

## The Emergency Manager's Responsibilities for Preparedness

Preparedness programs must occur even when there are no disasters. Waiting for one to knock at the door is too late to prepare.

So what are the manager's major responsibilities relative to emergency preparedness?

There are many equally valid approaches to such a broad topic, and there is often little value in arguing one approach versus another. The important thing is that whatever approach is used, it must accurately delineate what the emergency manager's job is all about.

The approach we will follow here is that proposed by the editors of *Emergency Management: Principles and Practice for Local Government*. Here is what they wrote:

*The success of emergency management is based on the extent to which preparedness functions (such as the ten listed in the following pages) have been implemented. Although many other functions could have been included, creation of an exhaustive list is counterproductive, because some improvisation is inevitable during an emergency and, in fact, is inevitable during a major disaster.*



Sample Job Description

As you can see from the sample position description in the Toolkit, these basic 10 functions are applicable for any jurisdiction.

Let's look at each of these functions briefly. These are the functions for which the whole cast is collectively responsible, but that you will play a most important role in coordinating.

## Function 1: Mobilizing Emergency Personnel and Resources



*Depending on your jurisdiction, mobilizing emergency personnel could be as simple as a telephone tree or as complex as a communications center.*

The ability to mobilize personnel and resources on short notice in the face of a threat is essential. For this to happen two things must occur.

First, there must be an around-the-clock means of monitoring threats and potential disasters so that officials can remain informed. Depending

on the size of your jurisdiction, this could be as simple as a telephone tree or as complex as a communications center.

Second, key officials, once alerted, must be able to mobilize their personnel and resources in a timely way.

The effective manager will make sure that 24-hour monitoring and notification processes are in place and that each manager of personnel and resources potentially involved in emergency response has workable mobilization procedures in place. Testing these procedures in advance is crucial.

## Functions 2 and 3: Warning the Public and Taking Protective Action

These are two related activities. It is important to be able to provide the public with timely messages that are accurate, precise, and authoritative, so that when the public hears a warning, citizens know they can safely rely on the message and take the protective action recommended. This will obviously depend on the nature of the threat.

The effective manager will see to it that public notification systems are ready and that specific personnel are designated to transmit messages to the public that are both accurate and timely. In addition, you and other officials will have already done a hazard analysis of the community to determine the most suitable protective actions for each hazard likely in your jurisdiction.

#### **Function 4: Caring for Victims**

This encompasses a range of activities addressing the well-being of the public. The community normally has existing services that do this on a regular basis; basic and standard processes are already in place.

Often the problem here is not the scarcity of resources and facilities but a lack of coordination between the providers, their overlapping responsibilities, and an uneven allocation of resources.

The effective manager will help all the agencies that provide day-to-day care services to better coordinate their response. This is another place where the manager can organize disaster exercises that can be invaluable toward building greater coordination.

#### **Function 5: Assessing the Damage**

This becomes a critical function once the disaster strikes. Damage assessment continues well after the immediate danger is over. The information gathered through assessment is important to help officials allocate resources not only immediately, during response, but also long-range, during recovery.



*Damage assessment is a critical function.*

The effective manager will rely on and coordinate the skills of various experts and specialists in the community to do damage assessments. Sometimes, a quick windshield survey is all that's possible at the beginning of a disaster. Later, this work

can be technical, involving engineers, architects, construction personnel, hazardous materials experts, and the like. The manager will ensure that the data gathered through the assessments reaches the right officials in a timely way to allow them to make appropriate response decisions. Unit Five discusses damage assessment in more detail, and the Toolkit for Unit Five contains sample forms.

## Function 6: Restoring Essential Public Services



*To be effective, the emergency manager must communicate and coordinate with the utilities.*

Restoring public services is always a high priority after a disaster. The utility companies normally are ready to go into action because they have their own disaster plans and are experienced at implementing them. The effective manager, as the coordinating agent of the jurisdiction's emergency planning,

needs to be sure that there is ongoing communication and coordination with the utilities.

Other public services, such as hospitals and public works departments must also be prepared to respond effectively. In Unit Four, we'll discuss how to identify essential public services and coordinate with them. When your jurisdiction conducts a disaster exercise, be sure to invite representatives of all these organizations.

## Function 7: Informing the Public

This is a critical function during an emergency. Failure to properly inform the public often compounds problems. It is important that the emergency plans be clear about who is authorized to release information, what can be released, and how it is to be released.

The role of the effective manager is to make sure these plans are up-to-date and the personnel designated to handle the public information function receive the training they need. Furthermore, close coordination with the media to better understand their needs and to more effectively meet them is essential. In many jurisdictions, members of the media participate in drills and exercises.

## Function 8: Record Keeping

Record keeping during a disaster is essential for at least two reasons. One, officials should be able to document what is occurring so the community can learn from its experiences and not repeat mistakes. The various kinds of records departments keep will be invaluable in helping the jurisdiction form an accurate picture of a range of disaster effects on the community. These records will be helpful in reviewing and possibly revising plans.



*Record keeping during a disaster is essential.*

Second, good records are essential if the jurisdiction hopes to receive financial assistance. While these offices will willingly assist, the price tag may be increased documentation.

The effective manager will see to it that all of the partners involved in disaster response have their own procedures for record keeping and use them. To the degree that it is feasible, the manager could suggest standardized record keeping processes using state-of-the-art technologies.

## Function 9: Planning for Recovery

Planning for recovery should occur before the disaster hits. One good reason for this is that obtaining federal and state assistance is often not a simple process and involves knowing the requirements and procedures for getting the aid. When the disaster hits, it is too late to do the research.

The effective manager maintains constant contact with the personnel of the agencies who can provide this assistance. By so doing, the manager can keep abreast of changing requirements and procedures. Being known by the agency staffs and being up-to-date on information can save a lot of time when time is critical.

## Function 10: Coordinating Emergency Management Activities

This is the keystone function, because someone needs to pull the whole effort together and coordinate all of the activities. The individuals who make up the emergency management team may be individually well trained to assume their responsibilities, but someone needs to be sure the team functions well as a whole.

The effective manager plays an important role in helping the emergency management team work well together. This means helping the individuals involved in emergency management keep their respective plans current. Organizing various disaster drills, table-top, and full-scale exercises to test the plans will add realism to the planning. Coordinating all these activities is the essence of the manager's job. It is not a small task.



*The emergency manager pulls the whole effort together.*

## A Big Challenge

At this point you may feel a bit overwhelmed. We have covered a lot of ground, starting with key traits of a successful emergency manager and ending with a brief summary of the major emergency responsibilities associated with the job.

It is a big job, but there are a lot of people you can turn to for help. This is why we have said repeatedly that you are like a stage manager. There is a lot to do to prepare for the play, a lot to do in presenting the play, and still more to do after the play. The stage manager's job is to make it all happen as smoothly as possible.

As others have shown convincingly, you can make emergency management work more smoothly in your community. It won't necessarily be easy. But this job will be most rewarding when you and the team have responded effectively to an emergency because you have worked well together. There is no better way you can serve the community.

  
Learning Check

# QUESTIONS

Answer the following questions to test your knowledge of Unit Two facts. Read each question carefully, then write in the answer that you think is correct. Answers can be found on page 2-24.

1. What local official is usually empowered to request disaster assistance?

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2. Where is the first place to look for a definition of the tasks and responsibilities of the emergency program manager?

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3. Where could you turn if local resources become exhausted?

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4. Define your role as coordinator in emergency management.

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 **QUESTIONS**  
Learning Check

5. What is an important element in winning community support for the emergency management program?

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6. Who are your local partners in emergency management?

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7. What three questions should you consider when building a base of local support for emergency management?

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8. What information should you expect to get from the chain of command portion of the local law or ordinance that deals with emergencies?

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Learning Check

## QUESTIONS

9. What role should the emergency manager have during an emergency?

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10. What is an essential element you should have in order to effect coordination among government agencies?

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11. According to the Drabek Study, what are the three characteristics of a successful emergency manager?

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12. What are the 10 core functions of a comprehensive emergency manager and his or her staff?

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For every question that you answered incorrectly, review the page listed next to the answer to find out why your answer was incorrect.

1. What local official is usually empowered to request disaster assistance? (See page 2-4.)

*The chief executive of the jurisdiction*

2. Where is the first place to look for a definition of the tasks and responsibilities of the emergency program manager? (See page 2-3.)

*The jurisdiction's laws or ordinances*

3. Where could you turn if local resources become exhausted? (See page 2-12.)

*The next higher level of government is always your first source of aid during an emergency if your resources are exhausted.*

4. Define your role as coordinator in emergency management. (See page 2-7.)

*Making certain that responsibility in emergencies is assigned and action taken without conflict or controversy*

5. What is an important element in winning community support for the emergency management program? (See page 2-8.)

*Incorporate citizens into as many actions of the program as possible.*



Learning Check

ANSWERS

6. Who are your local partners in emergency management? (See page 2-10.)  
*Local government agencies, local elected officials, private business, civic organizations, news media, industry, and individual citizens*
  
7. What three questions should you consider when building a base of local support for emergency management? (See page 2-10.)  
*What do you want from your citizens?  
What can they expect from you?  
How can you best make the partnership work well?*
  
8. What information should you expect to get from the chain of command portion of the local law or ordinance that deal with emergencies? (See page 2-5.)  
*To whom the emergency manager reports, and who reports to the emergency manager*
  
9. What role should the emergency manager have during an emergency? (See page 2-6.)  
*Chief of staff to the executive*
  
10. What is an essential element you should have in order to effect coordination among government agencies? (See page 2-6)  
*The trust and support of the chief executive and emergency management partners*



11. According to the Drabek Study, what are the three characteristics of a successful emergency manager? (See page 2-2.)

*Professionalism, individual qualities, and emergency management activities*

12. What are the 10 core functions of a comprehensive emergency manager and his or her staff? (See pages 2-16 through 2-20.)

*Mobilizing emergency personnel and resources*

*Warning the public*

*Taking protective action*

*Caring for victims*

*Assessing the damage*

*Restoring essential public services*

*Informing the public*

*Record keeping*

*Planning for recovery*

*Coordinating emergency management activities*