



National Incident Support Manual

Change 1– January 2013



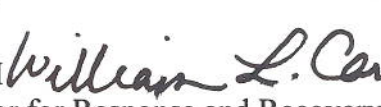
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JAN 24 2013

MEMORANDUM FOR: All FEMA Employees

FROM: William L. Carwile, III 
Associate Administrator for Response and Recovery

SUBJECT: FEMA National Incident Support Manual, Change 1

This memorandum promulgates Change 1 to the *FEMA National Incident Support Manual*. This latest version updates information regarding the processes and structure of FEMA's national staff in support of incident operations and steady-state activities pertinent to incident operations. It includes definitions, descriptions of roles and responsibilities, functions, and organizational structures for conducting FEMA incident support duties, forming the basis from which FEMA's personnel plan and execute their assigned missions. This manual also serves as the basis for developing related guidance (procedures, handbooks, incident guides, training materials, etc.).

The National Response Coordination Staff will immediately implement the concepts and structure put forth in this manual. Over the coming weeks and months, training will occur to assist the transition in the organizational structure and structure. FEMA staff, regardless of position should review the *FEMA National Incident Support Manual Change 1* to gain an understanding of the operational concepts.

If you have any questions regarding this publication, please contact the Training, Exercise and Doctrine Office at FEMA-TED@fema.gov.

Attachments: *FEMA National Incident Support Manual Change 1*

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CHAPTER 1: INTRODUCTION

The National Response Coordination Center (NRCC) is a multiagency center that provides overall Federal support coordination for major disasters and emergencies, including catastrophic incidents and emergency management program implementation. The NRCC is staffed by the National Response Coordination Staff (NRCS). The Federal Emergency Management Agency (FEMA) maintains the NRCC as a functional component of the National Operations Center (NOC) in support incident operations. Upon activation, the NRCS provides national-level emergency management by coordinating and integrating resources, policy guidance, situational awareness, and planning to support the affected region(s).

PURPOSE

This *FEMA National Incident Support Manual* (NISM) describes how the FEMA national staff supports FEMA incident operations. This manual also discusses steady-state activities pertinent to incident operations. The actions of the NRCS are driven by the incident-level requirements and the needs of the nation. This manual defines the activities of Federal assistance—across the nation and within FEMA’s statutory authority—supporting citizens and first responders in responding to, recovering from, and mitigating all hazards. It includes definitions and descriptions of roles and responsibilities, functions, and organizational structures for those conducting FEMA incident support duties. This manual therefore forms the basis from which FEMA personnel plan and execute their assigned missions.

This manual also serves as the basis for developing related guidance (procedures, handbooks, incident guides, training materials, etc.). Finally, this manual will discuss how NRCS procedures are relevant to all personnel (FEMA, other Federal agencies [OFAs], nongovernmental organizations, and the private sector) who are either assigned to, or coordinating with, the NRCS.

APPLICABILITY AND SCOPE

This manual applies to all FEMA personnel. The manual is intended to inform FEMA’s partners regarding guidelines and requirements for incident support operations. It is applicable for incidents involving Presidential declarations under the Stafford Act as well as for non-Stafford Act incidents. This manual also applies to national-level support functions following activation. Whether the positions and functions described in this manual are activated will depend on the needs of the incident (size, complexity, and other special considerations).

SUPERSESSION

This document supersedes the February 2011 version of the *National Incident Support Manual*, the 2009 National Response Coordination Center Standard Operating Procedures, and all previous related procedures.

AUTHORITIES AND FOUNDATIONAL DOCUMENTS

Foundational documents provide statutory, regulatory, and executive guidance for FEMA incident management and support. More information about the authorities and foundational documents listed below can be found in Appendix J.

- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288, as amended, 42 U.S.C. 5121-5207).
- Title 44 of the Code of Federal Regulations (CFR), Emergency Management and Assistance.
- Homeland Security Act (Public Law 107-296, as amended, 6 U.S.C. §§ 101 et seq.).
- Homeland Security Presidential Directive 5 (HSPD-5), 2003.
- Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295), October 4, 2006.
- National Response Framework (NRF), January 2008.
- National Incident Management System (NIMS), December 2008.
- Incident Management and Support Keystone, January 2011.
- Presidential Policy Directive 8 (PPD-8), “National Preparedness,” March 30, 2011.
- National Preparedness Goal, September 2011.
- National Disaster Recovery Framework, September 2011.
- National Preparedness System, November 2011.

CHAPTER 2: INCIDENT SUPPORT AT THE NATIONAL LEVEL

Each echelon of FEMA has unique responsibilities in managing or supporting incident response, recovery, and mitigation.

As stated in the FEMA Incident Management and Support Keystone (IMSK), control of FEMA incident management and support efforts is delegated to the lowest level of execution because the FEMA element closest to the scene has the most direct knowledge of the situation, the most ready access to State and local officials, the capacity to employ resources with greatest accuracy, and the ability to adjust support quickly as needs change. Delegating control in this way emphasizes a bottom-up approach to the chain of command, from the incident through the Region to FEMA Headquarters.

The IMSK defines all FEMA incident-related activities as falling into the following categories:

FEMA Incident Management is incident-level operation of the Federal role in incident response, recovery, logistics, and mitigation. Responsibilities include: (1) the direct control and employment of Federal resources; (2) the management of incident offices and activities; and (3) the delivery of Federal assistance throughout all phases of incident response, recovery, and mitigation. Incident management is conducted using the standard Incident Command System (ICS) organization and protocols. FEMA incident management is accomplished by a Unified Coordination Staff (UCS) at the incident level (see text box for definition) led by a Unified Coordination Group (UCG).

FEMA's *incident level* refers to the level where control of FEMA incident operations, including the Federal resources deployed to an incident and the establishment of a UCG, is delegated to the Federal Coordinating Officer or Federal Resource Coordinator.

FEMA Incident Support is the coordination of Federal resources to support incident response, recovery, and mitigation. FEMA incident support is conducted at the FEMA regional and national headquarters levels. Responsibilities include: (1) the deployment of Federal resources to support incident, regional, and national objectives; (2) the provision of policy assistance regarding disaster assistance programs; (3) the support of incident operations with expertise, information, and guidance; and (4) the building and maintenance of a common operating picture. Incident support is accomplished using Multiagency Coordination System (MACS) principles and a MACS structure.

MULTIAGENCY COORDINATION SYSTEM

Multiagency coordination is a process that allows all levels of government and all disciplines to work together efficiently and effectively. Multiagency coordination occurs across the disciplines involved in incident management, across jurisdictional lines, or across levels of

government. Multiagency coordination is required whenever personnel from different agencies interact in activities such as preparedness, prevention, response, recovery, and mitigation.

The primary function of a MACS, as defined in the National Incident Management System (NIMS), is to coordinate incident-related activities above the incident level and prioritize competing demands for resources, thereby assisting the coordination of the operations at the incident level. MACS consist of personnel, procedures, protocols, facilities, business practices, and communications integrated into a common system.

The MACS structure provides the following:

- Planning and coordinating of resources and other support for planned, notice, or no-notice incidents.
- Defined business practices, standard operating procedures, processes, and protocols by which participating agencies coordinate their incident-related activities.
- Dispatch procedures and protocols, and coordination and support activities.
- Support, coordination, and assistance with policy-level decisions to the Incident Command System structure managing an incident.

A fully implemented MACS is critical for seamless multiagency coordination activities above the incident level.

NRCS conducts multiagency coordination by strategically allocating and prioritizing national resources in the case of multiple incidents or potential multiple incidents. The national level does not perform functions of incident management unless there is no lower level of control. The national level will identify assets for an incident and preposition materials to appropriate strategic locations in coordination with the

region(s). Through its work with the region(s), the national level identifies, orders, and deploys national initial-response resources based on the specific needs of the incident.

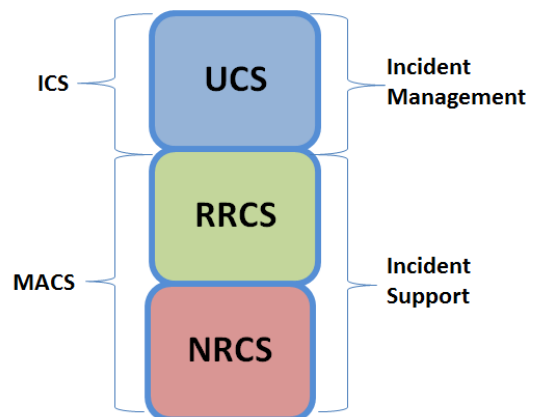


Figure 1: Support and Management Roles

This figure illustrates the use of ICS at the incident management level with the UCS, and the use of MACS at the incident support level with both the Regional and National Response Coordination Staffs.

NATIONAL INCIDENT-RELATED ROLES AND RESPONSIBILITIES

FEMA Administrator

The FEMA Administrator is the principal advisor to the President, the Secretary of Homeland Security, and the National Security Staff on all matters regarding emergency management.

The FEMA Administrator has overall responsibility for FEMA's response, recovery, and mitigation operations. When FEMA is engaged in a specific event/incident or potential incident, the FEMA Administrator ensures effective information sharing and coordination between FEMA and Department of Homeland Security (DHS) Headquarters (HQ). The FEMA Administrator keeps the Secretary of Homeland Security informed of the incident status, activities, and issues, and resolves disaster response and recovery problems or issues that cannot be resolved at lower levels.

The Director of Disaster Operations

The Director of Disaster Operations (DDO) is an incident-specific role assigned to a senior FEMA official by the FEMA Administrator. The role is to coordinate and synchronize all FEMA HQ activities for credible threats and during major disaster or emergency activations. The DDO provides operational guidance and direction to the Chief of the NRCS (C-NRCS) for the NRCS to implement. The NRCS serves as the DDO's staff during an incident. In dealing with a specific event, incident, or potential incident, the DDO does the following:

- Ensures information flow and coordination among all FEMA levels (national, regional, and incident[s]).
- Coordinates and synchronizes all HQ disaster response, recovery, and mitigation operations, programs, and related activities.
- Provides appropriate incident support to the FEMA Regional Administrator (RA) and the Federal Coordinating Officer(s) (FCO).
- Directs the deployment of national-level teams as needed.
- Approves plans developed by the NRCS Planning Support Section.
- Advises the FEMA Administrator on program and policy issues related to incident management and support and provides recommended courses of action.
- Approves operations orders activating the NRCC and National Teams

Assistant Director of Disaster Operations for Recovery

During NRCC operations, the Assistant DDO for Recovery supports the integration of recovery considerations into the early decision-making processes. The Assistant DDO for Recovery reports to the DDO. Key functions of this position are:

- Providing oversight to the recovery process, including overseeing regional IA and PA PDAs.

- Approving recovery authorities (e.g., direct housing mission, rental repair project, Transitional Sheltering Assistance program, and community disaster loans).
- Coordinating National Processing Service Center requirements.
- Providing requests for relevant essential elements of information (EEI) and critical information requirements (CIR).

National Response Coordination Staff

The NRCS coordinates the overall Federal support for major disasters and emergencies, including catastrophic incidents and emergency management program implementation. DHS/FEMA maintains the NRCC as a multiagency center—which the NRCS staffs—as a functional component of the NOC, supporting incident support operations at the regional level.

National Operations Center (NOC)

The NOC serves as the national coordination center, collecting and reviewing all-source information across all-threats and all-hazards information. The NOC provides the Secretary of Homeland Security and other senior leaders with information necessary to make incident decisions at the national level.

The FEMA Administrator, or his or her delegate, activates the NRCC in anticipation of, or in response to, an incident by activating the NRCS. The NRCS includes FEMA personnel, the appropriate Emergency Support Function (ESF) primary and supporting federal agencies, and other appropriate personnel (including nongovernmental organizations and private sector representatives). During the initial stages of a response, FEMA will, as a part of the Whole Community,¹ focus on projected, potential, or escalating critical incident activities. Appendix H provides more information on which activities are critical at which stage of an incident.

The NRCS is activated to coordinate with the affected region(s) and provides needed resources and policy guidance in support of incident-level operations. The key functions of the NRCS include the following:

- Provides emergency management coordination, conducts planning, and deploys national assets and/or resources.
- Maintains situational awareness of specific potential threats, events, or incidents.
- Collects, validates, analyzes, and distributes incident information.
- Coordinates the use of OFAs' resources through mission assignments and interagency agreements.
- Develops the *National Support Plan* and crisis action plans to source and address identified resource shortfalls.

¹ Federal Emergency Management Agency, *A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action*, Washington, DC: U.S. Department of Homeland Security, December 2011.

- 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) (RRCCs).
- Deploys initial response resources and other disaster commodities when required.
- Assumes, when directed, responsibility for regional incident support if a regional office is not operational.

Emergency Support Functions

FEMA coordinates incident response support from across the Federal government by activating ESF primary and supporting federal agencies as needed. Federal ESFs are the primary structures for coordinating the delivery of Federal resources. Each ESF is composed of a coordinator, one or more primary agencies, and a number of supporting agencies and organizations.

ESF personnel may be assigned to the incident, the RRCS, and the NRCS. Within the various operations, ESF personnel may be assigned anywhere within the organization and to multiple locations, as required.

NATIONAL ORGANIZATION STRUCTURE FOR RESPONSE

The NRCS is organized into four functional sections coordinated by the C-NRCS. The functions of the organization are determined by grouping related responsibilities within a section. This functional organization enhances coordination, communications, and facilitation by focusing NRCS efforts to achieve its essential functions. These sections are Situational Awareness (SA), Planning Support, Resource Support, and Center and Staff Support. Figure 2 depicts the top-level organization structure of the national level during activation.

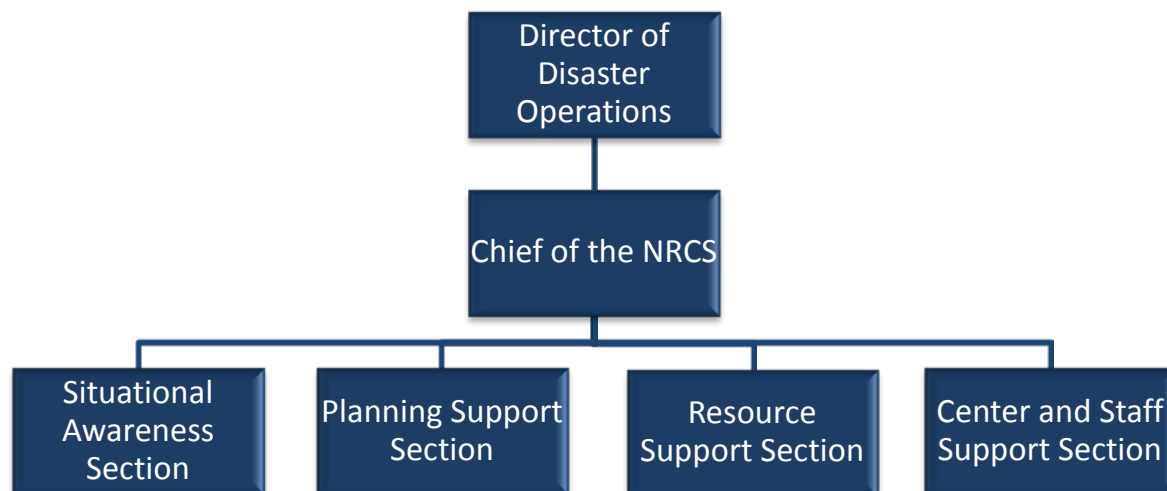


Figure 2: Organization Chart for the National Response Coordination Staff

This structure is intended to be scalable based on the needs of incident(s) for which the NRCS is activated. Not all, or even most of the positions will be activated for most NRCS activations. Senior leadership and the section chiefs will determine which positions will be activated.

ORGANIZATIONAL RELATIONSHIPS

FEMA designed the response organizational structure to ensure support for the subordinate levels (i.e., the NRCS supports the RRCS; the RRCS supports the FCO/UCS). While only the FCO is managing the incident (for FEMA), the NRCS plays a key role by supporting the RRCS and then supporting the FCO/UCS once the RRCS stands down. The Regional Response Coordination Staff (RRCS) for each region is also organized into the same four functional sections. This common organizational structure across the NRCS and the RRCS enables the NRCS to coordinate closely with the RRCS(s) to provide support to the incident, and also to receive information on the status of the incident

Communication and Information Sharing

A vital component of effective incident support is communication and information sharing among the incident, regional, and national levels. This will ensure accurate situational awareness to enable decision makers to “think smart, think big, go big, go fast.”²

Information must be shared among the various sections at each level and between the levels in order for: (1) resources to be effectively ordered, tracked, and delivered; (2) plans to be compiled, developed, distributed, and followed; and (3) situational awareness to be collected, analyzed, and disseminated. With each section communicating effectively internally at each level, and the sections communicating effectively between levels, resources, plans, and situational awareness will flow as intended—as shown in Figures 3, 4, and 5.

² Federal Emergency Management Agency, *Incident Management and Support Keystone*, January 2011, Washington, DC: U.S. Dept. of Homeland Security.

Communication for Planning

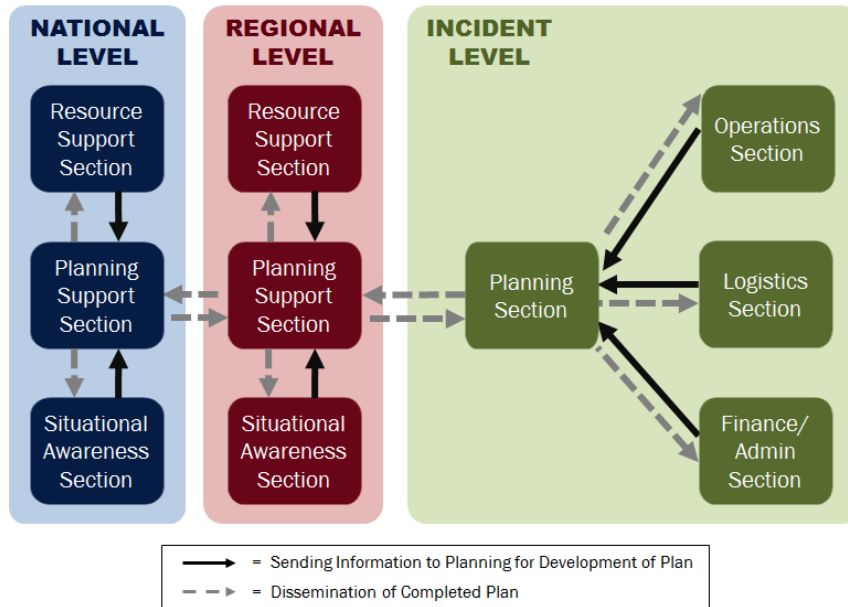


Figure 3: Communication for Planning

Solid lines depict how the sections share information to develop plans. Dotted lines depict how the sections disseminate completed plans.

Information Gathering for Situational Awareness

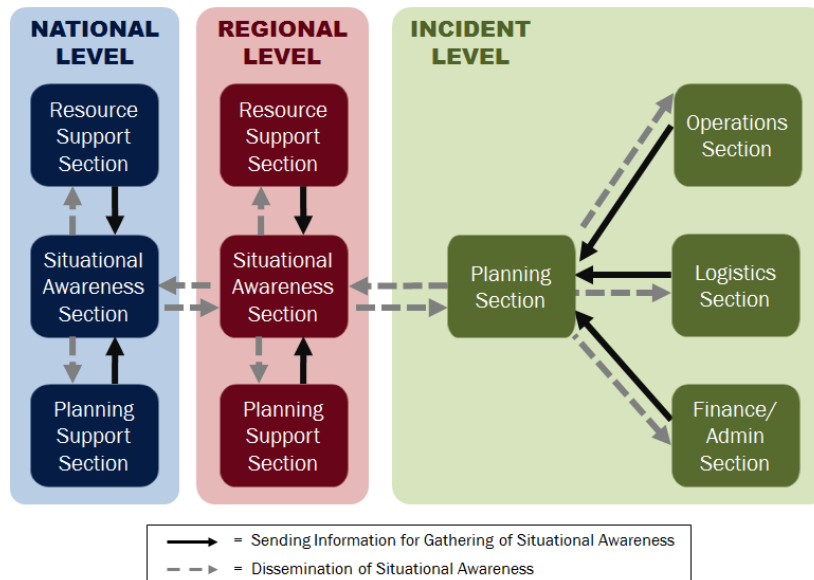


Figure 4: Information Gathering for Situational Awareness

The solid lines depict how the sections share information to develop plans, and the dotted lines depict information dissemination by each section.

Requests for Resources

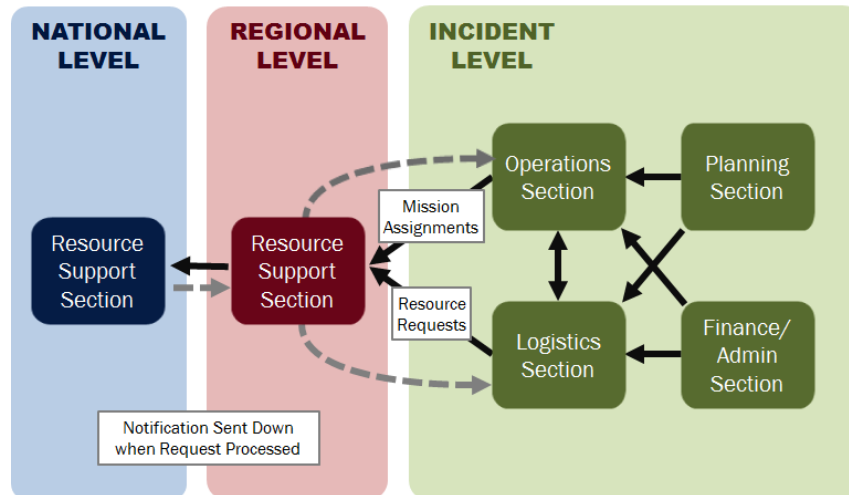


Figure 5: Communication for Requests for Resources

The solid lines depict the flow of information (among incident-level sections) and requests for resources and mission assignments from the Operations and Logistics Sections to the Regional Resource Support Section (and from the Regional Resource Support Section to the National Resource Support Section when the region requires assistance filling orders). The dotted lines depict the information flow from the national and regional levels once the requests have been processed.

Regional Response Coordination Center

FEMA operates RRCCs—multi-agency coordination centers—in each of the ten regional FEMA offices. When activated, an RRCC is staffed by an RRCS comprised of FEMA personnel as well as individuals from other Federal departments and agencies who are activated as required. The RRCS is the primary source of situational awareness and coordination support to FEMA’s incident management at the UCG level. The RRCC is the focal point for regional resource coordination.

The RA or designee activates the RRCS, which includes FEMA personnel, the appropriate ESF primary and supporting federal agencies, and other personnel (including nongovernmental organizations and private sector representatives) when appropriate. The RRCS provides needed resources and policy guidance to support an incident and coordinate with the NRCS. The RRCS also provides overall incident management coordination, coordinates Federal and regional response and support efforts, conducts planning, deploys regional controlled resources, and collects and disseminates incident information. The RRCSs build and maintain a situational awareness of incidents at the regional level.

Before the Federal Coordinating Officer (FCO) assumes control of the Federal response and the management of the incident, the RRCS will do the following:

- Establish and maintain all RRCS positions needed, including ESF coordinators.

- Contact the Emergency Operations Center in the affected State(s) to identify capabilities and anticipate shortfalls to determine initial response and support requirements.
- Maintain connectivity with State Emergency Operations Centers, State fusion centers, and other Federal and State operations and coordination centers.
- Implement processes for gathering, collating, analyzing, and disseminating incident information to all appropriate parties.
- Provide the NRCS with the information necessary to make critical national-level incident-management decisions.
- Acquire OFAs' resources through the use of mission assignments and interagency agreements.
- Establish mobilization centers and staging areas as needed.
- Deploy regional Incident Management Assistance Teams (IMATs) and incident staff.
- Request the deployment of a national IMAT(s) or additional regional IMATs from other regions when needed.

Once the FCO has assumed control and the Joint Field Office (JFO) is established, the RRCS will do the following:

- Maintain situational awareness of the incident to support the RA's incident management oversight role.
- Develop and implement regional support plans to source and address identified resource shortfalls.

Joint Field Office (JFO)

A temporary Federal facility established to provide a central point for Federal, State, and local governments and private sector and nongovernmental organizations. The JFO has responsibility for incident oversight, direction, and/or assistance, to effectively coordinate and direct prevention, preparedness, response, and recovery actions. Typically, the JFO is located at or near the incident area of operations.

The decision to stand down the RRCS will be made by the RA when there is a fully functional incident management organization. The NRCS will then provide primary support to the incident in consultation with the region. Situational awareness for the RA will then be coordinated by the Regional Watch Center.

Unified Coordination Group

The UCG, comprised of senior leaders representing Federal, State, and Department of Defense interests and, in certain circumstances, tribal governments, local jurisdictions, the private sector, and/or NGOs, leads FEMA incident management operations at the incident-level. The UCG typically consists of the FCO, the State Coordinating Officer (SCO), Defense Coordinating Officer (DCO), tribal and/or territorial coordinating officers, and senior officials from other agencies or organizations with both: (1) primary statutory or jurisdictional responsibility; and (2) significant operational responsibility for one or more functions of an incident response.

Within the UCG, the FCO is the primary Federal official responsible, but the group works to reach consensus for coordinating, integrating, and synchronizing Federal response activities in support of, and in coordination with, State, tribal, territorial, and local government officials to meet the governor's priorities and resolve issues.

Unified Coordination Staff

The UCS includes all FEMA personnel assigned to a given incident, along with personnel from the affected State and from other Federal departments and agencies. The UCS includes personnel from the initial responding IMAT, the FCO, and all staff coordinated by or under the control of the UCG.

AUTHORITY AND CONTROL OF RESOURCES

FEMA must coordinate response efforts to ensure success with the limited time and resources available. Authority to control FEMA assets flows from the FEMA Administrator through the RA to the FCO.

Delegating control of Federal resources enables officials at various levels to plan, organize, and utilize the resources necessary to accomplish incident objectives. Agencies retain statutory and regulatory control of their assigned resources throughout the incident response. The FEMA Administrator and RAs delegate control of FEMA-assigned resources to the FCO when he or she is mission-capable.

After being delegated control, the FCO exercises control by managing and directing assigned FEMA resources to accomplish incident objectives. The authority to control, direct, and assign resources to accomplish incident objectives remains at the incident level.

ACTIVATION OF THE NATIONAL RESPONSE COORDINATION CENTER AND STAFF

All personnel in FEMA have a response role and should be prepared to assume additional responsibilities during the support of an event or incident. Relatively few incidents reach the threshold of a Presidential major disaster or emergency declaration, and even fewer reach the threshold of a catastrophic incident.³ However, the NRCS must be prepared to support the response to all potential threats and hazards. To do this, a well-managed and up-to-date roster must be in place at all times. The structure of the NRCS is such that it is able to expand and contract to meet the needs of the incident. The NRCS stands ready to assist with incidents that vary in type, duration, and complexity. The NRCS must also be prepared

³ A *catastrophic incident* is any natural or manmade incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions.

to support multiple concurrent incidents, which may be either wholly contained within a jurisdiction, or have cross-jurisdictional State, tribal and/or local boundaries.

The FEMA Administrator, or delegated official, will activate the NRCS to a specified activation level in response to a potential or actual incident. The administrator will do this in accordance with applicable plans or—if no plans exist—in accordance with the following criteria:

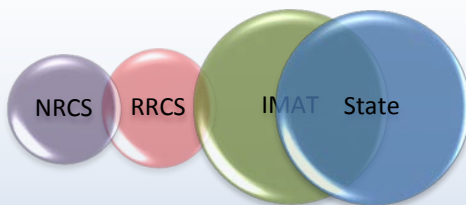
Table 1: National Response Coordination Center and Staff activation levels

Activation Level	Conditions
Level I	<ul style="list-style-type: none"> An incident of such magnitude that the available assets that were designed and put in place for the response are completely overwhelmed or broken at the local, regional, or national level. Due to its severity, size, location, and actual or potential impact on public health, welfare, and infrastructure, requires an extreme amount of direct Federal assistance for response and recovery efforts for which the capabilities to support it do not exist at any level of government. A Level I response requires extraordinary coordination among Federal, State, tribal, and local entities due to massive levels and breadth of damage, severe impact or multi-State scope. Major involvement of FEMA (full activation of RRCC(s) and NRCC) and OFAs (all primary ESF agencies activated), and deployment of initial response resources are required to support the requirements of the affected State(s).
Level II	<ul style="list-style-type: none"> An incident which, due to its severity, size, location, and actual or potential impact on public health, welfare, and infrastructure requires a high amount of direct Federal assistance for response and recovery efforts. A Level II response requires elevated coordination among Federal, State, tribal, and local entities due to moderate levels and breadth of damage. Significant involvement of FEMA (RRCC activation, possible NRCC activation), OFAs (some ESF primary agencies activated to support RRCC), and possible deployment of initial response resources are required to support the requirements of the affected State(s).
Level III	<ul style="list-style-type: none"> An incident which, due to its severity, size, location, and actual or potential impact on public health, welfare, and infrastructure requires a moderate amount of direct Federal assistance. Typically this is primarily a recovery effort with minimal response requirements, and existing Federal and regional resources will meet requests. A Level III response requires coordination among involved Federal, State, tribal, and local entities due to minor-to-average levels and breadth of damage. Federal assistance may be limited to activation of only one or two ESF primary agencies.
Watch Steady State	<ul style="list-style-type: none"> No event or incident anticipated 24 hours/7 days a week or 12 hours per day/5 days a week operation in the NRCC National Watch Center maintains situational awareness

ROLE OF THE NATIONAL RESPONSE COORDINATION STAFF IN NO-NOTICE INCIDENTS

The incident support role of the NRCS during a no-notice incident often includes supporting the RRCS prior to the UCS being established. In the immediate aftermath of a no-notice incident, regions communicate with the States directly and typically deploy resources in support of State requests while IMATs are en route. The role of the RRCS in the beginning of an incident is to provide States and IMATs the necessary resources in order to conduct FEMA incident management. The “start-up” support provided by the regions is essential to a successful response.

Communication – Post Stafford Act Declaration



Upon arrival, the IMAT begins to form the UCS with the state. The RRCS is still activated to support the IMAT/UCS; however, the IMAT’s role is reduced. The DDO has activated the NRCS to support regional requests. The RRCS remains the main point of contact for the UCS.

The NRCS must be prepared to support the response and recovery activities for incidents that vary in cause, effect, disaster level, and duration. The NRCS must also be prepared to support multiple concurrent incidents occurring with or without notice, which may be contained within a single State or may cross State or regional boundaries.

Because the NRCS may support concurrent similar or dissimilar incidents in multiple States, neighboring jurisdictions, or countries, the NRCS has a different focus from IMATs, which become UCSs to manage single incidents.

DEACTIVATING THE REGIONAL RESPONSE COORDINATION STAFF

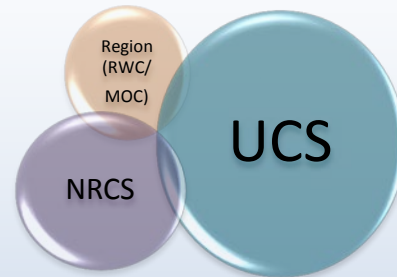
The decision to stand down the RRCS will be made by the RA when RRCS support is no longer required. Once the RRCS is deactivated, the NRCS becomes the incident’s primary support provider, in consultation with the region. At this point, after the RRCS is deactivated, direct communication occurs between the UCS and the NRCS for resource requests, situational awareness, and planning. Situational awareness for the RA regarding the incident is then coordinated by the Regional Watch Center.

The decision to deactivate/stand-down the RRCS is usually based on a recommendation to the RA from the Response Division Director. Deactivating the RRCS is a phased process.⁴

DEACTIVATING THE NATIONAL RESPONSE COORDINATION STAFF

The decision to deactivate the NRCS will be made by the Director of Disaster Operations (DDO) in consultation with the affected region and program areas. When the adjudication of national-level resources is no longer needed, and decision support and situational awareness can be coordinated by the National Watch Center, the NRCS will deactivate. This changeover should be facilitated by a demobilization plan, to ensure continued support for, and a smooth transition of information to, the appropriate program offices.

Communication – Post IMAT Control



Once the IMAT has established control of the incident, the RRCS will stand down and revert incident reporting to the Regional Watches. Depending on resource and reporting needs, the NRCS may remain activated. The region continues to communicate with UCS.

⁴ An exception to the phase-down process would be a hurricane expected to hit the region and missing it entirely.

CHAPTER 3: CHIEF OF THE NATIONAL RESPONSE COORDINATION STAFF

CHIEF OF THE NRCS AND ADVISORY STAFF STRUCTURE

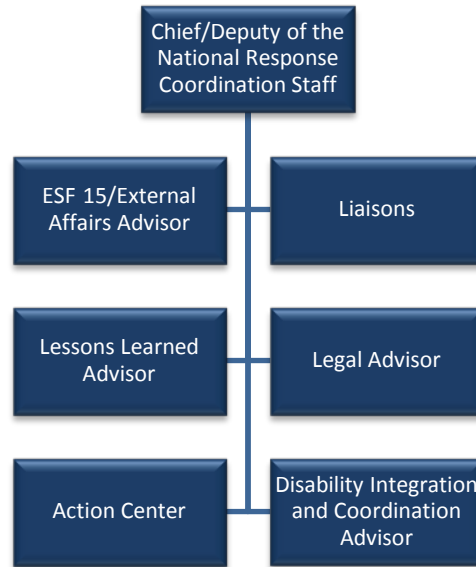


Figure 6: Organization Chart for the Chief of the NRCS and Advisory Staff

PURPOSE

The Chief of the NRCS (C-NRCS) directs and leads the NRCS by guiding, overseeing, and authorizing activities of the support sections of the NRCC to support incidents. He or she executes the guidance and direction of the DDO as it relates to incident support. The C-NRCS also acts as a liaison to executive-, congressional-, and Cabinet-level leadership during a response. The C-NRCS may have specialized staff assigned to him or her to assist in the execution of these duties; however, these staff members will have no directive authority over the NRCS sections. Communication between the C-NRCS and his or her counterparts at the regional level is essential to the success of incident response at all levels. This communication enables support to incident activity through shared situational awareness.

ESSENTIAL FUNCTIONS

The C-NRCS reports to the DDO. He or she provides accurate and timely information; recommends courses of action; and translates higher-level decisions, direction, and intent into instructions and orders.

Provide Leadership to the NRCS

The C-NRCS supervises all activities of the NRCS to assure compliance with the intent of both the DDO and the supported RA, and to meet the needs of the incident. The leadership functions of the C-NRCS include the supervision and direction of section leadership for situational awareness, planning support, resource support, and center operations. In this capacity, the C-NRCS ensures the integration and synchronization of plans and orders. In particular, this includes reviewing and approving all plans and orders to ensure alignment with the needs of supported organizations. By conducting the review and approval of plans, the C-NRCS establishes, manages, and enforces timelines for processes and products.

In a leadership capacity, the C-NRCS also reviews and approves activation and demobilization requests for the NRCS in relation to incident complexity and scope. In doing so, he or she determines the staffing levels for the NRCS, based on recommendations by NRCS section chiefs, with the objective of ensuring that the NRCS maintains staffing at levels that are optimal for effectiveness. As a part of this function, the C-NRCS also approves ESF activation and staffing plans, after evaluating functional requirements of incident support as they relate to ESF capabilities.

The supervisory functions of the C-NRCS focus on ensuring that staff work conforms to the mission, guidance, and time available. In this capacity, the C-NRCS ensures that the staff integrates and coordinates its activities internally and externally with all levels of involved organizations and agencies. In general, this includes making sure that staff engage in the timely sharing of emerging policy, critical strategic and tactical decisions, and other critical information. In particular, the C-NRCS ensures that all staff sections participate in and provide functional expertise to situational awareness (contributing to the common operating picture), by enforcing common reporting formats and the operational tempo.

Execute Orders

The C-NRCS has the authority and responsibility to issue orders. The C-NRCS also has the authority and responsibility to ensure the coordinated and satisfactory execution of those orders to facilitate unity of effort between the NRCS and the regional and incident staffs. The C-NRCS reviews and approves the *National Support Plan*, which is the primary mechanism to execute orders for the NRCS. The C-NRCS reviews (but has no approval authority for) all incident and regional plans, to ensure that national plans and priorities are in support of regional and incident efforts. In connection with these responsibilities, the C-NRCS also coordinates with the RRCS for the timely delivery of Federal assistance to affected State, tribal, and local governments and to disaster survivors. This is accomplished by ensuring the effective processing of national-level resource requests.

The C-NRCS also informs the FEMA Administrator, DDO, RAs, and other key stakeholders about emerging national-level tasks and developments. This is accomplished by approving and updating EEIs and CIRs, and answering key requests for information. Another cross-

cutting responsibility for the C-NRCS is to continually identify and capture emerging issues, corrective actions, and potential lessons learned and best practices.

Prioritize, Anticipate, and Allocate

The C-NRCS is responsible for balancing missions and tasks. The C-NRCS also has the responsibility to acquire, move, and assemble national-level resources in time to meet actual or forecasted requirements and to support the objectives of the region(s). To accomplish this, he or she has the responsibility of determining potential shortfalls, trends, and emerging needs through analysis of incident and regional efforts.

The C-NRCS is also responsible for coordinating the national-level activities of OFAs that have incident management or support roles under their own legislative authorities. To accomplish this, he or she is responsible for ensuring the coordination of information and activity, as well as having a firm knowledge of both the Federal government's statutory authorities and the activities of those OFAs. As part of this responsibility, the C-NRCS monitors national-level resources to ensure that the NRCS can adequately support incident management activities relating to saving and sustaining life and protecting property.

The C-NRCS approves requests for resources that will be sourced and delivered by the national level, and to review and approve valid requests to issue national-level mission assignments.

Policy Guidance and Financial Oversight

The C-NRCS is responsible for identifying actual and potential policy issues and raising them to the DDO for resolution, in coordination with appropriate stakeholders. He or she is also responsible for disseminating policy decisions in support of the affected region(s).

As a steward of the public trust—the C-NRCS maintains financial oversight to ensure that operations are cost-effective. This oversight includes reviewing financial reports and budget information. This oversight also includes providing guidance regarding contracting and the *Federal Acquisition Regulation*, to confirm the effectiveness of disaster operations. As part of this responsibility, the C-NRCS ensures that funds are being allocated, committed, and obligated for their intended purpose, by implementing appropriate controls to provide sound financial management. The C-NRCS is responsible for making certain that the NRCC is an efficient and effective work environment. The C-NRCS accomplishes this by providing policy guidance on all personnel management and pay issues related to the NRCS.

As part of each policy guidance and financial oversight task, the C-NRCS is also responsible for maintaining all required documentation.

ADVISORY STAFF ORGANIZATION

Deputy Chief of the NRCS

The Deputy C-NRCS reports to the C-NRCS. He or she is able to perform the same functions as the C-NRCS, as directed. In addition, the Deputy Chief helps to oversee the day-to-day functions of the NRCS when the C-NRCS is engaged in activities external to the direct management of the NRCS, such as the C-NRCS's liaison role. The Deputy Chief assists the C-NRCS to ensure the smooth execution of the NRCS functions.

Advisory Staff

Liaisons

Liaisons advise the C-NRCS as necessary, based on either the statutory authorities of the agencies they are representing or the operational needs of the incident.

Legal Advisor

The Legal Advisor confirms that all actions taken by the NRCS comply with the law. This advisor also recommends alternatives, waivers, or exceptions as required, to accomplish FEMA's mission by maintaining awareness of the situation and applying sound legal judgment.

Emergency Support Function 15/External Affairs Advisor

The ESF-15/External Affairs Advisor acts as the FEMA representative for congressional, intergovernmental, international, media, and private sector requests. In this role, this advisor provides a summary of External Affairs operations, and coordinates on community relations. The ESF-15/External Affairs Advisor also coordinates private sector involvement pertaining to the sourcing of resources for incident support. Finally, the ESF-15/External Affairs Advisor also coordinates with the ESF-15 Specialist in the Situational Awareness Section to provide timely, pertinent, and accurate situational awareness to the private sector.

Disability Integration and Coordination Advisor

The Disability Integration and Coordination Advisor monitors the access and functional needs of children and adults with disabilities and confirms that those needs are integrated and coordinated across all aspects of FEMA's mission. This advisor performs this role by maintaining awareness of the situation and recommending strategies, resources, alternatives and solutions which use practices that are inclusive of those with disabilities. This advisor also advises and coordinates with the Interagency Coordinating Council on Emergency Preparedness and Individuals with Disabilities.

Lessons Learned Advisor

The Lessons Learned Advisor and his or her staff coordinate with each activated section to observe activities to gather, prepare, and distribute data concerning emerging issues, corrective actions, and lessons learned during NRCS activations.

The Lessons Learned Advisor also conducts after-action debriefings with managers and FEMA senior leadership to identify and prioritize emerging issues. This advisor also conducts NRCS section after action review meetings as requested, either during operations or as sections stand down, to collect data.

Finally, the Lessons Learned Advisor compiles status and emerging-issue reports. As needed, he or she can also assist in developing the after-action report and the Improvement Plan.

Action Center

As part of the C-NRCS's Advisory Staff, the Action Center is responsible for providing 24/7 coverage of the NRCS's main telephone lines and e-mail addresses. As part of this coverage, the Action Center directs inquiries and information to the proper sections and maintains a log of all communication activity.

Appendix B provides detailed position descriptions for the Chief of the NRCS and the C-NRCS's advisory staff.

CHAPTER 4: SITUATIONAL AWARENESS SECTION

NRCS SITUATIONAL AWARENESS SECTION STRUCTURE

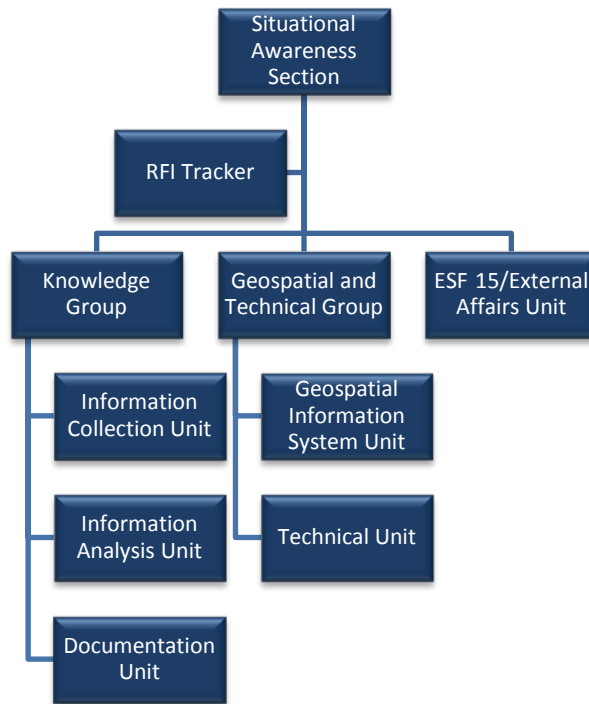


Figure 7: Organization Chart for the NRCS Situational Awareness Section

PURPOSE

The Situational Awareness Section (SAS) provides information management by collecting, analyzing, and disseminating incident or related information at the NRCS level. Through its analyses, the SAS creates and provides a variety of specific products to the NRCS, the C-NRCS, the DDO, and/or other internal and external senior leadership and stakeholders at the national level. The SAS facilitates effective planning, resource allocation, and overall decisionmaking to support an incident through its own organizational processes.

Situational Awareness

Situational awareness is a result of comprehensive information collection, analysis, and dissemination in a context relevant to the authorities and responsibilities of a particular organizational level.

Personnel should leverage all sources to gain, maintain, and relay important information that contributes to the situational awareness of leadership at all levels and other decision-makers, using appropriate methods and products.

To accomplish its functions of collection, analysis, and dissemination, the SAS: (1) processes requests for information (RFI); (2) manages records; (3) develops reports, briefings, and presentation products; (4) collects information; (5) performs information analysis; (6) develops and integrates geospatial and technical information; and (7) develops materials to support public messages.

These functions allow the SAS to gather and evaluate information used to develop and maintain the common operating picture (COP). The COP provides information that facilitates integrated planning efforts and assists the NRCS in making informed decisions regarding resource allocation and support. The SAS maintains the COP by:

- Reviewing and analyzing information that may impact the NRCS-level response to incident or regional operations.
- Examining how actual or potential effects from the incident, or subsequent incidents, may affect other jurisdictions.
- Creating and distributing comprehensive products (e.g., NRCC Situation Report, spot report, geospatial intelligence products, and other products) that give an accurate assessment of the NRCS-level response. This assessment is given to senior leadership, internal NRCS and external stakeholders, and incident-level staff.

Common Operating Picture: The COP is a shared situational awareness that offers a standard overview of an incident. The COP provides incident information in a manner that enables incident leadership and any supporting agencies and organizations to make effective, consistent, coordinated, and timely decisions.

For FEMA purposes, the *common operating picture* focuses on the needs of the UCG, the RRCS, the Regional Watches, the NRCS, the National Watch Center, and deployed teams.

The SAS also promotes communication and management of expectations by:

- Facilitating information sharing and coordination within the NRCS and between the NRCS and regional-level activities.
- Communicating frequently with regional- and incident-level counterparts and leveraging pre-established partnerships with stakeholders.

The SAS assists the region by:

- Informing the RRCS of required information through a tailored Information Collection Plan (ICP) so that RFIs are minimized.
- Providing information requested by the RRCS in its regional ICP.
- Fulfilling RFIs.
- Communicating Headquarters-level CIRs.
- Notifying the regional SAS of scheduled meetings/conference calls.

ESSENTIAL FUNCTIONS

Collect Information

The SAS derives initial critical information requirements (CIRs) and essential elements of information (EEl)s from deliberate plans. (“Deliberate planning” is defined in Chapter 5.) The C-NRCS and the Situational Awareness Section Chief (SASC) may provide additional CIRs in conjunction with the Planning Support Section (PSS) Chief and Resource Support Section (RSS) Chief. The Information Collection Unit (ICU) takes the data collected from ESFs, OFAs, and FEMA incident- and regional-level sources, and organizes the data into easily readable information. The ICU uses the Information Collection Plan (ICP) to define: (1) the decisions that the NRCS is supporting; (2) what information the ICU needs to collect; (3) who within the NRCS is responsible for collecting the information and providing it to the ICU; (4) how often the ICU needs to update the information; and (5) most importantly, the official source of the information. RFIs are answered by the RFI Tracker.

Analyze Information

The Information Analysis Unit (IAU) analyzes information to determine impacts on FEMA incident or regional operations, and examines how actual or potential effects from the incident or subsequent incidents may affect other jurisdictions. The IAU sorts and filters the data collected by the ICU. The IAU also verifies the initial information and attempts to validate it against the assumptions and facts in the deliberate plans, and produces spot reports when needed. Within the IAU, the Technical Specialists provide specialized technical expertise and information based on the incident needs. The Risk Analysts provide expertise on ongoing threats, critical vulnerabilities, potential consequences, and opportunities to mitigate risks; they also develop special reports as needed.

The GIS Unit within the Geospatial and Technical Group analyzes the ICP and creates geospatial computer models and map products based on incident hazards and RRCS needs.

The IAU updates the EEl)s, CIRs, and the ICP, and the information collection and analysis processes continue.

Disseminate Information

The Documentation Unit (DOCU) disseminates, to senior leadership and to staff at all echelons, comprehensive reporting products that give an accurate assessment of the incident response to date. The DOCU develops the templates and formats for all reports and briefings within the SAS. The DOCU ensures that reports and briefs are concise, clear, and grammatically correct, and submits them to the C-NRCS and the SASC for review.

SITUATIONAL AWARENESS SECTION ORGANIZATION

Request for Information Tracker

The RFI Tracker attends to and follows RFIs from beginning to end, and is the main point of entry for all incoming RFIs. It is responsible for maintaining timely responses to, and closure of, all RFIs, which includes the following activities: (1) maintaining a general e-mail inbox, phone number, and database of RFIs; (2) accepting and assigning RFIs from incident and RRCS levels for adjudication at the national level; (3) identifying and preventing duplicate RFIs; and (4) coordinating with NRCS members to ensure accurate responses to RFIs.

Knowledge Group

The Knowledge Group contains three units: the Information Collection Unit (ICU), the Information Analysis Unit (IAU), and the Documentation Unit (DOCU). The Knowledge Group is responsible for collecting and analyzing pertinent information to develop numerous reports and briefings that aid senior leaders in decision-making. These include the ICP, the Situation Report, the Core Capabilities Report, and the Senior Leader Briefing. This group ensures the timely collection and analysis of all information relevant to the NRCS response.

Information Collection Unit

The ICU provides current situation information needed to develop the COP and other products. This unit communicates additional/emerging CIRs or EELs to all internal and external stakeholders. The ICU collects, organizes, correlates, compares, processes, and filters raw data from the ICP, making the ICP readily understandable to the potential user. The unit also produces the NRCC Situation Report and monitors pertinent social media sites.

Information Analysis Unit

The IAU analyzes the current situation information, as provided in the ICP. The IAU reviews incident information and related sources to determine how actual or potential incident-related issues (or subsequent incidents) will affect NRCS response capabilities. The IAU does this by applying risk analysis and intelligence data against ongoing and future NRCS-level incident support activities. The resulting analysis is critical to facilitating the development of NRCS-level plans.

Documentation Unit

The DOCU prepares timely, accurate, and clearly written Situational Awareness Reports and presentations (senior leadership briefings, talking points, video teleconferences, etc.), as required. This unit maintains the COP by conducting staff briefings on the incident situation, the changing mission, maturing objectives, and the status of NRCS support activities. The unit maintains historical files and records pertaining to all NRCS incident support activities or operations. This unit documents, in writing, all significant decisions and facts relative to incident activities. This information ensures that an accurate record of each event is compiled and archived.

Geospatial and Technical Group

The Geospatial and Technical Group contains two units: the Geospatial Information System (GIS) Unit and the Technical Unit. This group provides the technical and mapping expertise required to support other NRCS members and to facilitate plan development. The Geospatial and Technical Group provides specialized reports, analyses, and presentations as needed. It coordinates with other situational awareness functions to produce products for COP development. Finally, this group provides geospatial and remote sensing display and analysis, and creates and analyzes Geospatial Intelligence.

Geospatial Information System Unit

The GIS Unit supports and facilitates NRCS-level planning and decision making through the development of products and services. Such products and services are both those remotely sensed and those developed by geospatial information systems. The unit also coordinates reconnaissance and remote-sensing activities at the NRCS level.

Technical Unit

The Technical Unit is comprised of subject matter experts (SMEs) who provide specialized technical expertise and information to the NRCS, senior leaders, and other internal and external stakeholders. The SMEs represent various organizations such as the Transportation Security Administration, the Office of Health Affairs, the Department of Health and Human Services, and the National Oceanic and Atmospheric Administration.

Emergency Support Function 15/External Affairs Unit

The ESF-15/External Affairs Unit facilitates the development of timely, pertinent, and accurate public messaging. This unit also assists External Affairs, developing press releases, background information, fact sheets, talking points, congressional briefings, and other external affairs products.

The ESF-15/External Affairs Unit also does the following: (1) coordinates messages with Federal, State, tribal, and local governments; (2) monitors news media to ensure that accurate information is being reported; (3) proactively identifies potential issues that may impact or facilitate developing plans or create the need for updated messages; and (4) coordinates community relations outreach.

Finally, the ESF-15/External Affairs Unit manages the private sector desk. The Private Sector Specialist serves as the liaison between FEMA and private sector partners in a communications role, not an operations role. The specialist provides situational awareness information, facilitate contact with resources on a regional and/or national level, and foster cooperation between FEMA and the private sector.

Appendix C1 provides detailed information on the processes that the SAS uses to develop the ICP, along with the information that SAS collects and the reports that SAS produces. Appendix C2 provides information on Situational Awareness reports and briefings, when they

are delivered, and who is responsible for them. Appendix C3 provides a template for the Initial Operating Report. Appendix C4 provides detailed descriptions of all of the positions within the SAS.

CHAPTER 5: PLANNING SUPPORT SECTION

NRCS PLANNING SUPPORT SECTION STRUCTURE

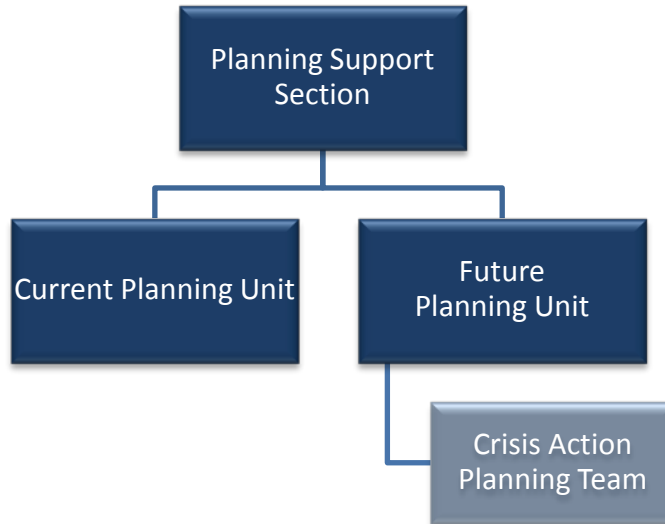


Figure 8: Organization Chart for the NRCS Planning Support Section

PURPOSE

The purpose of the NRCS Planning Support Section (PSS) is to assist national-level efforts to support one or more FEMA incidents and ensure that FEMA is prepared, in the face of current activities, to deal with new incidents. The PSS staff does this by providing a range of planning services to address present or known requirements and to anticipate and devise means to deal with future needs. The PSS addresses incident requirements—for response resources, services, and program/policy decisions—that cannot be resolved at the incident or regional levels. The section also handles incident consequences or requirements that affect multiple FEMA regions and/or the entire nation.

The incident planning that occurs at the FEMA national (and regional) levels is inherently different from the planning that goes on at the incident level. Planning by the NRCS must address not only incident objectives and requirements, but also the impacts and potential impacts of incidents on national preparedness. For example, while not related to the objectives of any particular on-going FEMA incident, “reconstituting” (re-loading) depleted national resources such as search and rescue teams or national-disaster commodity stockpiles may become a top priority for the NRCS.

Although the focus of NRCS planning may be different from incident management planning, the basic reason for planning remains the same. Planning helps to ensure that efforts of

response, recovery, and mitigation are well coordinated and that they support jointly developed objectives as well as the priorities of leadership at all levels.

The function and organizational structure of the PSS in the NRCC also differs from that of the Planning Section at the incident level. In the NRCC, planning is separated organizationally from the situational awareness function, since the development of SA and the conduct of planning are distinct and important enough that separate people and skill sets are needed. At the incident level, the needs are best met when both the planning and situational awareness functions are combined in the Planning Section, since there is more focus on generating reports and information and less of a focus on analysis. While planning and SA functions continue to be inextricably linked, in the NRCS, the PSS staff focuses exclusively on its planning and problem-solving roles, while relying on the SAS to provide the needed information and analytic products.

ESSENTIAL FUNCTIONS

The PSS monitors the impact of current operations on the NRCS's readiness to respond to other potential incidents, by coordinating with the SAS. The PSS also advises the C-NRCS on planning issues related to incident management and support, by maintaining open lines of communication and ensuring adherence to all published meeting and teleconference schedules. The PSS ensures that the National Support Plan (NSP) identifies tasks needed for the deployment of resources to support the incident, by reviewing incident objectives and by gathering input for resource requirements, planning requirements, and SA requirements from NRCS and ESF representatives.

The PSS has the following two essential functions:

1. Lead the development of a recurring NSP, usually prepared daily, that presents issues to be addressed, tasks to be accomplished, and activities that will occur during the specific period it covers.
2. Provide expertise to support the development of regional and incident level crisis action plans and lead the development of strategic and national crisis action plans that address specific requirements or issues, both large and small.

Lead the Development of a Recurring National Support Plan

The NSP is a forward-looking document that presents to decision makers and the NRCS the non-routine ("by exception") tasks that the NRCS is responsible for accomplishing over the next operational period. In addition, the NSP provides the daily tempo for the NRCS. This includes the regular meeting schedule and other high-level meetings of which the NRCS needs to be aware (e.g. congressional hearings). The NSP is intended to promote unity of effort among the NRCS and senior leadership, by focusing them on the current tasks. As a result, the NSP is immediately actionable rather than historical in nature; thus, it should be as concise as possible. In short, the NSP provides formal tasking to NRCC functional areas

regarding non-routine task(s) to be accomplished. Although the NSP is developed for internal NRCS use, the plan is shared with other organizations (e.g., the regions) as situational awareness information.

Provide Expertise to Support the Development of Crisis Action Plans

The Future Planning Unit conducts crisis action planning as required to address specific functional or programmatic requirements, such as the allocation of housing assets or the restoration of power. Crisis action plans are not confined to the period covered by the NSP; they may or may not directly support the NSP.

A crisis action plan typically includes five sections: (1) situation; (2) mission; (3) execution; (4) administration, resources, and funding; and (5) oversight, coordinating instructions, and communications.

PLANNING SUPPORT SECTION ORGANIZATION

Current Planning Unit

The Current Planning Unit focuses on the present situation and addresses current and short-term requirements for resources and programmatic decisions.

The Current Planning Unit facilitates the development of the NSP with input from the SAS and Resource Support Section (RSS). The unit coordinates a meeting with members of the SAS and RSS as needed to review issues, and provides guidance on potential courses of action (COAs). A COA provides informed options to leaders that explain how a plan's objectives or mission will be accomplished with available resources.⁵ To accomplish this, the unit must understand incident objectives and leadership priorities. The unit must also develop NRCS objectives

For FEMA, two types of operational planning are recognized: deliberate planning and crisis action planning.

Deliberate planning is accomplished under nonemergency conditions and involves developing general procedures for mitigating, responding to, and recovering from future threats or hazards. Examples of deliberate planning products include:

- National Hurricane Concept of Operations Plan
- Regional Catastrophic Plan
- Improvised Nuclear Device Concept Plan

Crisis Action Planning is the time-sensitive development of plans, in response to an imminent incident, for the deployment, employment, and sustainment of Federal resources in support of State, tribe, territory, or local needs. Crisis action planners base their plan on the circumstances that exist at the time planning occurs. Examples of crisis action planning products include:

- Incident Action Plans
- National Support Plans
- Recovery Support Strategy
- Housing Plan
- Power Restoration Plan
- Search and Rescue Plan

⁵ U.S. Department of Homeland Security/ FEMA, *Regional Planning Guide*, March 2010, Washington, DC: U.S. Dept. of Homeland Security, pp. 19-20.

and tasks to support incident objectives and leadership priorities. The Current Planning Unit reviews and resolves issues associated with NRCS support.

Future Planning Unit

The Future Planning Unit anticipates future requirements and issues from a national perspective. To accomplish this, staff must consider the long-term impact of all incidents that FEMA is currently managing and the potential new resource requirements or policy issues that may arise from these incidents. Staff must also consider the potential for additional incidents and the cascading effect of new requirements and issues on national resource supplies and national programs. The Future Planning Unit develops or facilitates the development of crisis action plans to address these requirements and issues. The Future Planning Unit collects planning information by consulting with SMEs, members of the RSS, and SAS – in particular the IAU.

Crisis Action Planning Team

In the course of supporting incidents, FEMA HQ elements and NRCS sections and units routinely address problems and develop ad hoc crisis action plans to deal with these problems. Personnel with functional expertise make up the crisis action planning team and provide input to help develop the crisis action plan. The Future Planning Unit includes personnel who are trained and equipped to facilitate the various components of the NRCS in developing crisis action plans to deal with specific requirements or programmatic issues in their areas of responsibility. These crisis action planning facilitators are assigned to assist other sections of the NRCS by applying the six-activity crisis action planning process (shown in Appendix D1). These facilitators also develop crisis action plans that are consistent with NRCS objectives and leadership priorities, and that follow the FEMA crisis action planning format. The Future Planning Unit manages the process and delivers the product.

Appendix D1 provides detailed information on the processes the PSS uses to develop the NSP. Appendix D2 provides more information on the NSP. Appendix D3 provides information on the NRCS operational period. Finally, Appendix D4 provides detailed descriptions of all of the positions within the PSS.

CHAPTER 6: RESOURCE SUPPORT SECTION

NRCS RESOURCE SUPPORT SECTION STRUCTURE

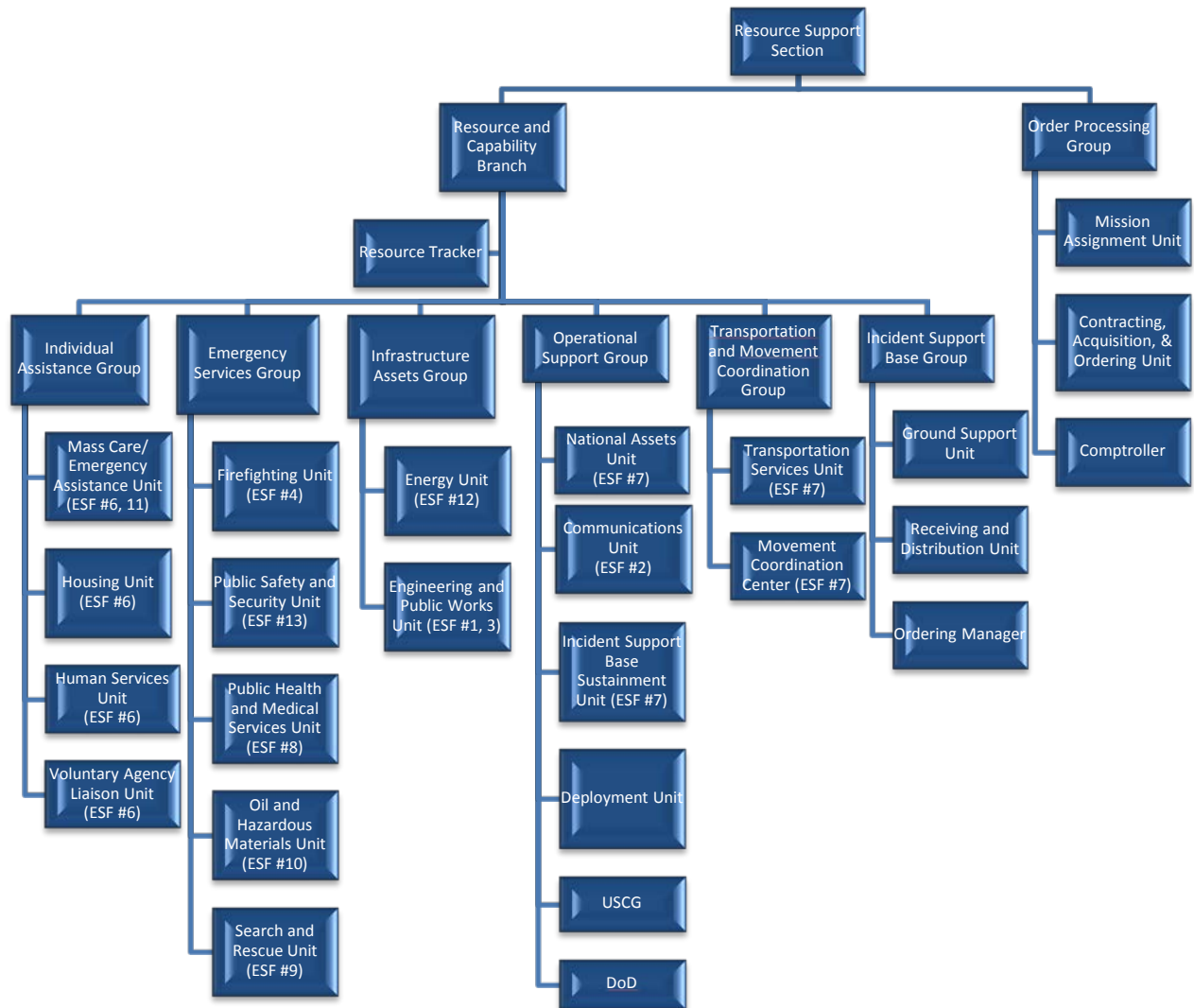


Figure 9: Organization Chart for the NRCS Resource Support Section

PURPOSE

One of the most important support functions of the NRCS is to ensure that incident management personnel have the supplies, equipment, people, facilities, and services they need to respond to the incident effectively.

Although the national level should be prepared to provide initial response resources based on the anticipated needs of a disaster, officials at the scene are in the best position to determine actual requirements. In line with the principle of *tiered response*, response personnel at the incident level seek to meet requirements locally, if possible. They elevate—first to the RRCC and then to the NRCC—those requirements that States and mutual aid partners cannot meet.

The NRCS provides national-level support to incident management by directing and integrating Federal efforts to identify and deploy requested resources to support the affected region(s). The Resource Support Section (RSS), within the NRCS, performs resource management functions for Federal incident responses. The RSS ensures that emergency response personnel at the incident have the supplies, equipment, people, facilities, and services they need to respond to the incident effectively. The section is composed of the Resource and Capability Branch (RCB) and the Order Processing Group (OPG).

By developing and following a centralized order processing and tracking system—detailed further below—the RSS works to address incident resource needs in a timely and efficient manner. During Federal disaster operations, numerous departments, agencies, and organizations are involved in the coordination and provisioning of critical resources. These resources may include: (1) emergency teams or personnel; (2) supplies in the form of predetermined Initial Response Resource packages and other interagency “push” packages; (3) commodities; or (4) equipment. Such resources may also include aiding in supplementary financial assistance. The RSS analyzes and anticipates resource requirements, coordinates the effective issuance of support, tracks items of support from origin to delivery, and streamlines the process for the provision of resources.

The RSS makes every effort to coordinate with other Federal partners to ensure a unified Federal response. The RSS is also responsible for providing timely, detailed, up-to-date information to the RSS Chief, who is responsible for keeping the C-NRCS updated.

ESSENTIAL FUNCTIONS

Centralized Order Management and Tracking Process

FEMA response operations routinely involve multiple entities and organizations, as FEMA HQ needs to bring a wide range of assets from these groups to bear on the incident quickly and effectively. FEMA continually works to make its resource coordination systems as efficient and effective as possible, with the goal of a single system to support the process. It is the job of the NRCS to support incident management operations by identifying, acquiring, and deploying the necessary assets from across the Federal government, the private sector, nongovernmental organizations and other partners. As such, the NRCS provides the core functions of multiagency coordination to ensure that agencies do not duplicate efforts and that everyone involved is aware of the status of efforts.

There are four standard steps within the process, shown in Figure 10 and explained further below.

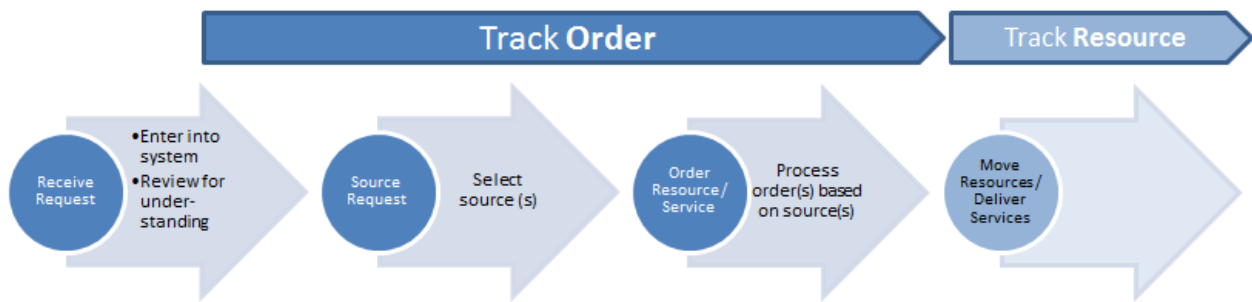


Figure 10: Centralized Order Management and Tracking Process

Receive the Request

When the RSS receives a request (for resources such as supplies, equipment, services, personnel and teams), the request first goes to the appropriate resource provider in RCB, which reviews the request for clarity and completeness. The request will most likely be generated by a request from the incident, although requests based on planning efforts and/or forecasted needs will also be sent to the RCB. The request is not questioned for validity, nor does the NRCS change it. However, if the request is lacking critical details whose absence could impede timely processing (e.g., quantity and specifics of the resource requested, timeline requested, location of delivery, priority, cost estimate, etc.), RCB personnel contact the ordering entity for further information.

The RCB serves as the single entry point into the ordering and tracking process and provides end-to-end tracking of resource requests. This central process of resource management ensures the accessibility, accuracy, and reliability of the tracking information that the rest of the NRCS, as well as incident-level officials, need. The ability to track the resources, and follow the status of the requests presented, enables personnel at the incident to plan for response and recovery operations in a timely and effective manner. It also enables incident personnel to successfully manage expectations among government officials, partners, and, perhaps most importantly, disaster survivors.

Source the Request

After the RCB logs the request, it begins the sourcing process and notifies the RCB Director. In recommending sourcing actions, the RCB draws upon deliberate plans written prior to an incident, which have established many of the resources needed, and have often identified primary, secondary, and tertiary sources for the resources.

The RCB coordinates an interagency group of response partners including Federal, nongovernmental, and private sector entities focused on developing sourcing recommendations to fulfill disaster requests. Composition of the RCB will be incident-specific. Some response partners may have “dual hats” as ESF representatives, depending

on the nature of the incident, or may be specific representatives of an ESF. The RCB is composed of the Individual Assistance Group, the Operational Support Group (OSG), the Emergency Services Group, the Infrastructure Assets Group, and the Transportation and Movement Coordination Group (TMCG). These groups are explained further below.

The RCB's mission is focused on developing sourcing recommendations to satisfy resource requests from the incident level. It is responsible for analyzing a resource request to ensure the following: (1) a complete understanding of the resource capability; (2) coordination of any issues of uncertainty with the RRCS and the Operations Section Chief at the incident level; (3) collaboration to determine the most efficient internal and external sourcing methods while avoiding redundancy; (4) the request's support of NSP objectives; and (5) identification of the most appropriate courses of action to fulfill the resource request. The RCB ensures that the *who*, *what*, *where*, *when*, and *why* are understood in each request (see Appendix E2), and provides the *how* for the sourcing process. The TMCG will coordinate at the incident level as a part of the sourcing process, to ensure two things: the timing of the resource delivery and the arrival of resources only after conditions on the ground can support them.

In conducting its analysis and coordination, the RCB takes into account critical factors such as time, cost, and delivery mechanism. For example, even though a resource may be available through internal FEMA sources, the RCB may deem another external sourcing option (e.g., local purchase) more appropriate for the incident, based upon its analysis. The RCB identifies requests that can be sourced—whether through a single order or multiple orders sourced by different sourcing entities—and approves them; for these requests, the RCB Director submits the recommended sourcing action in a timely manner to the OPG for action.

Unmet Requests

In some cases the RCB may have difficulty fulfilling a request due to shortages associated with a particular resource. The RCB forwards any requests that it cannot meet to the RCB Director who, in conjunction with the RSS Chief, may request that a Crisis Action Planning Team be convened to formulate courses of action for fulfilling the order.⁶ The Crisis Action Planning Team then presents possible courses of actions to the RSS Chief for decision. Once the decision is made, the RCB communicates with the OPG to process the order. In the event that a chosen course of action would result in a shortage or delay of ordered resources, the RCB Director would communicate the course of action to the appropriate staff at the incident management level.

⁶ In the event of commodity or equipment shortage, the Crisis Action Team may leverage the Resource Management Group to generate commodity/equipment courses of action. The Resource Management Group is an established ESF #7 interagency group for performing this function.

Order the Required Resource or Service

Once the RCB completes its analysis of available sources of supply, it provides its recommendation(s) to the OPG, which orders the required resources or services according to the established procedure and processes. There are two main steps involved in order processing:

1. Prepare the ordering documentation necessary for the sourcing method (e.g. mission assignments or contracts).
2. Obtain the required concurrences and authorizations from the sourcing authorities.

Deliver the Resource or Service

The TMCG coordinates and tracks movement of commodities, equipment, teams, and personnel supporting incident management operations until they are checked in at an incident. The group also provides or brokers air, marine, or ground transportation services when requested. The TMCG synchronizes the utilization and scheduling of all incident support transportation. TMCG demands close and continuous interaction between those who plan and execute incident management and those who do the same for incident support operations.

At the national level, the Movement Coordination Center (MCC) is a component of the NRCS's TMCG during activation. The MCC operates during an incident with a dedicated staff convened as part of the activation of the NRCS, and reporting to the TMCG Supervisor. In this role, the MCC supports mission priorities by coordinating and tracking the transportation of nationally deployed resources (supplies, equipment, teams, and personnel) until the transfer of control to incident management.

The MCC determines transport infrastructure limitations and assesses resource receiving, processing, and throughput capabilities. The MCC gathers and analyzes national-level transportation requirements. It coordinates and resolves national-level transportation issues through the national resource movement schedule in support of national priorities. In addition, the MCC tracks and reports national-level movements—data that MCC personnel use to create, maintain, and monitor execution of a master movement schedule. MCC personnel work in close coordination with the rest of the RSS, as well as Federal, State, tribal, and ESF partners, and nongovernmental organizations.

The MCC relies heavily on personnel in the SAS, the OPG, the ESFs, and all groups within the RCB to levy information requirements for, and gather movement-related data from, appropriate FEMA and partner information sources. MCC members analyze this data to develop a clear, up-to-date understanding of operational priorities, support conditions, and available transportation capabilities. This knowledge enables MCC personnel to recognize emerging movement problems and opportunities, and to recommend appropriate courses of action to ensure that incident personnel gain the maximum value from available movement capabilities. These recommendations affect the MCC-developed master movement

schedule. Except in extraordinary circumstances, the MCC coordinates the movement of national-level resources into and out of the incident—with applicable FEMA, partner, and incident-level organizations retaining control of their transportation assets.

The MCC collects and presents data on the movement of resources to a variety of response decisionmaking forums (briefings, conference calls, executive meetings, etc.).

In the event of a major incident in which the U.S. Government requests or accepts international offers of assistance and FEMA needs help managing offers, the International Assistance System (IAS) may be activated. If the IAS is activated, requests for and offers of international aid will be routed through the Department of State (DOS), which will act as an intermediary for these requests. The U.S. Agency for International Development (USAID) may also provide technical and logistical assistance to DOS and FEMA with the review and facilitation of these offers. This process is described in the *IAS Concept of Operations*.⁷ The RCB is also responsible for tracking these actions.

RESOURCE SUPPORT SECTION ORGANIZATION

Resource and Capability Branch

The RCB serves as the single entry point into the ordering and tracking process and provides end-to-end tracking of resource requests. The RCB reviews requests for clarity and completeness, and communicates with the requester for more information if necessary. The branch completes an Action Request Form for requests that arrive via personal, phone, or e-mail communications; assigns a request tracking number (RTN); and logs the request. The RCB updates the status of the requests and responds to inquiries from incident personnel, as necessary, throughout the life cycle of order processing and management. The RCB tracks all resourcing, actions, and ordering in real time. The unit, therefore, can determine when issues arise regarding the fulfillment of requests. As a result, the RCB is also responsible for notifying the RSS Chief of any issues that arise, related to resource fulfillment, that require coordination.

The RCB also identifies sources to fill all requests, by coordinating with staff at all levels, with multiple agencies, nongovernmental organizations, the private sector, and other partners, and communicating the resource requirements for the incident. The RCB: (1) identifies resource and capability requirements for the NSP; (2) coordinates and supports activities of mass care, operational support, emergency services, and infrastructure assets functions; (3) coordinates tasks; and (4) determines the status of tasking and special considerations for each ESF primary and supporting federal agencies and program element in the branch. There are six groups that comprise the RCB: Individual Assistance Group,

⁷ U.S. Department of Homeland Security, U.S. Department of State, U.S. Agency for International Development, *International Assistance System Concept of Operations*, October 1, 2010, Washington, DC.

Emergency Services Group, Infrastructure Assets Group, Operational Support Group, Transportation and Movement Coordination Group, and Incident Support Base Group.

Resource Tracker

The Resource Tracker maintains visibility and provides the status of all resources ordered from source through delivery by coordinating with Resources staff at all levels and managing a database with all resource requests and orders. The Resource Tracker tracks requests and updates the status of resource requests as instructed by the RSS Chief.

Individual Assistance Group

The Individual Assistance Group provides national coordination of resources and develops sourcing approaches to provide life-sustaining services, including mass care, emergency assistance, housing and human services in support of incident requests. The Individual Assistance Group utilizes pre-scripted approaches, mission assignments and innovative sourcing approaches to address incident requests. Requests include the coordination and provision of sheltering, feeding and reunification services; voluntary agency coordination; donations management; rental assistance; direct housing; disaster recovery centers; disaster case management and other resources, programs and services.

To develop and implement sourcing approaches, the Individual Assistance Group coordinates with other FEMA components as well as State, tribal, territorial and other Federal government agencies, voluntary organizations and the private sector. The Individual Assistance Group also coordinates with ESF #6 primary and supporting agencies in developing national sourcing approaches. The Individual Assistance Group also coordinates with ESF #6 primary and supporting agencies in developing national sourcing approaches. The Individual Assistance Group forwards sourcing approaches to the RCB Director for approval and updates each task status—including those requests related to ESF #6 primary and supporting agencies and ESF #11 primary and supporting agencies—in the automated tracking system.

Emergency Services Group

The Emergency Services Group provides national coordination of resources and develops sourcing approaches to meet the needs of emergency services (law enforcement, firefighting, search and rescue, etc.), and to address Federal lifesaving and life-sustaining activities identified by the region. At the direction of the RCB Director, the Emergency Services Group develops pre-scripted sourcing approaches to meet anticipated needs of emergency services, as well as sourcing approaches to address a specific emergency services request. In developing sourcing approaches, the group coordinates with ESF #s 4, 8, 9, 10, and 13 primary and supporting agencies to resolve conflicts regarding competing sourcing demands. The Emergency Services Group forwards all emergency services sourcing approaches to the RCB Director for approval. The group also updates the status of emergency services sourcing requests in the automated tracking system.

Infrastructure Assets Group

The Infrastructure Assets Group provides national coordination of resources and develops sourcing approaches to meet infrastructure needs (public works, engineering support, etc.). This group addresses requests for national-level support for removal of debris to facilitate both entry of emergency workers and the evacuation and return of the public. In addition, this group addresses requests for national-level support for the restoration of public and private nonprofit facilities. At the direction of the RCB Director, the Infrastructure Assets Group develops pre-scripted sourcing approaches to meet anticipated infrastructure needs, as well as sourcing approaches to address a specific infrastructure request.

In developing sourcing approaches, the Infrastructure Assets Group coordinates with public and private entities responsible for operating and maintaining infrastructure components. This group coordinates with ESF #s 1, 3 and 12 primary and supporting agencies to resolve conflicts regarding competing sourcing demands. The Infrastructure Assets Group forwards all infrastructure sourcing approaches to the RCB Director for approval. The group updates the status of infrastructure sourcing requests in the automated tracking system.

Operational Support Group

The OSG provides national coordination of resources and develops sourcing approaches to meet operational response needs (FEMA logistics, air assets, military, etc.) identified by the region. At the direction of the RCB Director, the OSG develops pre-scripted sourcing approaches to meet anticipated operational response needs, as well as sourcing approaches to address a specific operational response request. In developing the sourcing approaches, the group coordinates with a number of partners, including military and commercial entities. It forwards all operational response sourcing approaches to the RCB Director for approval. The group also updates the status of operational response sourcing requests in the automated tracking system.

Transportation and Movement Coordination Group

The TMCG coordinates and tracks the movement of commodities, equipment, teams, and personnel supporting incident management operations. The TMCG also synchronizes the utilization and scheduling of all transportation resources, so that those resources can continually provide maximum support to incident operations in the face of a dynamic environment, characterized by continuously changing conditions, needs, and priorities.

Incident Support Base Group

The Incident Support Base (ISB) Group is responsible for maintaining the status of resources in the ISB and providing materiel, services, and personnel support necessary to initiate and establish ISB operations. The ISB Group, through the use of existing automated and manual systems, maintains the status of resources in ISBs and Federal Staging Areas (FSAs) and reports the status of resources to the RCB for inclusion in NRCC situation reports and briefings. In addition, the ISB Group coordinates ISB/FSA support through the deployment of teams, services and equipment necessary to establish ISB or FSA operations during surge

and response. Once the ISB is designated as an FSA, and when the RRCC or JFO is capable of assuming the mission, the FSA support function will shift to the supporting region or JFO.

Order Processing Group

The OPG processes orders based on the sourcing method identified by the RCB. The OPG completes the paperwork necessary for the sourcing method determined, and acquires the necessary approvals to execute the order.

Comptroller

The Comptroller manages, monitors, and tracks all Federal costs relating to the incident and the functioning of the NRCC while adhering to all Federal laws, acts, and regulations. In addition, the Comptroller provides guidance to ensure that funds are provided expeditiously and that financial operations are conducted in accordance with established laws, regulations, and standards. The Comptroller serves as the financial advisor to the C-NRCS. Specific responsibilities include the following:

- Review each financial transaction to ensure a full and complete description, justification, account coding, and management approval.
- Ensure that all transactions comply with policy, laws, standards, and regulations, and that those transactions are permissible under the Stafford Act and Disaster Relief Fund.
- Prepare and process funding requests.
- Certify the availability of funds on approved transactions.
- Coordinate with FEMA program offices, directorates, and the NRCS/RRCS to ensure that adequate funding is provided for approved transactions in a timely manner.

The Comptroller is also responsible for personnel issues, including the following: (1) reviews activation and demobilization requests to assist the NRCS in determining and making recommendations for staffing levels; (2) provides travel policies, regulations, documents, forms, and procedures; and (3) acquires emergency lodging agreements when needed.

Appendices E1, E2, E3, and E4 provide detailed information on the processes used for resource intake, resource sourcing, resource ordering, and resource movement, respectively. Appendix E5 provides guidance on National ISBs. Appendix E6 provides detailed descriptions of all of the positions within the RSS.

CHAPTER 7: CENTER AND STAFF SUPPORT SECTION

NRCS CENTER AND STAFF SUPPORT SECTION STRUCTURE

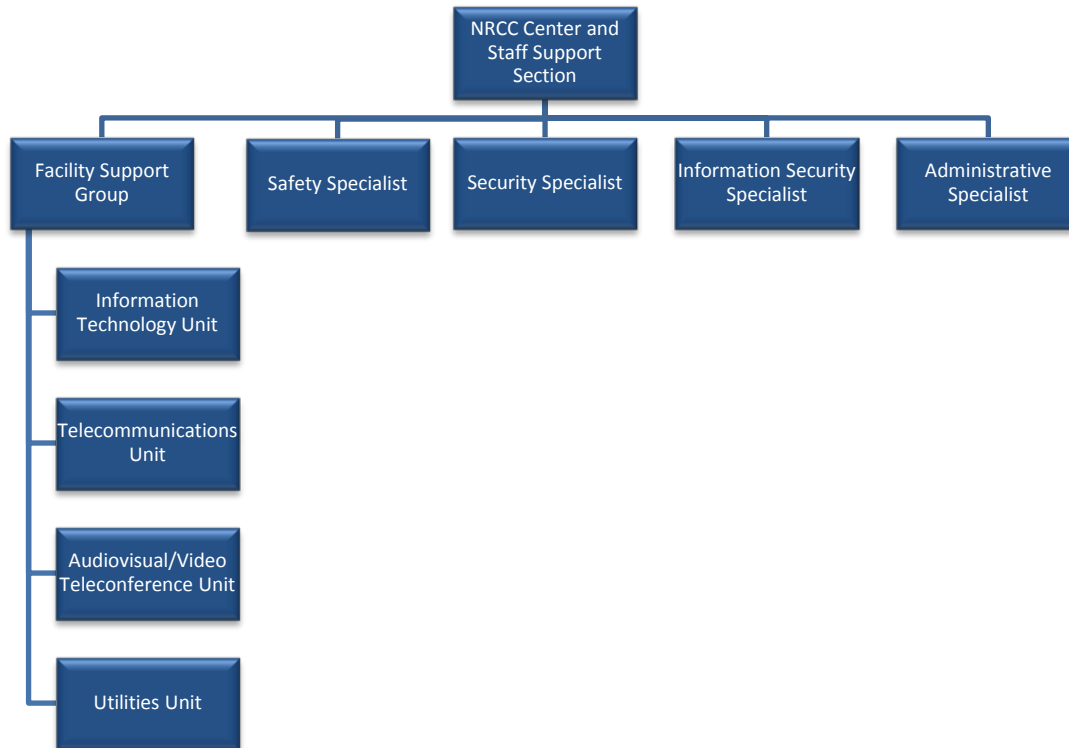


Figure 11: Organization Chart for the Center and Staff Support Section

PURPOSE

The NRCC's Center and Staff Support Section (CSSS) ensures that the NRCC remains in an operational state for immediate activation. The CSSS does this by supporting the NRCS with the facilities, security, safety, personnel, communications and administrative resources necessary to accomplish the mission. The staff also maintains NRCC building utilities to ensure a safe and secure environment for NRCS operations as well as to provide access to the equipment.

The CSSS is composed of the Facility Support Group, and the Safety, Security, Information Security, and Administrative Specialists (see Figure 11). The Facility Support Group remains active during both its steady state and its activation. All other support functions are activated depending upon the activation level of the NRCC.

ESSENTIAL FUNCTIONS

Coordinate and Provide Support for Staff

The CSSS of the NRCS ensures that the NRCC remains in an operational state for immediate activation by coordinating the maintenance and readiness of the NRCC and its environmental conditions. To do this, the CSSS provides support for all technology used during activation, and assists NRCS staff members with administrative- and human resources-related policies and procedures. The CSSS also maintains the status of NRCS staff and provides travel documentation to them for activations. Finally, the CSSS publishes and updates the operational tempo as needed, and maintains the activation roster, contact information, and other pertinent information.

Ensure Safety and Security

The CSSS ensures that all NRCS personnel conduct activities and operations in a safe and healthy environment, by providing safety- and health-related recommendations to the NRCC CSSS Chief. The CSSS maintains physical security for the NRCC by maintaining access controls and other security measures. (FEMA also trains staff members to properly handle, protect, and manage sensitive and classified information.)

CENTER AND STAFF SUPPORT SECTION ORGANIZATION

Facility Support Group

The Facility Support Group manages all facility-related support, including information technology, telecommunications, audiovisual and video teleconference capability, and utilities.

Information Technology (IT) Unit

The IT Unit provides IT support for staff members, which includes resolving computer, printing, and other technological problems.

Telecommunications Unit

The Telecommunications Unit ensures routine and emergency maintenance of telecommunication equipment and systems, and provides telecommunication support for NRCS.

Audiovisual/Video Teleconference (VTC) Unit

The Audiovisual/VTC Unit provides audiovisual, VTC, and multimedia support to the NRCS for events held in the conference rooms and task areas.

Utilities Unit

The Utilities Unit ensures that environmental conditions are maintained, including power, heating, air conditioning, and lighting.

Safety Specialist

The Safety Specialist monitors NRCS operations to ensure that staff conducts all activities in a safe environment. This specialist provides recommendations to the CSSS Chief to improve safety and/or health conditions for the staff.

Security Specialist

The Security Specialist implements physical security procedures and reports the status of security procedures to the CSSS Chief. This specialist provides safeguards needed to protect personnel and property from physical harm, loss, or damage.

Information Security Specialist

The Information Security Specialist implements information security procedures and reports the status of those procedures to the CSSS Chief.

Administrative Specialist

The Administrative Specialist provides administrative support to the NRCS.

Appendix F provides detailed descriptions of all of the positions within the Center and Staff Support Section.

ANNEX 1: ACRONYMS

ADD	Automated Deployment Database
AOP	Advance Operational Plan
ARF	Action Request Form
CBP	Customs and Border Protection
CI	Critical Infrastructure
CIR	Critical Information Requirement
CFR	Code of Federal Regulations
C-NRCS	Chief of the National Response Coordination Staff
COA	Course of Action
COP	Common Operating Picture
CORE	Cadre of Response Employees
COR	Contracting Officer's Representative
CSSS	Center and Staff Support Section
DDO	Director of Disaster Operations
DHS	Department of Homeland Security
DOCU	Documentation Unit
DOD	Department of Defense
DOS	Department of State
DRC	Disaster Recovery Center
eCAPS	Enterprise Coordination and Approval Processing System
EI	Essential Element of Information
EHS	Environmental Health and Safety
ESF	Emergency Support Function
FCO	Federal Coordinating Officer

FEMA	Federal Emergency Management Agency
FSA	Federal Staging Area
GIS	Geospatial Information System
HQ	Headquarters
HSPD	Homeland Security Presidential Directive
IA	Individual Assistance
IAP	Incident Action Plan
IAS	International Assistance System
IAU	Information Analysis Unit
ICP	Information Collection Plan
ICS	Incident Command System
ICU	Information Collection Unit
IMAT	Incident Management Assistance Team
IMSK	Incident Management and Support Keystone
ISB	Incident Support Base
ISR	Inventory System of Record
IT	Information Technology
IWMO	Incident Workforce Management Office
JDOMS	Joint Director of Military Support
JFO	Joint Field Office
LSCMS	Logistics Supply Chain Management System
MA	Mission Assignment
MACS	Multiagency Coordination System
MC/EA	Mass Care/Emergency Assistance
MCC	Movement Coordination Center

MCOV	Mobile Communication Office Vehicle
MERS	Mobile Emergency Response System
NDRF	National Disaster Recovery Framework
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NIPP	National Infrastructure Protection Plan
NOC	National Operations Center
NRCC	National Response Coordination Center
NRCS	National Response Coordination Staff
NRF	National Response Framework
NSP	National Support Plan
NSSE	National Special Security Event
OFA	Other Federal Agency
OPG	Order Processing Group
OSG	Operational Support Group
PKEMRA	Post-Katrina Emergency Management Reform Act
PPD	Presidential Policy Directive
ProTrac	Procurement Tracking System
PSS	Planning Support Section
RA	Regional Administrator
RCB	Resource and Capability Branch
RFI	Request for Information
RRCC	Regional Response Coordination Center
RRCS	Regional Response Coordination Staff
RSF	Recovery Support Function

RSP	Regional Support Plan
RSS	Resource Support Section
RTN	Request Tracking Number
SA	Situational Awareness
SAS	Situational Awareness Section
SASC	Situational Awareness Section Chief
SCF	Surge Capacity Force
SCO	State Coordinating Officer
SITREP	Situation Report
SME	Subject Matter Expert
SPOTREP	Spot Report
TMCG	Transportation and Movement Coordination Group
UCG	Unified Coordination Group
US&R	Urban Search and Rescue
USCG	U.S. Coast Guard
USDA	U.S. Department of Agriculture
VOLAG	Voluntary Agency
VTC	Video Conferencing

ANNEX 2: GLOSSARY

Action Request Form (ARF): FEMA Form 010-0-7. This form is used to request national-level resources from FEMA.

Commodity Sourcing Capability Database: Maintained by FEMA Logistics Supply Chain Commodity Managers, this database is updated with partner inventory availability information upon request from FEMA. It will ultimately be a web-based portal accessible by all Resource Capability Branch members to provide visibility of current partner capabilities and capacity to meet disaster-generated demands.

Common Operating Picture (COP): Both a product and a tool, the COP is a result of information management and analysis. The Knowledge Management Unit (Regional) and the Situation Unit (Incident) have primary responsibility for inputting information into the COP. Information may come from other sources but will be funneled through the Knowledge Management Unit in the region or the Situation Unit at the incident before entering the COP.

Constraint: A requirement placed on the organization or individual stakeholder by a higher level of authority that prohibits an action or dictates an action not planned for, thus restricting planned courses of action.

Course of Action (COA): A set of tasks through which one intends to achieve an objective.

Critical Information Requirements (CIRs): CIRs are specific types of high-priority Essential Elements of Information (EELs). What typically separates a CIR from an ordinary EEI is its urgency. Either FEMA leadership or personnel at the incident level can initiate a CIR for an event that occurred and was not anticipated (e.g., a dam failure or levee breach). CIRs require immediate leadership notification and involvement.

Disaster Request (DR) number: An accounting code for all costs associated with the incident.

Emergency Support Functions (ESFs): The ESFs serve as the primary operational-level mechanism to provide assistance in functional areas, such as the following: transportation, communications, public works and engineering, firefighting, mass care, housing, human services, public health and medical services, search and rescue, agriculture and natural resources, and energy. While ESFs are typically assigned to a specific section at the NRCC or in the Joint Field Office/RRCC for management purposes, resources from an ESF primary or coordinating agency may be assigned anywhere within the unified coordination structure. Regardless of the section in which an ESF may reside, that section works in conjunction with other Joint Field Office sections to ensure the appropriate planning and execution of missions.

Essential Elements of Information (EIs): EIs are essential information requirements that are needed for informed decisionmaking. EIs provide context, inform decisionmaking, and contribute to analysis; this information also populates the Information Collection Plan (ICP). EIs are required to plan and execute an operation and to support timely, logical decisions. Situation reports should address EIs, which are developed throughout the response and recovery to an event.

Federal Staging Area (FSA): An incident facility where deployed equipment and commodities are positioned, generally in anticipation of, or in response to, an incident. FSAs are generally created to support a single incident or region. FSAs are managed at the regional level (uncommitted equipment/commodities) and the incident level (committed equipment/commodities).

FEMA Response Watch (Watch): Provides 24/7 situational awareness for FEMA. The Watch supports the collection and distribution of information pre-incident to the National Operations Center (NOC) for development of the national Common Operating Procedure (COP). The Watch also provides analysis of collected information and national situational awareness of potential, developing, or ongoing situations that may require Federal response.

Information Collection Plan (ICP): This is both a plan for collecting information and a repository of information that has been collected. The ICP serves as the foundation for all national-level situational awareness reports and briefings; it contains all EIs and CIRs, and supports development of the COP.

Incident Management: Incident-level operation of the Federal role in incident response, recovery, logistics, and mitigation. Responsibilities include: the direct control and employment of resources, management of incident offices and operations, and delivery of Federal assistance through all phases of incident response.

Incident Management Assistance Teams (IMATs): Full-time, rapid-response, interagency teams composed of subject matter experts and incident management professionals. IMAT personnel may be drawn from national or Federal departments and agency staff according to established protocols. IMAT teams support the initial establishment of a unified command, and provide situational awareness for Federal and State decision-makers crucial to determining the level and type of immediate Federal support that may be required. FEMA has both National and Regional IMATs.

Incident Support: Coordination of all Federal resources that support incident response, recovery, logistics, and mitigation. Responsibilities include the deployment of national-level assets, support of national objectives and programs affected during the disaster, and support of incident operations with resources, expertise, information, and guidance.

Incident Support Base (ISB): An incident facility where mobilized, uncommitted equipment and commodities are positioned, generally in anticipation of, or in response to, an incident. An ISB will generally be created to support multiple regions or incidents. ISBs are managed at the national level.

Limitation: A factor or condition that either temporarily or permanently impedes mission accomplishment.

Logistics Supply Chain Management System (LSCMS): The FEMA requesting, ordering, shipping, tracking, inventory management and receiving systems, processes and procedures used by Logistics Management, FEMA Distribution Centers, and logistics field facilities. LSCMS is used to request and order items (commodities/assets) and transportation; these requests and orders are fulfilled through the logistics supply chain at the national and regional level.

Movement Coordination Center (MCC): Ensures the timely deployment of national-level incident response resources necessary to support incident response operations according to operational priorities. The center provides enhanced situational awareness, planning, coordination, and problem resolution between FEMA and its strategic support partners, as resources are sent into the incident theatre.

Multiagency Coordination System (MACS): The primary function of the MACS as defined in the National Incident Management System (NIMS) is to coordinate activities above the field (incident) level and to prioritize incident requests for critical or competing resources, thereby assisting the coordination of the operations in the field.

National Infrastructure Protection Plan (NIPP): Provides the coordinated approach used to establish national priorities, goals, and requirements for Critical Infrastructure protection. Ensures that Federal resources are applied in the most effective and efficient manner to reduce vulnerability, deter threats, and minimize the consequences of attacks and other incidents.

National-Level Incident Support: In coordination with the region, the national level may identify, order, and deploy initial response resources based on the specific needs of the disaster.

National Support Plan (NSP): Analogous to the Incident Action Plan (IAP) at the incident management level, the NSP includes objectives in *support* of incident objectives found in the IAP(s).

National Response Coordination Center (NRCC): The NRCC is a multiagency center operated by the National Response Coordination Staff (NRCS) which provides overall Federal response coordination. During an incident, the NRCS may, depending on the number, size, or complexity of the incident(s), operate on a 24/7 basis or as required, in coordination with

other elements of the National Operations Center (NOC). FEMA maintains the NRCC as a functional component of the NOC in support of incident management operations. If required, the NRCS activates and deploys national-level entities such as the National Disaster Medical System, Urban Search and Rescue Task Forces, Mobile Emergency Response Support, and National IMAT.

National Response Coordination Staff (NRCS): Provides national-level emergency management by coordinating and integrating resources, policy guidance, situational awareness, and planning to support the affected region(s).

NRCS Action Center: The point of entry to the NRCC for all inquiries, incorporating the general e-mail box and phone number as well as interacting with the Request for Information (RFI) Tracker. The center tracks, distributes, and maintains situational awareness of actions. Although physically located in the management area, the center is part of the Advisory Staff.

National Response Framework (NRF): A document designed to outline in broad terms the relationships and structures to be used in the event of a disaster.

Objective: The clearly defined, decisive, and attainable goal toward which every operation is directed or that requires action(s). Reaching or meeting the objective provides the desired incident outcome(s) by a specified date or time frame.

Priorities: A ranking in which some items given or meriting attention are listed before competing items; for example, critical activities (life, safety) are ranked first to indicate they must be accomplished first.

Recovery Support Function (RSF): The Recovery Support Functions (RSFs) comprise the National Disaster Recovery Framework's (NDRF's) coordinating structure for key functional areas of assistance. Their purpose is to support local governments by facilitating problem solving, improving access to resources and by fostering coordination among State and Federal agencies, nongovernmental partners and stakeholders.

Request: Any call for an action by an end user to acquire supplies, equipment, services, personnel, or teams. The Resource and Capability Branch will assign a request tracking number (RTN) to each request received.

Request for Information (RFI): RFIs are questions or requests that come from various sources and vary in importance relative to the incident.

Requirements: Constraints, demands, necessities, needs, or parameters that must be met or satisfied, usually within a certain timeframe.

State Fusion Centers: Serve as focal points within the state and local environment for the receipt, analysis, gathering, and sharing of threat-related information among the Federal,

State, tribal, territorial, and local governments and private sector partners. Fusion centers are owned and operated by States, with support from Federal partners in the form of deployed personnel, training, technical assistance, exercise support, security clearances, connectivity to Federal systems, technology, and grant funding.

Task: A specific description of a work activity which must be demonstrated for successful performance in a position.

Unified Command: This structure brings the designated officials of the incident's principal jurisdictions together to coordinate an effective response while, at the same time, these officials carry out their own jurisdictional responsibilities.

Unified Coordination Group (UCG): A group comprised of specified senior leaders representing State and Federal interests and, in certain circumstances, tribal governments, local jurisdictions, and/or the private sector. The primary responsibility of the UCG is to manage the incident; all other levels of the FEMA chain of command support the UCG. Within the UCG, the Federal Coordinating Officer (FCO) is the primary Federal official responsible for coordinating, integrating, and synchronizing Federal response activities in Stafford Act incidents or as directed. The composition of the UCG varies depending on the scope and nature of the incident and the assets deployed.

Whole Community: A philosophical approach to conducting the business of emergency management. Conceptually, it is a means by which residents, emergency management practitioners, organizational and community leaders, and government officials can collectively understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests. By pursuing this approach, a more effective path to societal security and resilience is built.

APPENDIX A: DIRECTOR OF DISASTER OPERATIONS TASKS

Director of Disaster Operations	
Positions	Tasks
<p>Director of Disaster Operations (DDO)</p>	<ul style="list-style-type: none"> • Ensures information flow and coordination among all FEMA levels (national, regional, and incident[s]) • Coordinates and synchronizes all HQ disaster response, recovery, and mitigation operations, programs, and related activities • Provides appropriate incident support to the FEMA Regional Administrator (RA) and the Federal Coordinating Officer(s) (FCO) • Directs the deployment of national-level teams as needed. • Approves and signs plans developed by the NRCS Planning Support Section • Advises the FEMA Administrator on program and policy issues related to incident management and support and provides recommended courses of action
<p>Assistant Director of Disaster Operations for Recovery</p>	<ul style="list-style-type: none"> • Ensures recovery programs and authorities are integrated into the NRCS • Provides oversight to the recovery process, such as: <ul style="list-style-type: none"> ○ Reviews regional IA and PA preliminary damage assessments ○ Approval of recovery authorities (i.e. direct housing mission, rental repair project, Transitional Sheltering Assistance program, and community disaster loans etc.) ○ Coordinates National Processing Service Center requirements • Maintains situational awareness and readiness status of FEMA recovery resources, and maintains an awareness of issues that may adversely impact recovery activities • Maintains an advanced understanding of actual and anticipated needs of recovery functions • Identifies actual and potential recovery policy issues and raises them to the C-NRCS for resolution, in coordination with appropriate stakeholders • Participates in the development of the NSP and crisis action plans as they relate to recovery issues • Assists in informing the development of national priorities, objectives, EEIs, and CIRs for recovery areas • Monitors interdependencies with response and recovery activities related to mass care, housing and infrastructure

Director of Disaster Operations	
Positions	Tasks
	<ul style="list-style-type: none"> • Supports the decisionmaking process as it relates to recovery (understanding state and local priorities, to be more responsive to their needs) • Assists in addressing compelling and competing priority decision(s) elevated from the JFO(s) in regards to recovery activities • Maintains visibility of the RA/FCO dialogue pertaining to the need for an Advanced Evaluation Team to determine if a Federal Disaster Recovery Coordinator is warranted • Assists in determining if the incident is significant or complex enough to require extended NRCS activation for Recovery Support Function (RSF) coordination (in coordination with the JFO and RA)

APPENDIX B: CHIEF OF THE NRCS AND ADVISORY STAFF POSITIONS AND TASKS

Chief of the NRCS	
Positions	Tasks
Chief/Deputy Chief of the National Response Coordination Staff (C-NRCS)	<ul style="list-style-type: none"> • Leads, directs, and supervises the NRCS • Exercises executive management authority e.g., reviews and approves activation level (initial, increase, or decrease) and demobilization requests in relation to incident complexity and scope • Briefs the FEMA Administrator and the Director of Disaster Operations (DDO) on pertinent data, information, and insight from the staff • Provides guidance and intent from the FEMA Administrator and DDO to the staff • Determines staffing levels in accordance with the incident level to ensure that activities are supported by reviewing activation and demobilization requests • Monitors the readiness status of FEMA resources and directs actions to manage national resources • Understands and conveys the FEMA Administrator’s guidance and intent • Approves the meeting and briefing schedule; provides timelines to the staff and establishes “back-briefing” times and locations • Coordinates the national-level activities of other Federal agencies (OFAs) that have incident management or support roles under their own legislative authorities • Identifies actual and potential policy issues and raises them to the DDO for resolution in coordination with appropriate stakeholders • Ensures that adequate safety measures are in place • Participates in the development of and approves the National Support Plan (NSP) and crisis action plans • Monitors staff response to valid inquiries to ensure efficiency and promptness • Implements quality control measures for information and resource management • Develops national priorities, objectives, and CIRs • Obtains an initial briefing from the DDO and supports the RA to gain guidance and ensure a clear understanding of the DDO’s intent (purpose, key tasks, end-State), the RA’s requirements, and CIRs • Reviews regional and incident objectives to assist in

Chief of the NRCS	
Positions	Tasks
	<p>recommending clear, supportable, and executable national objectives; anticipates potential and compounding incidents; and synchronizes the action of the NRCS with regional and incident efforts</p> <ul style="list-style-type: none"> • Obtains and shares information pertaining to the actual or potential incident, including the State/local profile, predictive modeling, activations, prepositioning of assets, and demographics • Provides briefings to the press and intergovernmental partners as needed • Approves requests for national resources, and reviews and approves valid requests to issue national-level mission assignments • Maintains financial oversight to ensure that operations are cost effective • (Deputy) Performs duties as assigned by the Chief and fills the role of the Chief in his/her absence • See Chapter 3 and Appendix G for additional responsibilities
<p>Liaisons (could include NOC Specialist, Department of Defense [DOD], Department of State, Canada Public Safety, etc.)</p>	<ul style="list-style-type: none"> • Advises FEMA senior leadership on matters related to their Federal agency or organization • Monitors and supports the desk for their Federal agency or organization during NRCC activations • Provides advice and Situational Awareness (SA) to the C-NRCS regarding Federal agencies' capabilities, support, and activities • Provides accurate and timely information regarding FEMA's plan of action and other activities to their Federal agency • Participates in planning sessions and activities • See Chapter 3 for additional responsibilities <p><i>If a representative of an OFA or other organization commits resources or provides critical incident information, he or she should fill the role of a specialist under the Resource Support or the Situational Awareness Section</i></p>
<p>Legal Advisor</p>	<ul style="list-style-type: none"> • Advises that all NRCS actual or potential tasks and activities are in compliance with the law • Recommends alternatives, waivers, and exceptions as required to accomplish missions • Provides policy guidance • See Chapter 3 for additional responsibilities
<p>ESF-15/External Affairs Advisor</p>	<ul style="list-style-type: none"> • Provides C-NRCS with coordinated External Affairs message • Develops talking points for C-NRCS and other NRCS members • Acts as the FEMA representative for congressional,

Chief of the NRCS	
Positions	Tasks
	<p>intergovernmental, international, media, and private sector requests</p> <ul style="list-style-type: none"> • Provides the C-NRCS with an accurate picture of all External Affairs operations • Reviews reports to stay informed on the activity of the total Federal support and distribute pertinent information from those reports to External Affairs • Monitors news coverage to ensure that information is accurate • Coordinates messages with Federal, State, local, and tribal governments • Identifies potential issues and develops messaging and strategies to remain prepared • Disseminates information to NRCS • Directs calls from the media to the External Affairs News Desk • Arranges External Affairs' use of the NRCC facility for press conferences as well as photo opportunities as the press requests • Coordinates press events and escorts media at all times during any scheduled press event • Provides national guidance on External Affairs (congressional, etc.) issues or questions exceeding regional area of responsibility. • Provides Community Relations coordination • See Chapter 3 for additional responsibilities
Disability Integration and Coordination Advisor	<ul style="list-style-type: none"> • Provides guidance on disability policy issues or questions exceeding regional area of responsibility • Ensures that all NRCS tasks and activities are in alignment with disability inclusive practices • Recommends strategies, resources, alternatives and solutions utilizing inclusive practices to accomplish missions • Coordinates requests related to disability, access, and functional needs with the Regional Disability Integration and Coordination Advisor • Reviews reports to stay informed on the activity of the total Federal support and distributes pertinent information from those reports to HQ leadership, Regional Disability Integration Specialists and the Interagency Coordinating Council on Emergency Preparedness and Individuals with Disabilities • Advises on disability accessibility, to include physical/architectural, programmatic, and effective

Chief of the NRCS	
Positions	Tasks
	<ul style="list-style-type: none"> communications access • See Chapter 3 for additional responsibilities
Lessons Learned Advisor	<ul style="list-style-type: none"> • Supervises the Lessons Learned Specialist • Prepares and updates the Data Collection Plan • Analyzes incident observations and provides process guidance on the remedial action management program/corrective action program • Develops the after-action report/Improvement Plan • See Chapter 3 for additional responsibilities
Lessons Learned Specialist	<ul style="list-style-type: none"> • Identifies potential best practices, lessons learned, and corrective actions • Assists with the development of the after-action report/Improvement Plan • Observes activities and assists with identifying emerging issues, corrective actions, and potential lessons learned • Prepares, distributes, and collects data collection forms to identify emerging issues, corrective actions, and potential lessons learned • Conducts section hot-wash meetings—as requested during operations or as sections stand down • Conducts after-action debriefings with managers and FEMA senior leadership to identify and prioritize emerging issues • Submits data to the Response Directorate Office of Training, Exercises, and Doctrine, and the National Preparedness Directorate Corrective Actions and Lessons Learned Branch for analysis • Drafts status and emerging issue reports • See Chapter 3 for additional responsibilities
Action Center Unit Leader	<ul style="list-style-type: none"> • Supervises Action Center Specialists • See Chapter 3 for additional responsibilities
Action Center Specialist	<ul style="list-style-type: none"> • Provides 24/7 coverage of the NRCS's main telephone lines and e-mail addresses • Directs inquiries and information to proper sections • Maintains a log of all communication activity • See Chapter 3 for additional responsibilities

APPENDIX C1: SITUATIONAL AWARENESS/ INFORMATION MANAGEMENT PROCESS

INTRODUCTION

This appendix details the information management process. The goal of this process is to gain an accurate representation of the incident over time.

INFORMATION MANAGEMENT PROCESS

The information management process is highly iterative; FEMA personnel must update it constantly as new information becomes available. They must also coordinate this process with representatives from all levels of response to ensure that the information is correct.

The products generated through the Information Management Process, discussed in detail later in this appendix, are designed to help the National Response Coordination Staff (NRCS), all internal and external stakeholders, and senior leaders to determine: (1) priorities of needed support; (2) incident complexity and severity; and (3) the impact of the incident on the region. Equipped with the most current and accurate situational awareness information available, the NRCS and senior leaders are better able to implement the correct kinds and amounts of support.

Figure 12 illustrates the information management process and how multiple sources of information can be inputted into the Information Collection Plan (ICP). FEMA personnel analyze and disseminate this information to senior leaders to enable them to make informed decisions. Additionally, incident-level personnel can use the ICP and analytic documents to develop incident plans (e.g., *Advance Operations Plan*, *Incident Strategic Plan*, crisis action plans, etc.).

The NRCS Information Management Process

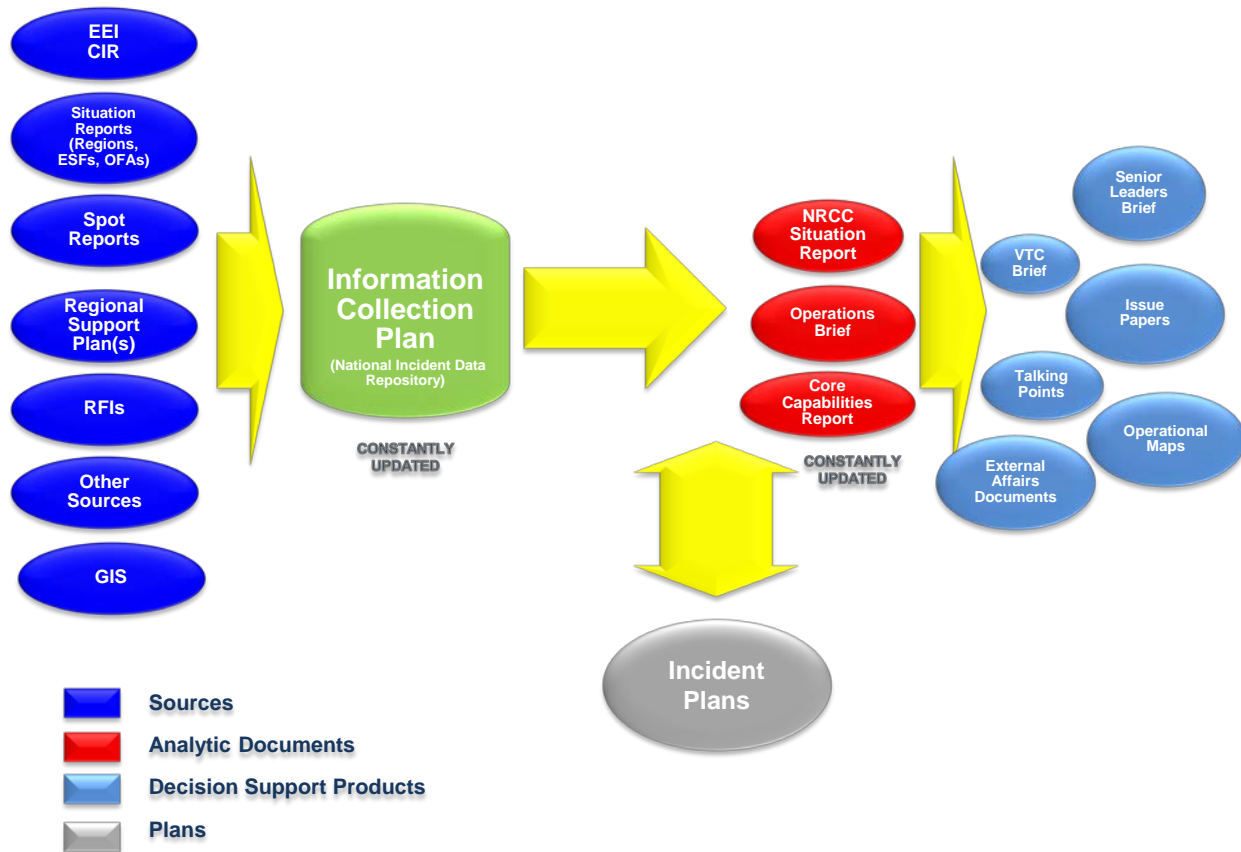


Figure 12: The Information Management Process

Each of the sections of the Information Management Process work flow is described briefly below.

Defining National-Level Information Requirements

Situational awareness at the national level begins with defining information collection requirements. The Situational Awareness Section (SAS) derives initial critical information requirements (CIRs) and essential elements of information (EIs) from deliberate plans at the national and regional levels. The Chief of the NRCS (C-NRCS) and the SAS Chief may provide additional EIs and CIRs in conjunction with the Planning Support Section (PSS) and the Information Analysis Unit (IAU). The EIs and CIRs should align with the priorities and CIRs of the DHS Secretary, the FEMA Administrator, and other senior leaders; and the SAS will reflect them in the collection requirements and templates.

Essential Elements of Information

EIs are essential information requirements that are needed for informed decisionmaking. EIs provide context, inform decisionmaking, and contribute to analysis; this information

also populates the ICP. EEIs are required to plan and execute an operation and to support timely, logical decisions. Situation reports should address EEIs, which are developed throughout the response and recovery to an event.

Critical Information Requirements

CIRs are specific types of high-priority EEIs. What typically separates a CIR from a standard EEI is its urgency. Either FEMA leadership or personnel at the incident level can initiate a CIR for an event that occurred and was not anticipated (e.g., a dam failure or levee breach). CIRs require immediate leadership notification and involvement.

Collecting National-Level Information

The SAS derives initial CIRs and EEIs from deliberate plans. The C-NRCS and the Situational Awareness Section Chief (SASC) may provide additional CIRs in conjunction with the Planning Support Section (PSS) Chief and Resource Support Section (RSS) Chief. The ICU uses the Information Collection Plan (ICP) to define: (1) the decisions that the NRCS is supporting; (2) what information the ICU needs to collect; (3) who within the NRCS is responsible for collecting the information and providing it to the ICU; (4) how often the ICU needs to update the information; and (5) most importantly, the official source of the information.

Below are some examples of sources of information that SAS personnel either develop or use, to prepare reports and plans at the national level.

Incident and Regional Situation Reports

Situation reports from the incident level and the region are the primary source of information during an incident. Situation reports should address EEIs, which the incident-level and regional-level personnel develop throughout the response and recovery to an event. A situation report covers a specified period, such as the last operational period.

Spot Reports

Spot reports are brief reports of essential information regarding events and/or conditions that may have an immediate and significant effect on current operations.

Regional Support Plan

The RSP identifies the resources required to support the incident objectives and priorities. The Regional Response Coordination Center (RRCC) provides the RSP.

Requests for Information

RFIs are questions or requests that come from various sources and vary in importance relative to the incident.

Organizing National-Level Information

The ICU takes the data collected from Emergency Support Functions (ESFs), other Federal agencies (OFAs), and incident-level and regional-level sources, and organizes them into easily readable information.

Information Collection Plan

The Information Collection Plan serves as the foundation for all national-level situational awareness reports and briefings; it contains all EEIs and CIRs, and supports the development of the COP.

The primary sources of data populating the ICP are ESFs, non-governmental organizations (NGOs), and OFAs; however, secondary data may arrive from regional and incident-level sources in the form of regional and incident-level reports (RSPs, IAPs, situation reports, spot reports, etc.). This information may arrive verbally, or by telephone, facsimile, or e-mail, or may be posted to the Crisis Management System.

NRCC Situation Report

The NRCC SITREP is a high-level report describing everything of importance that is happening or has happened in an incident. The ICU collects and filters raw data from the ICP and uses it to produce the NRCC SITREP.

Analyzing National-Level Information

The Information Analysis Unit (IAU) analyzes information to determine impacts on the response to FEMA incident or regional operations, and examines how actual or potential effects from the incident or subsequent incidents may affect other jurisdictions. The IAU sorts and filters the data collected by the ICU. The IAU also verifies the initial information and attempts to validate it against the assumptions and facts in the deliberate plans, and produces spot reports when needed. Within the IAU, the Technical Specialists provide specialized technical expertise and information based on the incident needs. The Risk Analysts provide expertise on ongoing threats, critical vulnerabilities, potential consequences, and opportunities to mitigate risks; and develops special reports as needed.

The GIS Unit analyzes the ICP and creates geospatial computer models and map products based on incident hazards and RRCS needs.

Upon approval from the SASC and the C-NRCS, the IAU updates the EEIs, CIRs, and the ICP, and the information collection and analysis processes continue.

NRCC Core Capabilities Report

The IAU analyzes the information in the NRCC SITREP and the status of tasks in the NSP to create a summary of the current situation, organized by core capabilities. This summary identifies current or future issues. The IAU develops this Core Capabilities Report with input from the PSS.

Operations Briefing

The Operations Briefing is a high-level briefing on situational awareness created by Reports and Briefing Specialists within the SAS, to inform the decisions and planning of NRCS staff members. The Operations Briefing is sent to the National Operations Center, the Secretary of Homeland Security, and oftentimes the President and the National Security Staff. This briefing analyzes the information contained in the ICP and provides information to the decision support products.

Collaborating with the Planning Support Section

Once the IAU completes the analysis described in the previous section, the unit provides the information to the PSS, which then begins developing planning products and processes to support the response. These planning products include the *National Support Plan* and crisis action plans. Incident plans draw source information from the ICP, NRCC SITREP, and the NRCC Core Capabilities Report.

Disseminating National-Level Information

The Documentation Unit (DOCU) disseminates to senior leadership and to staff at all echelons comprehensive reporting products that give an accurate assessment of incident response to date. The DOCU develops the templates and formats for all reports and briefings within the SAS. The DOCU ensures that reports and briefs are concise, clear, and grammatically correct, and submits them to the C-NRCS and the SASC for review.

Senior Leadership Briefing

The Senior Leadership Briefing is a formal report used to provide the NRCS, FEMA senior leadership, and the Secretary of Homeland Security the status of the response effort. This briefing draws source information from the Core Capabilities Report and the Operations Briefing.

Talking Points

Talking points provide senior leadership with accurate incident information. The Reports and Briefing Specialist creates talking points in conjunction with External Affairs, for use in congressional briefings, media interviews, etc. Talking points draw source information from the ICP.

Issue Papers

An Issue Paper fulfills an ad hoc requirement to provide further information on a specific topic, as requested by senior leadership.

Video Teleconference Briefing

The Video Teleconference Briefing is a daily incident response status update covering major issues, initiated by the Federal Coordinating Officer and used to brief the RRCS and NRCS. The Video Teleconference Briefing draws source information from the ICP.

Operational Maps

Operational maps are geospatial information system maps that depict various layers of key information for applicable decisionmaking and associated planning.

APPENDIX C2: INITIAL OPERATING REPORT TEMPLATE

Instructions for Completing the Initial Operating Report

1. Declaration Event: Use declaration number if available. For other events, specify name of event or National Emergency Management Information System/Incident Management Coordination, Assessment, and Determination Incident ID Number or generic name of event, e.g., Hurricane Ivan, San Francisco Earthquake, etc.
2. Date of Declaration or Event: Enter date and time, if practical, of declaration/event. Use MM/DD/YYYY format and if time is specified, use 24-hour clock with time zone indicated.
3. Date/Time of Report: Enter the date and time of the report. Use MM/DD/YYYY format with time specified using 24-hour clock and time zone indicated.
4. Location: Enter the address of the facility. Check the appropriate box for facility type.
5. Type of Facility: Check appropriate box of facility. If other, specify type.
6. Date/Time Opened: Enter the date and time facility opened. Use MM/DD/YYYY format and if time is specified, use 24-hour clock with time zone indicated.
7. Operational Level: Check the appropriate operational level of the facility. Level III is defined as a Situational Awareness Section activation only. Level II is defined as activation of Situational Awareness and selected other elements below full activation level. Level I is a full activation of all organizational elements.
8. Hours of Operation: Enter the hours of operation for the facility. Specify days of week facility is open, and hours using 24-hour clock with time zone indicated.
9. Communications: Enter the telephone numbers for the key elements listed. Be sure to include the area code for each number. Important: List numbers that are answered for each element listed. Avoid listing individual numbers of key staff that may go unanswered. The numbers listed need to be contact numbers for the elements listed.
10. After-Hours Contact: List the after-hours contact number for personnel with access to the facility or who are to be notified in the event of an emergency at the facility.
11. Key Personnel: List the names of the key personnel according to the titles listed.
12. ESF/DCE/Other Activations: Check those elements that have been activated – not alerted, and that are either present at or responding to the facility.
13. Operational Period: List the Operational Period. (Remember: Standard Operational Periods begin and end at midnight.)
14. Situation Reporting Date/Time: List the date and time when situation reports are issued from this facility.
15. Release Authorized by: List the name of the senior official authorizing the release of the form (C-NRCS, etc.) and have the form signed prior to transmission.
16. Filing: The original copy of the IOR will be filed under EOM 14-3-1, Initial Operating Report with a permanent file retention requirement.

DESTROY COPIES OF THIS DOCUMENT BY SHREDDING WHEN NO LONGER NEEDED

INITIAL OPERATING REPORT (NRCC)			
1. Declaration/Event:			
2. Date of Declaration/Event:			
3. Date/Time of Report:			
4. Region/Location:			
5. <input type="checkbox"/> NRCC		<input type="checkbox"/> RRCC <input type="checkbox"/> Other _____	
6. Date/Time Opened:			
7. Operational Level			
8. Hours of Operation:			
9. Communications:		<i>Note: Verify all listed telephone numbers and include area code!</i>	
Contact		Primary #	Alternate #
Main:			
Main FAX:			
STU III Voice:			
Secure FAX:			
C-NRCS & Advisory Staff			
Situational Awareness Section:			
Planning Support Section:			
Resource Support Section:			
Center and Staff Support Section:			
10. After Hours Contacts:			
Name		After Hours Telephone #	Alternate #
11. Key Personnel			
Chief of the NRCS:			
C-NRCS's Advisory Staff:			

	Situational Awareness Section:	
	Planning Support Section:	
	Resource Support Section:	
	Center and Staff Support Section:	
12.	ESFs, DCE, & Other Activations	<input type="checkbox"/> ESF-1 <input type="checkbox"/> ESF-2 <input type="checkbox"/> ESF-3 <input type="checkbox"/> ESF-4 <input type="checkbox"/> ESF-6 <input type="checkbox"/> ESF-7 <input type="checkbox"/> ESF-8 <input type="checkbox"/> ESF-9 <input type="checkbox"/> ESF-10 <input type="checkbox"/> ESF-11 <input type="checkbox"/> ESF-12 <input type="checkbox"/> ESF-13 <input type="checkbox"/> ESF-15 <input type="checkbox"/> DCE/DCO <input type="checkbox"/> SBA <input type="checkbox"/> DHS-IP <input type="checkbox"/> USCG
13.	Operational Period:	
14.	SITREP Reporting Date/Time:	
15. Release		
Authorized By:	Name: _____	Signature: _____

Form Date: Pending Assignment

Previous Editions May Not Be Used

APPENDIX C3: SITUATIONAL AWARENESS

REPORTS AND BRIEFINGS

This table lists the reports and briefings that the Situational Awareness Section develops, showing the purpose and approximate frequency for each.

<i>Report</i>	<i>Mandatory</i>	<i>Purpose/Description of Report</i>	<i>Frequency</i>	<i>Responsible Party</i>
Information Collection Plan	Yes	Serves as the foundation for all national-level situational awareness reports and briefings; it contains EEs and CIRs; and supports the development of the COP	Three times per operational period: twice during the day shift, and once during the night shift	Information Collection Unit
NRCC Core Capabilities Report	No	Provides a list of potential issues and actions to address those issues	Three times per operational period: twice during the day shift, and once during the night shift, if issues exist	Information Analysis Unit
Issue Paper	No	Provides a more detailed description of a specific issue, and associated courses of actions, for a specific issue listed within the NRCC Core Capabilities Report	As requested	Information Analysis Unit
NRCC Situation Report	Yes	Serves as the prime source of information for all NRCC reports and briefings. The report should be a clear, concise summary of key information points (e.g., CIRs).	Twice during the day shift, and once during the night shift	Information Collection Unit
Initial Operating Report	Yes	Provides key contact and operational information	One time, at the beginning of the first operational period	Documentation Unit
Operational Maps	No	Illustrates various layers of key information for applicable decisionmaking and associated planning	As needed or requested	Geospatial and Technical Specialists
Operations Briefing	Yes	Informs the decisions and planning of NRCS staff members. This is a high-level overview of the key points contained in the ICP.	Three times per operational period: twice during the day shift, and once during the night shift	Reports and Briefing Specialist

<i>Report</i>	<i>Mandatory</i>	<i>Purpose/Description of Report</i>	<i>Frequency</i>	<i>Responsible Party</i>
Senior Leadership Briefing	Yes	Provides FEMA senior leadership with the current situation aligned to the core capabilities and notification of potential/actual issues that will need resolution at the national level	Twice per operational period, every twelve hours	Reports Distribution Unit
Spot Reports	No	Provides brief summaries of essential information regarding events and/or conditions that may have an immediate and significant effect on current operations	As needed or requested	Information Analysis Unit
Talking Points	No	Provides senior leadership with accurate incident information	As needed or requested	Reports and Briefings Specialist
Issue Papers	No	Provides senior leadership with further information on a specific topic	As needed or requested	Information Analysis Unit
VTC Briefing	No	Provides an update on major issues initiated by the Federal Coordinating Officer	Once per operational period	Reports and Briefings Specialist
External Affairs Documents	No	Provides the public and private sectors with up-to-date situational awareness	As needed or requested	ESF-15/External Affairs Specialist

APPENDIX C4: SITUATIONAL AWARENESS SECTION

POSITIONS AND TASKS

Situational Awareness	
Positions	Tasks
Situational Awareness Section Chief (SASC)	<ul style="list-style-type: none"> • Serves as the primary representative for SAS to senior leadership and provides guidance to staff • Oversees information requirements, collection, analysis, distribution, and archiving of critical information through reports, presentations, and contribution to the Common Operating Picture (COP) • Ensures that IT systems support situational awareness • Monitors and adjusts work assignments within the SAS • Coordinates with the C-NRCS to ensure that the required technical specialists are activated • Ensures that External Affairs messaging is accurate • Establishes national information requirements and reporting schedules • Collaborates with partners at the State, Incident Management Assistance Teams (IMATs), and regional level, as well as those from the private sector, volunteer agencies, and within other National Support Sections • Conducts staff briefings regarding the incident situation (e.g., size, location, severity, and impact), mission, objectives (from the NSP, RSP, and IAP), and status of ongoing activities • Supports decisionmaking by: <ul style="list-style-type: none"> ○ creating a common operating picture and situational awareness for the incident ○ providing context for future resource needs assessment and FEMA incident support planning • Oversees master files of all records as is required by law • See Chapter 4 and Appendices C1 and G for additional responsibilities
Request for Information (RFI) Tracker (RFIT)	<ul style="list-style-type: none"> • Accepts and assigns RFIs from the incident and regional levels for adjudication at the national level • Serves as the main point of contact for incoming RFIs • Assigns each RFI a number and enters it into a tracking spreadsheet • Assigns an RFI to the appropriate party for an answer • Receives an answer to the RFI, provides it to the requester, and follows up to ensure that the requester has received the answer • Closes out the RFI once it has been answered on the

Situational Awareness	
Positions	Tasks
	<ul style="list-style-type: none"> spreadsheet and archives it to the designated location • Coordinates with the Information Analysis Specialist to determine if an RFI is a potential CIR • See Chapter 4 and Appendix C1 for additional responsibilities
Knowledge Group Supervisor (KNGS)	<ul style="list-style-type: none"> • Ensures that the ICP is executed through the National Support Plan • Provides unclassified intelligence on the current situation • Ensures the timely collection and analysis of all response-relevant information • Oversees the collection of information and intelligence from primary and open sources that may impact operations • Oversees the adjudication of RFIs to ensure a timely and complete response • Ensures the posting of analysis on required knowledge management portals • See Chapter 4 and Appendix C1 and H for additional responsibilities
Information Collection Unit Leader (ICUL)	<ul style="list-style-type: none"> • Supervises the Information Collection Specialists • See Chapter 4 and Appendices C1 and G for additional responsibilities
Information Collection Specialist (ICSP)	<ul style="list-style-type: none"> • Supports the collection and distribution of information for the development of the integrated COP • Executes ICP by coordinating with regions, State(s), ESFs, OFAs, other appropriate entities or partners and document sources (e.g., EEIs and CIRs [from deliberate plans and follow on], SITREPs, spot reports, and RFIs, etc.) in order to collect information • Communicates additional/emerging CIRs or EEIs to all relevant partners by providing a current copy of the ICP • Compiles, consolidates, and analyzes situation reports, spot reports, incident plans, and briefings to answer EEIs/CIRs • Identifies potential impacts of new information to aid in the formulation, addition, or adjustment of the EEIs/CIRs and sends to the Information Analysis Unit for further research • Coordinates with the ESF-15/External Affairs Specialist to identify critical open source information or media considerations • Adjusts internal CIRs and EEIs as recommended by the Information Analysis Unit • Collects and validates data • Ensures that agency information collection and reporting

Situational Awareness	
Positions	Tasks
	<p>requirements align with the ICP</p> <ul style="list-style-type: none"> • Identifies potential impacts of new information or an RFI to aid in the formulation, addition, or adjustment of the CIRs • Revises ICP and reporting schedules based on incident requirements and senior leadership • Monitor social media sites • See Chapter 4 and Appendix C1 for additional responsibilities
Information Collection Specialist (Office of Infrastructure Protection Liaison Officer) (ICSP)	<ul style="list-style-type: none"> • Maintains real-time communications with the National Protection and Programs Directorate Watch • Coordinates information flow between the National Protection and Programs Directorate and the NRCS • Reconciles National Protection and Programs Directorate Critical Infrastructure (CI) data with that received through FEMA's ESF structure • Coordinates CI RFIs to and from the Regional Support Team, State, and local emergency operations centers and the RFI Tracker • Prepares and assists in the preparation of all required deliverables during all National Operations Center phases and NRCS activations by populating the COP with incident information • Maintains operational knowledge of FEMA's disaster response technologies and processes • Maintains personal contacts and up-to-date knowledge of the emergency management community • See Chapter 4 and Appendix C1 for additional responsibilities
Information Analysis Unit Leader (IAUL)	<ul style="list-style-type: none"> • Supervises the Information Analysis Specialists, Risk Analysts, and Intelligence Analysts • See Chapter 4 and Appendices C1 and G for additional responsibilities
Information Analysis Specialist (IASP)	<ul style="list-style-type: none"> • Provides analysis of collected information and SA of potential, developing, or ongoing situations that may require national response • Compiles, consolidates, and analyzes national, regional, and incident SITREPS, spot reports, incident plans, and briefings for informational purposes by <ul style="list-style-type: none"> ○ validating information, ○ resolving inconsistencies, and ○ filling information gaps. • Formulates the internal CIRs and associated EEs for approval, based on Chief of the NRCS's guidance

Situational Awareness	
Positions	Tasks
	<ul style="list-style-type: none"> • Coordinates with the RFI Tracker to determine if an RFI is a potential EEI/CIR • Serves as a conduit for information validation and collection within the NRCS • De-conflicts contradictory information • See Chapter 4 and Appendix C1 for additional responsibilities
Information Analysis Specialist (Recovery) (RISP)	<ul style="list-style-type: none"> • Validates, collects and clarifies Recovery (IA, PA, NDRF) situational awareness information • Provides comprehensive analysis of recovery collected information and SA of potential, developing, or ongoing situations that may require national response • Serves as a conduit for recovery information validation and collection within the NRCS • De-conflicts contradictory information
Risk Analyst (RASP)	<ul style="list-style-type: none"> • Provides analytical information from FEMA systems and modeling • Obtains hazard-specific analytical assessments of damage or potential damage from FEMA, OFAs, universities, and other sources • Identifies potential impacts or requirements for incident support activities by applying risk analysis to ongoing and future hazard specific incident support activities • Coordinates with SMEs to identify potentially cascading or secondary/tertiary issues that will impact operations and recovery • Coordinates with the Planning Support Section on the need for crisis action plans • See Chapter 4 and Appendix C1 for additional responsibilities
Intelligence Analyst (INSP)	<ul style="list-style-type: none"> • Provides FEMA senior leadership with classified and unclassified intelligence regarding the current security situation and its impacts on the incident • Monitors the national security situation and assesses potential impacts of outside risk to the incident • Interacts with other agencies to gather intelligence • Develops intelligence reports • See Chapter 4 and Appendix C1 for additional responsibilities
Documentation Unit Leader (DOCL)	<ul style="list-style-type: none"> • Supervises Reports and Briefing Specialist(s) and Document Specialist(s) • Ensures that reporting products (i.e. Senior Leadership Briefings, talking points, video teleconferences,

Situational Awareness	
Positions	Tasks
	<p>presentations, etc.) are accurate, timely, and well-written</p> <ul style="list-style-type: none"> • Provides 24-hour alert and notification of incidents or potential incidents that could impact ongoing Joint Field Office operations • Communicates information on national or regional incidents or potential incidents that could impact ongoing joint State/Federal operations • See Chapter 4 and Appendix C1 for additional responsibilities
Reports and Briefing Specialist (RBSP)	<ul style="list-style-type: none"> • Creates and distributes reports (e.g., SITREP, spot report, IOR, and EXSUM [as required]) that give an accurate assessment of the regional situation for senior leadership, RRCS, and incident-level staff • Develops, presents, and disseminates presentations for the morning briefing and scrolls NRCC briefings to provide a succinct snapshot of the situation • Establishes and maintains information displays and maps in the NRCC, and completes special projects, as required • Develops talking points for senior leadership • Displays the NRCC Meeting Schedule • Develops briefing books as needed to support NRCC operations • See Chapter 4 and Appendix C1 for additional responsibilities
Document Specialist (DOSP)	<ul style="list-style-type: none"> • Maintains historical files and records pertaining to the NRCC operation • Documents in writing all significant decisions and facts relative to activities on the incident (a chronology should be started immediately to capture key events and decisions) • Establishes filing systems to capture the necessary records and documentation • Sets up Crisis Management System folders and archives Microsoft Outlook (.pst) folders to ensure information is stored correctly • See Chapter 4 and Appendix C1 for additional responsibilities
Geospatial Information System (GIS) Unit Leader (GIGS)	<ul style="list-style-type: none"> • Provides technical, modeling, and mapping expertise required to support NRCS members by overseeing and ensuring the incorporation of all relevant data to produce map products, statistical data for reports, and/or analysis • Serves as the link to other technology sources, such as Federal agencies, universities, and information and warning centers

Situational Awareness	
Positions	Tasks
	<ul style="list-style-type: none"> • Coordinates with other functions to produce document(s) and input for contribution to the COP • Supervises the Geospatial Information System Specialists • See Chapter 4 and Appendices C1 and G for additional responsibilities
Geospatial Information System (GIS) Specialist (GISP)	<ul style="list-style-type: none"> • Supports national-level planning and decisionmaking by developing remotely sensed and GIS products and services including products listed in the ICP • Collects and disseminates spatial data and analysis • Assists with the acquisition, exploitation, and dissemination of remote sensing data • Conducts basic geo-processing • Develops geospatial products using specialized geospatial software • Operates and calibrates GPS units and mobile data collection devices, and supports customers as needed • Produces maps and displays by combining available demographic data with incident information • Coordinates remote sensing activities with the RRCS GISP • See Chapter 4 and Appendix C1 for additional responsibilities
Technical Unit Leader (TCUL)	<ul style="list-style-type: none"> • Supervises Technical Specialists • See Chapter 4 and Appendices C1 and G for additional responsibilities
Technical Specialist (Mitigation) (TCSP)	<ul style="list-style-type: none"> • Develops mitigation strategies based on flood insurance data, grants projects, sanctioned National Flood Insurance Program communities, environmental and historic preservation issues, etc. • Performs analysis of available mitigation-related data, using input from State, local, and Federal stakeholders, including hazard/disaster information, perishable data collection, and damage information • Provides hazard-related technical data and assistance to FEMA partners involved in making decisions critical to the disaster recovery • Contributes to damage assessments, situational reports, and risk analysis during initial planning stages for rebuilding (which potentially support mitigation activities such as deployment of Mitigation Assessment Teams) • Advises agencies engaged in rebuilding on the strategies for resilient recovery • See Chapter 4 and Appendix C1 for additional responsibilities

Situational Awareness	
Positions	Tasks
<p>Technical Specialist (Office of Health Affairs) (TCSP)</p>	<ul style="list-style-type: none"> • Serves as the principal advisor to FEMA senior leadership on medical and public health matters during all phases of an incident, including activation, response, and recovery • Monitors and supports the Office of Health Affairs desk during NRCS activations • Participates in FEMA operational planning efforts in both steady-State and incident management operations • Coordinates regularly with the Department of Health and Human Services/ESF #8 on medical and public health matters during NRCS activations and steady State • See Chapter 4 and Appendix C1 for additional responsibilities
<p>Technical Specialist (Environmental Health and Safety) (TCSP)</p>	<ul style="list-style-type: none"> • Provides environmental health and safety (EHS) technical advice, direction, and guidance in conjunction with field operations, specifically: <ul style="list-style-type: none"> ○ Assesses and anticipate EHS requirements of response and recovery efforts; ○ Maintains situational awareness of ongoing operations and emerging events for appropriate utilization EHS resources and assets; ○ Monitors field operations to ensure appropriate EHS protective postures have been implemented for field operations; ○ Reviews analytical sampling results, interprets, collaborates and makes recommendations based on established standards and regulations, to minimize personnel exposures. ○ Coordinates EHS information exchange with ESFs and other Federal, State, local EHS resources ○ Reviews all messaging pertaining to responder safety and health • See Chapter 4 and Appendix C1 for additional responsibilities
<p>Technical Specialist (National Geospatial Intelligence Agency) (TCSP)</p>	<ul style="list-style-type: none"> • Serves as the principal advisor to FEMA senior leadership on national geospatial intelligence matters during all phases of an incident, including activation, response, and recovery • Monitors and supports the National Geospatial Intelligence Agency desk during NRCS activations • Participates in FEMA operational planning efforts in both steady-State and incident management operations • Provides technical expertise and critical information regarding geospatial intelligence as required • See Chapter 4 and Appendix C1 for additional

Situational Awareness	
Positions	Tasks
	responsibilities
Technical Specialist (National Oceanic and Atmospheric Agency) (TCSP)	<ul style="list-style-type: none"> • Serves as the principal advisor to FEMA senior leadership on weather during all phases of an incident, including activation, response, and recovery • Monitors and supports the National Oceanic and Atmospheric Agency desk during NRCS activations • Participates in FEMA operational planning efforts in both steady-State and incident management operations • Provides technical expertise and critical information regarding weather as required • See Chapter 4 and Appendix C1 for additional responsibilities
Technical Specialist (Transportation Security Administration) (TCSP)	<ul style="list-style-type: none"> • Serves as the principal advisor to FEMA senior leadership on transportation security during all phases of an incident, including activation, response, and recovery • Monitors and supports the Transportation Security Administration desk during NRCS activations • Participates in FEMA operational planning efforts in both steady-State and incident management operations • Provides technical expertise and critical information regarding transportation security as required • See Chapter 4 and Appendix C1 for additional responsibilities
Technical Specialist (Department of Health and Human Services) (TCSP)	<ul style="list-style-type: none"> • Monitors and supports the Department of Health and Human Services desk during NRCS activations • Participates in FEMA operational planning efforts in both steady-State and incident management operations • See Chapter 4 and Appendix C1 for additional responsibilities
Technical Specialist (Technological Hazards Division/Radiological Emergency Preparedness) (TCSP)	<ul style="list-style-type: none"> • Serves as the principal advisor to FEMA senior leadership on matters involving nuclear power plants during all phases of an incident, including activation, response, and recovery • Monitors and provides support to the Resource Support and Planning Support sections during NRCS activations • Participates in FEMA operational planning efforts in both steady-State and incident management operations • Provides technical expertise and critical information regarding alert and notification capabilities, and emergency operations plans for off-site response organizations and issues as required • Analyzes available data, using input from State, local, and Federal stakeholders, including hazard/disaster

Situational Awareness	
Positions	Tasks
	<p>information, perishable data, and damage information</p> <ul style="list-style-type: none"> • Provides hazard-related technical data and assistance to FEMA partners involved in making decisions critical to the disaster recovery • See Chapter 4 and Appendix C1 for additional responsibilities
<p>Technical Specialist (Technological Hazards Division/Chemical Stockpile Emergency Preparedness Program) (TCSP)</p>	<ul style="list-style-type: none"> • Serves as the principal advisor to FEMA senior leadership on matters involving the U.S. Army Chemical Weapons Stockpile during all phases of an incident, including activation, response, and recovery • Monitors and provides support to the Resource Support and Planning Support sections during NRCS activations • Participates in FEMA operational planning efforts in both steady-State and incident management operations • Provides technical expertise and critical information regarding all elements of emergency preparedness and response capabilities for communities adjacent to chemical weapons stockpile locations, as required • Analyzes available data, using input from State, local, and Federal stakeholders, including hazard/disaster information, perishable data, and damage information • Provides hazard-related technical data and assistance to FEMA partners involved in making decisions critical to the disaster recovery • See Chapter 4 and Appendix C1 for additional responsibilities
<p>ESF-15/External Affairs Unit Leader (EAUL)</p>	<ul style="list-style-type: none"> • Supervises the ESF-15/External Affairs Specialists and Private Sector Specialist • See Chapter 4, Appendices C1 and G for additional responsibilities
<p>ESF-15/External Affairs Specialist (EASP)</p>	<ul style="list-style-type: none"> • Assists regional- and incident-level External Affairs in developing coordinated messaging, including press releases, backgrounders, fact sheets, talking points, congressional briefs, and other External Affairs products • Drafts press releases, fact sheets, and other External Affairs products based on current Federal support activities, and works with representatives from the other ESFs to verify information related to their operations • Supports Headquarters External Affairs with special projects such as news conferences, and assists, when needed, with broadcast studio operations • Validates and incorporates open source media and public reporting into situational analysis and knowledge management

Situational Awareness	
Positions	Tasks
	<ul style="list-style-type: none"> • Monitors news coverage to ensure that accurate information is disseminated; reports inaccuracies to the Chief of the NRCS's ESF-15/External Affairs Advisor for his or her action • Identifies potential issues and develops messaging strategies to proactively identify potential political and public messaging issues • Provides the latest information to congressional members of affected areas • Reviews incident-, regional-, and national-level reporting to stay informed on the activity of the total Federal support and distributes pertinent information from those reports to Headquarters External Affairs • Assists with Community Relations coordination including public messaging • Performs a communications—not operations—role • See Chapter 4 and Appendix C1 for additional responsibilities
Private Sector Specialist (PSSP)	<ul style="list-style-type: none"> • Works closely with the ESF-15/External Affairs Specialist to coordinate the distribution of advisory information related to the private sector • Drafts public sector messaging, advisories, and talking points • Answers inquiries related to the Private Sector • Manages the private sector desk in NRCC • Acts as a liaison between FEMA and private sector stakeholders • Facilitates cooperation between FEMA and private sector

APPENDIX D1: NATIONAL SUPPORT PLAN— PLANNING AND PROCESSES

INTRODUCTION

Planning is the means by which leaders: (1) envision a desired outcome; (2) develop effective ways of achieving it; and (3) communicate decisions to an organization. The outcome of planning is a document that conveys intent, describes objectives, assigns tasks, allocates resources, and directs activities to accomplish a mission.

This section serves as a guide for National Response Coordination Staff (NRCS) planning efforts. It outlines the general process by which the NRCS Planning Support Section (PSS) develops and implements plans, and provides a reliable and flexible approach to collaborative planning. Plans are the result of a well-organized approach to situational awareness, establishment of objectives, and planning preparation through the development of working groups and direction from senior leadership. The measure of a good plan is not whether it is executed as planned, but whether the plan facilitates: the senior leader's guidance and intent, effective organization, communication, and action in the face of unfolding events.

The purpose of the National Support Plan (NSP) is to describe the mobilization of Federal resources to support the incident from the national level as needed.

ACTIVITIES OF SUPPORT AND ADVANCE PLANNING

The Planning Support Section develops the NSP by following the six-activity process (figure 13):

- Activity 1: Form a Collaborative Planning Team (CPT)
- Activity 2: Understand the situation
- Activity 3: Determine goals and objectives
- Activity 4: Develop the plan (Course of Action and Concepts of Operation)
- Activity 5: Plan preparation, review, and approval
- Activity 6: Plan implementation

The PSS works through these activities as a part of an iterative process to develop and update the NSP on a regular basis. Development of crisis action plans follows the same six activities but may be extended or abbreviated depending on the requirements.

Activity Form a Collaborative Planning Team	Activity Understand the Situation	Activity Determine Goals and Objectives	Activity Developing the Plan	Activity Plan Preparation, Review, and Approval	Activity Implement the Plan
Identify Core Planning Team	Identify Threats and Hazards	Determine Operational Priorities	Develop and Analyze Course of Action	Write the Plan	Implement the Plan
Engage the Whole Community in Planning	Assess Risk	Set Goals and Objectives	Identify Resources	Review the Plan	
			Identify Information and Intelligence Needs	Approve and Disseminate the Plan	

Figure 13: FEMA Operational Planning Activities

This figure illustrates the six activities associated with operational planning.

Activity 1: Form a Collaborative Planning Team

The PSS begins this process by forming a CPT. A CPT is a task-organized planning element that develops shared situational understanding of the operational environment, makes sense of complex, ill-structured problems, and supports senior leaders' decision making. Though it may be diverse in composition, the CPT promotes an integrated planning effort based on the situation or problems faced. The CPT also brings together planners from the three FEMA Mission Areas, emergency management stakeholders, subject matter experts, and the Whole Community to develop comprehensive operational plans. Additionally, for geographic-specific plans, this membership expands to include representatives from the affected State(s). While the exact composition of the CPT is based on the situation or problem faced, the organization of a CPT should remain constant. The Current Planning Unit facilitates the CPT for development of the NSP, and the Future Planning Unit facilitates the CPT for development of crisis action plans.

Activity 2: Understand the Situation

Gaining situational awareness of an incident is an active, ongoing process that does not replace planning, but renders planning incomplete if not executed. It reflects an understanding of the operational environment and the problem while describing a visualization of a broad approach for achieving the desired end state. Shared situational

understanding and operational planning are two complementary, overlapping, synergistic, and continuous processes.

Before any planning can begin, the team members must clearly understand the situation for which they are developing the plan. This means gathering, recording, analyzing, and displaying the situation, required resources, and additional information that facilitates the development of a plan. During this phase the PSS will gather pertinent incident information from the Situational Awareness Section (SAS).

A key component of situational awareness includes availability of resources including teams, commodities, and funding. The PSS works with the Resources Support Section (RSS) to identify available resources.

Activity 3: Determine Goals and Objectives

Establish Goals and Objectives

Analyzing risks, developing the situation's requirements, and establishing operational priorities are imperative in order to set specific goals and objectives. These goals and objectives establish what the plan should achieve and reflect a solid understanding of the situation. Planners should vet goals and objectives, and gain approval from the appropriate FEMA authority in coordination with relevant State authorities.

Equipped with the leaders' intent and vision, along with the problem, environmental frames, and operational priorities, planners and leaders can effectively develop goals, objectives, and key tasks. Planners must carefully craft goals and objectives to ensure the support for accomplishing the plan's mission and operational priorities. In activity 3, planners refine goals, and generate general statements from the operational priorities identified by leaders, decision makers, and planners in activity 2. Objectives are more specific and identifiable actions that support the goals and are carried out during the operation. As the planning process continues, planners translate the identified objectives into key tasks that will directly support the overall mission.

The NRCS determines national support objectives, based upon the continued assessment and understanding of the situation, including any actions completed.

Priorities

- The NRCS must establish Federal priorities quickly during the initial request for national-level resource support. During a large-scale or complex incident, national-level resources or capabilities may be insufficient to meet competing demands. A disciplined set of priorities is crucial to communicating with all stakeholders those objectives that must be addressed first. The NRCS, with input from the Section Chiefs, will develop priorities that are linked to outcome-based objectives.

- Priorities emphasize the desired result rather than the method or intervening steps to reach an objective. Although the NRCS establishes priorities during the initial response phase, the NRCS may set new priorities or change existing priorities as the situation matures.
- Priorities reflect NRCS guidance and are not necessarily tied to any specific time period. They may be achievable and finite or may apply throughout the duration of the incident. Each priority may have one or more objectives tied to it.
- Priorities must be displayed in order of urgency.

Objectives

- Objectives are required actions that must be taken to enable a desired outcome. The RSS reviews all objectives to determine what resources are needed to achieve desired outcomes.
- Objectives will be assigned a number based on the order in which they were created. This number will be used to track objectives until they are completed, at which time they will be archived.

Activity 4: Develop the Plan

Having developed goal(s) and objectives, the NRCS needs to decide the course (or courses) of action (COAs) and tasks necessary to achieve those goal(s) and objectives. The COAs identify the specific tasks to be performed during the next NRCS operational period to complete the required goal(s) and objectives. After each NRCS operational period, planners identify new tasks and each of the NRCS sections assesses resource requirements and identifies shortfalls or constraints (obstacles) to completing the required task(s). To produce feasible COAs for consideration by leadership, planners: (1) utilize their judgment; (2) consider past operational experiences; (3) use specific guidance from leadership; (4) determine the current environmental frame and problem frame; and (5) consider resources and risks. Once the planning team has developed COAs, the team identifies resources needed to accomplish tasks without regard to resource availability. The object is to identify the resources needed to make the operation successful. Once the planning team identifies all the requirements, the team collaborates with the RSS to meet these requirements.

Activity 5: Plan Preparation, Review, and Approval

The Chief of the NRCS approves plans during this phase of the planning process. The planning team uses the approved tasks or COAs, along with any constraints or limitations, to develop all of the other supporting documents, such as the safety messages or the communications plan. The team then finalizes and submits all supporting documents to the PSS for inclusion in the NSP or any crisis action plans being developed. The Chief of the NRCS reviews and approves the NSP. The plan is then ready for dissemination to all partner agencies and stakeholders.

Planners may modify this activity to develop crisis action plans by abbreviating the review and approval process. For example, it is not necessary for the Whole Community to review a crisis action plan. Normally, only representatives from the impacted communities review crisis action plans. Though the review process differs for deliberate and crisis action planning, it is important to both. The review process acts as a “sanity check” prior to plan implementation, and ensures that the plan is logical and realistic and allows for resources planning (deliberate). This activity verifies that the plan reflects an understanding of the leader’s intent, current situation, and the validated COA(s), and that it relates to the current goal(s) and objectives.

The PSS is primarily responsible for preparing the NSP for the approval process; however, other NRCS sections provide information and supporting documents as needed.

Activity 6: Plan Implementation

After the Chief of the NRCS approves the NSP, it is ready for implementation. The Current Planning Unit Leader (or Specialist) publishes and distributes the NSP to all relevant stakeholders.

Executing, evaluating, and revising the plan is continuous throughout the planning process.

Implement the Plan

- All section chiefs and stakeholders should review the final plans and correct any discrepancies. They should continually monitor and assess the effectiveness of the plans presented, based on the original measurable goal(s) and objectives. This process of evaluating the plans keeps the NRCS and all stakeholders on track and on task, and helps to ensure that the plans for the next NRCS operational period are based on reasonable expectation(s) of progress.
- Evaluating the plan helps to ensure that both current and developing plans are validated against actual goal(s), objectives, and tasks. The NRCS and stakeholders relevant to the tasks outlined in the plan should be briefed on the operational support elements of the plans to ensure that: (1) the information aligns with the input they provided; (2) they are aware of the goal(s)/objectives/decisions they are following; and (3) they clearly understand their assigned task(s). The NRCS and stakeholders will be briefed on any critical safety issues, and will be updated on specific information.
- FEMA does not exercise crisis action plans because they are only executed in response to an imminent incident or an incident that has already occurred. With crisis action plans (e.g., the NSP), personnel do not have time to exercise the specific incident plan. This means that there is a higher level of risk associated with crisis action planning.

Review, Revise and Maintain the Plan

- Continuous evaluation and assessment of operations and operational requirements is critical for capturing maturing or changing objectives, reviewing priorities, and addressing, as required, any modifications to the plans. The PSS evaluates all plans at various stages throughout plan development and during implementation. Evaluation during implementation is necessary and critical to identifying and addressing any discrepancies prior to the next NRCS operational period.

All NRCS personnel should evaluate new information during briefings, reviews of completed operations, and at shift-change briefings. As new data is assessed and evaluated, adjustments can be made to the plan. Feedback received from senior leadership, stakeholders, incident(s), and regions should be incorporated into other planning products as appropriate.

APPENDIX D2: NATIONAL SUPPORT PLAN

DESCRIPTION

To further understand the NSP, one must understand: (1) the NSP's relationship to the NRCC Situation Report (SITREP); and (2) what the NSP is not. The NSP and NRCC SITREP are companion products that together provide a picture of NRCS activities. The SITREP— as a “report”— looks backwards from the immediate present, and describes the status of activities and developments that occurred before the SAS produces the report. The NSP—as a “plan”—looks forward and describes objectives and non-routine actionable tasks for the next NRCC operational period and, in some cases, beyond. The NSP provides a tool for measuring what was completed and what must be brought forward to the next period.

The NSP is **not** the following:

- **A situation report:** The NSP is not intended to provide an overview or describe either the status of the incident(s) that the NRCS is supporting or national-level response efforts.
- **A National Incident Action Plan:** There is only one incident action plan (IAP) for an incident, and that plan is produced at the incident management level. The NSP does not define strategies or tactics or assign resources and tasks in the way that an IAP does. Also, the NSP does not use ICS forms.
- **An indication of everything—or even the most important things—that are going on in the NRCC:** Most NRCS activities—and incident support activities in general—involve: (1) supporting immediate and future incident resource requirements; (2) addressing program and policy issues; (3) maintaining situational awareness; (4) rendering reports; and (5) responding to requests for information. While these activities are vitally important, they are inherently routine and not addressed in the NSP, which focuses on exceptional activities. This means that the majority of the work that is going on in the NRCC is not reflected in the NSP.

Producing the NSP

The Current Planning Unit is responsible for compiling the NSP. By an established deadline prior to each NSP operational period, all elements of the NRCS submit the following items to the Information Collection Unit in the SAS:

1. A listing of tasks for their organization for the coming period. Tasks submitted should be non-routine and of significance to NRCS leadership and/or the NRCS generally.
2. A listing of meetings, deadlines, and other milestones for the coming period. Items submitted should be of significance to NRCS leadership and/or the NRCS generally.

Specific Components of the NSP

The NSP is comprised of four sections, covering general information, priorities/objectives/tasks, operational tempo, and approval.

The General Information Section:

This section identifies all applicable incident(s) that the NSP covers, the date and time the NSP is prepared, the NRCC operational period, and the plan number.

The Priorities/Objectives/Tasks Section:

This section incorporates priorities and objectives that may address immediate (current NRCC operational period) or longer-term items. These are drawn from the FEMA Administrator, the DHS Secretary, senior leadership, and regional/incident objectives. State objectives will not be directly included in the NSP. The *Regional Support Plan (RSP)*, a source for the NSP, already incorporates the State objectives.

The tasks described in this section are a listing of the non-routine tasks that must be accomplished or addressed during the period covered by the plan to address the priorities and objectives. The task description includes the “who,” “why,” and “when,” of the task, any major constraints and limitations pertaining to the task, and other requested information. The tasks are categorized by the core capability to which they relate. Supporting information (e.g., maps) may be attached as requested.

The Current Planning Unit will identify as a non-routine task any task that meets at least one of the following criteria:

- The task deals with allocating national resources for one or more incidents
- The task is a White House task
- The task is a Secretary of the Department of Homeland Security task
- The task is a FEMA Administrator task
- The task is one added on a case-by-case basis

It is important to note that, during the beginning (first 24 to 48 hours) of a no-notice incident, situational awareness may be very limited. The NSP may therefore include tasks taken directly from existing deliberate plans. As situational awareness becomes available, the tasks will be based on the description of a non-routine task above.

The Operational Tempo Section:

The NRCS operational tempo is a chronological listing of meetings, deadlines, and other milestones for the period covered by the NSP.

The Approval Section:

This section contains the name and signature of the PSS Chief and the approval signature of the C-NRCS.

To keep the NSP concise and to ensure its utility as a quick reference, planners and leaders should avoid adding items to the NSP.

APPENDIX D3: EXAMPLE OF NRCS OPERATIONAL TEMPO

Communication among the incident, regional, and national levels is essential to the success of planning. Figure 14 below illustrates a snapshot of the daily operational period of the NRCS.

NRCS Daily Tempo

24-hrs	Event	TO-DO
0600	Senior Leadership Briefing	Informing leaders on the daily NRCS objective
0700	NRCS Shift change	
0800	PSS	Meeting to modify the NSP
0900		
1000		
1100		
1200	Senior leadership updated (if required)	Updated status on the Daily NSP
1300		
1400		
1500		
1600		
1700		
1800	Senior Leadership Briefing	Provide leaders information on what was accomplished during the current NRCS operational period and what items will be continued in the next operational period
1900	NRCS shift change	
2000	PSS	Start working on a new NSP for the next NRCS operational period
2100		
2200		
2300		
0000	NRCS Chief	Review and initial the NSP
0100		
0200	DDO	Approve and sign the NSP
0300	FEMA Administrator	
0400		
0500		

Figure 14: Example of a NRCS Daily Tempo

APPENDIX D4: PLANNING SUPPORT SECTION

POSITIONS AND TASKS

Planning Support	
Positions	Tasks
<p>Planning Support Section Chief (PSSC)</p>	<ul style="list-style-type: none"> • Leads the Planning Staff in the development of all necessary plans to include strategic, support, and crisis action plans in support of the objectives established by the Chief of the NRCS (C-NRCS) • Leads the Planning Support Section Staff in the development of the National Support Plan (NSP), and facilitates the development of support crisis action plans related to the NSP • Reviews all plans before submission to the C-NRCS • Manages meeting schedule and receives approval from the C-NRCS • Facilitates the development of crisis action plans by convening a planning team (which will consist of representatives from all key stakeholders necessary to accomplish the mission of the plan) • Represents the Planning Support Section at NRCS meetings, videoconferences, and teleconferences • Coordinates with the RSS Chief to develop the initial courses of action (COAs) for selection • Facilitates the development of a plan from the selected COAs • Anticipates and defines potential planning requirements to support the incident by reviewing the Incident Action Plan (IAP) and Regional Support Plan (RSP), and coordinating with Situational Awareness Section (SAS) based on their analysis to determine additional planning needs • Facilitates the development of the NSP with the SAS Chief by gathering their input for resource requirements, planning requirements and situational awareness (SA) requirements • Facilitates and conducts planning activities in accordance with doctrine and authorities by reviewing published guidance and analyzing planning activities for gaps • See Chapter 5 and Appendices D1 and G for additional responsibilities
<p>Crisis Action Planning Team</p>	<ul style="list-style-type: none"> • The Planning Support Section Chief can convene a planning team to develop crisis action plans that the Chief of the NRCS directs

Planning Support	
Positions	Tasks
	<ul style="list-style-type: none"> • Crisis action planning teams will be temporary in nature and report directly to the Planning Support Section Chief for the duration of the planning effort • Planning team members must <ul style="list-style-type: none"> ○ provide full support to the planning effort for the duration of the planning process ○ have the knowledge and experience necessary to develop the plan ○ be able to gain support for the planning effort from their represented entity
Current Planning Unit Leader (CPUL)	<ul style="list-style-type: none"> • Supervises the Planning Specialists • Reviews the NSP for submission to the Planning Support Section Chief • Leads the NSP development process • Produces, publishes, and distributes the NSP by: <ul style="list-style-type: none"> ○ incorporating priorities set by the C-NRCS into the NSP; ○ reviewing available incident and regional planning products (e.g. IAP and RSP) to identify which objectives require national support ○ consulting with the regional Planning personnel regarding his/her support expectations from the NRCS as appropriate ○ reviewing the Action Request Form (ARF)/Action Tracker Log for requests that will require coordinated action, and thus inclusion in the NSP ○ tracking completion of objectives • See Chapter 5 and Appendices D1 and G for additional responsibilities
Future Planning Unit Leader (FPUL)	<ul style="list-style-type: none"> • Supervises the Planning Specialists • Produces and publishes crisis action plans, as required, to address particular requirements or emergent program policy issues in support of one or more incidents by collaborating with the Regional Resource Support Section, SA Section, ESFs, and other agencies or partners as needed • Predicts any resource support issues by monitoring trend analysis from the SA and Resource Support Sections and makes recommendations to PSS Chief for crisis action plans • Works with SMEs and appropriate RSS personnel to write COAs for crisis action plans • See Chapter 5 and Appendices D1 and G for additional responsibilities
Planning Specialist	<ul style="list-style-type: none"> • Assists the Assists the Planning Support Section Chief in

Planning Support	
Positions	Tasks
(PLSP)	<ul style="list-style-type: none"> developing, producing, or maintaining the NSP, and other appropriate plans as directed • Gathers and compiles data for NSP and crisis action plans (when required) from all NRCS functions, and inputs the data into the appropriate formats • Ensures NSP is reviewed by PSS Chief and approved by the C-NRCS • Coordinates the publication and distribution of the NSP with the SAS (i.e., Documentation Unit) in a timely manner • Reviews national-level plans to ensure familiarity and coordination with existing doctrine • Coordinates with Federal interagency partners on support efforts and capabilities • Develops and coordinates the schedules identifying the rotation, availability, replenishment, and status of national-level teams and assets for support activities for the current incident • Conducts a mission analysis to promote the development of potential courses of action for support efforts based on identified or anticipated need(s) and the availability of national-level resources • Identifies and formalizes the NRCS incident objectives based on management guidance • Schedules and facilitates the appropriate meetings required to develop the NSP • See Chapter 5 and Appendix D1 for additional responsibilities
Planning Specialist (Recovery) (PLSP)	<ul style="list-style-type: none"> • Advises on the availability and operational status of Federal recovery programs and resources, including FEMA's disaster assistance programs • Advises on the long-term community recovery implications of response activities, and on the transition from response to recovery in incident operations; also facilitates communication regarding recovery decision making • Identifies appropriate Federal programs and agencies to support recovery planning objectives, ensures coordination, and identifies gaps in available resources • See Chapter 5 and Appendix D1 for additional responsibilities

APPENDIX E1: RESOURCE INTAKE

INTRODUCTION

Within the Resource Support Section (RSS), the appropriate resource provider within the RCB receives incident requests and serves as the single point of contact for requests at the national level. The resource provider reviews requests for completeness, while the Resource Tracker tracks requests throughout their life cycle. The process for resource intake is shown in red in Figure 15 as the receipt of the resource request.

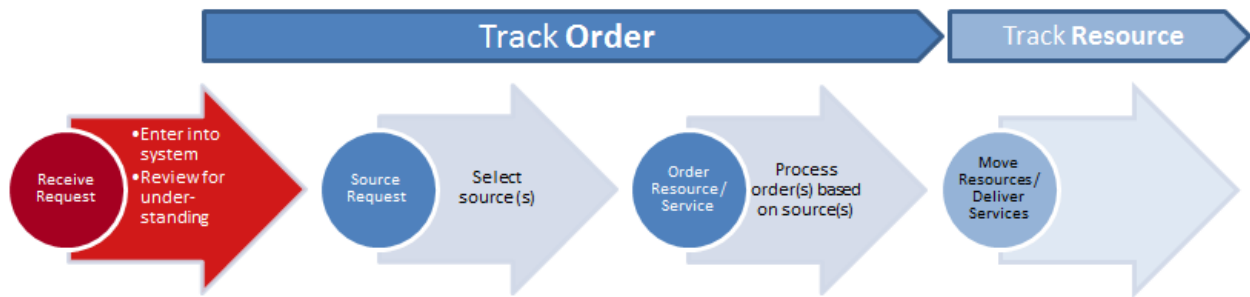


Figure 15: Centralized Resource Management and Tracking Process

PROCESSES

When the RCB receives a request for a resource (personnel, equipment, supplies, facilities, capabilities, etc.), it reviews the request for clarity, prepares the appropriate request form, if necessary, and logs the order into the central system with a request tracking number (RTN). Figure 16 explains the process for the creation of a RTN. The RCB will use this RTN to track

Creating a Request Tracking Number (RTN)

RTN definition: a unique 14 character number assigned to a request

Example: First order for the Hurricane Irene Declaration

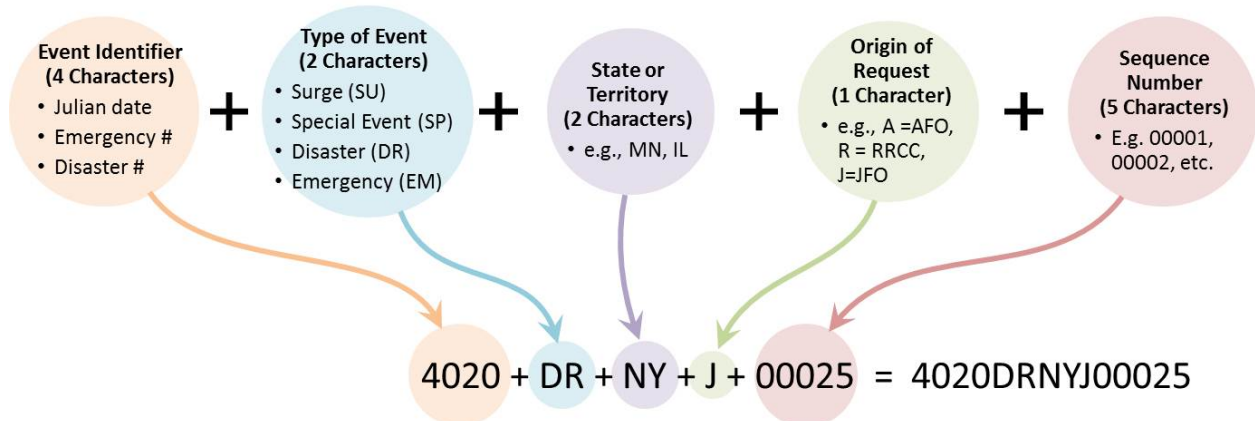


Figure 16: Creating a Request Tracking Number

the requested resource throughout its life cycle.

Receive the Request. Incident-level response personnel can identify and convey a request in many ways. Most requests are conveyed through an Action Request Form (ARF) (Form 010-0-7, shown in Figure 17). Other requests (for example, those involving disaster assistance) may come through more informal methods such as email requests, requests by phone, or other verbal

Action Request Form : An ARF is a FEMA form (Form 010-0-7) used to request national-level resources. These forms include the request and state the requester’s priority for the request. RSS input, such as the RTN and the RSS priority, are also documented on the ARF.

communications. Regardless of where the requests are generated or how they are conveyed, they are always to be routed through the RCB, where they will be documented prior to processing. The requests will also be logged into the automated tracking system, where their status and tracking can be centrally managed. If an incident-level request comes via e-mail, phone, or other verbal conversation, the RCB staff documents the details of the requests by filling out an ARF.

Review the Request. The appropriate resource provider in the RCB reviews the request details for clarity and completeness. If the request is lacking critical details (quantity and specifics of the resource requested, timeline requested, location of delivery, priority, cost estimate, etc.) whose absence could impede timely processing, RCB personnel will contact the incident-level officials for further information.

DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
ACTION REQUEST FORM (ARF)

See Reverse for Paperwork Disclosure Notice O.M.B No. 1660-0047
Expires March 31, 2014

I. REQUESTING ASSISTANCE (To be completed by Requestor)			
1. Requestor's Name (Please print)		2. Title	
3. Phone No.		4. Requestor's Organization	
5. Fax No.		6. E-Mail Address	
II. REQUESTING ASSISTANCE (To be completed by Requestor)			
1. Description of Requested Assistance:			
2. Quantity		3. Priority <input type="checkbox"/> Lifesaving <input type="checkbox"/> Life Sustaining <input type="checkbox"/> Normal <input type="checkbox"/> High	
4. Date and Time Needed		5. Delivery Site Location	
6. Site Point of Contact (POC)		7. 24 Hour Phone No.	
8. Fax No.		9. State Approving Official Signature	
10. Date and Time			
III. SOURCING THE REQUEST - REVIEW/COORDINATION (Operations Section Only)			
1. <input type="checkbox"/> OPS Review by: _____ <input type="checkbox"/> LOG Review by: _____ <input type="checkbox"/> Other Coordination: _____ <input type="checkbox"/> Other Coordination: _____ <input type="checkbox"/> Other Coordination: _____		2. Source: <input type="checkbox"/> Donations <input type="checkbox"/> Other (Explain) _____ <input type="checkbox"/> Requisitions <input type="checkbox"/> Procurement <input type="checkbox"/> Interagency Agreement <input type="checkbox"/> Mission Assignment	
3. Assigned to: ESF/IOFA: _____ Other: _____ Date/Time: _____		4. Immediate Action Required <input type="checkbox"/> Yes <input type="checkbox"/> No	
IV. STATEMENT OF WORK (Operations Section Only)			
1. OFA Action Officer		2. 24 Hour Phone No.	
3. Fax No.		4. FEMA Project Manager	
5. 24 Hour Phone No.		6. Fax No.	
7. Statement of Work		<input type="checkbox"/> See Attached	
8. Estimated Completion Date		9. Estimated Cost	
V. ACTION TAKEN (Operations Section Only)			
<input type="checkbox"/> Accepted <input type="checkbox"/> Rejected <input type="checkbox"/> Requestor Notified			
Reason / Disposition			
TRACKING INFORMATION (FEMA Use Only)			
ECAPS/NEMIS Task ID:	Action Request No.	Program Code/Event No.	<input type="checkbox"/> Originated as verbal
Received by (Name and Organization)	State	Date/Time Received	

FEMA Form 010-0-7, (3/2011) PREVIOUSLY FF 90-126

Figure 17: Sample Action Request Form

Each request must clearly define the capability required by the requester so that the RSS can ascertain the best solution set to meet the request. Each request should define who, what, when, where, why, and how:

- **Who** is the customer (population distribution, emergency managers, disabled or elderly personnel, etc.) or the situation (e.g., blocked roads).

- **What** is the capability being requested (e.g., X needs a [resource/capability] to support [community/activity] over [time frame]).
- **When** is the time frame in which the resource is needed (may include *no later than*, *no earlier than*, or “to/through” information). The *when* should consider delays, the source, transportation issues, consequences of a delay, partial fulfillment, and priority.
- **Where** is the location or area the resource is needed (this may be a specific location, an area within the incident site, or a geographic area).
- **Why** describes the need for a resource (the resource is the governor’s number one priority, it will allow schools to open, it will sustain personnel, etc.).
- **How** may include exceptions or constraints, political considerations, or special considerations that enable the RSS to understand the impact or priority of the request.

Log and Track the Request. Once the RCB clarifies and obtains all the necessary information, the RCB logs the request as an order and assigns an RTN to the request. This RTN helps ensure the visibility and ease of tracking by all interested parties throughout the life cycle of the order management process—that is, from the original request receipt to the delivery of the resource to the incident site. The RCB also updates the status of the request when new information becomes available. The RCB also provides updates to incident-level officials and responders who are requesting information on the status of an existing request.

In cases of complex incidents where the RSS must process multiple requests simultaneously, the RSS conducts order processing and fulfillment in accordance with the priority assigned to different requests by the requesting incident-level personnel (e.g., Federal Coordinating Officer). During multiple incidents, when the RSS receives requests from different incident sites simultaneously, adjudication may be needed among requests to determine the priority in which the RSS should process orders and deliver resources. While the RCB can identify and escalate potential issues and risks, they do *not* have the authority to define or adjust response and recovery requests.

Appendix E2 provides an in-depth review of the processes and tasks that the Resource Capability Branch (RCB) staff engages for sourcing requests.

TASKS

Resource Capability Branch

The RCB performs three primary tasks for resource intake: (1) communicating with the requester; (2) reviewing requests; and (3) tracking the status of the request.

Communicating with the Requester

The RCB is the central point of contact for regional- and incident-level staff when they request national-level resources from FEMA. As such, the RCB receives phone calls, e-mails, and faxes from requesters who are submitting new requests and who are requesting status updates for an existing request. The RCB may transcribe the requester's request and develop an ARF (unless the requester submits the request using an ARF). The RCB may contact the requester to seek clarification on a request, but does not have the authority to question the need for a resource request. The RCB continues to communicate with the requester throughout the life cycle of the request. Once the RSS has provided the requested resource to the requester, the RCB communicates with the requester to ensure that the RSS has successfully completed the request, and the RCB closes the request.

Reviewing Requests

The RCB reviews each request it receives to ensure that it is complete. Each request must clearly define the capability required by the requester so that the RSS can provide the best solution. While the RCB can identify and escalate potential issues and risks, they do *not* have the authority to define or adjust response and recovery requests. That authority rests with the Director of Disaster Operations.

Tracking the Status of the Request

The overall end-to-end tracking of the status of response and recovery requests is the responsibility of the RCB. Once the unit receives the request, they assign an RTN to the request. The RCB logs the request and updates the status of the request when new information becomes available. When the RSS completes the request, the RCB identifies the status of the request as closed within the automated tracking system.

APPENDIX E2: RESOURCE SOURCING

INTRODUCTION

Within the Resource Support Section (RSS), the Resource and Capability Branch (RCB) determines how each resource request will best be fulfilled. As discussed in Appendix E1, most requests come through an Action Request Form (Form 010-0-07). The process for resource sourcing (shown in red in Figure 18) is done through the identification of incident resource needs in a timely and efficient manner by coordinating the efforts of multiple agencies, nongovernmental organizations, the private sector, and other partners.

Additional information on requests, orders, and deliveries can be found in appendices E1, E3, and E4, respectively.

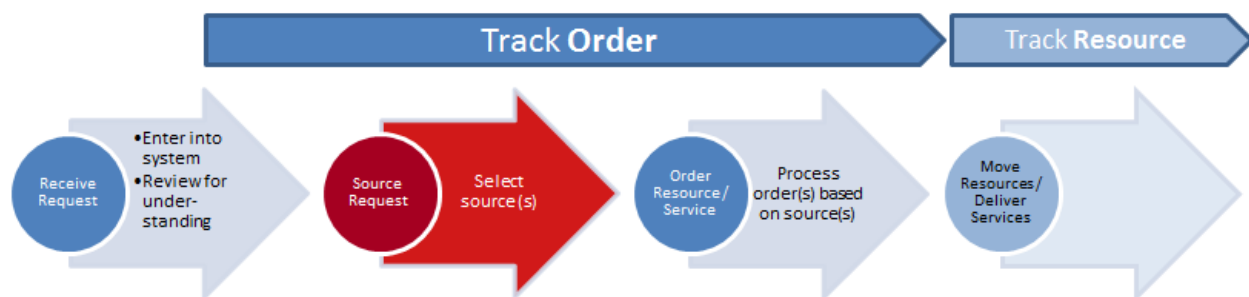


Figure 18: Centralized Resource Management and Tracking Process

The RCB recommends fulfilling the resources requested by the personnel at the scene in one of the following three ways:

1. By deploying organic FEMA resources (e.g., emergency supplies, teams, or technical assistance)
2. By arranging assistance from other Federal departments and agencies or nongovernmental organizations in accordance with the National Response Framework
3. By purchasing or acquiring the required goods or services from other sources

PROCESSES

The RCB refers to pre-scripted sourcing approaches (developed prior to an incident) and amends them as needed to develop an effective sourcing approach for requests it receives.

The RCB develops sourcing approaches for anticipated requests, such as water, meals, baby food/formula, diapers, pet food/supplies, etc. The RCB develops these approaches for anticipated requirements before receiving an official request. The RCB develops sourcing approaches in coordination with interagency, commercial, and other partners. The RCB also

determines potential sources, including those not yet identified in the Commodity Sourcing Capability Database, as well as alternative sourcing actions.⁸ The RCB also identifies primary, secondary, and tertiary sources as options in the plans, and conducts analysis on the quantity, location, and time requirements for the source to supply the resource. The RCB identifies any agency, department, or Emergency Support Function (ESF) action that will have an impact on sourcing the requirement, and factors this into the recommended option. This pre-planning allows the RCB to more quickly identify sourcing options when requests are received.

After completing resource intake, the RCB then identifies sourcing capabilities in coordination with partner organizations, including interagency and commercial partners (see “Identify Sourcing Capabilities” in Figure 19). The RCB then explores the full range of sourcing options immediately available and identifies partner and vendor capabilities. The RCB develops a sourcing approach that identifies critical sourcing decision points, analyzes sourcing options (including potential issues, risks, and alternative solutions), and recommends a sourcing option. If there are unresolved issues that arise during the development of the sourcing approach, the RCB Director may seek guidance from the RSS Chief, depending upon the urgency or complexity of the issue.

After the RCB finalizes a sourcing approach, it forwards this plan to the RSS Chief or authorized delegate for approval. Once the RSS Chief or authorized delegate approves the recommended sourcing action, the RSS Chief prioritizes the request and the recommended sourcing action and forwards the approved sourcing request to the Order Processing Group through the RCB (see “Approve Sourcing Approach” in Figure 19). The RCB is responsible for updating the status of the request in the automated tracking system, showing that it has been transmitted to the Order Processing Group.

Examples of Fields in the Commodity Sourcing Capability Database

- Commodity name
- Commodity description or specifications (predetermined for core commodities)
- Part or stock number (if applicable)
- Total number of people whom the resource can support
- Commodity quantity, including the unit of issue
- Production/sustainment capability (contractual bounds/surge capability)
- Freight on board terms/transportation requirements
- Cost
- Supplying agency or organization
- Stock or direct vendor delivery
- Constraints on FEMA availability
- Source location
- Order lead time
- Date/time of update

⁸ FEMA currently maintains this database, updating it with partner-inventory-availability information upon request. The database will ultimately be a web-based portal accessible by all RCB staff to provide visibility of current partner capabilities and capacity to meet disaster-generated demands.

Throughout the sourcing process, the RCB receives routine situational awareness updates and request updates from the Situational Awareness Section of the National Response Coordination Center (NRCC). These reports include actual ground conditions at the incident site, current and future weather conditions and forecasts, and any relevant intelligence information. These situational awareness updates help the RCB to gain a better understanding of the overall operation and to integrate relevant information and data into the sourcing efforts.

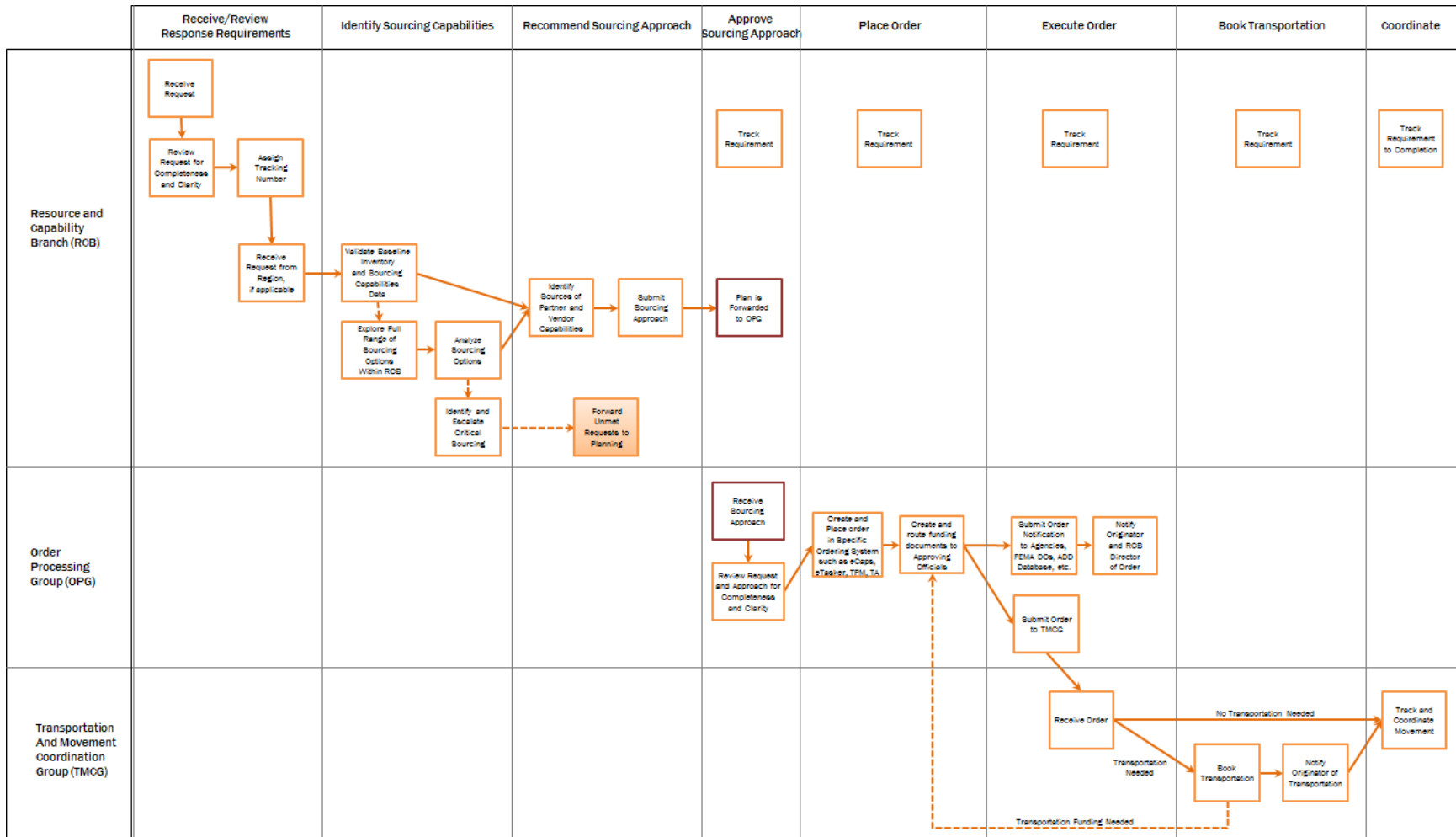


Figure 19: Resource Process Flow Chart

Unmet Requests

In the event that the RCB is unable to identify an immediate sourcing approach for a request, the RCB Director will inform the RSS Chief of the shortfall. The RSS Chief decides whether to categorize a request as an “unmet request.” If designated as an unmet request, the RCB forwards the unmet request to the Planning Support Section (PSS) to facilitate a resolution. The RCB is responsible for updating the status of the unmet request and transmitting that information to the PSS. The PSS then forms a crisis action planning team, with stakeholders and resource providers, to develop several courses of action which would address the request. In addition, the RCB notifies the RSS Chief, who notifies the requester of the unmet request. The DDO is the final approving official for selecting the course of action for how to address unmet requests.

TASKS

The RCB conducts the national-level sourcing tasks within the NRCS. This process begins when the RCB completed intake of the request. This section of the appendix summarizes the primary tasks that the RCB performs for resource sourcing.

Resource and Capability Branch

The RCB is an interagency working group of response partners (including Federal, nongovernmental, and commercial entities) focused on developing sourcing recommendations to fulfill requests generated from incident response and/or recovery activities. The RCB coordinates internal (FEMA) and external resource and capability providers. While the RCB can identify and escalate potential issues and risks, it does not have the authority to define or adjust response and recovery requests. The RCB Director ensures that the RCB has complete response-capability requests and seeks clarification on any information gaps in the response-capability requests before starting resource sourcing. The RCB is able to communicate about the request with those at the incident as needed to ensure full understanding. The RCB is also able to seek input from the requester regarding sourcing options.

The following sections describe the main tasks of the RCB.

Communicating Situational Awareness Updates and Defining Response Requirements for RCB Action. Immediately following the RCB activation and initial notification of the RCB members, the RCB Director establishes routine meeting and reporting timelines specific to the requirements determined by the RSS Chief. The RCB Director: (1) establishes the reporting cycle for sourcing recommendation status updates to the RSS Chief (with a minimum of one report per operational period); (2) determines the necessary internal coordination meeting schedule; and (3) establishes a point-of-contact roster and shift schedule.

Validating Baseline Inventory and Capabilities. In addition, the RCB Director validates and updates, as appropriate and in coordination with the RCB members, the baseline inventory and the Commodity Sourcing Capability Database. This process allows the RCB to catalog internal capabilities for meeting resource requests. This update will consist of the following:

- Identifying updates to the baseline inventory and sourcing capabilities data quickly and collectively
- Identifying any additional commodities outside of the core commodities that require research based on the initial situational awareness report
- Including an “accuracy as of” time stamp on any outputs
- Identifying impacts of the actions of response partners
- Compiling and reporting any response actions conducted prior to the “stand-up” of the RSS

Identifying Potential Sources of Partner and Vendor Capabilities. The RCB identifies all possible sources for a requested resource or capability within the RCB membership.

Identifying and Escalating Critical Sourcing Decision Points. If the RCB is unable to meet a request due to capacity or availability constraints, the RCB Director will inform the RSS Chief of the shortfall. The RSS Chief decides whether to categorize a request as an “unmet request.” If the request is categorized as “unmet,” the RSS Chief sends the request to the Planning Support Section to facilitate a resolution. The RSS Chief also informs the requester of the RSS’s inability to fully meet the request.

Analyzing Sourcing Options. The RCB analyzes the input from each of the partners regarding sourcing options. The RCB considers many factors, along with the partner data, to determine the primary, secondary, and tertiary sources for a sourcing approach. Some factors include the following:

- Locations (distribution capacities, regional warehouses, vendor/supplier sites)
- Possible weather impacts
- Internal and external sources of supply
- Distribution capacity/capability (preemptive adjustments for potential shortfalls and risk of depletion of resources—any decision to deplete resources will be made by the RCB Director, in consultation with the RSS Chief)
- Funding source
- The Stafford Act

Developing a Sourcing Approach. At the direction of the RCB Director, the RCB members develop sourcing approaches that utilize the sourcing capability data. The RCB uses the requirements checklist, the Commodity Sourcing Capability Database, and commodity

conversion tables to help define the static-response-requirement capabilities defined in the pre-scripted sourcing approaches. Each RCB partner involved in developing the sourcing approach provides data on the resource that each partner is able to contribute. Each partner provides the following resource input:

- Commodity name
- Commodity description or specifications (predetermined for core commodities)
- Part or stock number (if available)
- Total number of people whom the resource can support
- Commodity quantity, including the unit of issue
- Production capacity
- Cost
- Period of sustainment
- Location of resources
- Distribution capacity/capability (with consideration of lead times, “ramp-up” schedules and requirements, and operating hours/ability to activate)
- Transportation provisions or unique requirements for supporting the resource (e.g., ice will require a supporting resource in order to keep the ice cold)

Submitting the Sourcing Approach for Approval. Once the RCB finalizes the plan, the RCB Director validates and approves it and provides an information update to the RSS Chief.

APPENDIX E3: RESOURCE ORDERING

INTRODUCTION

The process for resource ordering as shown in red in Figure 20 is done primarily by the Order Processing Group based on the sourcing direction received from the Resource Capability Branch. Additional information on requests, sourcing, and deliveries can be found in appendices E1, E2, and E4, respectively.

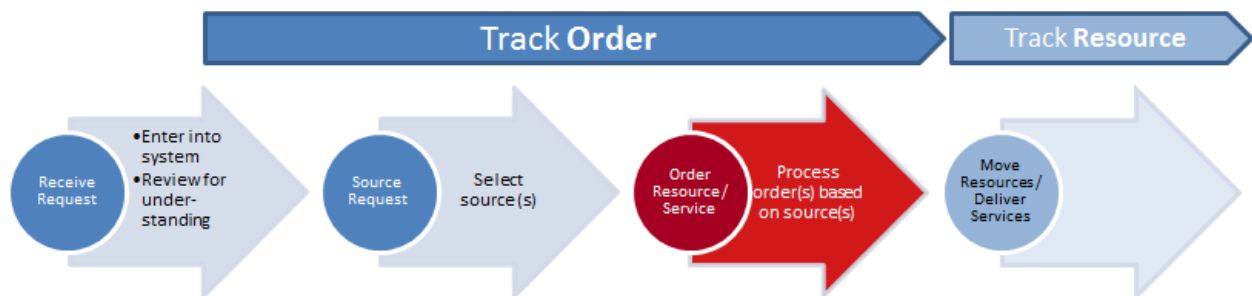


Figure 20: Centralized Resource Management and Tracking Process

PROCESSES

Within the RSS the Order Processing Group conducts the majority of the national-level resource ordering tasks. The Order Processing Group executes the orders based on the sourcing method identified by the Resource and Capability Branch.

The Order Processing Group executes orders and forwards them to the Transportation and Movement Coordination Group to monitor and track resource deployment to the affected areas, as requested by the response personnel serving at the incident site. Once the Order Processing Group has provided the requested resource to the requester, the Resource and Capability Branch (RCB) communicates with the requester to ensure that completion of the request.

TASKS

Upon notification from the RCB, the Order Processing Group: (1) prepares the ordering documentation required for the sourcing method; (2) obtains the required concurrences and authorizations; (3) transmits the order to the source; (4) updates order status with available information; and (5) finalizes the order by notifying the requester and Situational Awareness Section (SAS).

Although the documentation that the Order Processing Group prepares and the authorizations required may vary depending on the type of resource (and therefore, sourcing

method), the tasks remain the same. The following sections provide a description of the main tasks involved by each sourcing action.

FEMA Resources – Commodities

If the required resource is controlled by FEMA and the RCB recommends fulfilling the request via in-house sources, the Order Processing Group proceeds with the ordering processes. A specialist in the Operational Support Group (OSG) creates a task in the Logistics Supply Chain Management System (LSCMS) with the details of the request and alerts the distribution center that has the commodity. Once the Transportation Specialist arranges for the transportation of resources, the specialist in OSG notifies the requester, updates the tracking system, and finalizes the order.

FEMA Resources – Personnel

Incident Management Assistance Teams (IMATs). For National or Regional IMATs, following an informal warning notice issued by the Regional Administrator, the Director of Disaster Operations (DDO) issues an Operations Order to the IMAT members. The FEMA Operations Center formally notifies team members of their deployment. Once arrangements for the transportation of resources are completed, a specialist in OSG updates the order tracking system, and finalizes the order.

DHS Surge Capacity Force. If the FEMA Administrator recommends activation of surge capacity force (SCF) staff, the DDO and Chief of the NRCS will issue a warning notice and the Secretary of Homeland Security will order the activation of Surge Staff. The Incident Workforce Management Office (IWMO) at FEMA HQ will activate and manage a SCF Mobilization Center Area to process, train, house, and deploy DHS SCF Volunteers from DHS components and OFAs. These volunteers will augment FEMA staff in positions within the incident-level program areas. Mobilization Center Area (s) are managed by one Mobilization Center Area Manager, whose direct reports include a Processing Area Manager, Mentor Leads, Mentors, and points of contact for on-site services (Training, Facilities, Security, Medical, etc.). SCF- Mobilization Center Area Managers are IWMO -assigned FEMA personnel who represent disaster- initiated DHS SCF interests at any one of 6 pre-designated facilities (or at a non-fixed or non-pre-designated facility. An SCF-Mobilization Center Area Manager is a disaster-specific position, acting and reporting within an established disaster-generated chain-of-command. SCF-Mobilization Center Area Managers will be primarily deployed to SCF Mobilization Center Areas, to be a primary point of contact and manage all aspects of IWMO administrative and operational matters at the SCF Mobilization Center Areas. The Mobilization Center Area Manager will report to the NRCC's DHS SCF Representative on capabilities and challenges that arise. The Mobilization Center Area Manager will produce reports or briefings as needed for the SCF Representative regarding the availability of DHS SCF as a resource in support of the JFOs. The Mobilization Center Area Manager will manage all aspects of Mobilization Center Area operations, which handles the processing, housing, training, and eventual deployment of the DHS SCF volunteers as a JFO resource.

Other Teams. The Order Processing Group may also process orders for Incident Support Base (ISB) Teams, Urban Search and Rescue (US&R) task forces, Mobile Emergency Response System (MERS) Teams, and other FEMA teams. As an example, in the case of ISB Teams, a request may come in via email, phone, or LSCMS submission. A specialist in OSG creates and executes a task in LSCMS (if necessary) with the details of the request and notifies the needed ISB team of their upcoming deployment. Since all ISB members are National Disaster Reservists, deploying the team is performed with a request to the Automated Deployment Database. In many cases, the ISB equipment is requested along with the ISB team. A specialist in OSG communicates with an appropriate specialist within the RCB to ensure that the team and its equipment are ready for deployment. The Transportation Specialist (air) arranges for the transportation of personnel and their equipment in coordination with the Mission Assignment Specialist and Contracting Specialist as required. If equipment is requested, the Logistics Specialist in the ISB Sustainment Unit will deploy the ISB team to the location where ISB equipment is prepared for deployment and the ISB team will drive the equipment to the identified location.

External Resources. In cases where FEMA does not own the necessary resources and/or RCB recommends supplying the needed resource(s) externally, the RCB can attempt to fulfill the request by assigning the mission to a National Response Framework partner or acquiring the resource(s) from other external sources.

Mission Assignment to another Federal Agency. If another Federal agency possesses the resource requested, a Mission Assignment Specialist prepares the mission assignment document. The documentation includes the statement of work and the estimated cost. The RCB reviews the documentation and verifies that a mission assignment is the solution as agreed and that the documentation clearly reflects that assessment. If the cost for supplying or supporting the resource is shared between FEMA and the affected State, the FCO and/or State Coordinating Officer (SCO) must also review and approve the documentation. If there is no cost sharing, the RSS Chief or authorized delegate must review and approve the documentation. The Comptroller at the incident management level signs off on the mission assignment after ensuring there is sufficient funding to support the cost of the mission. Finally, the Mission Assignment Specialist transmits the paperwork to the respective agency for the formal execution of mission assignment. It is the responsibility of all National Response Framework partners to provide the required transportation and movement information to the Transportation Movement and Coordination Group. The Movement Coordination Center, however, will prioritize the transportation of national-level assets into the impacted area and coordinate solutions for any transportation issues.

Interagency Agreements. There are two methods for receiving a request that may be sourced via an interagency agreement.

1. A specialist in OSG may prepare a task in LSCMS (including a copy of the interagency agreement) and issue it to the agency that owns the needed resource.
2. A requester may fill out an Action Request Form, and the sourcing process identifies an interagency agreement as the best method to procure services (e.g., for air transportation support services).

In both cases, a Transportation Specialist or the provider arranges the transportation and/or shipping, if needed, for the resource, and a specialist in OSG notifies the requester, finalizing the order.

Task Order Against Existing Contract (Indefinite Delivery/Indefinite Quantity, Blanket Purchasing Agreement, or New Contract). When the Order Processing Group is able to fulfill a request either through existing contracts that FEMA has with external sources or through newly generated contracts, a group supervisor from the RCB prepares a task description or statement of work and forwards it to a Contract Specialist in the Order Processing Group. The Contract Specialist prepares a purchase requisition form and submits it to a Contracting Officer's Representative (COR) within the Order Processing Group for management. The COR is now responsible for managing that contract. The COR also sends the form to the RSS Chief or authorized delegate for his/her review and approval. If FEMA and the affected State share the cost for supplying or supporting the resource, the FCO and/or SCO must also review and approve the documentation. Next, the Comptroller at the incident level approves the request and ensures that the expenditure is lawful. Finally, a Contract Specialist within the Order Processing Group executes the task order by establishing a liaison to the appropriate FEMA contracting office. If the request requires purchasing of resources/services that cost more than \$25 million, the DDO or designee must approve the order.

Non-Stafford Act Federal Agency Support. FEMA executes its resource ordering responsibilities by using the same mechanisms (contracts, purchase card purchases, etc.) utilized for incidents that fall under the Stafford Act during non-Stafford Act support. These incidents differ from the norm by virtue of their funding source. In cases where FEMA is not the lead for the response, the lead agency might impose a number of different acquisition processes and procedures. According to the National Response Framework, the interagency agreement that defines the support needed will define these details.

APPENDIX E4: RESOURCE MOVEMENT

INTRODUCTION

This appendix details the resource movement processes. The process for resource movement, as shown in red in Figure 21, is completed by identifying and securing available transportation capabilities for the movement of requested resources. Within the Resource Support Section (RSS), the Transportation and Movement Coordination Group determines how requested resources will be transported through delivery to the incident level.

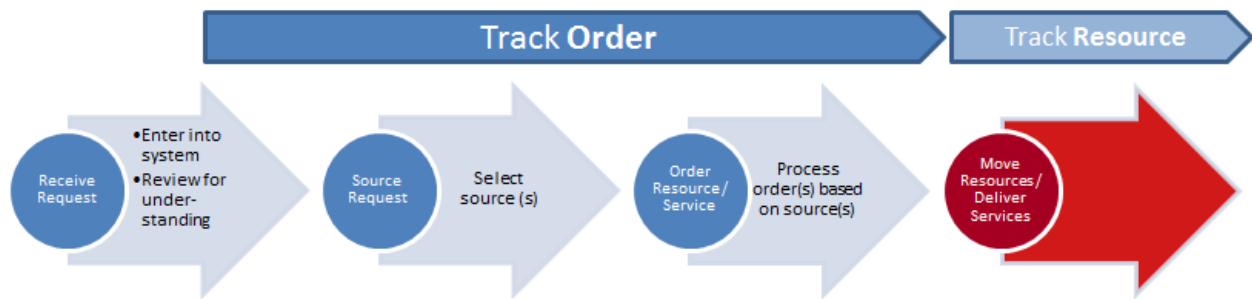


Figure 21: Centralized Resource Management and Tracking Process

PROCESSES

Movement coordination during an incident ensures that all Federal partners transporting support resources work closely together to deliver commodities, personnel, and tactical teams when and where they are needed. Such coordination is designed to develop, analyze, and recommend movement options to support decisionmaking processes that ensure the efficient and effective transportation and delivery of resources in accordance with evolving priorities. This coordination includes accessing essential elements of information, assessing incident support requirements against transportation plans and response priorities, facilitating communication and collaboration, and enhancing situational awareness within FEMA and with FEMA's partners.

Each resource provider: (1) will participate in this coordination and should participate in strategic-movement coordination and collaboration; (2) will deploy its resources in concert with the latest priorities; (3) will provide appropriate situational awareness and resource status information; and (4) will anticipate, identify, and address movement challenges, opportunities, and future resource movement requirements arising from the incident.

During activation, the Movement Coordination Center (MCC) is part of the Transportation and Movement Coordination Group of the RSS in the National Response Coordination Center (NRCC).

As Figure 22 illustrates, the movement coordination cycle consists of four primary processes. It is an iterative cycle that permits continual adjustment and adaptation as the incident and response unfold and conditions on the ground change.

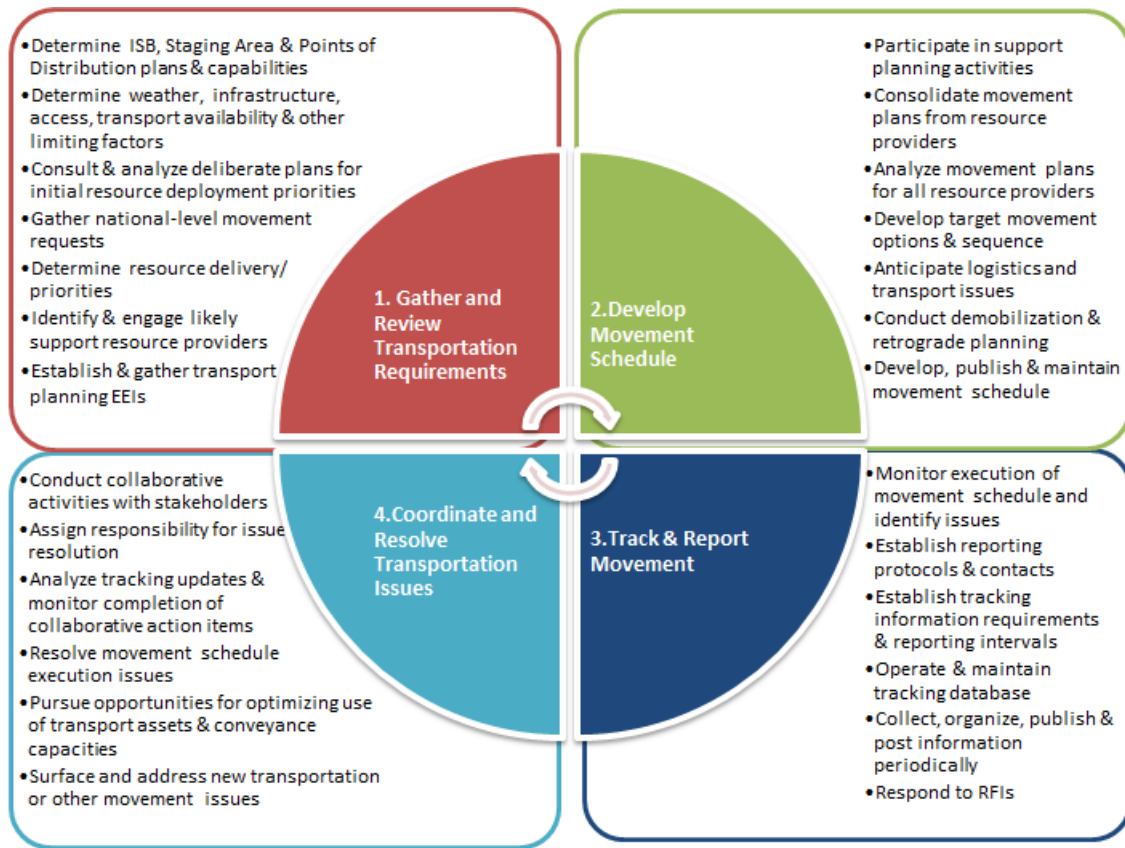


Figure 22: Movement Coordination Center Activities Cycle

Movement Coordination Process Description

The MCC compiles data on national-level movement needs from a variety of sources, including deliberate and incident plans, field requests, and its own list of essential elements of information. The MCC uses these data to: (1) produce products that detail and scope the national-level movement requirements; (2) assess whether any of the requirements are needlessly redundant (e.g., more than one organization requesting movement of resources to address the same problem); (3) detail the *strengths*, *weaknesses*, *opportunities*, and *threats* associated with known capabilities available to respond to the overall movement effort; and (4) inform supplier processes of gaps in required movement data.

MCC personnel combine these products with proposed transportation concepts provided by the Resource Support Section (RSS), including processes and data available from external partners (e.g., the Emergency Support Functions [ESFs] and other government stakeholders), to maintain an up-to-date schedule of planned national-level movements. This schedule informs the MCC's tracking and reporting, and its processes for issue

discovery and resolution. This schedule also informs the transportation planning, situational awareness, and, if necessary, executive decision making processes.

The MCC analyzes the schedule in light of changing conditions and priorities. (The situational awareness process provides up-to-date visibility into conditions on the ground.) Where necessary, the MCC also recommends changes to the schedule to alleviate problems and take advantage of opportunities to maximize the use of available transportation capabilities. The MCC also tracks and reports on the progress of resource movements to the situational awareness and executive decision making process, as the needs of the situation require.

TASKS

Gather and Review Movement Requirements

The MCC continuously compiles national-level response-resource-movement requirements and priorities from all available sources, including the ordering, sourcing, and planning processes. MCC personnel use data provided by the situational awareness process to gain and maintain situational awareness of the following: en route and incident-area conditions (weather, access, and transportation infrastructure), the marshaling area, the Incident Support Base (ISB), staging-area capabilities (designated locations, availability, access, receiving, handling, and throughput conditions), the condition and handling capabilities of critical infrastructure and transportation assets (from ESF #1, Transportation, and the impacted regions), and other limiting factors.

The MCC uses the compiled list of national-level movement requirements to assess the scope and scheduling implications of the requested movements. (For example, the MCC assesses the likelihood that required transportation and support capabilities can be assembled to meet the requirements.) The MCC assesses those implications as a set of strengths, weaknesses, opportunities, and threats to the requirements.

Develop National-Level Movement Schedule

The MCC is the single point for coordinating and scheduling national-level resource movements for FEMA. The center is that single point as well for all OFAs that need or supply incident transportation and/or expect to pay for that transportation with disaster funds controlled by FEMA. Where possible, the MCC's coordination activities include the transportation plans and activities of nongovernmental organizations and international aid providers. In addition, the MCC will make every effort to maintain visibility of, and ensure

Sources for Developing National-Level Resource-Movement Requirements

- Deliberate Plans
- Incident Plans
- Incident Priorities
- Incident Requests
- Environmental Conditions
- Infrastructure Conditions
- Support Capabilities
- Pre-planned Packages
- Statutes
- Policies
- Essential Elements of Information

synchronization with, significant State resource movements, including Emergency Management Assistance Compact (EMAC) activities.

Movement schedules take into account transportation capabilities, transportation infrastructure conditions, environmental conditions, receiving-area capabilities, and resource throughput. The movement planning process aids in anticipating potential issues and providing available transportation resources to optimize resource-movement schedules. Schedules are optimized to ensure that movements are executed in a timely, efficient, and coordinated manner that optimizes the flow of resources into the disaster area.

The MCC develops movement schedules to meet operational priorities based upon active involvement in national support-planning activities. It provides data to the Situational Awareness Section and works closely with the transportation planning process to compile a list of the proposed resource movement plans, from which MCC personnel create a draft national-level movement schedule. The MCC assesses this schedule in terms of incident priorities and the availability of required support capabilities (given known and anticipated conditions). The MCC also determines whether the plans actually meet known mission requirements, and assess the utilization of available conveyances.

If, at any point in this assessment process, MCC personnel determine that changes may benefit the operation, they research the available options and provide recommendations to the transportation planning process, which uses them to create an updated transportation plan. When each cycle of the process is complete, MCC personnel distribute an updated national-level movement schedule to the RCB and the Situational Awareness Section to ensure that all stakeholders know which resources are planned to arrive when and where.

The collection, analysis, and coordination of major incident responders' transportation plans and activities helps the MCC resolve conflicts with regard to transportation requests—e.g., where transportation assets are limited or disaster destinations (airports, seaports, and ground locations) could experience congestion—or have limited throughput, space, or fuel.

Coordinate and Resolve Movement Issues

The MCC improves overall situational awareness and recognizes movement-related issues and opportunities by coordinating the actions of interagency stakeholders conducting resource movements through the supply chain. The process for situational awareness, transportation planning, and transportation execution are key data sources for the MCC's issues process, as is the center's own movement tracking and reporting process.

Interagency conference calls are a principal means of collaborating among internal and external resource providers and transportation partners. The MCC organizes, schedules, hosts, and facilitates these calls to uncover issues affecting resource movement. The MCC assigns and tracks the resolution of action items from these forums.

The MCC uses data on current and emerging movement execution issues as input to a research process that builds a full picture of the issues in question. MCC personnel assess whether the issue requires “real-time” resolution. If not, MCC personnel thoroughly research the available options and forward their recommendations to the transportation planning process for action.

For issues that require “real-time” resolution, MCC personnel simultaneously determine the characteristics of a good solution and research available solutions. They determine which options meet the “good solution” characteristics and forward their recommendation to the transportation-execution process for action. If no suitable solutions are available, MCC personnel forward their findings to the executive decision making process, which passes its decision to the transportation planning or execution process, as required by the needs of the situation. In all cases, MCC assessments consider all available data on incident priorities, environmental and infrastructure conditions, available support capabilities, and the stipulations of applicable laws and policies.

Track and Report Movements

The MCC actively tracks the location and status of in-transit national-level resources across transportation modes and jurisdictions as they move to and from a disaster area. The MCC tracks and reports on the planned and executed movement (air, land, and sea) of all organic and contracted resource-providers—as they move teams, task forces, equipment, vehicles, material, commodities, and other resources. MCC personnel collect data through available automated and manual processes. They compile these data in a variety of published and/or posted reports and briefings that supply-chain stakeholders can access. MCC personnel update the status of planned, “in-process,” and completed movements as needed. They do this to meet the needs of both routine and ad hoc conference calls, shift-change briefings, and executive forums to provide operational continuity and situational awareness.

This process uses data from and provides data to a wide variety of external processes, including sourcing, support planning, transportation planning, transportation execution, situational awareness, and executive decision making (and its customer processes). The MCC responds to two different types of reporting needs—*recurring* and *ad hoc*. Based on FEMA and oversight organization guidance, MCC personnel determine their recurring reporting needs (i.e., the types of reports they will issue periodically and the publication schedules). The MCC then determines the data elements required to craft the reports. If the data required for any report (recurring or ad hoc) are not available from MCC data holdings, MCC personnel identify the required data sources and determine whether the requirement is a persistent or “one-time” requirement. If the former, MCC personnel craft and establish a persistent data call that includes the desired reporting format, which they maintain over time. If the data call is a one-time requirement, MCC personnel craft and publish the one-time data call.

When required data are available from within the MCC, MCC personnel determine whether the report requires a specifically formatted response. If not, they determine the format they will use and the required data elements. Then they follow standard procedure: assembling the required data, conducting any required analyses, compiling and publishing the report and disseminating it to the required recipients, as well as to appropriate stakeholder processes. MCC personnel also forward all movement-related issues surfaced during this process to the required stakeholder processes.

APPENDIX E5: NATIONAL INCIDENT SUPPORT BASES & TEAMS (ACTIVATION AND OPERATION)

This guidance provides a framework for establishing, operating, and demobilizing Incident Support Bases (ISBs) and defines the distinction between ISBs and Federal Staging Areas (FSAs). This guidance also provides additional direction for the National ISB teams to augment FEMA regional or Joint Field Office (JFO)-managed FSA operations and for Regional FSA teams to augment Headquarters managed ISBs. Finally, this guidance establishes and delineates the areas of responsibility, authority, and command and control of these entities.

INCIDENT SUPPORT BASES & FEDERAL STAGING AREAS

ISBs allow FEMA HQ to establish and manage a forward commodity and equipment distribution capability during large-scale events affecting multiple FEMA regions or JFOs. ISBs will be located as close as practical to an impacted area as the situation will allow.

- a. **ISB Defined:** An incident facility where mobilized, uncommitted equipment and commodities are positioned, generally in anticipation of or in response to an incident. An ISB will generally be created to support multiple regions or incidents. ISBs are managed at the national level.
- b. **FSA Defined:** An incident facility where deployed equipment and commodities are positioned, generally in anticipation of or in response to an incident. FSAs are generally created to support a single incident or region. FSAs are managed at the regional level (uncommitted equipment/commodities) and the incident level (committed equipment/commodities).
- c. **Distribution Strategy:** FEMA's distribution strategy is to direct ship to the requester's site, by utilizing the most expedient method while eliminating unnecessary delays and handling. FEMA HQ may elect to establish an ISB as a forward site to expedite the immediate delivery of Initial Response Resources (IRR). In general, during the first 72 hours of response operations, FEMA HQ will rapidly establish an early resource footprint through the activation of ISBs, the coordinated positioning of IRR packages and the follow-on coordinated push of selected resources required to stabilize our forward resource posture. Once the early resource posture is stabilized, as outlined in paragraph d, the ISB may be re-designated as an FSA. Resources that are staged at an incident FSA and managed by a Federal Coordinating Officer are employed using the incident action planning processes.
- d. **Resource Requests:** If a region or JFO has a requirement for ISB resources, one of two things may occur:
 1. If an ISB services a single region or JFO and a State requirement has been received, commodities are earmarked and dedicated to fill that requirement. The

- region or JFO can obtain commodities directly from the servicing ISB to fill validated state requirements.
2. If an ISB services multiple regions or JFOs, and State requirements have been received, standard commodity requisitioning procedures apply. However, if there are competing requests for scarce commodities, the requests will be adjudicated at the NRCC.
- e. ISB and FSA Interdependency
1. The RRCC, after coordination with FEMA HQ, may request that resources be positioned at FSAs to support its region. Prior to establishing FSAs, several factors must be considered, such as the number of regions/JFOs supported, staging area stockage requirements, distance between other FSAs and ISBs, resource availability, operational effectiveness and cost efficiency.
 2. Under certain conditions the ISB may be re-designated as an FSA (*redesignation will normally occur when the ISB is servicing a single JFO or region*). Re-designation will occur after coordination between the affected JFO or region and FEMA HQ; implementation will be via NRCC Operations Order.
- f. Demobilization: When the response operation is completed at ISBs or FSAs, HQ Logistics and/or regions will take action to demobilize ISBs/FSAs, return or dispose of commodities, and demobilize the support teams.

NATIONAL ISB TEAMS & REGIONAL FSA TEAMS

National and regional teams are composed of FEMA reservists and are organized, trained, and equipped for 24/7 operations. When activated in support of ISB or FSA operations, team integrity will be maintained to allow efficient and effective operations during critical response phases. (Note: Pending complete conversion to the National Cadre Reservist system, this paragraph will serve as interim guidance. Once the conversion is completed, this policy will be updated to reflect the new national structure.)

- a. Mutual Augmentation:
1. National ISB Team Support of FSA Operations: If the ISB is designated as an FSA, or if a suitable regional team is unavailable, the RRCC, Incident Management Assistance Team (IMAT), or JFO may request that the National ISB Team be left in-place for up to two weeks to allow transition with a regional team.
 2. Regional FSA Team Support of ISB Operations: In the event that national ISB teams are deployed and unavailable for re-deployment, after coordination with the affected region, available regional FSA teams may be designated and deployed to operate ISBs. While deployed as an ISB team, regional teams will be managed and supported by FEMA HQ.
- b. Deployment Priorities:
1. Deployment Concept: National teams train and work as an integrated unit, thus team integrity during the deployment process is essential.

2. Cross Utilization of Team Members: While rostered national team members may be deployed by regions and JFOs in other capacities, these members are subject to redeployment as ISB and FSA team members during critical, early response operations.

INITIAL RESPONSE RESOURCE PACKAGES

- Initial Response Resource packages (formerly "Push Packages") are designed to provide FEMA HQ the ability to rapidly deploy life sustaining resources during surge and early response operations.
- These packages, designed for pre-staging at HQ FEMA managed ISBs and region/JFO managed FSAs, consists of resources to facilitate the rapid stabilization of the situation until follow-on Whole Community resource support can be fully leveraged.
 - Initial resources shipped to ISBs and FSAs will consist of either A, B, C, or D preconfigured packages (as described below), plus any additional resources requested by the responsible command element
- The IRR Packages are pre-loaded on 53' semi-trailers staged at FEMA distribution centers and can be deployed in about 12 hours, plus transit time, to locations throughout Continental United States (CONUS)
- Each IRR package is designed to support a number of disaster survivors as follows:
 - A (Alpha): Provides meals and water for 120,000 people for 1 day (~66 trailers)
 - B (Bravo): Provides meals and water for 60,000 people for 1 day (~45 Trailers)
 - C (Charlie): Provides meals and water for 30,000 people for 1 day (~17 trailers)
 - D (Delta): Provides meals and water for 15,000 people for 1 day (~14 trailers)

IRR Package	ALPHA	BRAVO	CHARLIE	DELTA
Meals (Trailer loads)	12	6	3	2
Water (Trailer loads)	28	14	7	4
Cots (Trailer loads)	3	3	3	3
Blankets (Trailer loads)	1	1	1	1
Infant and Toddler Kits (Trailer loads)	1	1	1	1
DME & CMS Kits (same Trailer load)	1	1	1	1
MCOV	3	2	2	2
Generators (Trailer loads)	17	17		
IRR Package	ALPHA	BRAVO	CHARLIE	DELTA
Meals (eaches)	250,000	125,000	60,000	30,000
Water (liters)	400,000	200,000	90,000	45,000
Cots (eaches)	2,100	2,100	2,100	2,100
Blankets (eaches)	4,500	4,500	4,500	4,500
Infant and Toddler Kits	20	10	5	3
DME & CMS Kits	1 & 1	1 & 1	1 & 1	1 & 1
MCOV	3	2	2	2
Generators	54	54		

APPENDIX E6: RESOURCE SUPPORT SECTION POSITIONS AND TASKS

Resources	
Positions	Tasks
Resource Support Section Chief (RSSC)	<ul style="list-style-type: none"> • Ensures coordination with interagency representatives and partners to provide the full spectrum of resources to fulfill requests received from the regional and incident levels • Oversees and maintains accountability for the receipt, validation, and processing of resource requests • Delegates approval authority for resource requests as appropriate • Ensures that staff integrate and coordinate their activities internally and externally with all levels of involved organizations and agencies • Communicates resource management issues and status to the Chief of the NRCS • Reviews and approves ARFs and Mission Assignments • Reviews and approves task orders (indefinite delivery/indefinite quantity), contracts, purchase orders, and purchase card requests • See Chapter 6 and Appendices E1, E2, E3, E4, and G for additional responsibilities
Resource and Capability Branch Director (RCBD)	<ul style="list-style-type: none"> • Serves as the focal point for tasks and the status of tasks for the Federal Government, private sector and private nonprofits regarding the provision of resources • Manages, coordinates, and supports activities of assigned ESFs, resource providers, and sources to include mass care, operational support, emergency services, and infrastructure assets functions in support of the NRCS mission • Receives, identifies sources for, and provides capabilities to fill validated requests • Provides available capabilities to the Order Processing Group to meet resource requests • Provides resource and capability requirements for the National Support Plan • See Chapter 6 and Appendices E1, E2, E3, E4, and G for additional responsibilities
Resource Tracker (REST)	<ul style="list-style-type: none"> • Tracks resource orders and allocations, from source through delivery, and the availability of national resources to provide national situational awareness of potential, developing, or ongoing situations by coordinating with the RCB (These resources include personnel, major items of

Resources	
Positions	Tasks
	<p>equipment, initial response resources, commodities, and teams)</p> <ul style="list-style-type: none"> • Monitors the progress of requests, and establishes initial asset visibility tracking for all deployed resources • Creates records and maintains information in the automated tracking system • Generates and updates resource, action, and order tracking reports as requested • Retrieves information and reports from the Mission Assignment Specialist and the Planning Support Section points of contact • See the Chapter 6 and Appendix E1 for additional responsibilities
<p>Individual Assistance (IA) Group Supervisor (IAGS)</p>	<ul style="list-style-type: none"> • Coordinates, manages, and facilitates the acquisition of resources, including personnel, to support the implementation of IA programs in declared jurisdictions • Coordinates with Federal/State/territorial/tribal and NGO IA staff at RRCCs, JFOs, area field offices, initial operating facilities and/or emergency operations centers to fulfill resource requirements that cannot be met at the regional level • De-conflicts requests for limited IA resources • Ensures that required IA Action Request Forms, 40-1s, and Mission Assignments are processed, resources are identified and funding is allocated and obligated • Facilitates the coordination of ESF #6 partner agency and organization resources • Supports planning activities and serves as a subject matter expert for IA issues • Supervises assigned IA staff • Coordinates resources, services and information with other Federal agency and voluntary organization staff assigned to the IA Group in the NRCC • Serves as the focal point for taskings, coordination, and special considerations for ESFs, voluntary organizations, and program elements assigned to the NRCC IA Group. During partial activations, these responsibilities may be shifted to the Resource Support Section Chief • See Chapter 6 and Appendices E2 and G for additional responsibilities
<p>Mass Care/Emergency Assistance Unit Leader (MEUL)</p>	<ul style="list-style-type: none"> • Ensures that the appropriate mass care/emergency assistance (MC/EA) resources, including sheltering, feeding, distribution of emergency supplies, reunification services, support to individuals with access and functional

Resources	
Positions	Tasks
	<p>needs, children, household pets and service animals and mass evacuation, are identified and available to support incident requests</p> <ul style="list-style-type: none"> • Coordinates with the MC/EA counterpart at the RRCC/JFO to fulfill resource requirements that cannot be met at the regional level • De-conflicts requests for limited MC/EA resources • Facilitates the acquisition and coordination of MC/EA resources and information sharing among government, voluntary organization and private sector partners • Supports planning activities and serves as a subject matter expert for MC/EA issues • Supervises assigned staff • Provides support to the IAGS. The IAGS is the final authority for submitting ESF #6 statistics and information to the Planning Support Section for inclusion in plans, briefs and reports • See Chapter 6 and Appendices E2 and G for additional responsibilities
<p>Mass Care/Emergency Assistance Specialist (MESP)</p>	<ul style="list-style-type: none"> • Supports the Mass Care/Emergency Assistance Unit Leader • Provides subject matter expertise in one or more of the following functional areas: sheltering, feeding, distribution of emergency supplies, reunification services, support to individuals with access and functional needs, children, household pets and service animals and mass evacuation • Gathers and compiles operational information from ESF #6 partner agencies and organizations for inclusion in plans, briefs, reports and the common operating picture • Coordinates requests with other FEMA Directorates including FEMA Logistics and Acquisitions, and ESF #6 support agencies including ESF #3, #4, #8 and #11 and voluntary organizations • See Chapter 6 and Appendix E2 for additional responsibilities <p><i>Note: Multiple staff may be required to fulfill the requirements of this function</i></p>
<p>Technical Specialist (American Red Cross) (TCSP)</p>	<ul style="list-style-type: none"> • Point of Contact for sourcing requests for American Red Cross • Serves as the principal advisor to FEMA IA leadership on matters involving ARC during all phases of an incident, including activation, response, and recovery • Monitors and provides support to the Situational Awareness Section during NRCC activations

Resources	
Positions	Tasks
	<ul style="list-style-type: none"> • Participates, as required, in FEMA operational planning efforts • Provides situational awareness, technical expertise and critical information regarding all elements of the ARC response • Performs analysis of available data, using input from State, local, and Federal stakeholders, including hazard/disaster information, perishable data collection and damage information • Provides hazard-related technical data and assistance to FEMA partners involved in making decisions critical to the disaster recovery
Individuals and Households Unit Leader (IHUL)	<ul style="list-style-type: none"> • Ensures that the appropriate resources are identified and available to support the request from the field—resources that may include personnel for planning, housing assessment teams, emergency temporary housing options, access to national resources, policy and guidance interpretation, access to existing pre-scripted mission assignments, interagency agreements, current inventory availability, etc. • Supervises Housing and Financial Assistant Specialists
Housing and Financial Assistant Specialist (HFAS)	<ul style="list-style-type: none"> • Provides direction on disaster operations, policies, procedures and guidance for the implementation of the Individuals and Households Program during disaster field operations • Provides coordination and direction on the implementation of IA preliminary damage assessments during disaster field operations
NPSC Specialist (NPSP)	<ul style="list-style-type: none"> • Serves as a liaison with NPSC Operations to ensure delivery and reporting on applicant registration, processing and staffing • Participates in planning and operations to generate solutions to challenges and developing needs in delivering Individual Assistance, through collaboration with ESF #3, 6, 8, and 11 partners. • Provides routine status reports and information on sourcing readiness or unmet needs
Human Services Unit Leader (HSUL)	<ul style="list-style-type: none"> • Supervises the Human Services Specialist • Coordinates Human Services Programs • Provides disaster program oversight and management with implementing Disaster Legal Services, Crisis Counseling Program, Disaster Unemployment Assistance, and Disaster Case Management Program. • Provides program oversight and management on Disaster

Resources	
Positions	Tasks
	Recovery Centers (DRCs)
Human Services Specialist (HUSP)	<ul style="list-style-type: none"> • Communicates with DRC Group Supervisors on routine basis • Maintains records of DRC locations, opening and closing dates, and staffing and ensure the information is updated • Briefs Human Services Unit Leader on DRC activities and issues • Communicates and assists in the coordination of DRC resources and supplies • Captures Human Service Program requirements and issues from the field and communicates those to the Human Services Unit Leader • Provides current and historical direction on disaster operational policies, procedures, and guidance for the implementation of Disaster Legal Services, Crisis Counseling Program, Disaster Unemployment Assistance, and Disaster Case Management Programs during disaster field operations
Voluntary Agency Liaison Unit Leader (VAUL)	<ul style="list-style-type: none"> • Coordinates with the National Voluntary Organizations Active in Disaster, the DHS Center for Faith-Based and Community Initiatives, FEMA regions, Federal agencies, and ESF #14, Long Term Community Recovery • Coordinates delivery of emergency assistance provided by voluntary, faith-based, and community-based organizations • Supervises Voluntary Agency Liaison Specialists and Donations Management Specialists • See Chapter 6 and Appendices E2 and G for additional responsibilities
Voluntary Agency Liaison Specialist (VASP)	<ul style="list-style-type: none"> • Provides technical assistance and support to FEMA components and voluntary agencies • Coordinates additional emergency assistance provided by voluntary, faith-based, and community-based organizations • Initiates and processes Action Request Forms and Mission Assignments • See Chapter 6 and Appendix E2 for additional responsibilities
Donations Management Specialist (DMSP)	<ul style="list-style-type: none"> • Provides technical assistance to key FEMA components, including affected regions, pertaining to unsolicited donations and spontaneous volunteers • Oversees management of the national portal of the National Donations Management Network • Collects and shares information about unsolicited

Resources	
Positions	Tasks
	<p>donations and spontaneous volunteer management operations in the States</p> <ul style="list-style-type: none"> • See Chapter 6 and Appendix E2 for additional responsibilities
Emergency Services Group Supervisor (ESGS)	<ul style="list-style-type: none"> • Coordinates the activities for and supports regional ESF #4, 8, 9, 10, and 13 lead and supporting agencies to provide emergency services and incident support as required • Manages priorities and coordinates national requirements, plans, and other special considerations with each ESF agency in the Emergency Services Group • Advises the RSS Chief regarding requests for assistance • Supervises assigned staff • See Chapter 6 and Appendices E2 and G for additional responsibilities
Firefighting Unit Leader (FFUL)	<ul style="list-style-type: none"> • Supervises the Firefighting Specialists • See Chapter 6 and Appendices E2 and G for additional responsibilities
Firefighting Specialist (FFSP)	<ul style="list-style-type: none"> • Coordinates and provides subject matter expertise for firefighting activities and requirements including: detection and suppression of wildland, rural, and urban fires resulting from, or occurring coincidentally with, a major disaster, emergency, or other event requiring Federal response • Provides status of all firefighting capabilities to the Situational Awareness Section • Prepares relevant descriptions of tasks/statements of work for purchase orders • See Chapter 6 and Appendix E2 for additional responsibilities
Public Safety and Security Unit Leader (PSUL)	<ul style="list-style-type: none"> • Supervises Public Safety and Security Specialists • See Chapter 6 and Appendices E2 and G for additional responsibilities
Public Safety and Security Specialist (PSSS)	<ul style="list-style-type: none"> • Provides subject matter expertise for public safety and security activities and requirements • Incorporates public safety and security requirements and limitations into the NSP • Prepares relevant descriptions of tasks/statements of work for purchase orders • Provides the status of all law enforcement capabilities to the Situational Awareness Section • See Chapter 6 and Appendix E2 for additional responsibilities

Resources	
Positions	Tasks
Public Safety and Security Specialist (PSSS) (U.S. Customs and Border Protection)	<ul style="list-style-type: none"> • Provides national coordination of support to meet the U.S. Customs and Border Protection (CBP) requirements as the Order Processing Group directs • Provides subject matter expertise for CBP-related issues and requirements • Incorporates CBP requirements and limitations into the NSP • Provides the status of all CBP capabilities to the Situational Awareness Section • See Chapter 6 and Appendix E2 for additional responsibilities
Public Health and Medical Services Unit Leader (PHUL)	<ul style="list-style-type: none"> • Supervises Public Health and Medical Services Specialists • See Chapter 6 and Appendices E2 and G for additional responsibilities
Public Health and Medical Services Specialist (PHSP)	<ul style="list-style-type: none"> • Coordinates assistance and serves as the subject matter expert for public health and medical service-related issues and requirements • Provides the status of all public health and medical capabilities to the Situational Awareness Section • Identifies the nature and extent of public health and medical problems and recommends appropriate monitoring and public surveillance • Prepares relevant descriptions of tasks/statements of work for purchase orders • Incorporates medical assistance requirements and limitations into the NSP • See Chapter 6 and Appendix E2 for additional responsibilities
Oil and Hazardous Materials Unit Leader (OHUL)	<ul style="list-style-type: none"> • Supervises Oil and Hazardous Materials Specialist • See Chapter 6 and Appendices E2 and G for additional responsibilities
Oil and Hazardous Materials Specialist (OHMS)	<ul style="list-style-type: none"> • Coordinates assistance and serves as the subject matter expert for responding to an actual or potential discharge or release of hazardous materials following a major disaster, emergency, or other event requiring Federal response • Provides the status of all hazmat capabilities to the Situational Awareness Section • Provides hazardous materials (hazmat) input for the NSP • Establishes a liaison with the incident Hazards Performance Analysis Group • Coordinates with the region on any hazmat-related strategies

Resources	
Positions	Tasks
	<ul style="list-style-type: none"> • Coordinates with the Situational Awareness Section on the use of the geospatial information systems • Coordinates with the region to ensure that resources and technical assistance are available for Hazmat recovery operations. • Prepares relevant descriptions of tasks/statements of work for purchase orders • See Chapter 6 and Appendix E2 for additional responsibilities
Search and Rescue Unit Leader (SRUL)	<ul style="list-style-type: none"> • Supervises Search and Rescue Specialists • See Chapter 6 and Appendices E2 and G for additional responsibilities
Search and Rescue Specialist (SRSP)	<ul style="list-style-type: none"> • Coordinates with ESF #9, Search and Rescue, primary and supporting agencies to deploy Federal urban search and rescue teams to the incident, when needed • Provides incident support for facilities and equipment required to deploy urban, wildland, aerial, maritime and river search-and-rescue capabilities to the incident • Represents ESF #9 during planning efforts, media interviews, and other situations as needed • Incorporates search and rescue requirements and limitations into the NSP • Prepares relevant descriptions of tasks/statements of work for purchase orders • Provides the status of all search-and-rescue capabilities to Situational Awareness Section • See Chapter 6 and Appendix E2 for additional responsibilities
Infrastructure Assets Group Supervisor (INGS)	<ul style="list-style-type: none"> • Coordinates assistance for communities for debris removal to facilitate both entry of emergency workers, as well as the evacuation and return of public; also provides assistance for the restoration of public and private nonprofit facilities • Coordinates all aspects of Federal support to public and private entities responsible for operating and maintaining infrastructure components • Coordinates assistance, activities, and serves as a subject matter expert for infrastructure and public works and engineering support following a major disaster, emergency, or other event requiring Federal response • Prepares relevant descriptions of tasks/statements of work for purchase orders • Provides coordination and information support of the

Resources	
Positions	Tasks
	<p>NRCS for public works and engineering support to assist the region(s) in response and recovery needs following a major disaster, emergency, or other event requiring Federal response</p> <ul style="list-style-type: none"> • See Chapter 6 and Appendices E2 and G for additional responsibilities
Energy Unit Leader (ENUL)	<ul style="list-style-type: none"> • Supervises Energy Specialists • See Chapter 6 and Appendices E2 and G for additional responsibilities
Energy Specialist (EGSP)	<ul style="list-style-type: none"> • Provides coordination and information support to the NRCS for the Federal efforts to facilitate restoration of affected energy systems following a major disaster, emergency, or other event requiring Federal response • Determines the need for, manages, delivers, and supports facilities and equipment required to ensure that energy needs are met at the incident—doing so by coordinating with the ESF #12, Energy, representative, Department of Energy, and other appropriate entities • Serves as the subject matter expert for energy related issues and requirements • Incorporates energy requirements and limitations into the NSP • Provides the status of all energy capabilities to the Situational Awareness Section • See Chapter 6 and Appendix E2 for additional responsibilities
Public Works and Engineering Unit Leader (PWUL)	<ul style="list-style-type: none"> • Supervises Public Works and Engineering Specialists • See Chapter 6 and Appendices E2 and G for additional responsibilities
Public Works and Engineering Specialist (PWSP)	<ul style="list-style-type: none"> • Coordinates and serves as the subject matter expert to support the NRCS for the Federal efforts to facilitate debris removal, power restoration, and infrastructure requirements at the incident • Works with regions on emergency debris removal requirements • Incorporates engineering and public works requirements and limitations into the NSP • Tracks all resources that are deployed to support the incident • Provides the status of all public works and engineering capabilities to the Situational Awareness Section • See Chapter 6 and Appendix E2 for additional responsibilities

Resources	
Positions	Tasks
Operational Support Group Supervisor (OSGS)	<ul style="list-style-type: none"> • Provides national coordination of support to meet the operational response needs (FEMA logistics, air assets, military, etc.) as identified by the region • Provides updated consolidated reports on air assets, communications, private sector, and military activities to the Situational Awareness Section for inclusion in national situation reports • Reviews and approves relevant Action Request Forms • Prepares relevant descriptions of tasks/statements of work for task orders, contracts, and purchase orders • See Chapter 6 and Appendices E2 and G for additional responsibilities
National Assets Unit Leader (NAUL)	<ul style="list-style-type: none"> • Supervises National Assets Specialists, Emergency Management Assistance Compact Specialists, the DHS Surge Capacity Force Representative, and the Air Assets Specialists • See Chapter 6 and Appendices E2 and G for additional responsibilities
National Assets Specialist (NASP)	<ul style="list-style-type: none"> • Determines, manages, and supports requests that can be supported directly by FEMA assets as directed by the Order Processing Group • Incorporates FEMA assets requirements and limitations into the National Support Plan • Provides the status of all FEMA assets capabilities to the Situational Awareness Section • Alerts the holder of commodity from Headquarters that a request was issued from/by the incident • Prepares tasks • Executes tasks • Ensures that teams and equipment are ready for deployment • Notifies and deploys the ISB team • See Chapter 6 and Appendix E2 for additional responsibilities
Emergency Management Assistance Compact Specialist (EMSP)	<ul style="list-style-type: none"> • Facilitates and supports Emergency Management Assistance Compact agreements between States • See Chapter 6 and Appendix E2 for additional responsibilities
Air Assets Specialist (AASP)	<ul style="list-style-type: none"> • Provides air assets in support of regional requests • Incorporates air assets requirements and limitations into the National Support Plan • Provides the status of all air assets capabilities to the Situational Awareness Section

Resources	
Positions	Tasks
	<ul style="list-style-type: none"> • See Chapter 6 and Appendix E2 for additional responsibilities
Communications Unit Leader (COML)	<ul style="list-style-type: none"> • Supervises Communications Specialists • See Chapter 6 and Appendices E2 and G for additional responsibilities
Communications Specialist (CMSP)	<ul style="list-style-type: none"> • Coordinates the execution of all national ESF #2 related missions and operational activities • Supports the deployment of telecommunications and operations assets in response to all hazards • Supports the disaster emergency communications needs of regions • Prepares relevant descriptions of tasks/statements of work for purchase orders • Supplies information on Federal communications support to State and local governmental entities, voluntary organizations, and Federal departments and agencies requiring communications resources • See Chapter 6 and Appendix E2 for additional responsibilities
Incident Support Base Sustainment Unit Leader (ISBU)	<ul style="list-style-type: none"> • Executes the deployment of the ISB team and equipment cache to the designated site • Monitors and maintains visibility on team deployment from start to finish and report status to OSGS • Oversees sustainment of and coordinating resource requests for team • Maintains situational awareness throughout deployment of the ISB and ensure SITREP reporting processes and procedures are followed • Coordinates transition of ISB to FSA (regional) if required • Coordinates and monitor redeployment of ISB team and equipment cache and site closeout • Supervises Logistics Specialists • See Chapter 6 and Appendices E2, E3, and G for additional responsibilities
Logistics Specialist (LGSP)	<ul style="list-style-type: none"> • Serves as point of contact for ISB personnel in the field • Provides administrative support to the ISB • Orders personnel and resources for the ISB
Deployment Unit Leader (DPUL)	<ul style="list-style-type: none"> • Supervises DHS Surge Capacity Force Representative, Incident Management Workforce Specialist, FEMA Corps Specialist, and Deployment/Automated Deployment Database (ADD) Specialist • See Chapter 6 and Appendices E2 and G for additional responsibilities

Resources	
Positions	Tasks
DHS Surge Capacity Force Representative (SCFR)	<ul style="list-style-type: none"> • Represents the DHS Surge Capacity Force (SCF), which is drawn from qualified volunteers (Tier 3) from other DHS Components or OFAs who will augment FEMA staff in the various program areas • Drafts a memorandum to request activation of the DHS SCF by the Secretary of DHS for Level 1 or multiple Level 2 Events • Advises on the pre-identified location for activation of the SCF Mobilization Center Areas • Requests resource support as needed for the SCF Mobilization Center Areas, especially if located in a non-fixed facility (IT, transportation, apparel, lodging, etc.) • Reports on the availability of DHS SCF Volunteers • Briefs the RSS Chief on current DHS SCF capabilities • Briefs SCF Liaisons on the potential for DHS SCF activation • Coordinates the approval of pre-scripted mission assignments for support of personnel from other components/OFAs. • Coordinates the deployment of Incident Workforce Management Office (IWMO) Staff for potential DHS SCF activation • Coordinates the deployment of instructors in DHS SCF support areas • Maintains communications with SCF Mobilization Center Area Manager(s) in field • Supports IWMO Executive Director, Director, and IWMO Coordination Representative in coordination of all DHS SCF related issues • Coordinates the resolution of issues/concerns that arises in relation to DHS SCF volunteers from other components
Incident Management Workforce Specialist (IMWS)	<ul style="list-style-type: none"> • Serves as subject matter expert for FEMA Corps, FEMA Qualification System, and Reservist Program • Receives, processes, and provides information on any requests for information related to FEMA Corps, FEMA Qualification System, and Reservist Program • Supports FEMA Disaster Programs in the use of personnel from FEMA Corps, SCF, and Reservist Programs
FEMA Corps Specialist (FESP)	<ul style="list-style-type: none"> • Runs the expedited disaster service assignment process required to reassign FEMA Corps teams • Tracks movements of FEMA Corps and supports lodging issues by working with National Civilian Community Corps and FEMA Voluntary Agency Liaisons • Facilitates requests for information that require

Resources	
Positions	Tasks
	<p>information/coordination with Corporation for National and Community Service National Civilian Community Corps</p> <ul style="list-style-type: none"> • Plans and coordinates any required just in time training for FEMA Corps teams based on assigned duties • Coordinates the deployment of any IWMO staff to support FEMA Corps coordination in the field at the JFO • Supports IWMO Coordination Representative
Deployment/ADD Specialist (DESP)	<ul style="list-style-type: none"> • Receives, processes, and provides ADD/Deployment requests for information • Supports IWMO Coordination Representative • Supports HQ leadership deployment requests
U.S. Coast Guard Specialist (CGSP)	<ul style="list-style-type: none"> • Evaluates requests (or potential requirements) for U.S. Coast Guard (USCG) support and addresses USCG resource requests in the National Support Plan • Tracks USCG resources responding to the incident • Advises on and documents decisions relative to USCG involvement in the response • Serves as the point of contact for USCG-related issues and requirements • Incorporates USCG requirements and limitations into the National Support Plan • Tracks all USCG resources that are deployed to support the incident • Ensures the well-being of all USCG personnel assigned to the region/incident • Ensures that all USCG personnel and equipment are properly accounted for and released before departure • Reconciles all open USCG MAs before departure • Documents in writing all significant decisions and facts relative to USCG involvement in the response • Ensures that all documentation to support MA reimbursement is provided to FEMA and copies are provided to USCG • See Chapter 6 and Appendix E2 for additional responsibilities
Department of Defense Specialist (DDSP)	<ul style="list-style-type: none"> • Evaluates requests (or potential requirements) for Department of Defense (DOD) support and addresses DOD resource requests in the National Support Plan • Tracks DOD resources responding to the incident • Advises on and documents decisions relative to DOD involvement in the response • Provides information regarding the availability of DOD 's military support capabilities during a national emergency

Resources	
Positions	Tasks
	<p>and/or natural disaster to the RSS Chief and other appropriate FEMA and ESF authorities</p> <ul style="list-style-type: none"> • Provides accurate and timely information regarding FEMA's plan of action and other activities to the Joint Director of Military Support (JDOMS). • Initiates and processes, when required, Action Request Forms for military support to JDOMS when requested by FEMA or other ESFs • Provides updated information and the status of military support requests to the RSS Chief and/or other appropriate authorities and ESFs • Participates in planning sessions and activities • Serves as the point of contact for DOD-related issues and requirements • Incorporates DOD requirements and limitations into the National Support Plan • Tracks all deployed DOD resources that are supporting the incident • Ensures the well-being of all DOD personnel assigned • Ensures that all DOD personnel and equipment are properly accounted for and released before departure • Reconciles all open DOD MAs before departure • Documents in writing all significant decisions and facts relative to DOD involvement in the response • Ensures that all DOD resources are demobilized and returned to home station • Ensures that all documentation to support MA reimbursement is provided to FEMA and copies are provided to DOD • Prepares relevant descriptions of tasks/statements of work for purchase orders • See Chapter 6 and Appendix E2 for additional responsibilities
<p>Mobile Communication Office Vehicle Specialist (MOSP)</p>	<ul style="list-style-type: none"> • Processes the intake of Mobile Communication Office Vehicles (MCOV) via LSCMS (after sourcing has been completed) • Alerts the program office that a request for MCOVs has been submitted • Requests the deployment of a driver for the MCOV (processed via the Automated Deployment Database [ADD] by the ADD specialist) • Inputs information into the appropriate systems (e.g., Integrated Response and Recovery Information System) to

Resources	
Positions	Tasks
	<ul style="list-style-type: none"> ensure that the vehicle can be tracked Communicates the expected arrival time of MCOVs to the incident See Chapter 6 and Appendix E2 for additional responsibilities
Transportation and Movement Coordination Group Supervisor (TMGS)	<ul style="list-style-type: none"> Provides multi-modal transportation management and oversight of transportation requirements by coordinating with affected stakeholders Coordinates for the control and movement of materiel, personnel, or personal property on commercial and military transport Determines requirements for moving resources to and from a disaster area based on operational priorities Acquires and provides transportation for the movement of resources to incident locations by coordinating with vendors, Federal, State, local, and ESF partners Supervises and directs the work of associated movement tracking specialists See Chapter 6 and Appendices E1, E2, E3, E4, and G for additional responsibilities
Transportation Services Unit Leader (TSUL)	<ul style="list-style-type: none"> Supervises the Transportation Lead Specialists See Chapter 6 and Appendices E4 and G for additional responsibilities
Transportation Lead Specialist (TLSP)	<ul style="list-style-type: none"> Supervises the Transportation Specialists See Chapter 6 and Appendix E4 for additional responsibilities <p><i>Note: During a Level I incident, there may be three Transportation Lead Specialists: one tracking aircraft, one tracking sea vessels transportation, and one tracking ground vehicles.</i></p>
Transportation Specialist (TNSP)	<ul style="list-style-type: none"> Coordinates the transportation of commodities, teams, and equipment to the incident site Monitors and responds to requests for transportation and coordinates transportation capabilities Develops movement schedules and concepts of execution Acquires and provides transportation for the movement of resources to incident locations by coordinating with vendors, and Federal, State, local, and ESF partners Provides multi-modal transportation management and oversight of transportation requirements by coordinating with affected regions and the MCC Arranges transportation for resources sourced via interagency agreements Arranges shipping for resources sourced via interagency agreements, Mission Assignments, and contracts (UPS,

Resources	
Positions	Tasks
	<p>DHL, etc.).</p> <ul style="list-style-type: none"> See Chapter 6 and Appendix E4 for additional responsibilities <p><i>Note: During a Level I incident, there may be a number of Transportation Specialists. They will be organized by transportation owner (commercial, DOD, and OFAs).</i></p>
Movement Coordination Center Leader (MOCL)	<ul style="list-style-type: none"> Supervises Movement Tracking Specialists See Chapter 6 and Appendices E4 and G for additional responsibilities
Movement Tracking Specialist (MVSP)	<ul style="list-style-type: none"> Supports the Transportation Specialist by tracking the movement of resources, to include commodities, personnel, and equipment via ground, air, or sea modes of transportation Monitors and assesses transportation needs, capabilities, and conditions Prepares and provides movement reports to the Situational Awareness Section Coordinates the execution of all ESF #1, Transportation, related missions and operational activities See Chapter 6 and Appendix E4 for additional responsibilities <p><i>Note: During a Level I incident, there may be three Movement Tracking Specialists: one tracking aircraft, one tracking sea vessels transportation, and one tracking ground vehicles.</i></p>
Incident Support Base Group Supervisor (ISGS)	<ul style="list-style-type: none"> Coordinates with the landlord about expectations, restrictions, responsibilities for repairs, geographic boundaries, etc. Develops the site layout and account for the following: Check-in/Check-out points, traffic flow, parking areas by commodity, and driver information center Provides support services, including portable toilets, wash stations, dumpsters, fuel, and medical Coordinates security needs with the Security Manager Coordinates with Safety Officer to ensure oversight and compliance with all safety regulations Develops an Incident Support Base Operations Plan Establishes check-in and check-out functions Maintains and provides the status of resources in the Incident Support Base to the Resource Support Section Dispatches resources in the Incident Support Base as identified in the NSP or in response to orders from the C-NRCS or RSS Section Chief Ensures that receipts are obtained and issued for commodities, equipment, and other supplies received and

Resources	
Positions	Tasks
	<p>distributed</p> <ul style="list-style-type: none"> • Demobilizes the incident support base in accordance with the Demobilization Plan
Ground Support Unit Leader (GSUL)	<ul style="list-style-type: none"> • Establish the Ground Support Unit and oversee its activities. • Coordinate with the ISB Group Supervisor to establish the layout, such as parking, fueling, maintenance, loading/unloading heavy equipment, shelter, traffic flow, and space for expansion • Provide ground transportation of resources and supplies based on anticipated needs, priorities, and requests • Maintain a Support Vehicle Inventory of all transportation vehicles • Notify the Resource Support Section of all status changes of vehicles • Ensure that accident and incident reports are completed accurately and forwarded to appropriate authority • Collect and record information on rental, contract, and agency equipment • Coordinate with other units to manage hazardous materials—like petroleum—according to applicable regulations, including environmental regulations, shipping and handling, plus storage, disposal, and containment • Ensure that pre- and post-inspections are completed • Supervises Logistics Specialists, Fleet Manager, and Network Manager
Logistics Specialist (LGSP)	<ul style="list-style-type: none"> • Reports to the Ground Support Unit Leader and is responsible for supporting transportation functions
Fleet Manager (FTMG)	<ul style="list-style-type: none"> • Identifies and obtains vehicles to meet incident requirements • Coordinates with NRCS leadership to identify vehicle requirements • Orders vehicles through General Services Administration, FEMA, or commercial rental • Tracks and monitors fleet usage and expenditures • Obtains FEMA or DHS vehicle license tags as required • Ensures compliance with Federal Fleet policies • Files vehicle inventory usage (mileage/hours) reports • Schedules and dispatches vehicles • Assigns vehicles to programmatic personnel as requested • Assigns functional-need vehicles such as delivery, courier, VIP, material handling, and evacuation • Maintains systems for the effective control and

Resources	
Positions	Tasks
	<ul style="list-style-type: none"> accountability of all motor vehicle fleet assets Ensures that proper maintenance is conducted on the fleet Develops an Asset Protection Plan
Network Manager (NEMG)	<ul style="list-style-type: none"> Provides recommendations for facility selections Identifies the demarcation point (DMARC) – and accessibility, network capacity, existing working phone number in the facility, existing data circuit type and number Verifies cellular voice and data service capability by vendor type Identifies and mitigate potential design issues Implements initial site set-up based on the design plan Conducts the server pre-installation activities—rights, file share, print queues, domain local groups Installs and configure audiovisual equipment for video teleconferencing Establishes server backup routine Validates the Active Directory Organizational Unit Manages the installation of the network infrastructure. Coordinates with TELCOM vendors for voice and data service delivery Ensures that the workstation configuration is in accordance with current FEMA EA standards Supervises initial set-up, installation, and configuration of agency-approved customer hardware and software Analyzes and investigate assigned Help Desk tickets through the Enterprise Service Desk and Remedy Maintains network connectivity and server operation Complies with DHS/FEMA network Cyber Security standards and requirements Performs and verify daily backup functions and backup library Confirms the recovery of IT equipment
Receiving and Distribution Unit Leader (RDUL)	<ul style="list-style-type: none"> Establishes an efficient system for receiving and distributing commodities Establishes adequate check-in and check-out of commodity vehicles Ensures that commodity inventory is continuously maintained and reconciled Maintains and provide the status of all resources in the incident support base to the ISB Group Supervisor Directs ESF #3, Public Works and Engineering, primary

Resources	
Positions	Tasks
	<p>and coordinating agencies to dispatch commodity trucks to specified locations</p> <ul style="list-style-type: none"> • Supervises Status/Check-in Recorder, Accountable Property Manager, and Logistics Systems Manager
Status/Check-in Recorder (SCKN)	<ul style="list-style-type: none"> • Organizes and maintain the check-in and check-out stations, post signs to clearly identify the stations, and ensure that proper safety measures are in place • Collects, records, and maintains required information accurately on the specified incident support base gate log for each commodity truck and for all incident personnel, equipment, and visitors entering or leaving the incident support base • Maintains the Check-In List for all personnel, and submit all gate logs as directed by the supervisor. • Transmits check-in information to the Receiving and Distribution Unit Leader (RDUL) on the regular, prearranged schedule or as needed
Accountable Property Manager (APMG)	<ul style="list-style-type: none"> • Establishes the Accountable Property Office • Executes designation memorandums including: Accountable Property Specialist, and custodial officer • Requests the site code for the Inventory System of Record (ISR) • Ensures that items are accurately received and inputted into the ISR • Ensures that dictionary definitions for new information are created • Ensures that all accountable property is bar coded in accordance with the Field Operations Guide (FOG) • Ensures that the receiving documentation process is followed • Ensures that hand receipts are complete and accurate • Coordinates asset removal procedures with Security • Ensures that all assets are organized, stored, and secured • Determines the appropriate inventory type • Reviews discrepancy reports to identify corrective actions • Generates an annual inventory certification memorandum as required • Reviews Property Transfer Reports for accuracy • Oversees the Report of Survey processes • Processes excess property • Forwards the excess property list to the Program Management Office • Ensures that internal and external agency materials are

Resources	
Positions	Tasks
	<p>received into the ISR</p> <ul style="list-style-type: none"> • Coordinates property distribution for: supplies and equipment that are excess to the disaster, and future FEMA requirements as directed by Logistics Management Directorate • Consolidates all property documents for record retention in accordance with the FOG • Ensures that all processes adhere to the FEMA Manual 119-7-1, Personal Property Management
<p>Logistics Systems Manager (LYMG)</p>	<ul style="list-style-type: none"> • Manages the set-up of FEMA-approved automated logistics systems • Makes required requests to approving authority to include system access rights, site code, and new item identifiers • Reviews subordinates' data entry for completeness, accuracy, and timeliness • Coaches subordinates on the recognition and resolution of system conflicts • Ensures that all system processes are complete including maintenance of archive file and order closeout • Supervises the use of FEMA-approved automated systems for tracking, ordering, shipping, receiving, and requesting • Familiarizes staff on techniques and approaches used in creating accurate and applicable reports • Directs staff to generate reports and analyze for accuracy and applicability • Identifies reporting discrepancies and conflicting data with partners • Initiates corrective actions—reports discrepancies to immediate supervisor, adjusts system data, and directs subordinates to take appropriate action • Manages the shutdown of FEMA-approved automated logistics systems—remove system access rights, and close the site code
<p>Ordering Manager (ORMG)</p>	<ul style="list-style-type: none"> • Manages the process for ordering supplies, equipment, personnel, teams, services or commodities • Ensures that the ordering process is followed in accordance with policies and procedures • Ensures that funding is available to make purchases • Validates additional funding requests generated by subordinates • Processes requests for additional funds • Verifies that all vendor payments are processed and closed out in accordance with policies and procedures

Resources	
Positions	Tasks
	<ul style="list-style-type: none"> • Resolves vendor payment discrepancies • Verifies with vendors that outstanding invoices have been submitted • Determines the disposition of all outstanding orders • Coordinates the return of leased property to vendors • Supervises Ordering Specialists
Ordering Specialist (ORSP)	<ul style="list-style-type: none"> • Reports to the Ordering Manager and is responsible for establishing the best source of supply, identifying vendors, and ordering supplies, equipment, personnel, teams, and commodities
Logistics Supply Chain Management System Specialist (LSCS)	<ul style="list-style-type: none"> • Develops and tailors reports required for reporting status of ISB resources
Order Processing Group Supervisor (OPGS)	<ul style="list-style-type: none"> • Receives, coordinates, and orders internal and external resources for validated requests from the incident in support of all hazards • Determines the source of supply or best method to fill incident requests by the requested and agreed upon delivery date • Ensures that staff track and record all financial transactions, and that staff meet all financial obligations in a timely manner through coordination with the Comptroller • Uses a standard process where all resource requests will be received, acquired, shipped, and tracked from the source to the required destination (i.e., Incident Support Base) through the use of Single Point Order and Tracking • Leverages vendor networks and partners in the Federal response supply chain by maintaining close communication with them and by coordinating with the Comptroller • Coordinates and communicates the status of requests and orders to customers • Coordinates with the RCB to procure and coordinate the delivery of resource requests • Coordinates with the Transportation and Movement Coordination Group provide information on resources requiring movement coordination based on operational priorities • Coordinates and executes resource support to include: <ul style="list-style-type: none"> ○ Coordinating with counterparts to establish a unified logistics program ○ Coordinating initial sourcing commodity requests with the Resource Management Group and Resource

Resources	
Positions	Tasks
	<p>Support Managers</p> <ul style="list-style-type: none"> • Performs sourcing analyses and recommends the best sourcing option for acquiring commodities • Prepares, validates, coordinates, and submits required reports to the Situational Awareness Section • Identifies and addresses issues affecting funding • Ensures efficient and timely billing and payment procedures • Receives and processes all resource requests submitted from the Emergency Management Assistance Compact (EMAC), IMAT, JFOs, RRCCs, or OFAs • Administers all financial matters pertaining to vendor contracts and Mission Assignments • Receives, coordinates, and monitors external and internal resource operations and support requests by receiving Action Request Forms submitted at the originating organizational level • Receives the best price on resources by negotiating with suppliers • Assists those writing statements of work, memorandums of understanding, and memorandums of agreement by providing document templates and working with appropriate internal and external staff to collect information • See Chapter 6 and Appendices E1, E2, E3, E4, and G for additional responsibilities
Mission Assignment Unit Leader (MAUL)	<ul style="list-style-type: none"> • Supervises the Mission Assignment Specialists • Coordinates information with all involved parties • Tracks the MA activity throughout the entire MA process • Assists in processing Action Request Forms and Mission Assignments
Mission Assignment Specialist (MASP)	<ul style="list-style-type: none"> • Organizes, prepares, and maintains the Mission Assignment (MA) documentation • Checks and verifies the completeness of all the related MA information and approvals • Coordinates the processing of ARFs with unit and agency representatives and approving officials (e.g., Resource Support Section Chief); also communicates with the Comptroller to ensure the timely issuance of MAs to Federal departments and agencies • Provides the MA status to the RCB • Maintains and provides copies of the President's declaration letter, declaration notification, Federal

Resources	
Positions	Tasks
	<p>Register, and subsequent amendments to the Records Management Unit</p> <ul style="list-style-type: none"> • Maintains a list of the names of the State Approving Officers who have been delegated the authority to request disaster assistance and agree to State cost share • Reviews the financial and program status of MA execution with relevant project managers and/or ESF representatives • See Chapter 6 and Appendix E3 for additional responsibilities
Contracting, Acquisitions, and Ordering Unit Leader (CAUL)	<ul style="list-style-type: none"> • Supervises Contracting Specialist and Acquisitions Specialists • See Chapter 6 and Appendices E3 and G for additional responsibilities
Contracting Specialist (CRSP)	<ul style="list-style-type: none"> • Coordinates with the RCB on the status of orders • Coordinates with the RCB to provide required sources for procurements of goods and services • Resolves disputes within delegated authority • Prepares invitations to bids, publicizes requirements, issues solicitation documents, reviews bids, determines financial and performance capability of bidders, and awards contracts by negotiating with vendors to obtain the best prices available • Provides guidance regarding contracting and the Federal Acquisition Regulation • Reviews and approves documentation for all contract vehicles (tasks orders, contracts, interagency agreements, and purchase orders, etc.) • Awards and executes task orders (indefinite delivery/indefinite quantity), contracts, interagency agreements, and purchase orders through ProTrac to obtain resources, services, and equipment. • Appoints CORs as required • See Chapter 6 and Appendix E3 for additional responsibilities
Acquisitions Specialist (ACSP)	<ul style="list-style-type: none"> • Acts as the COR, administers contracts and agreements, and tracks obligations and expenditures • Assists in the processing of task orders (against indefinite delivery/indefinite quantity contracts), contracts, and purchase orders by preparing a Requisition and Commitment for Services and Supplies (FEMA Form 40-1) • Obtains requests from the RCB • Prepares documentation (statement of work, government

Resources	
Positions	Tasks
	<ul style="list-style-type: none"> cost estimates, etc.) for acquiring goods and services • Obtains resources with a purchase card when necessary • Prepares forms for the procurement of goods and services in support of incident operations • See Chapter 6 and Appendix E3 for additional responsibilities
Individual Assistance Business Specialist (IABS)	<ul style="list-style-type: none"> • Coordinates the Requisition and Commitment for Services and Supplies (FEMA Form 40-1) activities for Individual Assistance • Initiates procurement of goods and services with FEMA Acquisitions Contracting Officers • Prepares forms for the procurement of goods and services in support of incident operations • Prepares and processes Action Request Forms • Initiates and processes Mission Assignments, 40-1, and 60-1s • Acts, when required, as the Contracting Officer Representative, administers contracts and agreements, tracks obligations and expenditures • See Chapter 6 and Appendix E3 for additional responsibilities
Comptroller	<ul style="list-style-type: none"> • Manages, monitors, and tracks all Federal costs relating to the incident and the functioning of the NRCC, RRCC, and JFO while adhering to all Federal laws, acts, and regulations. • Provides guidance to ensure that funds are provided expeditiously and that financial operations are conducted in accordance with established laws, acts, regulations, and standards • Monitors and tracks multiple sources of pre-declaration (surge) and declaration funding • Reviews and certifies Requisition and Commitment for Services and Supplies forms (FEMA Form 40-1) to initiate the procurement of goods and services by negotiating with vendors to obtain the best price available • Reviews, approves, and requests Disaster Relief Funding, and ensures that related expenditures are lawful • Provides guidance and coordinates with various programs/sections to ensure efficient and timely billing and payment procedures • Tracks and reports to the NRCC, RRCC, and the Unified Coordination Group the financial “burn rate” as the incident progresses—allowing the Unified Coordination Group members to forecast the need for additional funds

Resources	
Positions	Tasks
	<p>before the support of the event is affected negatively (particularly important if significant operational assets are under contract from the private sector)</p> <ul style="list-style-type: none"> • Coordinates with the FEMA Finance Center in monitoring cost expenditures to ensure that requirements of statutes, acts, rules, and regulations that apply are met • Determines, given current and anticipated future requirements, the need for establishing specific subordinate units • Provides financial management, accountability, and support to the NRCS • Reviews financial resource requirements of the incident, resolves financial issues, and provides financial guidance as necessary • Coordinates for, acquires, and provides personnel and funding in support of the impacted incident(s) (e.g. travel authorization) • Activates the surge account to fund salaries and overtime for disaster assistance, permanent full-time, and Cadre of Response Employees (CORE); MAs; and other Federal support costs of the incident (At the point of a Presidential declaration, the use of the surge account(s) is discontinued and the use of the declaration is implemented.) • Ensures that sufficient funding is available for OFAs' MAs. • Ensures that sufficient funding is available for FEMA personnel deploying in support of disasters and emergency operations • Serves as the focal point for coordinating tasks and determines the status of tasking and financial management support, with special consideration for each ESF • Provides FEMA with all documentation to support financial reimbursement • Reviews financial requirements and resolves financial issues • Transfers surge account monies to disaster fund code at the time of Presidential declaration • Monitors funding availability • Coordinates tasks, and determines the status of tasking, financial management support, with special consideration for each ESF • Maintains all documentation to support financial expenditures

Resources	
Positions	Tasks
	<ul style="list-style-type: none"> • Obtains MA Delegation of Authority Memorandum from the Disaster Recovery Manager • See Chapter 6 and Appendix E3 for additional responsibilities
Personnel/Human Resource Support Leader (PHRL)	<ul style="list-style-type: none"> • Ensures that all personnel issues within the NRCC are addressed in a timely and efficient manner • Provides input to the PSS • Ensures that the activation roster is maintained
Personnel/Human Resource Support Specialist (HRSP)	<ul style="list-style-type: none"> • Provides assistance to staff on travel policies, regulations, documents, forms, and procedures • Validates and monitors travel and transportation transactions, researches discrepancies, and makes adjustments as needed • Coordinates the NRCS emergency lodging during activations • Acquires emergency lodging agreements • Collects contact information, checks availability, and ensures replacement team members are found if there is a shortfall in coverage • Processes requests for staffing needs • Maintains the check-in and check-out sheets of the NRCS upon arrival and departure from the NRCC • Deploys FEMA personnel • Ensures that NRCS personnel are deployed and accounted for correctly by maintaining the Automated Deployment Database • Tracks the total number of people assigned to the incident

APPENDIX F: CENTER AND STAFF SUPPORT

SECTION POSITIONS AND TASKS

Center and Staff Support	
Positions	Tasks
NRCC Center and Staff Support Section Chief (CSSC)	<ul style="list-style-type: none"> • Ensures that the NRCC remains in an operational State for immediate activation • Determines and recommends staffing levels in accordance with the incident level to ensure that activities are supported by reviewing activation and demobilization requests • Publishes and updates the NRCS operational tempo • Provides an NRCS plan for support from the NRCS units to the Future Planning Section • See Chapter 7 and Appendix G for additional responsibilities
Facility Support Group Supervisor (FSGS)	<ul style="list-style-type: none"> • Manages all facility-related support including information technology (IT), telecommunications, audiovisual/video teleconference (VTC), and utilities • Ensures that all facilities and equipment are set up and properly functioning • See Chapter 7 and Appendix G for additional responsibilities
Information Technology Unit Leader (INUL)	<ul style="list-style-type: none"> • Supervises the IT Specialists • Provides input to the Planning Support Section (PSS) • See Chapter 7 and Appendix G for additional responsibilities
Information Technology Specialist (ITSP)	<ul style="list-style-type: none"> • Provides IT support for staff members, including resolving computer, printing, and other technological problems • Performs regular network and connectivity system checks • Inspects equipment and documents for any unresolved equipment problems • Provides input to the Planning Support Section • See Chapter 7 for additional responsibilities
Telecommunications Unit Leader (TLUL)	<ul style="list-style-type: none"> • Supervises the Telecommunications Specialists • Provides input to the PSS • See Chapter 7 and Appendix G for additional responsibilities
Telecommunications Specialist (TLSP)	<ul style="list-style-type: none"> • Ensures routine and emergency maintenance of telecommunication equipment and systems • Provides support for telecommunications issues during incident support activities • Provides input to the PSS

Center and Staff Support	
Positions	Tasks
	<ul style="list-style-type: none"> • See Chapter 7 for additional responsibilities
Audiovisual Unit Leader (AVUL)	<ul style="list-style-type: none"> • Supervises the Audiovisual Specialists • Provides input to the PSS • See Chapter 7 and Appendix G for additional responsibilities
Audiovisual Specialist (AVSP)	<ul style="list-style-type: none"> • Provides audiovisual, VTC, and technology support to the NRCS for events held in the conference rooms and task areas • Maintains all software and hardware required for a VTC • Provides audiovisual, VTC, and technology support and coordination to the NRCC and NRCS for events held in the conference rooms and task areas • Provides input to the PSS • See Chapter 7 for additional responsibilities
Utilities Unit Leader (UTUL)	<ul style="list-style-type: none"> • Supervises the Utilities Specialists • See Chapter 7 and Appendix G for additional responsibilities
Utilities Specialist(UTSP)	<ul style="list-style-type: none"> • Ensures that environmental conditions are maintained including power, heating, air conditioning, and lighting • See Chapter 7 for additional responsibilities
Safety Specialist (SASP)	<ul style="list-style-type: none"> • Monitors NRCS operations to ensure that all activities are conducted in a safe environment • Provides recommendations to the NRCC Center and Support Section Chief to improve safety or health conditions for the staff • Provides input to the PSS • Provides situational awareness on the health and welfare of national teams • Conducts regular inspections of the NRCC safety materials and equipment to ensure that the various safety regulations and directives are being followed and corrects any deficiencies • Coordinates medical support for the NRCC • See Chapter 7 for additional responsibilities
Security Specialist (SESP)	<ul style="list-style-type: none"> • Implements physical security procedures, and reports the status of security procedures to the NRCC Center and Support Section Chief • Provides safeguards needed to protect personnel and property from loss or damage • Develops a security plan for incident facilities and make adjustments to meet changing conditions • Conducts the necessary physical security checks and inspections and renders the appropriate reports and

Center and Staff Support	
Positions	Tasks
	<p>findings to FEMA security</p> <ul style="list-style-type: none"> • Secures and maintains the necessary equipment and materials necessary to ensure the security of the NRCC • Supervises security training as necessary for NRCS • Provides input to the PSS • See Chapter 7 for additional responsibilities
Information Security Specialist (ISSP)	<ul style="list-style-type: none"> • Implements information security procedures and reports the status of security procedures to the NRCC Center and Support Section Chief • Ensures that information security policies and procedures are followed • Conducts necessary checks and inspections in accordance with department and FEMA directives and renders the appropriate reports and findings to FEMA security • Provides input to the PSS • See Chapter 7 for additional responsibilities
Administrative Specialist (ANSP)	<ul style="list-style-type: none"> • Takes notes for NRCS and senior staff meetings • Performs administrative and clerical duties for NRCS leadership, include planning and scheduling meetings and appointments, organizing and maintaining paper and electronic files, and disseminating information through the use of telephone, mail services, websites, and email • See Chapter 7 for additional responsibilities <p><i>*Specialists will be activated and assigned to Section Chiefs and the Chief of the NRCS based on operational requirements and as the Chief of the NRCS approves</i></p>

APPENDIX G: LEADERSHIP RESPONSIBILITIES AND EXPECTATIONS

Individuals in supervisory positions—including the Chief of the NRCS, section chiefs, branch directors, group supervisors, and unit leaders—have additional responsibilities to perform certain tasks related to the supervision of subordinates. These responsibilities include the following:

- Have a working knowledge of both the NISM and how the NRCC/NRCS operates
- Have a working knowledge of all of the functions within their respective area
- Ensure that the organizational structure and staffing are adequate to meet the immediate supervisor’s directions
- Demonstrate effective supervisory and leadership principles
- Brief subordinates on information relevant to their assignments and check for understanding
- Ensure access to necessary training for all reporting personnel as appropriate
- Review guidance documentation pertinent to job functions and operational areas, including Position Task Books and job guides
- Participate in the planning process, when required
- Document daily, in writing, all significant decisions and facts related to activities on the incident; maintain this documentation in a notebook and retain it as a permanent record
- Ensure continuity of operations during the transition of duties to a replacement

APPENDIX H: TIMELINE OF CORE CAPABILITIES

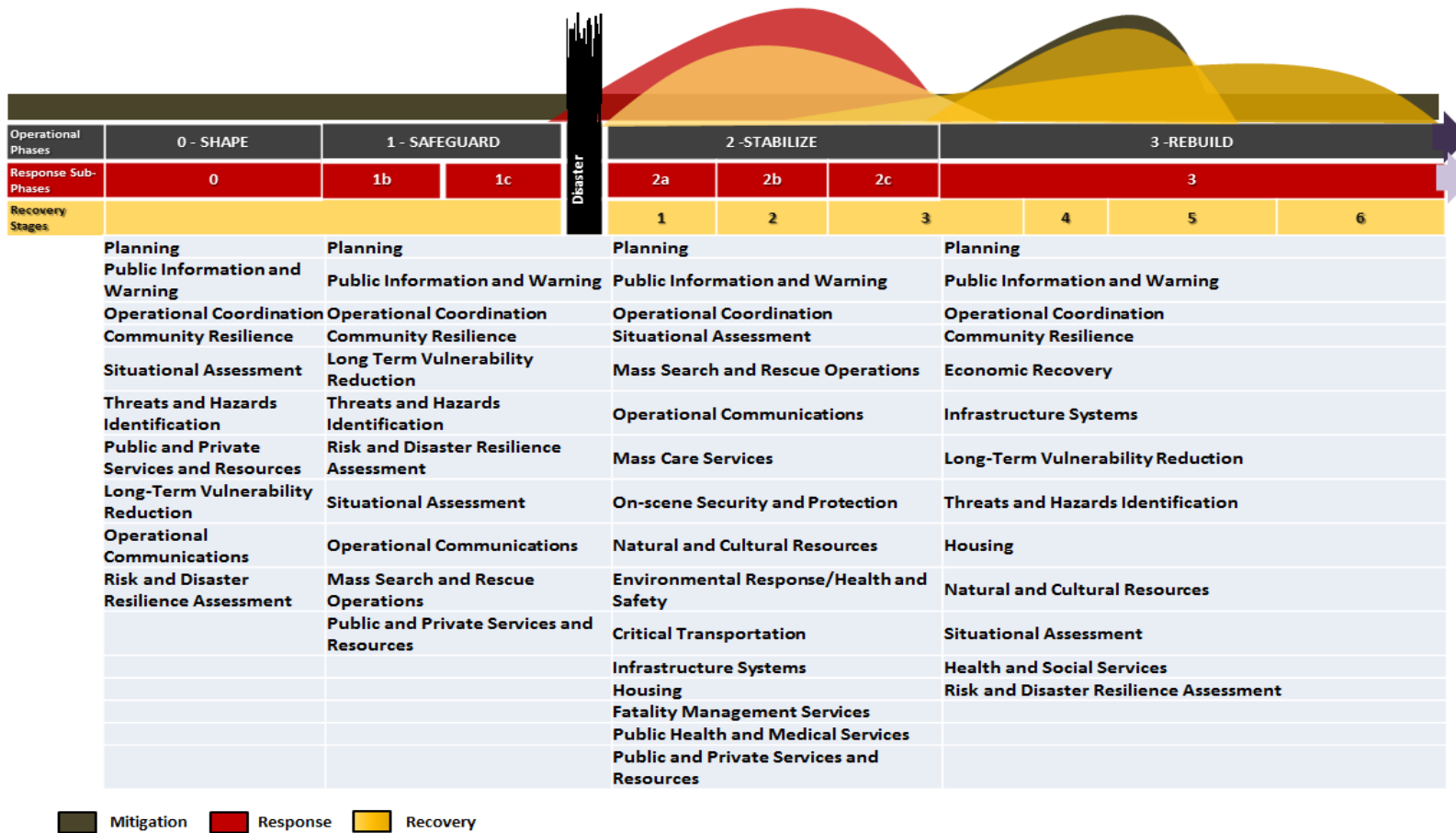


Figure 23: Timeline of Core Capabilities

APPENDIX I: OTHER NATIONAL SUPPORT ACTIVITIES

PROGRAM OFFICES

Program offices which execute the six FEMA program areas play a significant role during response. Program offices at all levels must be mobilized and synchronized to deliver support services and resources in order to achieve incident objectives. The focus of the entire agency should be to provide lifesaving and life-sustaining responses, as well as effective recovery and mitigation operations at the incident level. The support should include the following:

- Staff and supporting resources
- National-level resources under the jurisdiction of the program office
- Program policy, guidance and counsel, as needed
- Program-based analysis, products, or potential courses of action, as directed

The six FEMA program areas are grants management, mission support, mitigation, national preparedness, response, and recovery—each explained as follows:

- **Grants management** provides Federal financial assistance to support the Nation's citizens and emergency responders, working in partnership to improve our capabilities to respond, mitigate, and recover from all hazards.
- **Mission support** provides human capital, financial, communications/computer, safety, security, facility management, and contracting support for the day-to-day operations.
- **Mitigation** manages the National Flood Insurance Program and a range of programs designed to reduce future losses to homes, businesses, schools, public buildings, and critical facilities from floods, earthquakes, tornadoes, and other natural disasters.
- **National preparedness** oversees the coordination and development strategies necessary to prepare for all hazards.
- **Recovery** works to ensure that individuals and communities affected by disasters of all sizes are able to return to normal function with minimal suffering and disruption of services.
- **Response** coordinates all Federal emergency management response operations, response planning, logistics programs, and integration of Federal, State, tribal, and local disaster programs.

CONSIDERATIONS FOR NON-STAFFORD ACT EVENTS

Under the Stafford Act, assistance for major disasters and emergencies is available only upon a declaration by the President. However, even when the President does not issue a declaration, certain types of assistance may be available through various Federal agencies, including FEMA. Without a declaration, response activities may include pre-event actions (under “surge” funding), such as search and rescue, flood protection, health and welfare, etc. Also, FEMA may be tasked for response activities for events that are not declared, but that require the agency’s expertise in consequence management (e.g., National Special Security Events [NSSEs]), or as support to other Federal agencies (OFAs) with lead roles.

Coordination and support within and among the Federal agencies is essential to maximize the use of available assets, resources, and expertise. This is to save lives and to protect property, natural resources, and public health and safety—or to lessen or avert the threat of a catastrophe in any part of the United States.

A Federal entity with primary responsibility and statutory authority for handling an incident (i.e., the supported agency) that needs support or assistance beyond its normal capabilities may request FEMA coordination and facilitation. The requesting agency provides a request for FEMA’s assistance through the Secretary of Homeland Security to the FEMA Administrator. In the request, the requesting agency specifies the FEMA capability (or capabilities) that it requires along with *when* and *where*. The FEMA Administrator or designee determines who within FEMA will handle the request, and forwards it to the appropriate level/office, based on the nature of the request.

The FEMA Administrator will forward the request for handling either to a region impacted by the non-Stafford Act incident or to the Chief of the NRCS—if it is a NSSE or an international incident response. In some cases, the request is specific enough for the FEMA Administrator to provide it directly to a program office to handle without activating the National Response Coordination Center (NRCC). The copy given to the FEMA Administrator or designee furnishes situational awareness for any impacted region and the C-NRCS. Upon receipt of the request, the region and/or the C-NRCS activates its response coordination centers to handle the request as appropriate.

Generally the requesting agency funds FEMA for its support, consistent with the provisions of the Economy Act of 1932, unless other relevant statutory authorities exist.⁹ FEMA uses generally accepted Federal financial principles, policies, regulations, and management controls to ensure the proper accountability of the requesting agency’s funds.

⁹ See 31 USC Sec. 1535.

APPENDIX J: FOUNDATIONAL DOCUMENTS AND AUTHORITIES

Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288, as amended, 42 U.S.C. 5121-5207).

The Stafford Act authorizes the programs and processes by which the Federal Government provides disaster and emergency assistance to State and local governments, tribal nations, eligible private nonprofit organizations, and individuals affected by a declared major disaster or emergency. The Stafford Act covers all hazards, including natural disasters and terrorist events.

Title 44 of the Code of Federal Regulations (CFR), Emergency Management and Assistance.

The CFR is a codification of the general and permanent rules and regulations published in the *Federal Register* that contain basic policies and procedures. Title 44 is entitled *Emergency Management and Assistance*, and Chapter 1 of Title 44 contains the regulations issued by FEMA, including those related to implementing the Stafford Act.

Homeland Security Act (Public Law 107-296, as amended, 6 U.S.C. §§ 101 et seq.).

The Homeland Security Act of 2002 created the Department of Homeland Security as an executive department of the United States. The Homeland Security Act consolidated component agencies, including FEMA, into the department. The Secretary of Homeland Security is the head of the department and has direction, authority, and control over it. All functions of all officers, employees, and organizational units of the department are vested in the Secretary. The mission of the department includes preventing terrorist attacks within the United States, reducing America's vulnerability to terrorism, and minimizing the damage and recovering from attacks that occur. The Post-Katrina Emergency Management Reform Act of 2006 (described below) amended the Homeland Security Act with respect to the organizational structure, authorities, and responsibilities of FEMA and the FEMA Administrator.

Homeland Security Presidential Directive 5 (HSPD-5), 2003.

Homeland Security Presidential Directive 5 enhances the ability of the United States to manage domestic incidents by directing the establishment of a single, comprehensive National Incident Management System. This management system is designed to encompass the prevention of, preparation for, response to, and recovery from terrorist attacks, major disasters, and other emergencies. The system allows all levels of government throughout the nation to work together efficiently and effectively. The directive gives further detail on which government officials oversee and have authority

for various parts of the NIMS, and it makes several amendments to various other Homeland Security Presidential Directives.

Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295), October 4, 2006.

The Post-Katrina Emergency Management Reform Act (PKEMRA) clarified and modified the Homeland Security Act with respect to the organizational structure, authorities, and responsibilities of FEMA and the FEMA Administrator. This act enhanced FEMA's responsibilities and its autonomy within DHS. Per PKEMRA, FEMA is to lead and support the nation in a risk-based, comprehensive emergency management system of preparedness, protection, response, recovery, and mitigation. Under the act, the FEMA Administrator reports directly to the Secretary of Homeland Security. FEMA is now a distinct entity within DHS, and the Secretary of Homeland Security can no longer substantially or significantly reduce the authorities, responsibilities, or functions of FEMA—or the capability to perform them—unless authorized by subsequent legislation. The act further directed the transfer to FEMA of many of the functions of DHS's former Preparedness Directorate.

National Response Framework, January 2008.

The NRF is a guide to how the nation conducts all-hazards response. It is built upon scalable, flexible, and adaptable coordinating structures to align key roles and responsibilities across the nation, linking all levels of government, NGOs, and the private sector. The NRF is intended to capture specific authorities and best practices for managing incidents that range from serious but purely local events, to large-scale terrorist attacks or catastrophic natural disasters.

National Incident Management System (NIMS), December 2008.

The NIMS is a set of principles that provides a systematic, proactive approach to guiding government agencies at all levels, NGOs, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents—regardless of cause, size, location, or complexity—in order to reduce the loss of life or property and harm to the environment.

FEMA Incident Management and Support Keystone, January 2011.

This keystone is the primary document from which all other FEMA disaster response directives and policies are derived. It describes how the response doctrine, articulated in the *National Response Framework*, is implemented in FEMA disaster response operations.

Presidential Policy Directive/PPD-8, “National Preparedness,” March 30, 2011.

This directive is aimed at strengthening the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the security of the nation, including acts of terrorism, cyber attacks, pandemics, and catastrophic natural disasters. It shows how national preparedness is the shared responsibility of all levels of government, the private and nonprofit sectors, and individual citizens. It directed the creation of the National Preparedness Goal and the National Preparedness System.

National Preparedness Goal, September 2011.

The goal sets the vision for nationwide preparedness and identifies the core capabilities and targets necessary to achieve preparedness across five mission areas laid out under PPD 8: prevention, protection, mitigation, response and recovery. The goal also defines the core capabilities necessary to prepare for the specific types of incidents posing the greatest risk to the security of the nation.

National Disaster Recovery Framework, September 2011.

The National Disaster Recovery Framework is a guide that enables effective recovery support to disaster-impacted States, tribes, territories, and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It also focuses on how best to restore, redevelop, and revitalize the health, social, economic, natural, and environmental fabric of the community and build a more resilient Nation.

National Preparedness System, November 2011.

This document provides a description of the National Preparedness System. The system has six main components for improving preparedness: (1) identifying and assessing risks; (2) estimating capability requirements; (3) building or sustaining capabilities; (4) developing and implementing plans to deliver those capabilities; (5) validating and monitoring progress made towards achieving the National Preparedness Goal; and (6) reviewing and updating efforts to promote continuous improvement.