



Federal Emergency Management Agency
**Incident Management
Handbook**

FEMA B-761 / Interim

Expires: 01 January 2010



FEMA

MANAGEMENT CHARACTERISTICS

ICS is based on 14 proven management characteristics, each of which contributes to the strength and efficiency of the system that FEMA will utilize in field operations.

- 1. Common Terminology**
- 2. Modular Organization**
- 3. Management by Objectives**
- 4. Incident Action Planning**
- 5. Manageable Span of Control**
- 6. Incident Facilities and Locations**
- 7. Comprehensive Resource Management**
- 8. Integrated Communications**
- 9. Establishment and Transfer of Command**
- 10. Chain of Command and Unity of Command**
- 11. Unified Command**
- 12. Accountability**
- 13. Dispatch and Deployment**
- 14. Information and Intelligence Management**



FEMA

Subject: FEMA INCIDENT MANAGEMENT HANDBOOK

- Ref: (a) Homeland Security Presidential Directive Five (HSPD-5)
(b) National Incident Management System, December 2008
(c) National Response Framework (NRF), January 2008
(d) Robert T. Stafford Relief and Emergency Assistance Act (42 U.S.C. 5121, et seq.)
(e) Post Katrina Emergency Management Reform Act 2006 (S.3721—109th Congress)

I. PURPOSE: This *Incident Management Handbook (IMH)* is designed to assist emergency management personnel in the use of the National Incident Management System's (NIMS) Incident Command System (ICS) for use during all hazards response operations and planned events. The document clarifies the Federal Emergency Management Agency's (FEMA) field operating structure and how it utilizes the characteristics of the ICS to interact with states, territories, tribal jurisdictions, and National Response Framework (NRF) agencies and partners under disasters and emergencies.

The *IMH* is not a program reference; nor does it substitute for ICS-based field qualifications or certifications.

2. ACTION: This *IMH* will be disseminated as widely as possible to all offices and personnel in FEMA involved in response and recovery operations.

3. BACKGROUND: The Federal Government responds to emergencies and disasters in support of state, territory, and tribal governments in accordance with the NRF and HSPD-5. Numerous federal departments and agencies have responsibilities under the NRF. FEMA is responsible for coordinating the delivery of federal disaster relief to state and local governments under Presidential declarations of disasters and emergencies. Such coordination generally involves multiple departments and agencies employing a broad range of assets and resources. HSPD-5 mandates the Federal Government's use of the NIMS, which has among its core

components the ICS. This *IMH* is designed to assist FEMA personnel with the use of ICS to manage disaster field operations.

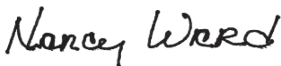
The FEMA *IMH* includes information related to References (a) through (e) above. The *IMH* is organized so that common responsibilities for field personnel are described in Chapter 2. Command and General staff duties and responsibilities are addressed in Chapter 3 through Chapter 8. Chapter 9 describes the incident action planning processes and principles. The remainder of the *IMH* includes informational chapters and appendices on other incident-related activities, such as transfer of command, Incident Management Assistance Teams, and area command operations.

4. POSITION TASK BOOK and ICS FORMS AVAILABILITY:
FEMA Position Task Books and FEMA ICS forms noted in this *IMH* can be found in the *FEMA Incident Command System Forms Manual*.

5. USAGE: This version of the *IMH* is intended for immediate use as interim guidance until superseded. It will provide a basis for additional procedures and training for field operations. Use it and provide recommended changes to:

FEMA Disaster Operations Directorate
500 C Street, SW, Room 238
Washington, DC 20472

Thank you for your continued support with NIMS implementation within the Agency.



Nancy Ward
Acting FEMA Administrator

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CHAPTER 1

Introduction

The Federal Government responds to emergencies and disasters in support of state and tribal governments in accordance with the National Incident Management System (NIMS) and National Response Framework (NRF) as prescribed in Homeland Security Presidential Directive 5 (HSPD-5). Numerous federal departments and agencies have specific responsibilities under the NRF. The Federal Emergency Management Agency (FEMA) is responsible for coordinating the delivery of federal disaster relief to state and local governments under presidentially declared disasters and emergencies. Such coordination generally involves multiple departments and agencies employing a broad range of assets and resources.

HSPD-5 mandates the Federal Government's use of the NIMS, which has four core components: (1) Preparedness, (2) Communications and Information Management, (3) Resource Management, and (4) Command and Management. The NIMS Command and Management component specifies an incident management system that is based on the following key principles:

- Common terminology
- Modular organization
- Management by objective
- Reliance on an Incident Action Plan (IAP)
- Chain of command and unity of command
- Manageable span of control.

This *Incident Management Handbook (IMH)* is designed to assist FEMA personnel with the use of the NIMS Command and Management component to manage disaster field operations. For FEMA to meet its Stafford Act program requirements, it must use a management system that allows

for the rapid, effective expansion of its organization on the basis of the size and complexity of field operations. This document clarifies FEMA's field operating structure and how it utilizes the NIMS Command and Management component to interact with states, territories, tribal jurisdictions, and NRF agencies and partners under disasters and emergencies.

It is important to recognize that FEMA does not assume responsibility for local incident command activities but instead provides a structure for the command, control, and coordination of federal resources not yet delivered to states, local incident commands, and/or other end users.

FEMA's operations are normally carried out in a Joint Field Office (JFO), which is defined in the NRF as the Federal Government's primary incident management field structure. The JFO structure does not manage on-scene operations. All FEMA incidents will be managed by Incident Management Assistance Teams.

The *IMH* is not intended to provide direction for FEMA programs nor serve as a program reference guide. As such, program definitions are introduced as appropriate and not necessarily sequentially as anticipated in program guidance. The *IMH* does not replace NIMS qualifications, NIMS position training, or program training. Personnel must be able to effectively operate within the NIMS organization at their assigned positions and properly use and understand the *IMH*.

CHAPTER 2

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Introduction

The purpose of this chapter is to describe the common responsibilities of federal disaster response personnel when deployed in response to a federal disaster or emergency.

Initial Deployment to a Federal Disaster

Federal disaster response personnel will be notified of a deployment assignment by their respective agency. More specifically:

- Emergency Support Function (ESF) personnel will be notified by their agency according to their protocols.
- All FEMA personnel will be notified via telephone by the FEMA Automated Deployment Database (ADD).

Minimum information to be obtained before departing is the following:

1. FEMA Disaster Number (DR Number)
2. Travel Authorization Number (TA Number)
3. Job assignment
4. Specific location of the disaster
5. Name of supervisor, if available, with contact number
6. Reporting location and contact number
7. Reporting time
8. Travel instructions, including whether a rental car is authorized
9. Special instructions (i.e., hardship duty, passport requirements, special clothing, etc.)
10. Special training requirements
11. Required personal protective equipment (PPE)

Mobilization

1. Disaster response personnel should plan on a minimum of 30 days deployment unless otherwise directed by a deployment office.
2. Personnel should make travel arrangements per specific agency procedures and policies.
3. FEMA will reimburse each individual for any and all personal baggage up to \$125.00 per each one-way, authorized destination when traveling by air. Any baggage fees assessed on baggage solely containing FEMA equipment and/or materials will be fully reimbursed.
4. Disaster response personnel are required to be aware of and comply with all Transportation Security Administration requirements and airport security policies.

Personal Equipment Checklist (Recommended)

Personal Items

1. Immunization Record (Yellow Book)
2. Official Personal Identification Badge
3. Personal health items (see below)
4. Adequate amount of U.S. currency (ATM machines may be inoperable for several days because incident impacts) to procure meals for 7 days
5. Seven changes of clothing appropriate for the location, elevation, time of year, and kind of assignment
6. Toilet articles
7. Flashlight with spare batteries
8. National Oceanic and Atmospheric Administration (NOAA) weather radio
9. Alarm clock
10. Pocket knife (Important: keep in checked luggage while traveling)
11. Earplugs

12. Small back pack, if you will be working in the field
13. Safety shoes or boots with steel toes if you are working in warehousing and/or materials handling positions
14. Watch
15. Rain gear
16. Reading and sunglasses
17. Hat for sun and rain
18. Current passport if deployment is outside of the continental United States (OCONUS), i.e., Pacific or Caribbean Islands. However, it is recommended that individuals travel with U.S. passports at all times, as reassignment to areas that may require passports is not an unusual occurrence.

Personal Health Items

1. Prescription medicine for expected length of stay
2. Medication for colds, allergies, diarrhea, athletes' foot, menstrual cramps, hemorrhoids, constipation, and headaches
3. Medic Alert bracelets
4. Sunscreen (SPF-15 or higher)
5. Insect repellent
6. Antiseptic ointment
7. Lip salve
8. Vitamins
9. Small scissors
10. Tweezers
11. Water-purification tablets or system
12. Flip-flops
13. Extra pair of reading glasses, particularly if prescription glasses. Contact wearers should be aware of possible dusty conditions at incident sites.
14. Your blood type written down in your Yellow Book (immunization record)

Note: Within the continental United States (CONUS) a number of the above listed items may

be easily purchased; however, in the early stages of a disaster or if deployment is OCONUS, i.e., Pacific or Caribbean Islands, they may not be that readily available.

Agency-Provided Items

1. Position Go-Kit if provided
2. *FEMA Incident Management Handbook*
3. Any agency-issued safety equipment needed for the assignment

Check-In Procedures at the Incident

Check-in officially logs individuals in at the incident.

1. Disaster response personnel only check in once.
2. There may be several identified check-in locations at various incident facilities such as following:
 - Joint Field Office (JFO)
 - Incident Support Base
 - Staging Area
 - Camp
 - FEMA Helibase

Note: If instructed to report directly to a field assignment, individuals should check in with the FEMA Division/Group Supervisor or other field supervisor. The Division/Group Supervisor or field supervisor will then be responsible to check supervisees in to the incident.

3. Each individual should provide all information needed to complete the Check-in List (ICS Form 211).
4. Individuals check in with their agency's deployment center at 888-853-9648 and provide contact information, such as lodging location and phone number, and emergency contact name and number.

Obtain Briefing and Brief Subordinates

After check-in, locate incident supervisor and obtain an initial briefing. Supervisors should provide items received in any briefings to subordinates in their briefing. The items include the following:

1. Identification of job responsibilities and performance requirements
2. Identification of co-workers within the specific job function
3. Location of work area
4. Identification of eating and lodging options
5. Instructions for obtaining additional supplies, services, and personnel
6. Identification of operational period and work shifts
7. Clarification of any important points pertaining to assignments that are not clearly understood
8. Provisions for specific debriefing at the end of an operational period
9. A copy of the current Incident Action Plan
10. Review of the Job Hazard Analysis for the task with the employee to ensure they understand the hazards associated with their task
11. Instructions on the proper use of required PPE for the tasks to be performed
12. Review with employees of incident reporting requirements
13. Review with employees of safety training requirements of their jobs
14. Advisement to employees of their rights and responsibilities for worker safety and health.

Briefings are very important, and it is imperative that individuals ask questions to ensure complete understanding. All questions and concerns are welcomed and will be addressed.

Use available waiting time to test equipment and review

documents, such as the *IMH*, FOGs, Position Task Books, and job aids.

Property Management

Each employee is responsible for properly using and safeguarding the government property entrusted to his or her care. If property is lost, stolen, or damaged, contact the Accountable Property Officer (APO).

Communications Discipline

Clear text should be used in all communications. Minimize use of acronyms and do not use radio codes. It is extremely important that all incident personnel observe and follow procedures, discipline, and security requirements in the use of all communication equipment, such as telephones, computers, and radios.

Forms and Record Keeping

Most disasters managed under ICS rely heavily on the use of ICS forms to manage information and resources. A detailed listing of ICS forms commonly used by FEMA can be found in Appendix H. Some general instructions on the initiation and completion of forms are as follows:

1. It is important to have legible forms. Print or type all entries on the form.
2. When entering dates, use a month/day/year format, such as March 17, 2009 or 3/15/09.
3. Use military 24-hour clock time for the time zone of the incident when entering times.
4. Enter date and time on all forms and notes.
5. All Occupational Safety and Health incidents must be reported to the Safety Officer. All incident investigation forms should be submitted to the Safety Officer to ensure record keeping requirements are met.
6. If providing information through a general message

to all disaster response personnel, individuals may use an ICS Form 213.

Supervisory Position Responsibilities

Individuals in supervisory positions—including all Command Staff, Section Chiefs, Branch Directors, Division/Group Supervisors, Unit Leaders, and Strike Team/Task Force Leaders—have additional responsibilities to perform certain tasks related to the supervision of subordinates. These responsibilities include the following:

1. Ensure the safety of all reporting personnel, which may include the provision of safety or PPE as appropriate.
2. Ensure access to necessary training to all reporting personnel as appropriate.
3. Review guidance documentation pertinent to job functions and operational areas, including Position Task Books, job guides, and field operation guides.
4. Undertake Contract Officer Technical Representative (COTR) training, especially for Logistics Unit Leaders and Operations Branch Directors, Supervisors, and Group Supervisors for guidance on working with contract support.
5. Document in writing daily all significant decisions and facts relative to related activities on the incident and maintain this documentation in a notebook and retained it as a permanent record. ICS Form 214a may be used for this purpose.
6. Maintain records for responsible functions and ensure transition to the appropriate FEMA Region as required.

Demobilization Activities

Preparation for demobilization begins with mobilization. Each individual or Chief of Party mobilized to an incident has responsibilities in the demobilization process. The following checklist identifies key responsibilities:

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RESPONSIBILITIES

1. Verify demobilization schedule with supervisor.
2. Evaluate performance of subordinates.
3. Ensure that base, camp, and work space and sleeping area is clean.
4. Clean and ready gear for another assignment and travel.
5. Follow approved check-out procedures.
6. FEMA employees complete the FEMA Check-Out Form and obtain required signatures and/or initials from the following:
 - **Work supervisor.** Release authorization, signed time sheet, signed travel voucher, and performance appraisal
 - **Accountable Property Officer.** Return of all accountable property
 - **Travel Manager.** Complete travel voucher for supervisor's signature
 - **Time Unit.** Turn in of completed time sheet signed by Supervisor
 - **Supply Unit.** Return of incident issued equipment and unused supplies.
 - **FEMA ADD.** Check-out with ADD upon release.
7. Report to departure points ahead of schedule.
8. Stay with the assigned group until arrival at the final destination.

Inappropriate Behavior

It is extremely important that inappropriate behavior be recognized and dealt with promptly. Inappropriate behavior—including all forms of discrimination, sexual harassment, and other equal rights violations—will not be tolerated. When individuals observe or hear others engaging in inappropriate behavior they should do the following:

1. Inform and educate subordinates of their rights and responsibilities.
2. Provide support to the victim.

3. Develop appropriate corrective measures.
4. Report the incident to a supervisor or other appropriate authority.

Individuals need to also respect all private and government-owned property.

Drugs and Alcohol

Possession and/or use of nonprescription, unlawful drugs and alcohol during duty hours, on or in incident facilities and government or rental vehicles, is prohibited. Violations may result in disciplinary action.

While deployed, disaster response individuals are representatives of the Federal Government at all times and should act accordingly.

Report any observed drug or alcohol abuse to your supervisor.

Media Interviews

External Affairs will normally provide incident-specific guidance for media inquiries. Absent such guidance, personnel should refer media inquiries to External Affairs.

If confronted by the media, do not be evasive but limit your response to your area of responsibility and the specific job at hand.

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CHAPTER 3

UNIFIED COORDINATION

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Unified Command

Most, if not all, federally declared disasters involve multiple agencies with different geographical or functional jurisdictions or different levels of government. It is imperative that all emergency management agencies regardless of these differences be able to meet their responsibilities and participate effectively. Experience has shown that in such situations it is much more efficient and effective to integrate the management of resources into a single operational organization that is managed by a single command structure.

Unified Command is a structure that brings together the designated officials of the principle jurisdictions involved in the incident to coordinate an effective response while at the same time carrying out their own jurisdictional responsibilities. As a team effort, Unified Command reduces inefficiency and duplication of effort that can occur when agencies from different jurisdictions or agencies at different levels of government operate without a common system or organizational framework.

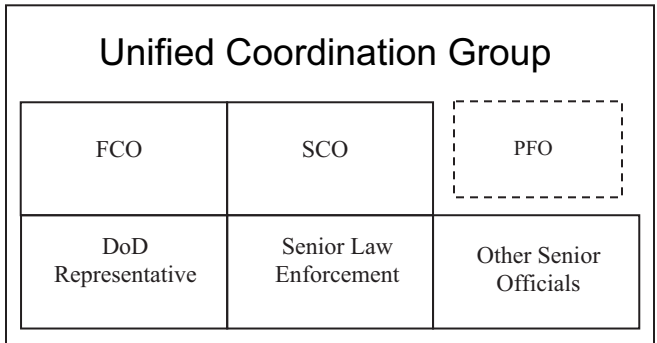
Unified Coordination Group (UCG)

FEMA uses the term Unified Coordination Group (UCG) as shown in the National Response Framework, January 2008. On most FEMA incidents the UCG will function like a Unified Command as shown in this section.

The UCG is comprised of senior leaders representing State and Federal interests and in certain circumstances tribal governments, local jurisdictions, or the private sector. The UCG on a FEMA Stafford Act incident typically consists of the Federal Coordinating Officer (FCO) and the State Coordinating Officer (SCO) and on larger, more complex incidents may include senior officials from other entities and other Federal representatives as shown in the diagram below. The FCO is the lead FEMA representative in the

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UCG organization. There may be times in non Stafford events when the Secretary of DHS may direct a PFO to deploy as a member of the UCG



The UCG will integrate the management of resources into one operational organization that is managed and supported by one command structure. It provides a mechanism to enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively.

The exact composition of the UCG will depend on such factors as 1) location of the incident, 2) type of incident, 3) jurisdictions involved, 4) authorities involved, etc. In some situations the key players may decide that a single Coordinating Officer may be the best approach.

Designated agency officials participating in the UCG represent different legal authorities and functional areas of responsibility and use a collaborative process to establish incident objectives and designate priorities to accomplish those objectives.

To be considered as a potential member of the UCG a representative's organization should:

- a. Have legal jurisdictional/functional authority and responsibility on the incident,
- b. Be impacted by the incident or response requirements,
- c. Be specifically charged with commanding, coordinating, or managing a major aspect of the response, and
- d. Must have the resources to support participation in the organization.

Assisting and cooperating agencies contributing resources to the incident, but without statutory responsibilities on the incident, would not normally function in the UCG. For example, Emergency Support Functions (ESF) representatives would not be included in the UCG unless they were operating under their own authority. These agencies should assign an AREP to effectively represent their agencies and resources through the Liaison Officer.

One of the UCG members may be selected as the spokesperson within the UCG. Typically, the person representing the agency with the highest resource commitment or most visible activity on the incident is selected.

A UCG increases operational effectiveness by providing:

- a. A collective approach to develop a common set of incident objectives and a single Incident Action Plan (IAP).
- b. A structure for joint decision making while preserving the authority and legal autonomy of entities participating in the UCG.
- c. Improved information flow and coordination between all jurisdictions and agencies involved in the incident.
- d. An opportunity for all agencies with responsibility for the incident to understand each others priorities and restrictions.

Note: No agency's authority or legal requirements will be compromised or neglected.

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The members of the UCG must be authorized to perform the necessary activities and actions on behalf of the jurisdiction or agency they represent. Such activities include, ordering of additional resources in support of the IAP, possible loaning or sharing of resources to other jurisdictions, and agreement on financial cost-sharing arrangements.

The UCG must agree on:

- a. Planning, logistical, and finance agreements and procedures.
- b. Resource ordering process to be followed.
- c. Informational matters.

Initial UCG Meeting Checklist

Initiate UCG as soon as two or more emergency management agencies having jurisdictional or functional responsibilities come together on an incident. It is important that the UCG be initiated at the earliest opportunity on those disasters where there may be competing priorities based on agency responsibilities.

UCG members need to convene prior to the first unified operational period to discuss and concur on important issues prior to joint incident action planning.

The agenda for the UCG meeting should include the following:

- a. Presidential declaration direction and authorities.
- b. Discussion and considerations of UCG member's objectives.
- c. Jurisdictional limitations, concerns, and restrictions.
- d. Developing a collective set of incident objectives.
- e. Establishing and agreeing on action priorities.
- f. Adoption of overall strategies to accomplish objectives.

- g. Agreement on the basic organization structure.

See Chapter 9 – Planning Cycle, Meetings, and Briefings for more information and detail regarding the incident action planning process.

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CHAPTER 4

COMMAND AND COMMAND STAFF

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COMMAND

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STAFF

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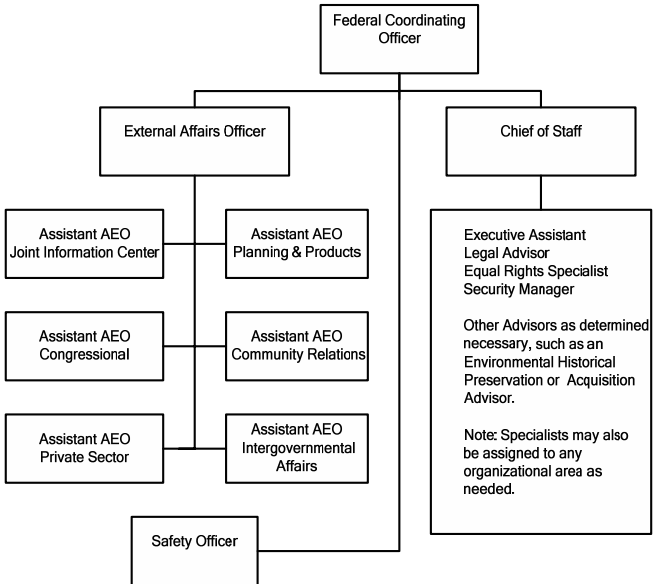
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COMMAND

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STAFF

Command Organization Chart



Note: The Federal Coordinating Officer (FCO) is a member of the Unified Coordination Group (UCG) shown in Chapter 3. The organization chart above shows Command Staff positions that may be utilized on an incident. In some situations the Command Staff may also be unified.

Position Checklists

Federal Coordinating Officer (FCO). The FCO is responsible for the overall management of the federal response to the incident. The FCO may have a deputy. Deputies must have the same qualifications as the person for whom they work, as they must be ready to take over that position at any time. Primary duties include the following:

- a. Review Common Responsibilities (Chapter 2).
- b. Obtain a briefing from the FEMA Regional Administrator (RA) or representative.
- c. Assess the situation and/or obtain a briefing from the previous FCO or Regional Resource Coordination Center (RRCC) Director.
- d. Obtain a briefing from the State, Territorial, Tribal Coordinating Officer or designated representative.
- e. Make an initial appraisal of the types of assistance most urgently needed.
- f. Provide leadership in forming a UCG with affected jurisdictional agency designated representatives.
- g. Determine and establish joint incident objectives.
- h. Determine a strategy to accomplish objectives and prioritize action items.
- i. Establish a Joint Field Office (JFO).
- j. Brief Command and General Staff.
- k. Approve the meeting and briefing schedule.
- l. Establish an appropriate organization.
- m. Ensure planning meetings are scheduled as required.
- n. Participate in the incident action planning process and approve the Incident Action Plan (IAP).
- o. Ensure that adequate safety measures are in place.
- p. Approve requests for additional resources or for the release of resources.
- q. Authorize release of information to the news media.
- r. Prepare an Executive Summary.

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- s. Ensure an Incident Situation Report (ICS Form 209) is completed and forwarded to the appropriate authority.
- t. Order the demobilization of the incident when appropriate.
- u. Document in writing all significant decisions and facts relative to your activities on the incident.

Chief of Staff (COS). The COS reports to the FCO, acts for the FCO in administrative matters, ensures efficient functioning of all COS staff, manages the office environment, and serves as interface with the Command and General Staff on internal issues needing resolution. The FCO may choose to delegate other duties and authorities to the COS.

The COS monitors morale and discipline and has direct responsibility for the Executive Assistant and other Advisors, Special Assistants, and Technical Specialists as assigned. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain initial briefing from FCO.
- c. Monitor JFO internal operations to identify current or potential inter-organizational problems and recommend solutions.
- d. Monitor work and rest schedules to ensure personnel are receiving adequate time off.
- e. Ensure action is initiated and followed up on adverse personnel actions.
- f. Provide oversight and direction to Special Assistants as assigned.
- g. Identify and propose solutions to major office management problems.
- h. As directed, represent the FCO in briefings, meetings, and conferences with federal, state, and local officials.
- i. Maintain liaison with the Security Officer on office and personnel security.

- j. Document in writing all significant decisions and facts relative to your activities on the incident.

Security Manager (SEMG). The SEMG reports to the FCO and is responsible for providing safeguards needed to protect personnel and property from loss or damage, for providing security badging services, and submitting required information needed to conduct background checks to Headquarters (HQ). Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain briefing from the supervisor.
- c. Establish contacts with local and other federal law enforcement agencies as required.
- d. Develop a Security Plan for incident facilities.
- e. Adjust the Security Plan to meet changing conditions.
- f. Coordinate security activities with appropriate incident personnel.
- g. Administer security contracts.
- h. Keep the peace and prevent assaults.
- i. Prevent theft of all government and personal property.
- j. Document all complaints and suspicious occurrences.
- k. Provide employee badging services.
- l. Submit to HQ required information needed to conduct background checks.
- m. Document in writing all significant decisions and facts relative to your activities on the incident.

Legal Advisor (LEAD). The LEAD can be assigned wherever needed but normally reports to the COS and acts in an advisory capacity. The LEAD will be from the FEMA Office of Chief Counsel (OCC) on most disasters or incidents. The LEAD provides advice on legal matters, such as emergency proclamations, agreements, authorities, legality of evacuation orders, and legal rights and restrictions pertaining to the release of information. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Prepare the FEMA/state agreement (FSA).
- d. Prepare hold harmless and rights-of-entry agreements.
- e. Provide analysis and opinions on the impact of both Stafford and non-Stafford Act authorities on FEMA operations.
- f. Provide advice and counsel on contract law, administrative policies, investigations, finance, claims, implementation of DHS and FEMA programs, and regulations of other federal agencies.
- g. Participate in planning meetings, when requested.
- h. Document in writing all significant decisions and facts relative to your activities on the incident.

Equal Rights Specialist (EUSP). The EUSP can be assigned wherever needed, but normally reports to the COS and is responsible for ensuring compliance with applicable equal rights statutes. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain briefing from the supervisor.
- c. Provide a point of contact (POC) for incident personnel to discuss human resource issues.
- d. Ensure compliance with labor laws.
- e. Participate in daily briefings and planning meetings to provide appropriate human resource information.
- f. Identify employees with special needs.
- g. Monitor assistance programs to ensure compliance with equal rights authorities.
- h. Post equal rights information, as appropriate.
- i. Receive and address reports of inappropriate behavior, acts, or conditions through appropriate lines of authority.
- j. Participate in planning meetings, when requested.
- k. Document in writing all significant decisions and facts relative to your activities on the incident.

Environmental Historic Preservation Advisor (EHPA).

The EHPA reports to the COS but could report directly to the FCO and is the principal environmental historic preservation program expert and advisor on the incident. The EHPA does not direct EHP personnel operationally on the incident, but provides program oversight and technical expertise and support to the incident organization in general and more specifically to the EHP specialists (environmental, historic, and floodplain) located in the Operations Section. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain briefing from the supervisor.
- c. Participate in appropriate meeting and incident action planning sessions as needed.
- d. Obtain information on the pre-JFO activities, including results of early scoping, regional history, and EHP cadre from the Regional Environmental Officer (REO).
- e. Conduct a scoping meeting with federal, state, and tribal resource agencies on interagency policies, procedures, and agreements.
- f. Advise appropriate incident personnel on requirements and adequacy of compliance reviews and identify options for meeting FEMA regulatory obligations.
- g. Identify documents, agreements, and procedures that could facilitate compliance (e.g., Programmatic Category Exclusions (CATEX), Environmental Assessments, Biological Assessments, emergency procedures).
- h. Inform, counsel, and provide recommendations to appropriate incident personnel, EHP specialists, and the REO concerning EHP issues.
- i. Assist in the development of partnerships with federal, state, and tribal environmental resource staff and other stakeholders.

- j. Approve National Environmental Policy Act (NEPA) CATEXs documented at Levels I and II, and/or Level III, upon delegation by the REO.
- k. Develop a report summarizing EHP disaster operations, including best practices.
- l. Summarize and send records of unresolved EHP issues to the REO.
- m. Document in writing all significant decisions and facts relative to your activities on the incident.

Executive Assistant (EXEC). The EXEC reports to the COS and provides administrative support to the office of the FCO, serves as a confidential assistant, and works in a close and direct relationship with the FCO and command and general staff. The EXEC must exercise discretion in the performance of duties and confidentiality of information. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Set up the office of the FCO and assist in setting up the State Coordinating Officer (SCO) as directed.
- d. Oversee the establishment of a filing system, maintain official FCO files, and transition files back to the Regional Office.
- e. Coordinate the completion of the FSA.
- f. Create letters, memos, and reports.
- g. Prepare confidential and sensitive documents and maintain such files in the strictest of confidence.
- h. Maintain the FCO/DFCO's calendar and schedule appointments.
- i. Receive, log in, and distribute incoming correspondence.
- j. Review outgoing correspondence to ensure accuracy before the FCO's signature.
- k. Receive, screen, and refer visitors and telephone calls.
- l. Release data, information, and copies of sensitive or confidential material only to authorized personnel.

Acquisition Advisor (AQAD). The AQAD is a senior manager assigned from the HQ Acquisition Management Division (AMD) primarily to large and/or complex disasters during the response and early recovery phases and reports to the COS. The AQAD provides expert advice on acquisition issues and is responsible for (1) expediting necessary and unique acquisition assistance from DHS and FEMA HQ and/or other federal agencies to the Incident Management Assistance Team (IMAT), the Ordering Unit, and the Procurement Unit; (2) ensuring compliance with the Federal Acquisition Regulations (FAR); (3) ensuring that no unauthorized commitments are made; and (4) facilitating the coordination and resolution of acquisition issues with HQ for the Procurement Unit Leader or the Comptroller. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain initial briefing from the FCO about urgent acquisition needs.
- c. Participate in the FCO's Command and General Staff meeting.
- d. Brief IMAT members and other appropriate incident personnel on the agency policy on ratifications.
- e. Serve as the FCO's advisor and/or expeditor for unique or urgent acquisition needs that must be addressed quickly to accomplish the mission.
- f. Brief the FEMA (HQ) Head of Contracting Activity daily, in coordination with the Procurement Unit Leader, on needed HQ acquisition support for the incident.
- g. Facilitate the coordination and resolution of acquisition issues with HQ for the Procurement Unit Leader or the Comptroller.
- h. Coordinate with Section Chiefs to analyze mission requirements or problems that might lead to unauthorized commitments if acquisition elements are not resolved in a timely manner.
- i. Ensure compliance with the FAR.

- j. Give training as needed on acquisition policy and guidance.

Safety Officer (SOFR). The SOFR reports to the FCO and is responsible for developing and recommending measures to ensure the safety of personnel assigned to the incident and to assess and/or anticipate hazardous and unsafe situations. The SOFR may have assistants, as necessary. Safety assistants may be assigned functional responsibilities, such as air operations and hazardous materials. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain briefing from the supervisor.
- c. Identify hazards and unsafe conditions.
- d. Participate in the incident action planning meetings.
- e. Review and approve the medical plan (ICS Form 206) for the IAP.
- f. Prepare safety messages for inclusion in the IAP.
- g. Conduct a safety assessment and assist in the development of safety plans for all FEMA facilities on the incident.
- h. Participate with the Planning Section in the development of the Continuity of Operations Plan (COOP).
- i. Exercise emergency authority to stop and prevent unsafe acts when necessary.
- j. Ensure accidents are investigated and appropriate reports are prepared.
- k. Document in writing all significant decisions and facts relative to your activities on the incident.
- l. Ensure incidents are properly recorded and reported in accordance with statutory requirements.
- m. Serve as the technical advisor for all supervisors and managers to assist with the implementation and management of an occupational safety and health program that will provide all responders with safety and healthful work environments.

- n. Provide oversight and guidance for all mission-assigned governmental and nongovernmental entities to assist with the management of responder worker safety and health.
- o. Ensure compliance with all applicable occupational safety and health standards and regulations.
- p. Monitor all program areas to ensure compliance with applicable occupational safety and health authorities.
- q. Chair and coordinate the Interagency Safety Committee to ensure all agency partners receive and communicate hazards related to the event.
- r. Coordinate hazard communication with the NRCC Safety Coordinator to ensure all inter- and intra-agency partners review information on the identified hazards.

Liaison Officer (LOFR). The LOFR reports to the FCO and is the POC for supporting and cooperating Agency Representatives (AREP). The LOFR may have assistants, who may represent assisting agencies or jurisdictions. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Serve as the POC for ESF representatives and other AREPs.
- d. Establish and maintain interagency contacts.
- e. Maintain a list of assisting and supporting agencies and AREPs.
- f. Keep assisting and supporting agencies aware of incident status.
- g. Monitor incident operations to identify current or potential interagency problems.
- h. Participate in planning meetings and provide limitations and capabilities of assisting and supporting agency resources on the incident.
- i. Ensure that all required agency forms, reports and documents are completed before demobilization.

- j. Ensure all documentation to support Mission Assignment (MA) reimbursements is provided by the tasked agency to the FEMA Regional Office.
- k. Debrief AREPs before their departure.
- l. Document in writing all significant decisions and facts relative to your activities on the incident.

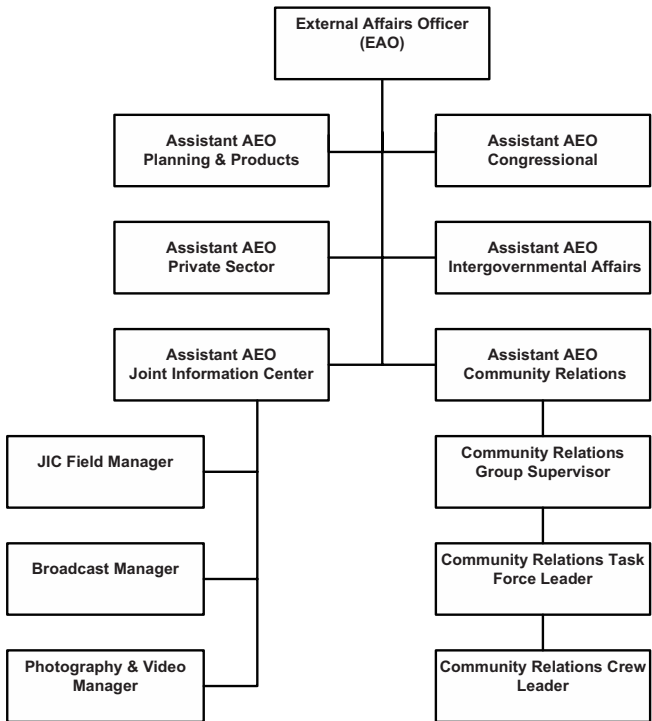
Agency Representative (AREP). An AREP reports to the LOFR and is assigned to an incident from an assisting or cooperating agency that has been delegated authority to make decisions on matters affecting that agency's participation at the incident. The AREP is there to assist coordination efforts and does not direct tactical assignments. Primary duties include the following:

Note: Agency as used below refers to the AREP's agency or ESF.

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain briefing from the supervisor.
- c. Assign a Deputy and technical specialists as needed to meet agency needs.
- d. Ensure that all agency resources are properly checked in at the incident.
- e. Inform assisting or cooperating agency personnel on the incident that the AREP position for that agency has been filled.
- f. Provide technical advice and counsel to the Section Chiefs who may have agency personnel assigned.
- g. Provide technical assistance and subject matter expertise when requested.
- h. Participate in incident action planning when requested.
- i. Conduct field visits to monitor agency accomplishments.
- j. Make recommendations to the Section Chiefs on the need to increase, decrease, and/or reassign agency resources.

- k. Attend briefings and meetings as required.
- l. Provide input on the capability and use of agency resources.
- m. Ensure the well-being of agency personnel assigned to the incident.
- n. Advise the LOFR of any special agency needs or requirements.
- o. Ensure that all agency personnel and equipment are properly accounted for and released before departure.
- p. Provide input to demobilization planning.
- q. Ensure that all required agency forms, reports, and documents are completed before demobilization.
- r. Reconcile all open MAs before departure.
- s. Document in writing all significant decisions and facts relative to your activities on the incident.

External Affairs Organization



Note: Operations position titles of Group Supervisor (GRPS), Task Force Leader (TFL), and Crew Leader are used in the Community Relations (CR) organization as these positions are assigned field duties on the IAP (ICS Forms 204).

External Affairs Officer (EAO). The EAO reports to the FCO and manages all external affairs elements. The EAO is responsible for developing and releasing information about the incident as approved by the FCO to the news media, elected officials, incident personnel, and other agencies and organizations. The EAO provides support to the FCO, Command and General Staff involving communications with external audiences in accordance with FCO objectives. The EAO is responsible for the establishment and oversight of a Joint Information Center (JIC). Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain briefing from the supervisor.
- c. Plan and formulate programs and procedures governing information dissemination functions.
- d. Oversee strategic communication planning and implementation.
- e. Establish criteria on information release.
- f. Supervise assigned personnel.
- g. Develop materials for use in briefings and arrange tours, interviews, and briefings.
- h. Participate in Incident Action Planning meetings.
- i. Maintain the External Affairs Activity log.
- j. Meet with federal and state congressional staff and state and local officials on FEMA activities and programs.
- k. Direct and oversee public information, congressional, intergovernmental, private sector, and CR programs.
- l. Review material before FCO approval for publication or release to the media.
- m. Oversee the development of speeches and talking points.
- n. Document in writing all significant decisions and facts relative to your activities on the incident.
- o. Ensure Job Hazard Analyses are performed for each task assigned and that each identified hazard is properly communicated and corrected.

- p. Ensure assigned personnel are provided with safe and healthful work environments free of identified hazards.
- q. Ensure all occupational safety and health incidents are properly reported and recorded in accordance with statutory requirements and in collaboration with the SOFR.

Assistant External Affairs Officer (AEIC) Joint Information Center. The AEIC reports to the EAO and is responsible for releasing information about the incident to the news media, incident personnel, and other appropriate agencies and organizations. The AEIC establishes and manages the JIC with the other UCG PIOs.

Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Determine from the EAO any limits on information release.
- d. Conduct public information activities, such as gathering incident information, coordinating and conducting media interviews, conducting news conferences and briefings, developing media dissemination plans, and coordinating programs.
- e. Establish and manage a JIC as directed by the AEO.
- f. Maintain a close working relationship with the state's and other UCG lead PIOs.
- g. Establish and maintain relationships with outside groups to ensure communication and understanding of programs and goals.
- h. Ensure that field PIOs work cooperatively with operations personnel.
- i. Write and prepare information materials designed to reach the targeted audience.
- j. Develop material for and conduct media briefings.

- k. Arrange for tours and other interviews or briefings that may be required.
- l. Obtain and input media information that may be useful to incident planning.
- m. Supervise assigned personnel.
- n. Participate in planning meetings, when requested.
- o. Document in writing all significant decisions and facts relative to your activities on the incident.
- p. Oversee all broadcast operations activities involving satellite transmissions for information dissemination purposes.
- q. Coordinate all social media activities.
- r. Develop a list of authorized media spokespersons with the EAO and provide media training if necessary.
- s. Contact the other AEAOs to assess special information requirements and/or political sensitivities.
- t. Notify other federal, state, and voluntary agencies that the JIC is being established and create a contact list.
- u. Coordinate to ensure that the JIC is staffed with personnel from appropriate federal, state, and voluntary agencies (e.g., American Red Cross, Army Corps of Engineers, Small Business Administration, Environmental Protection Agency, Department of Labor).
- v. Refer requests for interviews from national media to the EAO and HQ Public Affairs Office and report all contacts with networks or national media.
- w. Manage the response to sensitive or potentially controversial information.
- x. Share information on trends, issues, demographics, politics, and recurring questions posed by the media.
- y. Facilitate news conferences, editorial board meetings, and other meetings, as needed.

- z. Seek information from the AEAO–CR on demographics in the disaster area (multilingual, multicultural, and special populations) when targeting messages to disaster victims.

Joint Information Center Field Manager (JIMG). The JIMG reports to the AEIC and coordinates activities with other federal, state, and local counterparts with the primary responsibility of overseeing media relations staff in the field as opposed to the JFO. Primary duties include the following:

- a. Develop field strategy for reaching all media outlets in a proactively and strategically.
- b. Supply all field staff with the latest produced information and the latest strategic messaging.
- c. Gather and summarize field reports with an emphasis on developing issues to be used to help develop strategic messaging.

Broadcast Manager (BDMG). The BDMG reports to the AEIC and ensures that imagery and video products are captured, processed, collected, and distributed in a timely manner. Primary duties include the following:

- a. Develop public service campaigns, video documentation, special productions, remote live interview feeds, and logistical support for public meetings and presentations.
- b. Oversee all contract work involving satellite trucks and services.

Photography and Video Manager (PVMG). The PVMG reports to the AEIC and provides still photography documentation of the response to support print and Internet media needs. Primary duties include the following:

- a. Maintain a photographic database of photos involving the specific event for utilization by any and all entities in the JFO.

Assistant External Affairs Officer–Planning and Products (AEPP). The AEPP reports to the EAO and is responsible for planning and product development to ensure the timely delivery of information, including anticipating events and processes, determining appropriate messaging, and developing written materials. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Consult with the EAO and state counterparts to assess the scope of the disaster and relevant External Affairs issues.
- d. Coordinate with Command and General staff and program personnel to obtain information on programs, initiatives, policies, and goals.
- e. Obtain EAO/FCO approval of media releases.
- f. Maintain current information summaries and/or displays on the incident and provide information on the status of the incident to assigned personnel.
- g. Develop a daily communications summary for internal distribution
- h. Determine the appropriate number of liaisons needed and assign those immediately to begin a flow of information from operations.
- i. Develop strategic planning and messaging in coordination with liaisons and other AEAOs.
- j. Establish translation procedures for all written documents as needed.
- k. Develop content and maintain information placement on FEMA.gov, disasterhelp.gov, and any other websites that we are responsible for supporting.

- l. Establish a future issues timeline to anticipate events and processes that typically occur for planning purposes.
- m. Develop a written weekly External Affairs plan, including daily messages, media events, and editorial products.
- n. Maintain a close relationship with and coordinate information dissemination with the state's lead PIO and PIOs from other federal, state, local, and voluntary agencies.
- o. Attend staff meetings that could impact public opinion.
- p. Develop and distribute products, such as new clippings, news releases, fact sheets, and fliers.
- q. Determine appropriate messaging for issues.
- r. Coordinate with other AEAOs.
- s. Supervise assigned personnel.
- t. Document in writing all significant decisions and facts relative to your activities on the incident.

Assistant External Affairs Officer–Congressional (AEAC). The AEAC reports to the EAO and is responsible for developing and coordinating congressional and other governmental relations strategies to provide information and build relationships with constituencies involved in agency disaster response and recovery programs and activities. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Develop a specific strategy and plan for the handling of congressional activities.
- d. Supervise assigned personnel.
- e. Establish contact with congressional offices representing affected areas to provide information and develop relationships.
- f. Advise the FCO and staff of congressional needs, concerns, and issues.
- g. Organize and conduct congressional briefings.

- h. Arrange for incident site visits for members of Congress and their staffs.
- i. Develop appropriate responses to issues and questions raised by congressional personnel.
- j. Prepare the FCO or principal staff to meet with members of Congress and state and local officials or to appear before congressional committees by researching issues and preparing written materials.
- k. Participate in planning meetings, when requested.
- l. Document in writing all significant decisions and facts relative to your activities on the incident.

Assistant External Affairs Officer–Intergovernmental (AEIG). The AEIG reports to the EAO and is responsible for promoting federal interaction with state, local, and tribal governments in close coordination with Operations Section personnel, especially branch directors and division supervisors. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Review state, tribal, local government profiles, disaster history, and demographics.
- d. Make contact with state, tribal, county or parish, and municipal governments.
- e. Assign a Tribal Liaison, if necessary, to coordinate with tribal governments on all aspects of incident management operations.
- f. Work closely with Operations field personnel (branch directors and division and GRPSs) when assigned.
- g. Participate in the incident action planning process.
- h. Supervise assigned personnel.
- i. Document in writing all significant decisions and facts relative to your activities on the incident.

Assistant External Affairs Officer–Private Sector (AEPS).

The AEPS reports to the EAO and is responsible for developing and implementing private sector engagement strategies. The AEPS also serves as a central point of information and collaboration between FEMA disaster response and recovery and the private sector. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Contact and coordinate with the state entity responsible for public-private partnerships to identify private sector needs, concerns, and issues.
- d. Make contact with private sector entities, including state-level trade associations, chambers of commerce, economic development corporations, and other relevant organizations.
- e. Perform research as a foundation for effective outreach.
- f. Develop a strategy and action plan for engaging the private sector.
- g. Determine staffing requirements and supervise assigned staff.
- h. Advise the FCO and staff of private sector needs, concerns, and issues.
- i. Provide JFO and ESF partners with strategic communications and outreach on engaging the private sector effectively in response and recovery.
- j. Disseminate information relevant to the private sector.
- k. Work with state and local organizations on recovery events, meetings, and other opportunities that promote public-private engagement and collaboration.
- l. Identify and encourage good practices in public-private partnerships.

Assistant External Affairs Officer–Community Relations (AECR). The AECR reports to the EAO and is responsible for providing supervision of the CR function on the incident. The AECR works closely with the Operations Section Chief (OSC) in support of the Individual Assistance program and other field operations. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain initial briefing from the supervisor.
- c. Contact and coordinate with the state CR Coordinator to ensure a unified effort and identify community concerns, issues, message strategy, and multilingual and cultural issues.
- d. Participate in the incident action planning process to incorporate the CR function into field operations.
- e. Review the field activities to ensure that the CR activities are consistent with incident objectives.
- f. Identify geographic, demographic, and economic areas that are most affected.
- g. Develop a target list of groups and organizations at risk and strategies to reach them.
- h. Establish strategies to reach those individuals or groups that may not be reached by community-based organizations (CBO) or conventional media.
- i. Evaluate information to identify developing issues that require the attention of the FCO, OSC, and program staff.
- j. Provide advice and counsel to the EAO on the effectiveness and needs of FEMA programs.
- k. Participate in planning meetings.
- l. Supervise assigned personnel.
- m. Document in writing all significant decisions and facts relative to your activities on the incident.

Community Relations Group Supervisor (CRGS). The CRGS reports to the AECR and supervises and provides program support to field CR. The CRGS works closely with the Operations Section in support of the Individual Assistance program and other field operations.

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Primary duties include those identified for the GRPS and the following:

- a. Assist in determining assessment strategy.
- b. Identify a 72-hour strategy for the CR field effort based on incident objectives.
- c. Coordinate all aspects of CR planning, field staffing, logistics, and administration.
- d. Provides input to incident action planning.
- e. Arrange for coverage of the field operations function by coordinating work scheduling, time off, overtime, travel expenditures, etc.
- f. Coordinate with assigned Division Supervisors when working in their division.
- g. Establish a communication link to and from the field.
- h. Prepare CR materials, briefings, and reports.
- i. Ensure that situational awareness information collected in the field gets to the Situation Unit Leader in the Planning Section.
- j. Provide clear direction, assignments, and guidance.
- k. Conduct orientation sessions and arrange on-the-job training for new hires.
- l. Arrange for ongoing training and professional development for assigned personnel to develop required skill sets.
- m. Assist in managing the demobilization of the CR function.
- n. Monitor field operations.

Community Relations Task Force Leader (CRTL). The CRTL reports to the CRGS and supervises CR personnel in field activities. Primary duties include those identified in the generic TFLD and the following:

- a. Evaluate staffing requirements and make recommendations to the supervisor.
- b. Conduct regularly scheduled briefings and debriefings of CRCLs.

- c. Analyze and report emerging trends and issues in assigned areas.
- d. Coordinate with assigned Division Supervisors when working in their division.
- e. Provide CR information to field staff.
- f. Identify CR training, mentoring, and credentialing needs.
- g. Gather information from assigned personnel and report to the DIVS and the CR GRPS.
- h. Identify special populations and report to the supervisor.
- i. Perform the following when assigned:
 - 1. Manage CR logistics activities, including information technology requirements.
 - 2. Manage the provision of informational material to the field.
 - 3. Manage CR administrative activities.
 - 4. Manage and provide direction for creation of all CR reports and materials.

Community Relations Crew Leader (CRCL). The CRCL reports to the CRTL and supervises field CR personnel. Primary duties include those identified in the CRLD and the following:

- a. Brief assigned CR Specialists on their roles, expectations, and responsibilities.
- b. Coordinate with assigned Division Supervisors when working in their division.
- c. Identify and report any special issues or emerging trends in assigned area to the CRTL or DIVS.
- d. Provide CR information to field staff.
- e. Perform the following when assigned:
 - 1. Manage CR logistics activities, including information technology requirements.
 - 2. Manage the provision of informational material to the field.
 - 3. Manage CR administrative activities.
 - 4. Manage and provide direction for creation of all CR reports and materials.

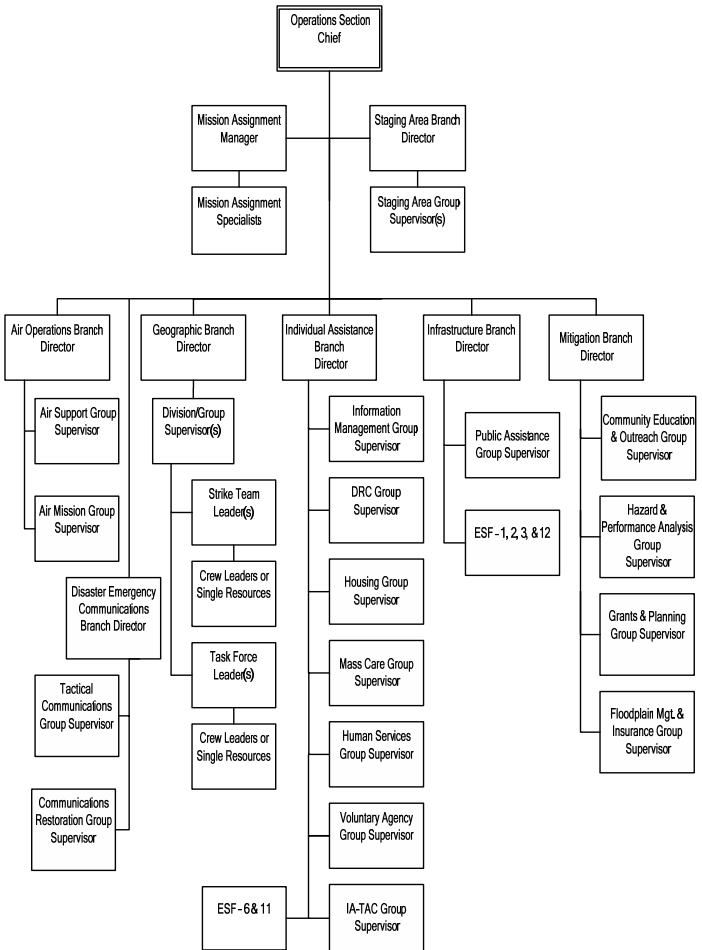
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CHAPTER 5

OPERATIONS SECTION

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Organization Chart



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The Operations Section Organizational Chart above shows both a geographically and functionally based organization, but it could also be a functional structure with Infrastructure, Individual Assistance (IA), Emergency Services, Hazard Mitigation, and Disaster Emergency Communications, etc., as branches, groups, and/or task forces.

A branch can be either geographical or functional. Divisions are geographical. Groups are functional.

There could be up to seven branches in the Operations Section, each with seven of any combination of divisions or groups. Division or groups can each have as many as seven of any combination of strike teams, task forces, crews (with squads as necessary), or single resources.

In emergency response, “operations” describes the resources and actions used to fulfill the primary mission of a responding organization. For responses under the Stafford Act, the Operations Section coordinates the delivery of federal assistance programs and services, including lifesaving assistance (urban search and rescue [USAR], medical, evacuation support, etc.), life-sustaining assistance (shelter, water, food, etc.), assistance to individuals, public assistance, and hazard mitigation assistance to supplement state and local government efforts.

Normally the Operations Section Chief (OSC) is from the jurisdiction or agency that has the greatest involvement in the incident. However, in Stafford Act declarations, the Unified Command concept quite often extends into the Operations organization to the branch and division/group level, depending on the capability of state and local government. As a result FEMA operations may have joint positions (FEMA, state, and/or local) throughout the organization.

Position Checklists

Operations Section Chief (OSC). The OSC, a member of the General Staff, reports to the Federal Coordinating Officer (FCO) and is responsible for the management of all operations directly applicable to the primary mission of supporting state and local governments and ensuring the overall safety and welfare of all section personnel. The OSC activates and supervises the Operations Section's organizational elements in accordance with the Incident Action Plan (IAP) and directs its execution. The OSC may have a deputy(s). Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the FCO.
- c. Coordinate response and recovery operations with federal, state, tribal, and local emergency officials.
- d. Develop the Operations Planning Worksheet (ICS Form 215).
- e. Brief and assign Operations Section and other appropriate personnel in accordance with the IAP.
- f. Supervise Operations Section personnel, ensuring the safety and welfare of all.
- g. Determine appropriate organization structure on the basis of the complexity of the incident.
- h. Identify the need for and request additional resources.
- i. Review and approve/disapprove Action Request Forms (ARF).
- j. Prepare Execution Schedule or Time Phased Force Deployment List (TPFDL) for Initial Response Resources (IRR) and other disaster resources.
- k. Prepare, review, and approve Mission Assignments.
- l. Approve 60-1 Requisitions.
- m. Identify resources to be released and initiate recommendation for release.

- n. Approve funding allocations and obligations for Stafford Act programs.
- o. Approve disaster specific guidance for programs.
- p. Provide eligibility guidance for Stafford Act programs.
- q. Report information about special activities, events, and occurrences to FCO.
- r. Conduct an Operational Briefing at the beginning of each new Operational Period.
- s. Document in writing all significant decisions and facts relative to your activities on the incident.

Operations Branch Director (OPBD). The OPBD reports to the OSC and is responsible for the implementation of that portion of the IAP appropriate to the geographical or functional branch assigned. The OPBD may have a deputy.

The Incident Command System (ICS) utilizes branches primarily to alleviate the span of control limitations, as opposed to basing branches on technical or professional knowledge. Although a person qualified as a branch director may be qualified at the highest level in the specific function, he/she may be assigned as a Group Supervisor or Task Force Leader if the organization supervised is within the span of control limits.

Specific program duties are identified in the OPBD positions within functional areas, such as IA, Infrastructure, Hazard Mitigation, Disaster Emergency Communications, Emergency Services, Support Services, and Community Recovery, as described later in this chapter.

Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Develop alternatives for branch control operations with subordinates.
- d. Attend planning meetings at the request of the OSC.
- e. Develop an ICS 215 for the branch when directed

by the OSC.

- f. Brief and assign specific work tasks to Division and Group Supervisors in accordance with the IAP.
- g. Supervise branch operations.
- h. Resolve logistical problems reported by subordinates.
- i. Report to the OSC when the IAP needs modification, additional resources are needed, surplus resources are available, or when hazardous situations or significant events occur.
- j. Participate in interagency meetings
- k. Approve accident and medical reports (home agency forms) originating in the branch.
- l. Document in writing all significant decisions and facts relative to your activities on the incident.

Division Supervisor (DIVS). The DIVS reports to the OSC or geographical OPBD when activated. The DIVS is responsible for implementation of the assigned portion of the IAP, the management and supervision of assigned resources within their assigned geographical area, reporting on the progress of operations, and the status of assigned resources.

The DIVS is the primary FEMA contact with the county and local emergency managers and serves as a “one-stop shop” for local officials seeking guidance and advice on FEMA and state response and recovery assistance. The DIVS ensures that tactical assignments are carried out and local needs are met efficiently and effectively; coordinates all federal resources within the division; assists local officials with information on FEMA programs; ensures that commodity orders are transmitted to the appropriate place; and monitors commodities received. The DIVS may have a deputy or an assistant. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Establish contact with the County Emergency Management Director (EMD), serve as a point of

contact (POC) between the local jurisdiction and the Incident Management Assistance Team (IMAT), and provide advice and assistance on federal response resources and processes.

- d. Process essential needs requests for assistance, resources, and personnel from the local jurisdiction.
- e. Implement actions identified on the Division Assignment Form (ICS 204) of the IAP for the division or group.
- f. Provide a copy of IAP to assigned personnel.
- g. Attend scheduled meetings with local jurisdictions.
- h. Supervise assigned personnel.
- i. Ensure the Resource Unit is advised of all changes in status of resources assigned to the division.
- j. Coordinate activities with adjacent divisions.
- k. Determine the need for assistance on assigned tasks.
- l. Submit situation and resource status information to the immediate supervisor (Branch Director or OSC).
- m. Ensure that assigned personnel and equipment get to and from assignments in a timely and orderly manner.
- n. Resolve logistics problems in the division.
- o. Provide input to incident action planning as needed.
- p. Document in writing all significant decisions and facts relative to your activities on the incident.

Group Supervisor (GRPS). The GRPS reports to the OSC or functional Branch Director when activated and is responsible for the supervision of personnel assigned to and conducting specific program responsibilities. Specific program duties are identified in the GRPS positions within functional areas, such as IA, Infrastructure (Public Assistance), and Hazard Mitigation, later in this chapter. Common duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.

- c. Determine resource needs to accomplish assigned tasks and request accordingly.
- d. Implement actions identified on the Assignment List (ICS Form 204) of the IAP for your group.
- e. Coordinate with assigned DIVSs when working in their division.
- f. Provide a copy of the IAP to assigned personnel.
- g. Attend scheduled meetings with local jurisdictions.
- h. Supervise assigned personnel.
- i. Ensure the Resource Unit is advised of all changes in status of resources assigned to the group.
- j. Coordinate activities with other groups.
- k. Submit situation and resource status information to the immediate supervisor (Branch Director or OSC).
- l. Ensure that assigned personnel and equipment get to and from assignments in a timely and orderly manner.
- m. Resolve logistics problems within the group.
- n. Provide input to incident action planning as needed.
- o. Document in writing all significant decisions and facts relative to your activities on the incident.

Strike Team Leader (STLD) or Task Force Leader (TFLD).

The STLD/TFLD reports to a DIVS or GRPS and is responsible for performing operational assignments assigned to the strike team or task force. The STLD/TFLD reports work progress and status of resources, maintains work records on assigned personnel, and relays other important information to his or her supervisor. Specific program duties are identified in the STLD/TFLD positions within the functional areas, such as IA, Infrastructure (Public Assistance), and Hazard Mitigation, later in this chapter. Common duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Review assignments with subordinates and assign tasks.
- d. Monitor work progress and make changes when necessary.

- e. Coordinate activities with adjacent strike teams, task forces, and single resources.
- f. Retain control of assigned resources.
- g. Submit situation and resource status information to DIVS/GRPS.
- h. Process essential needs requests for assistance, resources, and personnel from the local jurisdiction.
- i. Implement assigned tasks as identified on the Assignment List (ICS Form 204) of the IAP.
- j. Provide a copy of the IAP to assigned personnel.
- k. Supervise assigned personnel.
- l. Ensure the Resource Unit is advised of all changes in status of resources assigned to the STLD/TFLD.
- m. Determine resource needs to accomplish assigned tasks.
- n. Submit situation and resource status information to immediate supervisor (DIVS or GRPS).
- o. Ensure that assigned personnel and equipment get to and from assignments in a timely and orderly manner.
- p. Resolve logistical problems for the ST/TF.
- q. Document in writing all significant decisions and facts relative to your activities on the incident.

Crew Leader (CRLD). A CRLD usually reports to a STLD or TFLD, but on occasion directly to a DIVS or GRPS and is responsible for the direction and supervision of assigned personnel within an acceptable span of control (three to seven). The personnel could be Crew Members/Disaster Workers or three to seven Squad Leaders with three to seven Crew Members or Disaster Workers reporting to each Squad Leader (SQLD).

Specific functional duties are identified in the CRLD positions within the program areas, such as IA, Infrastructure (Public Assistance), and Hazard Mitigation, later in this chapter. Common duties include the following:

- a. Review Common Responsibilities (see Chapter 2).

- b. Obtain an initial briefing from the supervisor.
- c. Review the assignment.
- d. Obtain necessary equipment and supplies.
- e. Review weather and environmental conditions for the assignment area.
- f. Brief subordinates on safety measures.
- g. Monitor work progress.
- h. Ensure adequate communications with the supervisor and subordinates.
- i. Keep the supervisor informed of progress and any changes.
- j. Document in writing all significant decisions and facts relative to your activities on the incident.

Squad Leader (SQLD). A SQLD reports to a Crew Leader and is a working leader of a small group of Crew Members and Disaster Workers (three to seven) and is responsible for supervision of assigned personnel to accomplish work assignments.

Specific program duties are identified in the respective CRLD positions. Common duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Review the assignment.
- d. Obtain necessary equipment and supplies.
- e. Brief subordinates on safety measures.
- f. Monitor work progress of personnel assigned.
- g. Ensure adequate communications with the supervisor and subordinates.
- h. Keep the supervisor informed of progress and any changes.

Mission Assignment Management

Mission Assignment Manager (MAMG). The MAMG reports to the OSC and is responsible for preparing monitoring, tracking, evaluating, and reporting Mission Assignments related to tasking ESFs and agencies to provide services. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Supervise assigned personnel.
- d. Coordinate the mission statements, cost estimates, and estimated dates of completion with federal agencies.
- e. Enter and track orders into the standard order tracking system and database.
- f. Obtain information on status of state assurances and cost share levels for Direct Federal Assistance (DFA).
- g. Obtain Mission Assignment Delegation of Authority Memorandum from the Disaster Recovery Manager.
- h. Obtain a copy of the Memorandum of Delegation prepared by the Administrative Section and maintain copies of the declaration.
- i. Identify and resolve duplication of requests for assistance.
- j. Close out completed Mission Assignments and de-obligate unused funds when directed by the OSC.
- k. Maintain file records of ARFs and Mission Assignments.
- l. Facilitate the submission of bills and transition to the Regional Office.
- m. Document in writing all significant decisions and facts relative to your activities on the incident.

Mission Assignment Specialist (MASP). The MASP reports to the MAMG and is responsible for assisting the

MAMG in preparing, tracking, and monitoring Mission Assignments. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Input ARF information into EMMIE to generate Mission Assignments.
- d. Identify and resolve duplication of requests for assistance.
- e. Coordinate the mission statements, cost estimates, and estimated dates of completion with federal agencies when assigned.
- f. Prepare and review Mission Assignment documents and obtain signatory approvals.
- g. Record the Mission Assignment in the standard order tracking system and database.
- h. Maintain file records of ARFs and Mission Assignments.
- i. Monitor the status and facilitate the submission of bills.

Action Tracking Specialist (ATSP). To effect the Single Point Ordering System, this position was shifted to the Ordering Unit in the Logistics Section.

Emergency Services Branch

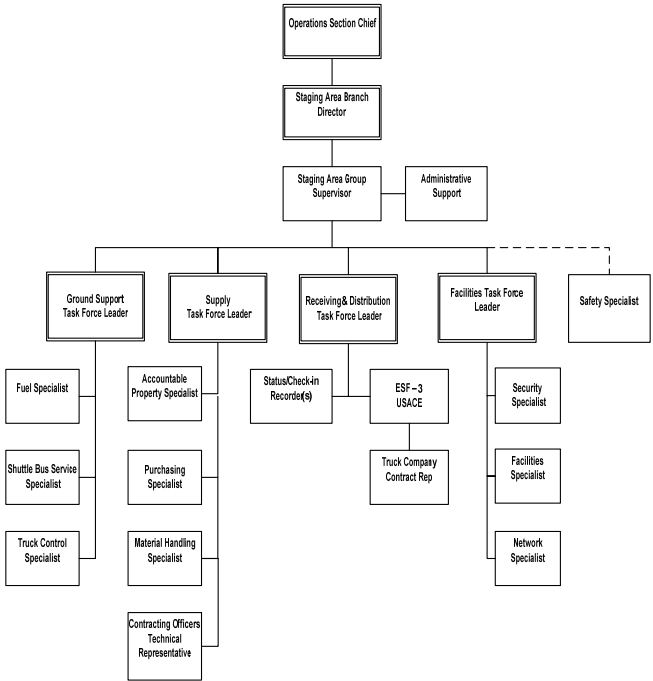
Emergency Services Branch Director (ESBD). The ESBD reports to the OSC and serves as the focal point for taskings, coordination of plans, and the special considerations of each ESF assigned to the branch. ESFs most often assigned are ESFs 4, 8, 9, 10, and 13. Primary duties include those in the OPBD and the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Contact assigned ESF representatives, describe the mission, and assign them a work location.
- d. Provide ESFs information on the following:
 1. Nature of disaster
 2. Affected area

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3. Scope
 4. Current situation
 5. Copy of current IAP
- f. Review the Mission Assignment Tracking Report to ensure accuracy of taskings and subtaskings.
 - g. Review Action Tracking Report for status.
 - h. Serve as the focal point for coordinating taskings and determining the status of taskings, financial management, support, and special considerations.
 - i. Notify ESFs of stand-down plans.
 - j. Coordinate the close-out of each branch closing.
 - k. Compile documentation, including a chronology of events.

Staging Area Branch (Sample Generic Organization)



Note: Only duties for positions unique to the staging area are included below. Duties for positions included in other sections—such as Accountable Property Specialist, Network Specialist, Status/Check-in Recorder—are not shown here.

Staging Area Branch Director (STBD). The STBD reports to the OSC and is responsible for providing direction and coordination to multiple staging areas on an incident. The STBD may have a deputy. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Establish and staff staging areas.
- d. Liaison with state and FEMA Headquarters (HQ) Logistics.
- e. Identify and resolve delivery problems between staging areas and Points of Delivery (PODs) in coordination with the state.
- f. Ensure that commodity delivery for the next operational period gets into the IAP (develop an ICS 215).
- g. Participate in incident action planning meetings.
- h. Brief and assign specific work tasks to Staging Area Group Supervisors (STGS) per the IAP.
- i. Supervise STGSs.
- j. Resolve logistical problems reported by subordinates.
- k. Report to the OSC when the IAP needs modification, additional resources are needed, surplus resources are available, or when significant events occur.
- l. Participate in interagency meetings as needed.
- m. Document in writing all significant decisions and facts relative to your activities on the incident.

Staging Area Group Supervisor (STGS). The STGS reports to the OSC or a STBD and is primarily responsible for

supporting and managing a staging area. Primary duties include:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Establish the staging area layout.
- d. Determine any support needs for equipment, feeding, sanitation, and security.
- e. Order resources and supplies needed to support staging area operations.
- f. Provide fuel and other supplies.
- g. Develop a Staging Area Operations Plan.
- h. Establish check-in and check-out functions.
- i. Maintain and provide status to the Resource Unit of all resources in staging area.
- j. Post signs for traffic control and to identify fueling, sleeping, eating, and other support services.
- k. Provide for maintenance of equipment.
- l. Dispatch resources assigned to the staging area as identified in the IAP or in response to orders from the OSC or STBD.
- m. Ensure that receipts are obtained and issued for commodities, equipment, and other supplies distributed and received at the staging area.
- n. Keep the OSC advised of staged resource levels.
- o. Establish and maintain a positive relationship with the property owner or host, i.e., base command.
- p. Ensure that agreements and lease issues are being addressed by the IMAT Finance/Administration section.
- q. Maintain the staging area in an orderly and safe condition.
- r. Keep appropriate records of staging area operations.
- s. Coordinate security needs with the IMAT Security Manager.
- t. Coordinate with the IMAT Safety Manager to ensure oversight and compliance with all safety regulations.
- u. Demobilize the staging area in accordance with the

Incident Demobilization Plan.

- v. Document in writing all significant decisions and facts relative to your activities on the incident.

Ground Support Task Force Leader (GSTL). The GSTL reports to the STGS and is responsible for fueling, service, maintenance, and repair of vehicles and other ground support equipment. The GSTL provides a shuttle truck service if needed. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Develop and implement the Traffic and Sign Plan in coordination with the Facilities Task Force Leader (FATL).
- d. Coordinates with the FATL and Safety Specialist to integrate a traffic plan into the site map.
- e. Provide transportation services as needed, such as, shuttle bus service, fuel service, and repair service.
- f. Collect and maintain use information on rental equipment.
- g. Identify the need for maintenance and repair of staging area equipment.
- h. Maintain a list of equipment repair providers for contracted truck services and post on the driver's service bulletin board.
- i. Supervise assigned personnel.

Truck Control Specialist (TKSP). The TKSP reports to the GSTL and is responsible for the management of commodity truck parking. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Escort commodity trucks to the proper lots for segregation.

- d. Maintain an accurate inventory of commodity trucks and assets. The frequency of inventory is determined by the RDTL and/or STGS.
- e. Ensure assigned parking areas are adequately signed.
- f. Ensure adherence to traffic patterns and that parking lots are safe, free of obstructions, and clean.

Bus Service Specialist (BSSP). The BSSP reports to the GSTL and is responsible for providing and managing bus services for the staging area. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Provide bus services as needed.
- d. Establish and post bus schedules.
- e. Establish scope of work and performance standards for bus service contracts when needed.
- f. Interact with the COTR in bus contract issues.

Fuel Specialist (FUSP). The FUSP reports to the GSTL and is responsible for providing fueling services. Primary duties include:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Provide for onsite equipment fueling needs, including reefers and support vehicles.
- d. In conjunction with Safety Specialist, select a proper fuel station site.
- e. In conjunction with the Safety Specialist, ensure proper containment measures are in place with the proper spill and fire extinguishing tools and are in compliance with applicable fire, safety, and environmental codes.
- f. Advise local fire and safety officials of establishment of fuel dispensing site.

- g. Maintain fuel receiving and disbursement logs and records for all incoming shipments and disbursements.

Supply Task Force Leader (SUTL). The SUTL reports to the STGSs and is responsible for warehouse services, procurement of needed supplies, and the accountable property function. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Provide warehousing and material-handling services for staging area operations.
- d. Place orders for staging area needs through the IMAT Logistics Section Ordering Unit.
- e. Provide limited procurement services on site.
- f. Ensure that Accountable Property requirements are maintained.
- g. Supervise assigned personnel.

Accountable Property Specialist (APSP). The APSP reports to the SUTL. See position description and duties in Chapter 7, Logistics Section.

Purchasing Specialist (PUSP). The PUSP reports to the SUTL and is responsible for purchasing materials, equipment, and services. PSUP must have purchasing authority and possess a preauthorized credit card. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Purchase materials, equipment, and services as needed locally for use at the staging area (Acquisition of supplies, equipment, and services.)
- d. Ensure that proper procedures are followed, forms are correctly filled out, and required records are maintained.

- e. Is responsible for purchasing materials, equipment, or services for the staging area.
- f. Determine the best source for procurement.
- g. Routinely interact with the Accountable Property Specialist (APSP).
- h. Ensure items that are purchased comply with FEMA Green Procurement Program.
- i. Ensure items that are purchased are the least hazardous to employees per the FEMA OSH Policy on Hazardous Communication.

Contract Officer Technical Representative (COTR). The COTR is responsible for administering and monitoring contracts that are active on an incident when assigned by the CNMG. The COTR duties may also be done collaterally by a Task Force Leader or other specialist that has been credentialed as a COTR. See position description and duties in Chapter 7 – Logistics.

Material Handling Specialist (MHSP). The MHSP reports to the SUTL and/or the Receiving and Distribution Task Force Leader (RDTL) and is responsible for warehouse operations. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Provide warehouse and cross-loading operations as needed.
- d. Ensure safe fork lift operations.
- e. Maintain an accurate warehouse inventory.
- f. Maintain inventory of supplies and equipment as assigned.
- g. Maintain security of the supply area.
- h. Receive and distribute supplies and equipment following established protocols.
- i. Keep warehouse area orderly and clean.
- j. Keep supervisor informed of all activities.
- k. Repair and maintain tools and equipment as assigned.

Receiving and Distribution Task Force Leader (RDTL).

The RDTL reports to the STGS and is responsible for the receiving and distribution of commodities. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Establish an efficient system for receiving and distributing commodities.
- d. Ensure adequate check-in and check-out of commodity vehicles.
- e. Ensure that commodity inventory is continuously maintained and reconciled.
- f. Maintain and provide status to the Resource Unit of all resources in staging area.
- g. Supervise assigned personnel.
- h. Direct ESF-1 and ESF-3 to dispatch commodity trucks to specified locations.

Check-In/Status Recorder (SCKN). The SCKN reports to the RDTF and is responsible for checking all personnel, commodities, supplies, and equipment into and out of the staging area. The SCKN is a primary position in the Resources Unit of the Planning Section, but the checking in of commodities has some specific procedures beyond checking in personnel and equipment. It is critical that the check-in, status, and check-out information are provided to the appropriate unit's Resources in the Planning Section and Ordering in the Logistics Section on an established schedule. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Obtain required work materials, including Check-in Lists (ICS Form 211), and status databases.
- d. Organize and maintain the check-in/check-out station, post signs to clearly identify the station, and ensure proper safety measures are in place.

- e. Collect, record, and maintain required information accurately on the specified staging area gate log for each commodity truck, all incident personnel, equipment, and visitors entering or leaving the staging area.
- f. Maintains ICS Form 211, Check-in List, for all personnel and submit all gate logs as directed by the supervisor.
- g. Transmit check-in information to Resources Unit on regular prearranged schedule or as needed.

ESF-3; U.S. Army Corps of Engineers (USACE). ESF-3 is responsible for the check-in, dispatch, and check-out of ESF-3 commodities. USACE also has a generator mission that includes storage, deployment, maintenance, and retrieval of FEMA's generators and may be located at a staging area.

Truck Company Contract Representative(s). Truck Company Contract Representatives supervise their truck drivers and are the link between the truck drivers and USACE.

Facilities Task Force Leader (FATL). The FATL reports to the STGS and is responsible for providing facilities and facility services for the staging area. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Provide facilities and facility services (including port-a-potties, hand wash stations, sleeping, feeding, laundry, and waste removal) needed for the staging area.
- d. Provide for staging area security.
- e. Provide and maintain communications systems needed for the staging area.
- f. Develop and distribute a staging area site map in coordination with the GSTL.

- g. Demobilize staging area facilities.
- h. Supervise assigned personnel.

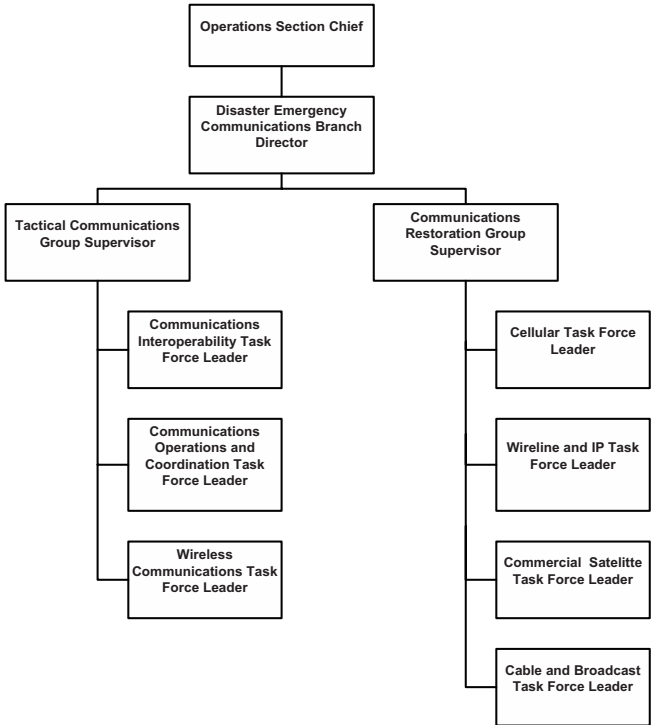
Facilities Maintenance Specialist (FMNT). The FMNT reports to the FATL and is responsible for facility maintenance, such as janitorial services, general clean-up, minor repairs, and monitoring contract services, such as wash stations, portable toilets, and waste removal. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Supervise and direct facility clean-up crews.
- d. Interface with the COTR on facility contracts.
- e. Maintain facility maintenance records.

Network Specialist (NESP). The NESP reports to the FATL and is responsible for providing and maintaining network services. See position description and duties in Chapter 7, Logistics Section.

Note: A Telecom Specialist (TESP), if assigned to the staging area, will also report to the FATL; however, quite often a TESP will only be assigned to a staging area for a short period of time for a specific assignment.

Disaster Emergency Communications Branch



Disaster Emergency Communications Branch Director (DEBD). The DEBD reports to the OSC and is responsible for enabling command and control, assisting offices of emergency communications, coordinating restoration of public safety and first responder networks, assisting in restoring the communications infrastructure, and ensuring a smooth transition to long-term restoration efforts. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Coordinate with the State Communications Officer to ensure federal communications requirements do not conflict with the needs of the state.
- d. Ensure uniform emergency communications management and operational plans, procedures, and task books are used.
- e. Coordinate and support National Security and Emergency Preparedness (NS/EP) communications requirements and advise the OSC on these requirements.
- f. Assist FEMA and ESF 7 with locating possible secondary response facilities.
- g. Coordinate with ESF 15 to facilitate authorized support to for-profit communications providers.
- h. Prioritize conflicting requests and recommends solutions to the OSC.
- i. Coordinate all communications support between federal, state, local, tribal, commercial, and volunteer entities
- j. Forward cyber-related incidents to the National Cyber Security Division
- k. Coordinate the status of DEC Branch operations with the Infrastructure Liaison at the JFO.
- l. Establish DEC Branch responsibilities and chain of command and manage ESF 2 field personnel.
- m. Facilitate access, security, and fuel for essential service providers and equipment.
- n. Ensure DEC Branch activities are updated in the IAP.

Tactical Communications Group Supervisor (TAGS). The TAGS reports to the DEBD and is responsible for developing operability and interoperability strategies to ensure responders from all levels of government and the private sector can communicate effectively in response to an incident. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Identify needs for all incident facilities, including the JFO, Disaster Recovery Centers (DRC), Public Assistance Offices, Temporary Housing Facilities, IOF, staging areas, base camps, and mobilization centers.
- d. Develop plans for effective use of communications resources.
- e. Install and tests communications equipment.
- f. Additional duties can be found in the Tactical Communications Group Supervisor Position Task Book.

Communications Interoperability Task Force Leader (CITL). The CITL reports to the TCGS and is responsible for developing, deploying, and maintaining wireless tactical communications systems. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Provide interoperability between systems and users which require it.
- d. Additional duties can be found in the Communications Interoperability Task Force Unit task book.

Communications Operations and Coordination Task Force Leader (CCTL). The CCTL reports to the TCGS and is responsible for identifying, coordinating, and provisioning communications requirements. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Receive, validate, prioritize, track, and assign field requests for communications services.
- d. Maintain operational awareness of all available federal resources and capabilities.
- e. Additional duties can be found in the Communications Operations and Coordination Task Force Leader task book.

Wireless Communications Task Force Leader (WCTL).

The WCTL reports to the TCGL and is responsible for managing spectrum use. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Manage the electromagnetic spectrum, including frequency management.
- d. Process requests for frequency assignments.
- e. Grant Special Temporary Authority.
- f. Resolve frequency use conflicts.
- g. Additional duties can be found in the *Wireless Communications Task Force Leader Handbook*.

Communications Restoration Group Supervisor (CMGS).

The CMGS reports to the DEBC and is responsible for coordinating with OFAs and private industry to assist with restoring communications infrastructure. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Develop a comprehensive understanding of the affected communications infrastructure and designing a strategy

to guide restoration.

- d. Assess the impact and vulnerabilities of various communications systems in use, identify priorities, and recommend actions.

Additional duties can be found in the Communications Restoration Group Supervisor task book.

Cellular Task Force Leader (CLTL). The CLTL reports to the CMGS and is responsible for determining the impact to the cellular network, its vulnerabilities, interdependencies, and current capabilities. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Interface with various carriers in the affected area.
- d. Coordinate requirements with state and local ESF 2 representatives and communications officers and agencies.

Additional duties can be found in the Cellular Task Force Leader task book.

Wireline and IP Task Force Leader (WITL). The WITL reports to the CMGS and is responsible for determining the impact to the wireline and assessing the IP infrastructure, network vulnerabilities, and current capabilities. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Interface with the carriers in the affected area.
- d. Coordinate requirements with state and local ESF 2 representatives and communications officers and agencies.

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- e. Determine the alert and public messaging methodology used by the municipalities.

Additional duties can be found in the Wireline and IP Task Force Leader task book.

Commercial Satellite Task Force Leader (CSTL). The CSTL reports to the CMGS and is responsible for determining the availability of satellite services in the affected area as well as understanding the impact and vulnerabilities of the commercial satellite infrastructure. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Interface with the commercial satellite providers in the affected area.
- d. Coordinate requirements with state and local ESF 2 representatives, communications officers, and agencies to determine if satellite solutions are a possibility.

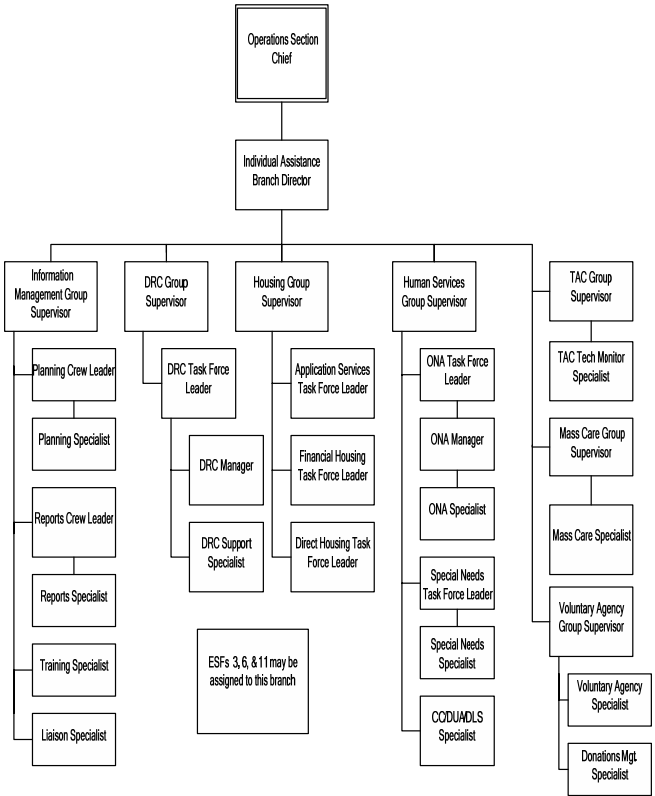
Additional duties can be found in the Commercial Satellite Task Force Leader task book.

Cable and Broadcast Task Force Leader (CBTL). The CBTL reports to the CMGS and is responsible for determining the impact to the cable and broadcast infrastructure, including radio, television, and cable services. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Interface directly with the local cable and broadcast industry in the affected area.
- d. Determine the impact, vulnerabilities, and current capabilities of these systems.

Additional duties can be found in the Cable and Broadcast Task Force Leader task book.

Individual Assistance Branch



Individual Assistance Branch Director (IABD). The IABD reports to the OSC and is responsible for the implementation and management of the IA program for the delivery of FEMA programs to individuals and families that have been affected by disasters. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Ensure that IA is adequately staffed and equipped.
- d. Provide IA input to the development of incident objectives if requested.
- e. Participate in the incident action planning process.
- f. Assist the OSC in determining appropriate PA organizational structure (e.g., divisions, groups, etc.) on the basis of the complexity of the incident, current objectives, and span of control.
- g. Develop and implement IA tactics to meet incident strategies and objectives.
- h. Manage IA implementation for compliance with Stafford Act requirements, regulations, and standard operating procedures.
- i. Assign Environment Management for Multi-User Information Environments (EMMIE) Access Control System (NACS) rights and authorize computers and cellular phones as staff arrives on site.
- j. Coordinate DRC locations and staffing levels with state counterpart and Operations.
- k. Review initial allocation of the Individuals and Households Program (IHP) funds and make adjustments, if needed.
- l. Review EMMIE set up in coordination with National Processing Service Centers (NPSC).
- m. Submit referral phone numbers and disaster specifics to NPSC.

- n. Coordinate all contractor pre-briefings with state and key IA management staff.
- o. Share new policies, guidance, referrals, and other pertinent information with all IA staff in a timely manner.
- p. Participate in Voluntary Agency meetings and workshops, etc.
- q. Coordinate with NPSC and Comptroller to ensure timely IHP startup.
- r. Prepare and present IA status reports as appropriate.
- s. Participate in public meetings as required.
- t. Review and approve all IA-related press releases, flyers, and brochures before their release.
- u. Provide a healthy and safe workplace for all IA staff.
- v. Ensure that staff is provided with performance appraisals and return accountable property before release.
- w. Close the IA Branch and transition all remaining activities to the Regional Office.
- x. Document in writing all significant decisions and facts relative to your activities on the incident.

Information Management Group Supervisor (IMGS). The IMGS reports to the IABD and manages the IA information management function to provide effective information management, collection, and coordination to support the IA disaster mission. Primary duties include those identified in the Group Supervisor (GRPS) and the following:

- a. Supervise assigned personnel.
- b. Manage IA reports and planning resources.
- c. Solicit, compile, and prepare IA program input (ICS Form 215) for the IABD's participation in the incident action planning process.
- d. Provide guidance and mentoring to the Information Management staff.
- e. Oversee IA daily reports and planning products.

- f. Manage implementation of all IA reports, planning, training, and liaison functions.
- g. Establish an information collection strategy in support of IA reports, IA planning, and IA training areas.
- h. Monitor all IA reports and planning products for accuracy before distribution.
- i. Maintain situational awareness for the IA Operation.

Planning Crew Leader (PLCL). The PLCL reports to the IMGS and coordinates and supervises personnel assigned to achieve identified objectives in support of the IA information management planning function. Primary duties include those identified in the Crew Leader (CRLD) and the following:

- a. Provide leadership to the IA Planning Crew.
- b. Coordinate planning information.
- c. Ensure collection of information for updating the IAP is completed in a timely and accurate manner.
- d. Coordinate, schedule, and support IA planning meetings.
- e. Oversee production of planning products.
- f. Review call-down list for all IA sections for accuracy and completeness.
- g. Review and validate all IA information for transition, demobilization, and close.
- h. Review all required updates for Contingency Plans.

Reports Crew Leader (RPCL). The RPCL reports to the IMGS and coordinates and supervises personnel assigned to achieve identified objectives in support of the IA's information management report function. Primary duties include those identified in the Crew Leader (CRLD) and the following:

- a. Ensure implementation of the IA report function.
- b. Provide guidance and mentoring to the Report's crew members.

- c. Establish an information flow between the IA Branch, other sections, and the NPSC.
- d. Oversee creation and distribution of daily reports.
- e. Ensure all IA reports are prepared for distribution in a timely and consistent manner.
- f. Review and approve reports before distribution.
- g. Ensure creation and maintenance of IA Disaster files.
- h. Ensure that a hard copy of each report is maintained in the IA Disaster Files-Reports.

Housing Group Supervisor (HUGS). The HUGS reports to the IABD and manages the IA housing program to deliver housing disaster aid in the form of lodging expense reimbursement, emergency repair assistance, and temporary housing assistance to individuals and families that have been affected by disasters. Primary duties include those identified in the Group Supervisor (GRPS) and the following:

- a. Gather and review disaster-related information to assess the need for housing assistance.
- b. Implement Stafford Act Financial Housing programs.
- c. Provide detailed briefings, clear direction, and guidance to maximize productivity, and accomplish housing objectives.
- d. Provide Housing Group input to the incident action planning process.
- e. Coordinate with assigned DIVSs when working in their division.
- f. Ensure that staff has the equipment needed to perform their duties such as computers, phones, etc.
- g. Assign EMMIE Access Control System rights as needed.
- h. Meet on a scheduled basis with assigned Crew Leaders to discuss program status, work progress, staffing needs, etc.
- i. Collect, maintain, and report required information.

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- j. Maintain communications with the SBA, state, ESFs, and other IA staff to avoid lapses or duplication of assistance and to identify trends and emerging issues.
- k. Oversee interaction with other IA Group Supervisors for identification and referral of applicants with special needs to appropriate sources of assistance.
- l. Coordinate regularly with the Comptroller to ensure that adequate Housing Assistance funds are available in the appropriate fund codes for Financial and Direct Assistance.

Applicant Services Task Force Leader (APTL). The APTL reports to the HUGS and coordinates and supervises crew members to achieve identified objectives in support of the IA's housing function. Primary duties include those identified in the TFLD and the following:

- a. Respond to individual case inquiries and provide information on IA programs.
- b. Provide information about IA programs to internal and external partners.
- c. Review IA cases, identify trends, prepare reports, and report results to HUGS.
- d. Supervise the program-specific call-downs to applicants and report results to the HUGS.
- e. Coordinate with assigned DIVSs when working in their division.
- f. Identify areas requiring housing resources.
- g. Ensure housing resources are recorded in the database.
- h. Monitor the provision of Preliminary Placement Interview (PPI) support to the Direct Housing mission, if implemented.
- i. Monitor the provision of lease-in support to the Direct Housing mission, if implemented.
- j. Monitor the provision of recertification support to the Direct Assistance mission, if implemented.
- k. Provide support to applicant services in DRCs.

Financial Housing Task Force Leader (FHTL). The FHTL reports to the HUGS and coordinates and supervises crew members to achieve identified objectives in support of the IA's financial housing function. Primary duties include those identified in the TFLD and the following:

- a. Gather and review disaster-related information.
- b. Implement Stafford Act Financial Housing programs.
- c. Perform ongoing operations for Financial Housing Assistance.
- d. Manage financial housing resources.
- e. Coordinate with assigned DIVSs when working in their division.
- f. Monitor program activities that are consistent with overall incident objectives.
- g. Coordinate information between the Applicant Services Crew Leader, Direct Housing Crew Leader, DRC Support Crew Leader, Special Needs Crew Leader, and Other Needs Assistance (ONA) Crew Leader.
- h. Provide clear direction, assignments, and guidance to effectively structure and organize work activities, maximize productivity, and fulfill the financial housing objectives.
- i. Provide financial housing information to Planning as requested.

Direct Housing Task Force Leader (DHTL). The DHTL reports to the HUGS and manages, coordinates, and supervises crew members to achieve identified objectives in support of the IA's direct housing function. Primary duties include those identified in the TFLD and the following:

- a. Gather and review disaster-related information, such as Situation Report and Preliminary Damage Assessment (PDA) numbers to help determine need.

- b. Coordinate with Logistics to determine timelines for logistics tasks and monitor progress against timelines.
- c. Determine funding requirements (procurement, installation, maintenance, pad leases, etc.) for the Direct Assistance mission.
- d. Coordinate with assigned DIVSs when working in their division.
- e. Coordinate with external and internal partners to implement the Direct Assistance mission.
- f. Coordinate with the Contracting Officer's Technical Representative (COTR).
- g. Provide leadership to the direct housing crew to complete the task in a complete, timely and safe manner.
- h. Ensure environmental planning, historic preservation, and floodplain management reviews are performed before the preparation of sites for the placement of disaster housing units.
- i. Transition the Direct Assistance mission to the Regional Office, including all pertinent files and records.

Disaster Recovery Center Group Supervisor (DRGS). The DRGS reports to the IABD and manages the IA DRC program to deliver readily accessible facilities where individuals and business owners may visit for disaster assistance. Primary duties include those identified in the Group Supervisor (GRPS) and the following:

- a. Working with the state, identify the need for DRCs and potential locations.
- b. Evaluate potential sites and determine logistical requirements.
- c. Determine DRC staff requirements.
- d. Plan and convene DRC staff training.
- e. Announce DRC locations and dates.
- f. Provide input to incident action planning as needed.

- g. Coordinate DRC daily operations.
- h. Coordinate with assigned DIVSs when working in their division.
- i. Compile daily DRC activity reports and maintain files.
- j. Provide DRC Group input to the incident action planning process.
- k. Prepare for DRC closures.
- l. Perform post-DRC activities.

Disaster Recovery Center Task Force Leader (DRTL). The DRTL reports to the DRGS and manages, coordinates, and supervises DRC Managers to achieve identified objectives in support of the IA's DRC function. Primary duties include those identified in the TFLD and the following:

- a. Gather disaster specific information.
- b. Identify, evaluate, and recommend DRC locations.
- c. Provide leadership to the DRC Managers to meet the assigned task in a timely, complete, and safe manner.
- d. Communicate DRC staffing needs to the supervisor.
- e. Coordinate with assigned DIVSs when working in their division.
- f. Identify logistical, IT, safety, and security needs for DRCs.
- g. Ensure that all DRCs are inspected and signed off by the Safety Officer.
- h. Establish reports for all DRC activities.
- i. Coordinate the closing of all DRCs.

Disaster Recovery Center Manager (DRCM). The DRCM reports to the DRTF but may report directly to a DRGS. The DRCM manages the DRC operation to achieve identified incident objectives. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.

- c. Coordinate DRC set-up and logistics.
- d. In conjunction with the state DRC Manager, set up and open the DRC.
- e. Supervise and mentor staff.
- f. Establish and maintain regular communication with the DRTL or DRGS.
- g. Manage daily activities in a DRC.
- h. Provide input to DRC demobilization planning.
- i. Close out and demobilize the DRC.

Voluntary Agency Liaison Group Supervisor (VAGS). The VAGS reports to the DRGS and is responsible for managing and providing leadership in support of the IA Voluntary Agency Liaison (VAL) program. The VAGS coordinates between the IMAT and the voluntary agencies and community organizations involved in disaster response and recovery efforts. Primary duties include those identified in the GRPS and the following:

- a. Gather and review disaster-related information.
- b. Provides VAL Group input to the incident action planning process.
- c. Implement the VAL program.
- d. Establish and maintain strategic partnerships.
- e. Provide technical assistance to the IMAT for voluntary agency activities.
- f. Provide input to incident action planning as needed.
- g. Serve as a consultant for the establishment of Long-Term Individual Recovery Efforts.
- h. Coordinate activities with the state Voluntary Agency Liaison Representative to assure long-term recovery.
- i. Coordinate with assigned DIVSs when working in their division.
- j. Encourage collaboration among voluntary agencies, including the formation of Long-Term Recovery Committees.
- k. Provide leadership to the VAL Task Force to ensure incident objectives are met.

Voluntary Agency Specialist (VASP). The VASP reports to the VAGS and is responsible for assisting and supporting the VAGS in the implementation and management of the Voluntary Agency Liaison program. Primary duties include the following:

- a. Gather, analyze, and review disaster-related information.
- b. Establish and maintain good working relationships with voluntary agencies and state counterparts.
- c. Provide technical assistance and support to voluntary agencies.
- d. Assist with providing voluntary, faith-based, and community organizations with information on FEMA disaster programs.
- e. Coordinate with housing and mass care counterparts to ensure that applicants are transitioned from shelters and essential services and that donated items are provided in a timely and efficient manner.
- f. Coordinate with assigned DIVSs when working in their division.
- g. Set up and maintain group records and files in accordance with federal law under the direction of the VAGS.

Mass Care Group Supervisor (MCGS). The MCGS reports to the IABD and is responsible for managing and providing leadership in support of mass care and to provide coordination and information support to meet the mass care needs of disaster victims. Primary duties include those identified in the GRPS and the following:

- a. Gather and review disaster-related information and implement a mass care and emergency assistance structure.
- b. Analyze information to support mass care.
- c. Establish and maintain partnerships.

- d. Perform administrative and logistical activities.
- e. Provide Mass Care Group input to the incident action planning process.
- f. Coordinate with Housing and Human Services Group Supervisors to transition applicants into suitable dwelling units as soon as possible.
- g. Coordinate with assigned DIVSs when working in their division.
- h. Identify families with special needs for consideration of further assistance (e.g., medical care, special needs shelters, disabled-access housing units).
- i. Provide guidance to and mentor staff.
- j. Serve as the subject matter expert on mass care and emergency assistance.
- k. Provide technical assistance to state, tribal, and local officials for mass care and emergency assistance activities, as requested.

TAC Management Group Supervisor (TCGS). The TCGS reports to the IABD and is responsible for managing and providing leadership to the Technical Assistance Contractor (TAC) monitoring program. Primary duties include those identified in the GRPS and the following:

- a. Gather and review disaster-related information.
- b. Analyze information to support IA and TAC activities.
- c. Provide the IA-TAC Group input to the incident action planning process.
- d. Coordinate with assigned DIVSs when working in their division.
- e. Participate in the task order development and proposal process.
- f. Provide guidance to and mentor staff.
- g. Monitor IA and TAC field activities.
- h. Ensure that all IA and TACs comply with FEMA Occupational Safety and Health requirements, including proper incident recording and reporting to the agency.

- i. Ensure that the IA-TACs provide proper personal protective equipment (PPE) to the contact employees in accordance with the FEMA Occupational Safety and Industrial Hygiene Program and Job Hazard Analysis Program, identifying the PPE for each task
- j. Serve as subject matter expert on IA-TAC.

Human Services Group Supervisor (HSGS). The HSGS reports to the IABD and is responsible for managing and providing leadership in support of the IA Human Services program. Primary duties include those identified in the GRPS and the following:

- a. Establish the HS Group staffing plan with approval from the IABD and oversee that the staff is properly deployed, as needed.
- b. Review and take appropriate action on information provided by other IA Groups to identify issues related to ONA, CC, DUA, and DLS.
- c. Coordinate with assigned DIVSs when working in their division.
- d. Coordinate with the DRC Group Supervisor on HS staff and information needed in the DRCs.
- e. Provide Human Services Group input to the incident action planning process.
- f. Implement ONA.
- g. Establish and maintain coordination with field elements and the state Emergency Operations Center counterpart concerning human services for the emergency activity.
- h. Confirm that the IABD, Operations, and FCO are made aware of emerging issues that may escalate and require their intervention.
- i. Determine type and scope of special needs populations via census, media, PDA, and other.
- j. Ensure programs are implemented as soon as practical and meet required deadlines.

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- k. Provide input to planning for site representatives and action plans.
- l. Supervise assigned personnel.
- m. Oversee reports and file management activities.

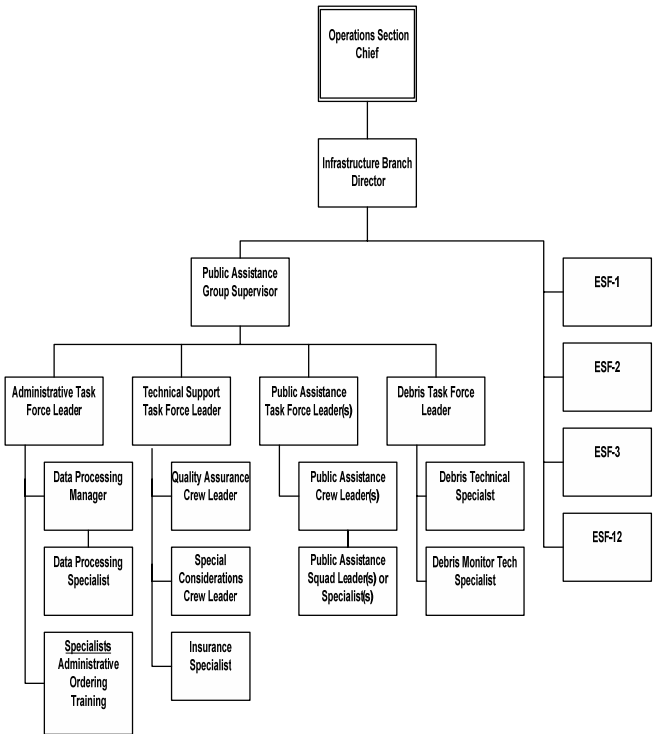
Other Needs Assistance Task Force Leader (ONTL). The ONTL reports to the HSGS and is responsible for managing and providing leadership in support of the IA ONA program to provide financial assistance to individuals and households with disaster-related expenses and serious needs. Primary duties include those identified in the TFLD and the following:

- a. Discuss the state's requirements for the disaster with the HSGS and obtain and review a copy of the Pre-Planning document or the State Administrative Plan (SAP).
- b. Collect, review, and update the state ONA disaster set-up information.
- c. Obtain a copy of the Federal/State Agency Referral list and validate referral phone numbers.
- d. Notify the state of any regulation, policy, and procedure changes.
- e. Confirm that the State ONA Helpline number is set up and provided to DRC, FEMA Helpline, and External Affairs staff, if applicable.
- f. Brief staff members on relevant parts of the IAP and information received from meetings.
- g. Manage ONA program funding.
- h. Evaluate ONA staffing requirements.
- i. Provide leadership to ONA crew to complete assigned tasks in a timely, complete, and safe manner.
- j. Coordinate with assigned DIVSs when working in their division.
- k. Manage reporting and documentation procedures.

Special Needs Task Force Leader (SNTL). The SNTL reports to the HSGS and is responsible for managing and providing leadership in support of the IA Special Needs program to ensure that all individuals have access to disaster assistance. Primary duties include those identified in the TFLD and the following:

- a. Serve as subject matter expert on Special Needs.
- b. Analyze information to support the Special Needs program.
- c. Provide guidance to state and local officials on the Special Needs program.
- d. Administer the operation of the Special Needs Unit to ensure delivery of disaster assistance to eligible special needs applicants (i.e., seniors and people with disabilities).
- e. Monitor special needs demographic data to ensure effective service delivery, awareness of trends, and prompt identification of any new special needs groups.
- f. Coordinate with assigned DIVSs when working in their division.
- g. Use the special needs database or spreadsheet to track special needs applicants, issues, referrals, and resolutions.
- h. Brief staff members on relevant parts of the IAP and information received from meetings.
- i. Provide leadership to the special needs crew.
- j. Provide ongoing special needs training and mentoring opportunities.

Infrastructure Branch



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Infrastructure Branch Director (IFBD). The IFBD reports to the OSC and is responsible for providing technical and repair assistance for essential facilities and provide interim supplementary financial assistance to public entities. Implements and administers the Public Assistance (PA) program to deliver disaster aid to repair, replace, or supplement parts of a community's infrastructure. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Ensure that the branch is adequately staffed and equipped.
- d. Assist the OSC in determining appropriate PA organizational structure (e.g., divisions, groups) on the basis of the complexity of the incident, current objectives, and span of control.
- e. Provide Infrastructure input to the development of incident objectives, if requested.
- f. Develop and implement tactics to meet incident strategies and objectives relating to infrastructure.
- g. Participate in the incident action planning process.
- h. Ensure the development of the PA plan and timelines, including milestones that meet established standards.
- i. Manage the PA program implementation for compliance with Stafford Act requirements, regulations, and standard operating procedures.
- j. Request and assign EMMIE Access Control System (NACS) rights.
- k. Estimate, request, and manage allocation of funds for human resources (personnel) and project worksheets.
- l. Identify cross-programmatic issues and facilitate coordinated problem solving among program areas.
- m. Maintain communication with ESFs, OFAs, and the state working within the branch.
- n. Share new policies, guidance, referrals, and other pertinent information with all Infrastructure staff in a timely manner.
- o. Prepare and present PA status reports as appropriate.
- p. Participate in public meetings as required.
- q. Review and approve all PA-related press releases, flyers, and brochures before their release.
- r. Document in writing all significant decisions and facts relative to your activities on the incident.

Public Assistance Group Supervisor (PAGS). The PAGS reports to the OSC unless there is an intervening Branch Director position established. The PAGS is a qualified program Public Assistance Officer (PAO) and is responsible for the implementation and management of the PA program to deliver disaster aid to repair, replace, or supplement parts of a community's infrastructure. The primary duties include those identified in the DIVS/GRPS and the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Obtain and assess PA information to develop a common operational picture.
- d. Ensure PA activities are consistent with overall incident objectives.
- e. Ensure that the PA Program is operating in compliance with all laws, regulations, and policies.
- f. Participate in the incident action planning process.
- g. Provide clear direction, assignments, and guidance to effectively structure and organize work activities, maximize productivity, fulfill the incident objectives, and meet production expectations of the PA Program.
- h. Coordinate with assigned Division Supervisor (DIVS) when working in their division.
- i. Identify cross-programmatic issues and facilitate coordinated problem solving among program areas.
- j. Resolve conflicting PA priorities.
- k. Coordinate policy issues with the OSC before communicating with HQ program policymakers.
- l. Provide technical advice to state partners.
- m. Ensure sufficient funding is available.
- n. Approve the debris monitoring plan if applicable.
- o. Manage TAC task orders.
- p. Manage PA-related mission assignments.
- q. Monitor and ensure special considerations compliance in accordance with the PA Program Management Plan.

- r. Ensure that all PA TACs comply with FEMA occupational safety and health requirements, including proper incident recording and reporting to the agency.
- s. Ensure that the PA-TACs provide proper PPE to the contact employees in accordance with the FEMA Occupational Safety and Industrial Hygiene Program and Job Hazard Analysis Program, identifying PPE for each task.

PAC Task Force Leader (PATL). A PATL reports to the PAGES or a DIVS and is a Public Assistance Coordinator (PAC) that supervises PA Project Specialists (PA Project Officer) or Public Assistance Crew Leaders (PACL). Primary duties include those identified in the TFLD and the following:

- a. Assess workload and request the appropriate numbers and types of resources (e.g., personnel, supplies, equipment, space, computer systems access) for task force requirements.
- b. Inform task force personnel on eligibility, process, and disaster-specific guidance.
- c. Provide clear direction, assignments, and guidance to effectively structure and organize work activities, maximize productivity, complete the IAP assigned tasks, and meet production expectations of the PA Program.
- d. Coordinate with assigned DIVSs when working in their division.
- e. Establish customer service and production goals and expectations of the Project Officers or PAC Crews.
- f. Manage special projects as assigned.
- g. Ensure special considerations compliance during the Project Worksheet (PW) process in accordance with the PA Program Management Plan.
- h. Prepare briefing materials for stakeholders.
- i. Assess workload and request the appropriate numbers and types of resources (e.g., personnel, supplies, equipment, space, computer systems access).
- j. Brief and assign PAC Crews in accordance with the IAP.

Public Assistance Crew Leader (PACL). A PACL is a qualified PAC that supervises PA Project Specialists (PASP) or PA Squad Leaders (PASL). The PACL is a customer service manager who works with the applicant to resolve disaster-related needs and ensure the applicant's projects are processed as efficiently and expeditiously as possible. The PAC ensures continuity of service throughout the delivery of the PA Program. The PACL's primary duties include those identified in the Crew Leader (CRLD) and the following:

- a. Provide assigned personnel clear direction, assignment, and guidance to effectively complete the IAP assigned tasks and meet production expectations.
- b. Coordinate with assigned DIVSs when working in their division.
- c. Meet with the applicant to discuss the program and its application to the applicant's specific needs.
- d. Work with the applicant to develop projects.
- e. Obtain the appropriate technical assistance for the applicants as needed.
- f. Ensure that projects comply with all applicable laws, regulations, and policies.
- g. Ensure that any special considerations associated with a project are identified, reviewed, and adequately addressed.
- h. Ensure PWs are completed within the regulatory time frame and document results in the Case Management File (CMF).
- i. Maintain the CMF.
- j. Coordinate with appropriate personnel as necessary to resolve problems.
- k. Make effective use of resources by getting assigned personnel and equipment to and from assignments in a timely and orderly manner.

Public Assistance Squad Leader (PASL). A PASL is a qualified Project Officer (PA Project Specialist [PASP]) and a working leader of PASPs and/or other technical specialists. Primary duties include those identified in the Squad Leader (SQLD) and the PASP.

Public Assistance Project Specialist (PASP). A PASP reports to a PASL or a PACL and is a qualified Project Officer. Typically, Project Officers are resources for the applicant and responsible for assisting them with the development of projects and cost estimates. A PASP is knowledgeable of the PA Program and develops PWs. The PASP often works with technical specialists who have a defined area of expertise, such as roads, bridges, debris removal and disposal, environmental and historic compliance, insurance, and cost estimating in the development of specific projects. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Plan completion of projects in accordance with established priorities.
- d. Provide customer service and technical assistance to each applicant in the development of PWs.
- e. Inspect damage and develop scope of work and cost estimate for assigned projects using the best available information.
- f. Coordinate with PA Technical Specialists to ensure that the necessary reviews for special considerations (historic, environmental, insurance, etc.) are performed.
- g. Write quality PWs that can be obligated without changes (complete scope of work, damage description, and accurate cost estimate) and submit in the required format.
- h. Involve the applicant in the preparation and writing of PWs.

- i. Coordinate with the applicant's technical staff, consultants, and others as required by the applicant and project.
- j. Document issues and decisions made with the applicant and submit for inclusion in the CMF.
- k. Plan, discuss, and request all necessary documentation for each PW with the applicant.
- l. Prepare required forms and reports (i.e., PW, Project Officer Status Report, etc).

Debris Task Force Leader (DBTL). A DBTL reports to a PAGES or DIVS and is highly skilled and knowledgeable in debris operations. The DBTL manages the debris program in the field and supervises multiple Debris Monitors and other Debris Technical Specialists, which on larger incidents may be organized into crews and squads. Primary duties include those of the TFLD and the following:

- a. Estimate debris and scope of work necessary to complete the debris management plan.
- b. Assist the applicant with the Debris Management Plan (i.e., collection, removal, reduction, disposal, and contracting).
- c. Develop and implement a debris monitoring plan.
- d. Ensure training of the applicant's monitors when applicable.
- e. Review contracts for Part 13 compliance and reasonableness of cost.
- f. Compile and submit reports on debris operations to the PAGES.
- g. Coordinate with assigned DIVSs when working in their division.
- h. Coordinate with local procurement agencies to establish a contracted work force capable of expeditiously removing the debris.
- i. Consult with environmental and historic preservation specialists as needed to ensure that legal requirements are met.

- j. Ensure that a debris staff representative attends all briefings to resolve any coordination problems between state and federal debris removal efforts and local debris removal and disposal efforts.
- k. Coordinate with the appropriate law enforcement authorities to develop a Traffic Control Plan and ensure that traffic control measures expedite debris removal activities.
- l. Establish and maintain direct coordination with all appropriate officials and their staffs on priorities and areas of responsibility.

Technical Support Task Force Leader (TSTL). The TSTL reports to the PAGS and supervises the Technical Specialists and crews such as Quality Assurance and Special Considerations. Primary duties are those identified in the TFLD.

Administration Task Force Leader (ADTL). The ADTL reports to the PAGS and manages the PA administrative functions—such as data processing (EMMIE), planning, training, and ordering—and supervises assigned personnel. Primary duties are those identified in the TFLD.

Data Processing Manager (DPMG). A DPMG reports to the ADTL, manages the PA incident data processing program, and supervises Data Processing Specialists. Primary duties include the following:

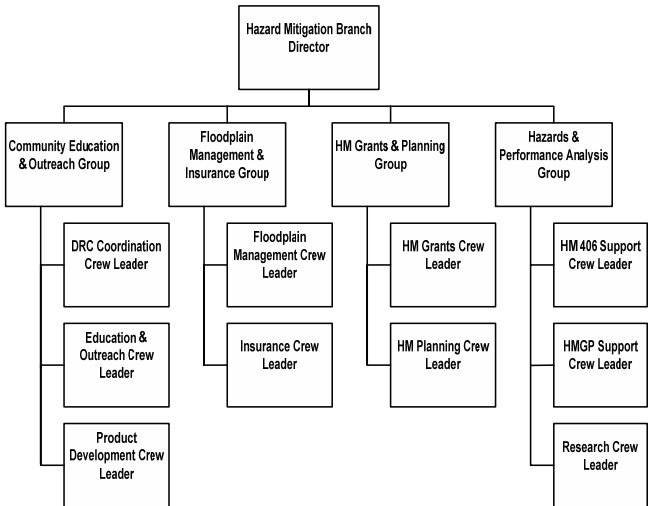
- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Use computer software and programs required to support task performance.
- d. Produce reports using established formats and appropriate forms.
- e. Manage information entered into the EMMIE, information in databases (i.e., cost, Federal information Processing

- Codes, specialists' numbers), and maintain all hardcopy files.
- f. Ensure uniform and consistent data entry as specified in the EMMIE user manual.
 - g. Establish assignments and reviewer rights in EMMIE.
 - h. Plan, set up, and maintain data processing and filing procedures.
 - i. Create and process packages for obligation in EMMIE.
 - j. Establish and maintain a log of PW routing.
 - k. Generate PA remedy tickets in EMMIE.
 - l. Ensure the processing and distribution of PA reports (e.g., financial reports and data warehouse).
 - m. Coordinate between special considerations and the PACL on review queue activities.
 - n. Arrange for ongoing training for assigned personnel.
 - o. Conduct orientation sessions and arrange on-the-job training for new hires.
 - p. Send hardcopy files to the region at the closure of the JFO.

Other Public Assistance Positions

Quality Assurance Crew Leader (QACL)
Special Considerations Crew Leader (SCCL)
Administrative Specialist (ADSP)
Data Processing Specialist (DPSP)
Debris Technical Specialist (DBSP)
Debris Monitor Specialist (DMSP)
PA Insurance Specialist (PISP)
PA Ordering Specialist (POSP)
PA Training Specialist (PATS)

Hazard Mitigation Branch



Hazard Mitigation Branch Director (HMBD). The HMBD reports to the OSC and is responsible for managing, coordinating, and implementing hazard mitigation and flood insurance statutory requirements; providing leadership to support effective planning and rebuilding strategies and actions; and providing information and resources to communities and the public to reduce or eliminate their risks from future natural hazards and their effects. Primary duties include those identified in the OPBD and the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Ensure that the branch is adequately staffed and equipped.

- d. Assist the OSC in determining the appropriate hazard mitigation organizational structure (e.g., divisions, groups) on the basis of the complexity of the incident, current objectives, and span of control.
- e. Provide hazard mitigation input to the development of incident objectives.
- f. Develop and implement tactics to meet incident objectives relating to hazard mitigation.
- g. Participate in the incident action planning process.
- h. Ensure that the recovery process serves to reduce vulnerability to future disasters.
- i. Serve as the Point of Contact for the FCO, the SCO, other government entities, and the private sector to ensure hazard mitigation is included in the delivery of assistance to communities and individuals.
- j. Coordinate inter- and intra-agency hazard mitigation actions.
- k. Advise the OPS Chief on hazard mitigation resources, opportunities, and programs.
- l. Disseminate and coordinate hazard mitigation information and data to other programs in the JFO.
- m. Establish liaison with regional mitigation in the FEMA Regional Office, FEMA HQ Mitigation staff, other FEMA recovery programs (PA and IA), representatives of external affairs functions, and appropriate ESFs.
- n. Establish and maintain close coordination with the SCO or the state-designated Hazard Mitigation Coordinator.
- o. In conjunction with the state, ensure development of a Hazard Mitigation Strategy, which outlines major hazard mitigation goals, objectives, priorities, and potential hazard mitigation projects.
- p. Ensure FCO and state hazard mitigation goals are met.
- q. Represent FEMA on interagency committees and teams convened to analyze disaster-specific technical or scientific data.
- r. Manage FEMA Hazard Mitigation Branch disaster operations staff.
- s. Ensure that Hazard Mitigation Branch staff is informed of and receives required and other necessary training.

- t. Ensure the development and implementation of a Data Management Plan that describes who is responsible for data management, what data is collected, how the data is managed, and where it is stored.
- u. Facilitate use of global information systems (GIS) applications throughout the Hazard Mitigation Branch and in coordination with the Planning Section.
- v. Provide oversight of hazard mitigation contracts and coordinate contract management within the Hazard Mitigation Branch and with Regional Mitigation Division and HQ Mitigation Directorate.
- w. Participate in PDA.
- x. Coordinate with the state to initiate the development of the hazard mitigation strategy.
- y. Implement the hazards and performance analysis (HPA) function to respond to requests for immediate hazard mitigation technical assistance.
- z. Implement the HPA function and coordinate Mitigation Assessment Team activities, the Hazard Mitigation Technical Assistance Program, and Mission Assignment and/or TARC requests.
- aa. Implement the hazard mitigation planning function to determine the status of state and local governments' hazard mitigation plans.
- bb. Implement the floodplain management function to initiate a substantial damage assessment process.
- cc. Implement the floodplain management function to conduct flood zone determinations for JFO partners.
- dd. Provide the state with resources and technical assistance for managing the hazard mitigation recovery operation.
- ee. Implement the insurance function to address National Flood Insurance Program (NFIP) issues and problems.
- ff. Implement the community, education, and outreach (CEO) function to provide time-sensitive technical advice in DRCs and other disaster assistance venues, if needed.

- gg. Implement the hazard mitigation grants function to review the HMGP Administrative Plan and assist with updating, if needed.

The HMBD utilizes the following specialists:

- HM Administrative Specialist (ADSP)
- HM PDA Specialists (PRSP)
- HM RRCC Liaison Specialist (LISP)
- HM Management Specialist (HMSP)
- HM Training Specialist (TNSP)
- HM Data Integration Specialist (DISP)
- HM ESF Liaison Specialist (ESSP)
- HM Logistics Support Specialist (LSSP)

Community Education and Outreach Group Supervisor (COGS). The COGS reports to the HMBD and manages the Hazard Mitigation CEO program to promote effective hazard mitigation through community education, training, and coordination with the public and private sectors and through the primary HM Advisor Specialists in the DRCs. Primary duties include those identified in the GRPS and the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Develop a CEO strategy to advise PA and DA applicants on hazard mitigation techniques and measures through DRCs, other disaster assistance facilities, and special events.
- d. Manage the CEO Group staff and provide policy and dynamic operational guidance to achieve Hazard Mitigation Branch objectives.
- e. Provide hazard mitigation outreach materials to Command and General Staff.
- f. Coordinate with Community Relations, voluntary agencies, and the state to develop and implement public education strategies to encourage communities to become more disaster resistant through hazard

- mitigation action in the pre- and post-disaster time frames.
- g. Plan for and provide trained staff for the hazard mitigation element at DRCs and other disaster assistant facilities, and special events.
 - h. Provide input to incident action planning as needed.
 - i. Produce, in coordination with External Affairs, educational materials, brochures, displays, and fact sheets on hazard mitigation topics relevant to the disaster.
 - j. Cultivate, establish and maintain partnerships with federal, state, tribal, nongovernmental, private, and academic organizations, as appropriate.
 - k. In cooperation with the state, promote partnerships with training of local officials, the construction industry, and residential and commercial building owners.
 - l. In partnership with External Affairs, identify, document, and disseminate best practices, which illustrate reduced damage and/or injuries and reduced disaster recovery costs associated with hazard mitigation actions
 - m. Coordinate with assigned DIVSs when working in their division.
 - n. Coordinate with External Affairs to implement a public information strategy to advance the hazard mitigation effort.
 - o. Disseminate hazard mitigation program information to other program areas in the field.
 - p. Coordinate and assign staff to prepare debriefing materials, including a close-out report providing status of ongoing projects and key POCs.
 - q. Document in writing all significant decisions and facts relative to your activities on the incident.

DRC Coordination Crew Leader (DCCL). The DCCL reports to the COGS and ensures the hazard mitigation and insurance messages are accurately disseminated in the DRCs. Primary duties include those identified in the CRLD and the following:

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- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain initial briefing from the supervisor.
- c. Perform an assessment of educational needs.
- d. Identify the most severely affected communities and establish outreach tasking priorities.
- e. Coordinate with assigned supervisors.
- f. Provide trained hazard mitigation staff and disaster-specific rebuilding educational materials for DRCs and other disaster assistance venues.
- g. Coordinate with the IA DRC Group Supervisor to determine fixed and mobile DRC locations and opening and closing schedules.
- h. Conduct site visits to monitor and assess the mitigation operation and coordinate with the DRC Manager to optimize applicant routing and maximize opportunities for interviews with HM Advisor Specialists.
- i. Identify delivery opportunities to market hazard mitigation.
- j. Identify hazard mitigation best practices and case study leads.
- k. Ensure completion of daily Hazard Mitigation Advisor Specialist Tracking logs or database entries, as applicable.
- l. Coordinate the deployment of HM DRC Go-kits and visual displays concurrent with deployment of Hazard Mitigation Advisor Specialists.
- m. Close out files, project descriptions, authorizations, and task completion timelines for transfer to the appropriate entity.

The DCCL utilizes the following specialists:

- HM Advisor Specialist (AVSP)
- HM Building Trades Specialist (BTSP)
- HM CEO Specialist (CESP)

Education and Outreach Crew Leader (EOCL). The EOCL reports to the COGS and coordinates and supervises staffing and operational requirements to support information and guidance education and outreach on hazard mitigation techniques and measures in public venues, home improvement stores, state fairs, and building industry events. Primary duties include those identified in the CRLD and the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Provide marketing, planning, and coordination of special events.
- d. Coordinate and supervise the development and implementation of educational activities and special events.
- e. Supervise the deployment of Hazard Mitigation CEO Specialists and/or Hazard Mitigation Advisor Specialists to support public outreach activities.
- f. Perform a demographic assessment of internal and external educational needs
- g. Ensure Hazard Mitigation CEO Specialists receive appropriate training, demographic information, and disaster-specific orientation prior to deployment to public outreach activities.
- h. Conduct site visits to monitor and assess the CEO hazard mitigation public outreach operation.
- i. Coordinate with the HM Product Development Crew Leader to supply mitigation materials to the HM CEO Specialists HM Advisor Specialists.
- j. Coordinate with HM CEO Publications Team Leader for foreign language needs
- k. Coordinate with assigned supervisors.
- l. Maintain case files for critical issues or issues requiring management and follow-up.
- m. Close out files, project descriptions, authorizations, and task completion timelines for transfer to appropriate entity.

The EOCL utilizes the following specialists:

- HM Advisor (AVSP)
- HM Building Trades (BTSP)
- HM CEO (CESP)

Product Development Crew Leader (PDCL). The PDCL reports to the COGS and coordinates and supervises staffing and operational requirements to support hazard mitigation media production needs. The PDCL also creates and delivers presentation photography, video, best practice stories, and other types of hazard mitigation promotional materials. Primary duties include those identified in the CRLD and the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Supervise the design, production, and delivery of disaster and site-specific, community-based education and outreach materials.
- d. Provide adequate technical staff to meet the media design needs.
- e. Obtain software and hardware required to meet media production needs.
- f. Maintain case files for critical issues or issues requiring management and follow-up.
- g. Close out files, project descriptions, authorizations, and task completion timelines for transfer to the appropriate entity.
- h. Develop a publications list as approved by the FCO–External Affairs.
- i. Provide technical expertise for the development and implementation of CEO publications.
- j. Coordinate ordering of publications for distribution.
- k. Establish publication storage, distribution, and inventory control procedures.
- l. Arrange for and coordinate printing of site-produced hazard mitigation materials.
- m. Coordinate with HPA, GIS, and Mitigation-HQ GIS for maps, signage, presentations, and exhibit requirements.

- n. Manage the deployment, replenishment, and repair of Hazard Mitigation Go-kits, scale model construction displays, and safe room models.

The PDCL utilizes the following specialists:

- HM Building Trades (BTSP)
- HM Media Production (MPSP)
- HM Writer (WRSP)

The CEO Group also includes the following specialty areas:

- **Building Trades**
 1. Apply knowledge of all aspects of building trades, codes, and standards associated with materials, products, and building methods recommended in the post-disaster hazard mitigation rebuilding process.
 2. Provide technical expertise for the development and implementation of CEO building trades outreach.
 3. Promote safe building techniques in the post-disaster hazard mitigation rebuilding effort.
 4. Implement education and outreach activities in support of hazard mitigation at building supply centers, home shows, and fairs.
 5. Ensure daily hazard mitigation building data reports are completed, reviewed, and utilized.
- **Best Practices**
 1. Develop credible stories of mitigation ideas and techniques that will reduce adverse impacts from natural and manmade disasters.
 2. Obtain signed release and consent forms for all involved subjects (e.g., interviewed or photographed persons).

Hazards and Performance Analysis Group Supervisor (HPGS). The HPGS reports to the HMBD and provides to the Hazard Mitigation Branch comprehensive technical analysis, engineering design and review, analytical technical reporting, and research support of hazard mitigation programs and ensures that technical hazard mitigation information is available to all local, tribal, state, and federal recovery partners. It is the focal point for data collection and analysis in support of hazard mitigation initiatives. Primary duties include those identified in the GRSP and the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Provide hazard identification, verification, and frequency for benefit cost analysis, reconstruction guidance, insurance determinations, and planning.
- d. Provide analysis of hazards and impacts, such as wind analysis, flood, fire, earthquake frequency, flood depth, inundation, and velocity studies.
- e. Provide GIS and remote sensing services or expertise.
- f. Conduct risk assessment for vulnerability determinations and to target hazard mitigation opportunities.
- g. Conduct damage assessments to identify hazard mitigation opportunities and benefit cost analysis data in public and private facilities.
- h. Conduct “before and after” studies of mitigated sites to evaluate the effectiveness of mitigation actions.
- i. Provide comprehensive services in engineering, architecture, earth science, stream geomorphology, geotechnical analysis, soils, natural floodplain function, and building sciences in support of disaster-resistant communities and sustainable redevelopment. Also, include interpretation and analysis of building codes, GIS, inspection analysis research and design, and construction guidance.
- j. Conduct benefit cost analysis to meet HMGP requirements and coordinate with other programs requiring benefit cost analysis for decisionmaking.

- k. Provide project management and financial tracking for Hazard Mitigation Branch contracted services and other agreements.
- l. Coordinate with and assist other Hazard Mitigation Branch program elements in offering hazards and performance analysis technical assistance.
- m. In coordination with the state, provide technical assistance to identify and develop mitigation opportunities appropriate for funding by the HMGP.
- n. Disseminate HPA program information to other programs in the JFO and assist with technical analyses required to address hazard mitigation requirements in IA–Temporary Housing, Minimization, and ONA programs.
- o. Collect, analyze, and maintain data on losses avoided.
- p. Provide support to PA to identify, develop, and/or review PA projects for sound mitigation techniques.
- q. Support development of best practices and case studies.
- r. Provide technical support for disaster-resistant building codes and standards.
- s. Provide support to HQ-led MAT building performance studies.

Research Crew Leader (RSCL). The RSCL reports to the HPGS and conducts loss avoidance studies; provides training in and conducts benefit-cost analyses; and assesses building code effectiveness, performance of critical facilities, and direct and indirect economic disaster impacts. Primary duties include those identified in the CRLD and the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Conduct economic analysis to assess disaster impacts, support long-term recovery efforts, develop losses avoided studies, and provide support for or conduct cost-benefit analyses.
- d. Perform architectural design and review of projects, plans, and contracts and understand failures and recommend appropriate solutions.

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- e. Analyze availability and adequacy of construction materials and capability of building contractors in disaster-affected areas.
- f. Gather, evaluate, and present engineering analyses of disaster-impacted infrastructure and residences.
- g. Provide training in and conduct cost-benefit analyses.
- h. Perform technical and cost reviews of projects, plans, and contracts and provide ideas and recommendations.
- i. Evaluate the effectiveness of current building codes and follow established procedures to recommend code changes.
- j. Prepare and present research results to diverse audiences on disaster damage assessments, construction techniques, and engineering analyses, utilizing tools such as GIS, Hazards–United States (HAZUS) reports, and economic analyses.
- k. Assess performance of critical facilities (e.g., hospitals, fire departments, sewage lift stations) and other public buildings to support mitigation and PA.
- l. Evaluate direct and indirect social and economic disaster impacts.
- m. Perform technical management of HMTAP task orders and interagency agreements.
- n. Develop and provide GIS data for the support of mitigation activities at all levels (e.g., damage prediction, analysis, and assessment).
- o. Utilize HAZUS risk assessment software runs for predictive loss estimation.
- p. Survey high-water marks, first floor elevations, and stream cross-sections and assist in establishing flood frequency profiles and determining base flood elevations.
- q. Research and develop risk and vulnerability analysis of multi-hazards and coordinate with GIS staff and other resources in developing technical reports.

The PDCL utilizes the following specialists:

- HM Architect (THSP)
- HM Building Code Specialist (BCSP)

- HM Economist (THSP)
- HM Engineer (THSP)
- HM Land Surveyor (THSP)
- HM Risk/Hazard Analysis (RASP)
- HM Technical Specialist (THSP)

HMGP Support Crew Leader (HSCL). The HSCL reports to the HPGS and provides engineering, architecture, and cost-benefit analysis assistance to support the Hazard Mitigation Grants and Planning Group. Primary duties include those identified in the GRSP and the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Coordinate activities with the HMGP Team Leader.
- d. Develop strategy for expedited technical review of HMGP applications, in close coordination with the state technical review team.
- e. Evaluate HMGP applications for technical viability and mitigation effectiveness.
- f. Evaluate direct and indirect social and economic disaster impacts to assist with multi-hazard planning and cost-benefit analyses.
- g. Evaluate project cost proposals for the HMGP project.
- h. Conduct cost-benefit analyses for HMGP projects.

The HSCL utilizes the following specialists:

- HM Architect (THSP)
- HM Benefit Cost Analysis (CBSP)
- HM Economist (THSP)
- HM Engineer (THSP)

Hazard Mitigation 406 Crew Leader (SPCL). The SPCL reports to the HPGS and provides technical support to PA for 406 projects as requested by PAGS. The SPCL analyzes engineering and technical data, including HAZUS to support development of hazard mitigation projects. Primary duties include those identified in the CRLD and the following:

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- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Work with the PA program assisting PA Task Force Leaders, Crew Leaders, and Project Specialists in identifying appropriate hazard mitigation.
- d. Assist PA staff in evaluating unusual site-specific circumstances where mitigation may be technically sound and cost-effective when requested by PAGS.
- e. Review the architectural design of projects, plans, and contracts; understand failures; and recommend appropriate solutions.
- f. Conduct cost-benefit analysis for 406 Mitigation Projects, if requested by PAGS.
- g. Develop hazard mitigation proposals in support of 406 PAGS, if requested.
- h. Provide technical assistance as requested by other Hazard Mitigation Groups, field components, state counterparts, and local representatives.

The SPCL utilizes the following specialists:

- HM 406 Technical Specialist (SPSP)
- HM Architect (THSP)
- HM Cost-Benefit Analysis (CBSP)
- HM Engineer (THSP)

Hazard Mitigation Grants and Planning Group Supervisor (GPGS). The GPGS reports to the HMBD and supports local and state compliance with the laws, regulations, and guidance of Section 404 of the Stafford Act, Section 322 of the Disaster Mitigation Act of 2000, and the 2007 Department of Homeland Security Appropriations Act. This includes assistance to local and state entities in development of multi-hazard mitigation plans and utilization of hazard mitigation funding to reduce the loss of life and property from future hazard events. Primary duties include those identified in the GRSP and the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.

- c. Provide technical assistance to implement the HMGP in support of the state's hazard mitigation priorities.
- d. Assure that the state and local governments comply with the hazard mitigation planning requirements of Section 322 of the Disaster Mitigation Act.
- e. Ensure that Section 322 requirements are integrated into hazard mitigation strategies and into recovery efforts, including HMGP, PA, and Community Recovery programs and programs from OFAs and partners.
- f. In coordination with the state, provide technical assistance for the process to develop, maintain, and update state and local hazard mitigation plans.
- g. Assist applicants in moving from hazard mitigation plans to projects that effectively implement their plan.
- h. Disseminate hazard mitigation planning and grant program information to other field program elements.
- i. Assure adequate capacity in the state and FEMA workforce to fulfill grants management requirements.

Hazard Mitigation Grants Crew Leader (GRCL). The GRCL reports to the GPGS and supervises specialists to carry out identified HMGP initiatives. The GRCL also assists in the preparation or revision to the HMGP Administrative Plan; provides technical assistance to states, tribes, and local communities; and assists in the development of hazard mitigation projects. Primary duties include those identified in the CRLD and the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Coordinate with the HPA Team Lead to obtain current hazard and risk data and other technical analyses from HPA, and share information with the state, tribes, and communities as appropriate.
- d. Ensure subject matter expert presence at HMGP and PA applicant briefings, as appropriate.
- e. Serve as subject matter expert on behalf of the group for highly technical issues or problems, as assigned by the Group Supervisor.

- f. Assess training needs of state personnel in financial and grants management, identify associated resources, and implement necessary training.
- g. Provide technical assistance to state, tribal, and local officials and other organizations in HMGP grant application preparation, application submission, and grant execution.
- h. Conduct HMGP grant application workshops in coordination with the state.
- i. Coordinate HMGP applicant and sub-grantee meetings with the state to address and resolve application and project issues.
- j. Coordinate and serve as the liaison between the Regional Office and SHMO during the grant application review process and grant implementation phase.
- k. Track grant review process and work with Regional Office and SHMO to resolve any issues with applications.
- l. Provide regular status reports to FEMA regional and field operations management and SHMO on application progress.
- m. Perform National Emergency Management Information System (NEMIS) tasks related to HMGP management (e.g., project development, eligibility reviews, and project approvals and denials).
- n. Perform grant-related administrative tasks (e.g., HMGP Administrative Plan review, duplication of benefits research, and preparation of correspondence related to congressional or private inquiries) as necessary.
- o. Provide team programmatic and/or operational technical assistance to internal and external stakeholders.

The GRCL utilizes the HM Grants Specialist (HGSP).

Hazard Mitigation Planning Crew Leader (GPCL). The GPCL reports to the GPGS and provides technical assistance to state, tribal, and local staff in community plan preparation, revision, and review. Primary duties include those identified in the CRLD and the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Manage staff to ensure that identified objectives and mitigation opportunities are implemented.
- d. Develop disaster-specific tasking plans and provide guidance and support in the use of the Mitigation Task Books.
- e. Assess Mitigation Planning staffing and accompanying resource requirements to meet demographically diverse environments.
- f. Develop outreach activities for the Mitigation Planning Team that meets team goals and objectives.
- g. Collect and review data on programmatic performance (e.g., meeting milestones, accomplishing weekly objectives).
- h. Ensure the accuracy and integrity of all information entered into relevant databases and records.
- i. In coordination with state and regional staff and provide technical assistance to state, tribal, and local officials and team members, consistent with the laws, regulations, policies, guidance, and precedents for mitigation planning.
- j. Review state, tribal, and local plans or plan updates for compliance with FEMA regulations and policies, using the regional plan review process.
- k. Coordinate team reviews and provide written recommendations to regional staff for plan updates and/or improvements.
- l. Assure that team members are providing ongoing follow-up to state, tribal, and local planning groups during revisions.
- m. Prepare materials for the Group Supervisor to brief the FCO/SCO on opportunities provided by mitigation planning activities to help persons and communities affected by the disaster.
- n. Specify planning workshops held, technical assistance provided, plans developed, plans revised, and plans under way in the mitigation close-out report.

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- o. Organize and label project files for transfer to the Regional Office.
- p. Prepare debriefing materials for use by the GPGS.
- q. Compile a list of relevant state and local planning POCs.
- r. In coordination with the region, provide expert interpretation of FEMA policy and regulations as it pertains to mitigation planning and provide related training for state, tribal, and local officials, with the approval of the Branch Director.
- s. Coordinate with the Regional Office on the Mitigation Plan review and approval process and any plan updates or revisions that are being considered.
- t. Provide justifications (e.g., rationale, documentation) in support of the need for state, tribal, and local participation in the mitigation planning process.
- u. Serve as subject area expert on behalf of the group for highly technical issues or problems, as assigned by the Group Supervisor.
- v. Provide advice and guidance on funding opportunities to state, tribal, and local authorities for planning implementation.
- w. In coordination with the region, review HMGP applications for conformity with mitigation planning requirements and coordinate with the state and eligible sub-grantees to identify innovative strategies in the Mitigation Plan to expedite HMGP project development, grant awards, and project completion.
- x. Coordinate with the Region and Mitigation Planner (expert level) in providing technical assistance in the identification and development of projects and/or plan revisions to meet mitigation planning requirements.
- y. Coordinate with the HPA Team Lead to obtain current hazard and risk data and other technical analyses from HPA, and share information with the state, tribes, and communities as appropriate.

The GPCL utilizes the Hazard Mitigation Community Planner (THSP).

Floodplain Management and Insurance Group Supervisor (FIGS). The FIGS reports to the HMBD and serves as the point of coordination on all hazards insurance, promotes community participation in the NFIP, ensures compliance with NFIP regulations in disaster response and recovery, and provides floodplain management expertise to local, state, tribal, and other field program elements. Primary duties include those identified in the OPBD and the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Ensure compliance with the NFIP, applicable Executive Orders, insurance regulations, and building codes.
- d. Disseminate NFIP and other applicable insurance information to other field programs.
- e. Provide technical assistance to other field programs to facilitate floodplain management and NFIP program objectives.
- f. Encourage and provide support to communities to update and adopt ordinances in support of NFIP requirements.
- g. Serve as insurance resource for disaster field staff, including staffing an 800 number for use by the Hazard Mitigation Advisor Specialist.
- h. Work with External Affairs staff in the JFO and Insurance staff in Region and FEMA HQ to ensure proactive and accurate insurance information dissemination and insurance messaging.
- i. Coordinate with the state Insurance Commissioner's Office on insurance issues specific to the state.
- j. Serve as the resource for all insurance issues, including the insurance claims process.
- k. Coordinate and partner with the State Floodplain Manager and NFIP Coordinator in providing technical assistance and support during recovery.
- l. Provide technical assistance to states and communities in post-disaster NFIP compliance issues and opportunities.

- m. Coordinate post-disaster insurance activities with the Flood Insurance Claims Offices (FICO) and related entities when they are established.
- n. Provide flood map determinations for internal JFO customers.
- o. Provide congressional constituent services on flood insurance claims.
- p. As needed, provide technical assistance to Temporary Housing staff on the location of travel trailers and mobile homes relative to the floodplain.

Floodplain Management Crew Leader (FMCL). The FMCL reports to the FIGS to provide technical assistance to facilitate floodplain management in support of NFIP program objectives and requirements. The two specialty areas in this area are riverine and coastal. Primary duties include those identified in the CRLD and the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. For riverine floodplain management:
 - 1. Act as leading resource on floodway standards and other high-risk flooding, such as flash flood areas, fluctuating lake levels, ice jam flooding, mudflows, alluvial fan flooding, closed lake basins, and areas of special consideration.
 - 2. Act as expert in determining the potential impacts caused by unsafe levees and dams, high velocities, and debris flows.
 - 3. Acts as the supervisor of Hazard Mitigation Floodplain Management Riverine Specialists.
 - 4. Coordinate riverine insurance concerns with Insurance Specialists.
 - 5. Address potential impacts caused by unsafe levees and dams, high velocities, and debris flows.
 - 6. Direct team members to provide technical assistance to community officials to fully implement and administer their floodplain management responsibilities.

7. Gather data and maintain awareness of national, state, tribal, and local program issues.
- d. For coastal floodplain management:
1. Act as leading resource on the coastal zone floodplain management, including Coastal Barrier Resources Act (COBRA), FEMA's Coastal Construction Manual, and tsunami inundation mapping.
 2. Act as the supervisor of Hazard Mitigation Floodplain Management Coastal Specialists.
 3. Act as the leading resource on floodway standards and other high-risk flooding, such as flash flood areas, fluctuating lake levels, ice jam flooding, mudflows, alluvial fan flooding, closed lake basins, and areas of special consideration.
 4. Coordinate coastal and riverine insurance concerns with Insurance Specialists.
 5. Direct team members to provide technical assistance to community officials to fully implement and administer their floodplain management responsibilities.
 6. Direct team members to participate in community meetings to advance the implementation of floodplain management and mitigation.
 7. Address potential impacts caused by unsafe levees and dams, high velocities, and debris flows.

The FMCL utilizes the Hazard Mitigation Floodplain Management Specialist (FPSP).

Insurance Crew Leader (INCL). The INCL reports to the FIGS and provides advice and information to Hazard Mitigation and other staff concerning the process for flood insurance claims and the relationship of flood insurance to disaster assistance programs. The INCL establishes and oversees the operation of the JFO insurance hotline, ensures compliance with NFIP and insurance regulations, disseminates flood insurance information, and serves as a

resource for channeling other insurance issues. Primary duties include those identified in the CRLD and the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. For non-flood:
 1. Coordinate with insurance agents, adjusters, and lenders in the declared area to share information and solve problems.
 2. Provide expertise to field program staff and guidance to disaster assistance applicants on the process for insurance claims and the relationship of relevant insurance to disaster assistance programs.
 3. Act as liaison between field program staff and the state Insurance Commissioner's office and private and nonprofit associations.
- d. For flood insurance:
 1. Provide expertise and guidance to other field programs and disaster assistance applicants on the process for flood insurance claims and the relationship of flood insurance to disaster assistance programs.
 2. Provide liaison and interface with FEMA's Mitigation Flood Insurance Claims management staff in Washington, DC, and within the declared area.
 3. Provide advice and input to flood insurance marketing representatives and contractors and work with the External Affairs staff on flood insurance messaging to the declared area.
- e. For the JFO Insurance Hotline:
 1. Deploy JFO Insurance Hotline Go-kits concurrent with deployment of Insurance Specialists.
 2. Manage logistical requirements for the set-up and implementation of the JFO Insurance Hotline (e.g., space and equipments requirements, and phone lines).
 3. Establish a POC with the state Insurance Commissioner's Office.

4. Establish a contact with the Windstorm Pool, if applicable.
5. Serve as liaison with HQ, the NFIP Bureau, and any other insurance-related interests, as appropriate.
6. Contact primary write-your-own companies to determine where claims and underwriting issues will be referred.
7. Set up the hotline database to be used by the team to record inquiries.
8. Assess and obtain needed resources for the team, such as agents and adjuster manuals.
9. Provide notification to all Area Field Offices and Branches in the field organization structure.
10. Establish the JFO Insurance Hotline.
11. Assess and coordinate needed training of new Insurance Specialists working on the JFO Insurance Hotline.
12. Coordinate with Hazard Mitigation Grants/Planning Group Supervisor and CEO Group Supervisor for the development and distribution of flyers to Disaster Recovery Center Mitigation Counselors on the intent, availability, and appropriate use of the JFO Insurance Hotline.

The INCL utilizes the Hazard Mitigation Insurance Specialist (HISP).

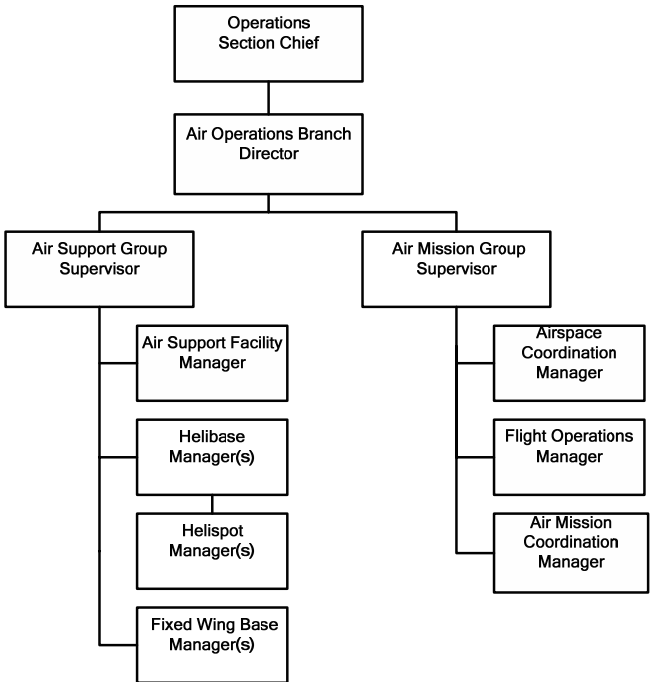
Environmental and Historic Preservation

Environmental Specialist (ENSP). Normally an ENSP reports to a Group Supervisor, TFLD, or Crew Leader of the particular program the ENSP is supporting, such as Infrastructure/PA, Individual Assistance, or Mitigation. Environmental specialists assist other program specialists in complying with environmental reviews. When an ENSP is organized into a task force or crew, the ENSP reports to an EHP TFLD or Crew Leader.

When activated, the EHP Advisor in the Command Staff under the Chief of Staff will provide program oversight and technical expertise to the ENSPs. Primary duties include the following:

- a. Collect data on environmental resources and/or issues related to potential impacts.
- b. Conduct environmental reviews.
- c. Provide technical assistance on the measures needed to avoid, minimize, or mitigate potential impacts.
- d. Disseminate information on the impacts of projects to the environment.
- e. Train program staff on special considerations related to environmental issues.

Air Operations Branch



Air Operations Branch Director (AOBD). The AOBD reports to the OSC and is responsible for providing air operations support to disaster field operations, including ground-based logistical support. The makeup of the Aviation Branch will be situation- dependent and could include representatives from federal, state, local, tribal, and territorial agencies and nongovernmental organizations.

The AOBD will assign operational aviation missions, allocate aircraft and other resources, track mission results, provide briefings, collect cost information, and identify and coordinate the resolution of flight safety issues in accordance with UCG priorities. The AOBD coordinates air activities and aviation information flow between agencies with aviation assets in the disaster area. Duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Participate in the preparation of the IAP and prepare the Air Operations Summary (ICS Form 220) for inclusion in the IAP.
- c. Provide copies of the IAP to all air operations personnel, including the Air Support Group and Fixed-Wing Bases if they are activated in support of federal operations.
- d. Deconflict air mission taskings and schedules.
- e. Coordinate aviation frequencies and communication protocol with the Federal Aviation Administration (FAA) and air operators performing response air missions.
- f. Coordinate with the FAA on airspace restrictions and assist in resolving aviation safety issues.
- g. Identify air traffic and airspace management issues and coordinate with the FAA.
- h. Coordinate air mission and ground support operations.
- i. Evaluate helibase locations.

Note: The air tactical positions shown in the NIMS/ICS Air Operations Branch—such as the Air Tactical Group Supervisor (ATGS), Helicopter Coordinator (HLCO), and

the Fixed Wing Coordinator (ATCO)—are not listed here, because other agencies provide these personnel at this time.

Air Mission Group Supervisor (AMGS). The AMGS reports to the AOBD and coordinates the employment of aviation assets performing response operations. The AMGS is responsible for conducting an initial review of requested air missions and assigning them to either the Air Mission Coordination Manager (AMCM) or the Flight Operations Manager (FLOM) for processing, depending upon available asset configurations from participating and supporting federal agencies and the magnitude or scope of the mission request.

The AMGS will keep the AOBD informed of all missions that are classified or assigned the highest level of importance by those requesting aviation missions. Duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Obtain the IAP, including the Air Operations Summary (ICS Form 220).

Flight Operations Manager (FOMG). The FOMG reports to the ASGS and is responsible for sourcing mission requests that are beyond the capabilities of air assets in staging or outside of a reasonable radius from the disaster area. These types of flight requests require close coordination and consultation with the ASGS for both facility and service support. Duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Obtain the IAP, including the Air Operations Summary (ICS Form 220).

Airspace Coordination Manager (ACMG). The ACMG reports to the ASGS and requests and coordinates temporary flight restrictions (TFRs) as required. This position will likely be filled by an FAA representative during the initial response phase and transition to a FEMA staffer or other agency personnel for recovery operations. Duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Obtain the IAP, including the Air Operations Summary (ICS Form 220).

Air Mission Coordination Manager (AMMG). The AMCM provides ongoing aviation mission management; acquires aviation assets; develops Mission Assignments; and coordinates with other functional area planners and organizations to determine the appropriate aviation assets and federal aviation airframes to accomplish the mission. The tasking of individual missions will be established through the IAP. Mission and flight information will be entered into a master sortie tracker and communicated back to the original requester through established channels. Duties include the following:

- a. Review Common Responsibilities (Chapter 2).
- b. Obtain initial briefing from supervisor.
- c. Obtain IAP including Air Operations Summary (ICS Form 220).

Air Support Group Supervisor (ASGS). The ASGS reports to the AOBD and coordinates with other functional planners and organizations to establish and operate aviation facilities. Responsibilities may include support and management of Helibase and Helispot operations and maintaining liaison with fixed-wing air bases.

The ASGS also monitors aviation ground support operations, including maintenance status, logistics, billeting, and communications. Primary duties include those identified in the GRPS and the following:

- a. Provide fuel and other supplies.
- b. Keep records of helicopter activity.
- c. Provide enforcement of safety regulations.
- d. Obtain a copy of the IAP.
- e. Participate in AOBD planning activities.
- f. Keep the AOBD informed of group activities.
- g. Order resources and supplies needed to support air operations.
- h. Provide the planning section with the locations of fixed-wing bases, helibases, and helispots.
- i. Maintain coordination with fixed-wing bases supporting the incident.
- j. Obtain assigned ground-to-air frequency for helibase operations from the Communications Unit Leader or the Incident Radio Communications Plan (ICS Form 205).
- k. Inform the AOBD of the capability to provide night-flying service.
- l. Ensure compliance with each agency's operations checklist for day and night operations.
- m. Ensure dust abatement procedures are implemented when needed at the helibase and helispots.
- n. Provide crash rescue service for helibases.
- o. Ensure that air traffic control procedures are established between the helibase and helispots.

Air Support Services Manager (ASMG). The ASMG is responsible for operational planning and coordination with the ordering entity and acquisition services to obtain aviation services support at facilities (e.g., fuel, equipment, services, ground support operations). The ASMG will coordinate logistics requirements with the Logistics Section Chief. Duties include the following:

- a. Review Common Responsibilities (see Chapter 2).

- b. Obtain an initial briefing from the supervisor.
- c. Obtain the IAP, including the Air Operations Summary (ICS Form 220).

Air Support Facility Manager (AFMG). The AFMG orchestrates operational planning and coordination for use of aviation facilities, understands aviation flight and ground support operations, and monitors the status of airports, airfields, and helibases supporting the disaster response. Duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Obtain the IAP, including the Air Operations Summary (ICS Form 220).

Helibase Manager (HEBM). The Helibase Manager reports to the ASGS and has primary responsibility for managing all activities at the assigned helibase. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Obtain the IAP, including the Air Operations Summary (ICS Form 220).
- d. Participate in Air Support Group planning activities.
- e. Keep ASGS informed of helibase activities.
- f. Brief pilots and other assigned personnel.
- g. Coordinate with assigned DIVSs when working in their division.
- h. Order resources and supplies as necessary for the operation.
- i. Ensure helibase is signed and cordoned off.
- j. Coordinate helibase air traffic control with pilots and the ASGS.
- k. Ensure helicopter fueling, maintenance, and repair services are provided.

- l. Supervise manifesting and loading of personnel and cargo.
- m. Ensure dust abatement techniques are provided and used when needed at helibases and helispots.
- n. Ensure security is provided at each helibase and helispot.
- o. Ensure crash rescue services are provided for the helibase.
- p. Receive and respond to special requests for air logistics.
- q. Supervise personnel responsible to maintain agency records, reports of helicopter activities, and the Check-In List (ICS Form 211).
- r. Display organization and work schedule at each helibase, including helispot organization and assigned radio frequencies.
- s. Solicit pilot input on selection and adequacy of helispots, communications, air traffic control, operational difficulties, and safety problems.
- t. Document in writing all significant decisions and facts relative to your activities on the incident.

Helispot Manager (HESM). The HESM reports to the HEBM and is responsible for providing safe and efficient management of all activities at the assigned helispot. Primary duties include the following:

- a. Review Common Responsibilities (Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Obtain the IAP, including the Air Operations Summary (ICS Form 220).
- d. Coordinate activities with the HEBM.
- e. Keep HEBM informed of helispot activities.
- f. Manage resources and supplies received and assigned to the helispot.
- g. Request special air support items from the HEBM.
- h. Maintain positive communications with helicopter pilots.
- i. Ensure that dust control is adequate, debris cannot blow into the rotor system, the touchdown zone slope is not excessive, and rotor clearance is sufficient

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- j. Perform manifesting and loading of personnel and cargo.
- k. Maintain agency records and reports of helicopter activities.
- l. Document in writing all significant decisions and facts relative to your activities on the incident.

Fixed-Wing Base Manager (FWBM). The FWBM reports to the ASGS and is responsible for all ground service operations at the assigned base. Primary duties include:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Obtain information on each aircraft assigned to the operating base, such as type of aircraft, owner, pilot, and any use limitations.
- d. Coordinate all flights with the ASGS.
- e. Regulate movement of assigned aircraft, motor vehicles, and personnel on the airfield.
- f. Be thoroughly familiar with and enforce all safety requirements of the operation.
- g. Secure a priority list of air missions and schedule all flights.
- h. Secure and provide necessary ground facilities, supplies, and services required at the operating base.
- i. Maintain necessary records on aircraft, equipment, and personnel assigned to the operating base.
- j. Serve as liaison with airport management.
- k. Receive personnel (including evacuees) and supplies and verify arrangements for transportation to assigned destinations.
- l. Document in writing all significant decisions and facts relative to your activities on the incident.

Community Recovery Branch

Note: At this time the Community Recovery Branch has not developed specific position check lists for inclusion in this document. The following are descriptions of the branch and subordinate groups.

The Community Recovery Branch coordinates with other JFO functions and state, tribal, and local officials to assess the long-term impacts of major disasters, define available resources, and facilitate the development of courses of action to most effectively engage and apply available resources needed to restore and revitalize the community.

The Community Recovery Coordination Group guides Long-Term Community Recovery (LTCR) priorities and strategies for the incident and coordinates incoming requests for technical assistance and outreach. This group develops strong working relationships with state and/or regional offices of relevant partner agencies involved in recovery efforts; jointly identifies significant LTCR needs, opportunities, and gaps; and identifies available recovery resources from partner agencies.

The Community Recovery External Communications Group is responsible for key messaging for local government LTCR support initiatives to internal and external audiences. This group ensures that all chain of command, partners, entities, key stakeholders, agencies, governing authorities, and others involved in LTCR communicate effectively, including facilitating the communication necessary between the coordination group and other audiences. This group supports LTCR public involvement and outreach efforts.

The Community Recovery Support Group is responsible for reporting, logistical and finance liaising, and administrative support to the Community Recovery Branch, area Technical Assistance Units, and/or field teams deployed inside the affected communities.

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The Community Recovery Technical Support Group is responsible for managing combinations of functionally focused and/or geographically centered teams on the basis of the technical needs of the affected state and communities. This group is responsible for completing assessments of community-wide impacts and recovery needs; tailoring and providing community recovery training, planning assistance, and guidance on funding sources to communities; and coordinating with the Hazard Mitigation Branch to incorporate local and state Hazard Mitigation Plans into LTCR efforts.

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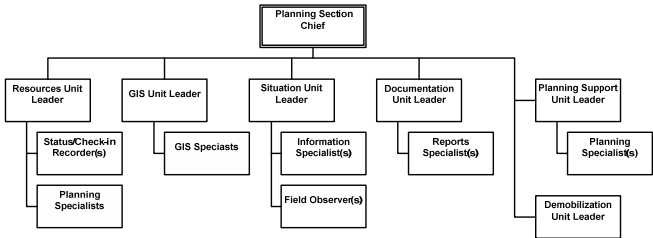
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CHAPTER 6

PLANNING SECTION

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Organization Chart



Position Checklists

Planning Section Chief (PSC). The PSC is a member of the General Staff and is responsible for the collection, evaluation, dissemination, and use of information about the incident and status of resources. The PSC is also responsible for managing the action planning process. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from supervisor.
- c. Manage the Planning Section and supervise assigned personnel.
- d. Determine the size and skill set of staff needed for the section and make appropriate deployment requests.
- e. Evaluate needs for access to restricted automated systems and support access requests of appropriate section users.
- f. Facilitate the Command and General Staff and planning meetings.
- g. Manage the action planning process to develop the Incident Action Plan (IAP).
- h. Supervise preparation and publication of the IAP.

- i. Collect, analyze, and process situation information about the incident.
- j. Establish information requirements and reporting schedules for Planning Section Units.
- k. Establish information collection activities as necessary, e.g., Essential Elements of Information (EEI), weather, environmental, toxics, and demographics.
- l. Compile and display incident status information.
- m. Report any significant changes in incident status.
- n. Edit and oversee the production and distribution of the Situation Report.
- o. Provide a geospatial information capability.
- p. Ensure the production of the Incident Objectives (ICS 202 Form).
- q. Prepare and distribute the Situation Report and Incident Status Summary (ICS Form 209).
- r. Oversee preparation and implementation of the Incident Demobilization Plan.
- s. Manage the preparation of contingency plans as requested.
- t. Prepare recommendations for release of resources for approval by the Federal Coordinating Officer.
- u. Document in writing all significant decisions and facts relative to activities on the incident. (The Unit Log (ICS Form 214) may fit this need.)

Resources Unit Leader (RESL). The RESL reports to the PSC and is responsible for check-in, maintaining the status of all assigned resources. The RESL also prepares assigned portions of the IAP. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from supervisor.
- c. Supervise personnel assigned to the unit.
- d. Establish a check-in function at appropriate incident locations.

- e. Prepare and maintain the Organization Assignment List (ICS Form 203), Contact List (ICS Form 205A), and Organization Chart (ICS Form 207).
- f. Provide assistance to operation section elements—ESFs and FEMA programs—in the preparation of ICS Form 215 as needed.
- g. Participate with OSC in developing and finalizing the ICS 215.
- h. Prepare Assignment Lists (ICS Form 204) based on approved ICS Forms 215.
- i. Participate in planning meetings as required by the PSC.
- j. Maintain the status and location of all resources (personnel, equipment, and Initial Response Resources). (Resource Status Cards (ICS 219), appropriate spreadsheets, or appropriate databases may fill this purpose.)
- k. Maintain a master roster of all resources checked in at the incident.
- l. Document in writing all significant decisions and facts relative to activities on the incident. (The Unit Log (ICS Form 214) may fit this need.)

Status/Check-In Recorder (SCKN). The SCKN reports to the RESL and is needed at each check-in location to ensure that all resources assigned to an incident are accounted for. When assigned to a staging area, refer to the SCKN listed under Staging Areas in Operations. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from supervisor.
- c. Obtain required work materials, including Check-in Lists (ICS Form 211) and status databases.
- d. Post signs so that arriving resources can easily find incident check-in locations.
- e. Record check-in information on Check-in Lists (ICS Form 211).

- f. Transmit check-in information to the Resources Unit on a regular prearranged schedule or as needed.
- g. When assigned to a staging area, the SCKN will report to the Receiving and Distribution Task Force Leader and collect, record, and maintain required information accurately on the specified Staging Area gate log for each commodity truck, all incident personnel, equipment, and visitors entering or leaving the staging area.

Situation Unit Leader (SITL). The SITL reports to the PSC and is responsible for situational awareness and the collection, processing, and organizing of all incident information. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from supervisor.
- c. Supervise personnel assigned to the unit.
- d. Participate in planning meetings as required by the PSC.
- e. Develop the incident collection strategy and begin collecting and analyzing incident data.
- f. Gather EEI.
- g. Prepare and maintain the Information Collection Plan (ICP).
- h. Ensure information is analyzed resulting in intelligence (i.e., comparisons, inferences, and authentication).
- i. Prepare map and ICS 202 (Incident Objectives) for the IAP as directed.
- j. Coordinate with the GISL on the priority of all GIS-related products.
- k. Prepare Jurisdictional Profiles.
- l. Collect weather information for briefings on a daily basis.
- m. Prepare the Daily Incident Summary (DISUM) when requested.
- n. Prepare periodic predictions as requested.

- o. Lead preparation and maintaining of the FCO/Command and General Staff/Situation room.
- p. Maintain maps and other situational displays in the JFO up to date.
- q. Prepare briefings as requested.
- r. Document in writing all significant decisions and facts relative to activities on the incident. (The Unit Log (ICS Form 214) may fit this need.)

Information Specialist (INSP). The INSP reports to the SITL and is responsible for the display of incident status information, such as resource status reports, aerial and orthography photographs, and infrared data. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from supervisor.
- c. Set up, maintain, and schedule use of the Situation Room. (A Meeting Schedule (ICS Form 230) may assist in managing the Situation Room.)
- d. Obtain timely and responsive acquisition of needed information.
- e. Provide analysis of trends using statistical data.
- f. Ensure current informational wall displays, charts, and graphs are properly arranged.

Note: An INSP may be assigned to any Planning Unit as needed.

Field Observer (FOBS). The FOBS reports to the SITL and is responsible for collecting incident status information from personal observations at the incident and providing this information to the SITL. This position may be assigned to an operational division and report to the DIVS as needed. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from supervisor.
- c. Obtain a copy of the IAP for the Operational Period.

- d. Obtain necessary equipment and supplies.
- e. Determine location of assignment, types of information required, priorities, time limits for completion, methods of communication, and method of transportation.
- f. Attend debriefings of operations personnel at the end of the shift and at other times as appropriate, to obtain situation information.
- g. Immediately report any condition that may cause danger or be a safety hazard to personnel.
- h. Report information to Situation Unit supervisors or DIVS by established procedure.
- i. Gather intelligence that will lead to accurate predictions.
- j. Document in writing all significant decisions and facts relative to activities on the incident.

Geospatial Information System Unit Leader (GISL). The GISL reports to the PSC and is responsible for the application and coordination of incident specific geospatial activities, including the production of spatial products, the collection and dissemination of spatial data and analysis, Global Positioning System (GPS) support, and the acquisition, exploitation, and dissemination of remote sensing data. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from supervisor.
- c. Supervise personnel assigned to the unit.
- d. Coordinate with the SITL on the priority of appropriate products.
- e. Acquire the latest reports, briefings, and chronology to get informed on the operation.
- f. Request electronic copies of products generated by the Regional Resource Coordination Center (RRCC).
- g. Coordinate with the Regional Remote Sensing Coordinator to evaluate opportunities and equipment needs.

- h. Assess the configuration of the GIS server.
- i. Establish a reach-back link to request event prediction products, such as HAZUS, SLOSH, HURREVAC, SHAKE, NARAC Plumes, and other federal agency models.
- j. Determine coordination procedures with other sections, units, and local agencies.
- k. Establish a work area and acquire work materials and communications.
- l. Determine the availability of needed GIS support products.
- m. Interface with other GIS counterparts for GIS layers.
- n. Respond to requests from approved sources for additional GIS products.
- o. Prepare a final GIS summary report consisting of all incident GIS products and forward to the Documentation Unit Leader (DOCL).
- p. Document in writing all significant decisions and facts relative to activities on the incident. (The Unit Log (ICS Form 214) may fit this need.)

Documentation Unit Leader (DOCL). The DOCL reports to the PSC and is responsible for maintaining accurate, up-to-date incident files that will be stored for legal, analytical, and historical purposes. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from supervisor.
- c. Supervise personnel assigned to the unit.
- d. Set up a work area and begin organization of incident files.
- e. Create and maintain an incident file system of either or both electronic and hard copy files.
- f. Prepare the Initial Operating Report (IOR).
- g. Maintain incident a history (chronology) in narrative form.
- h. File all official forms and reports.
- i. Review records for accuracy and completeness and inform appropriate units of errors or omissions.

- j. Provide incident documentation as requested.
- k. Prepare the Incident Status Summary (ICS Form 209) FEMA situation report.
- l. Ensure the production of Briefing Books for the FCO and SCO as needed or requested.
- m. Ensure preparation of a draft FCO Executive Summary as needed.
- n. Ensure the production of Spot Reports as needed.
- o. Prepare, post, or disseminate resource and situation status information as required, including special requests to appropriate distribution lists and to appropriate information portals—the Homeland Security Information Network (HSIN) and EMIMS.
- p. Supervise transfer and archiving of records from the incident.
- q. Document in writing all significant decisions and facts relative to activities on the incident. (The Unit Log (ICS Form 214) may fit this need.)

Reports Specialist (RESP). The RESP reports to the DOCL and is responsible for assisting in gathering information, compiling reports, and maintaining accurate, up-to-date incident files. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from supervisor.
- c. Gather information and write reports.
- d. Take minutes at FCO/SCO Command and General Staff Meetings and Strategy meetings as a part of the permanent record. (The ICS Form 231 Meeting Summary) may fit this need.)
- e. Create and update Fact Sheets and Designated Counties matrix as required and needed.
- f. Prepare Spot Reports as needed and distribute accordingly.
- g. Assist as assigned in duties such as the following:
 - 1. Maintaining an incident file system

2. Preparing reports such as the Initial Operating Report (IOR) and the Incident Status Summary (ICS Form 209)
3. Maintaining incident chronology
4. Preparing Briefing Books
5. Managing incident documentation, including the filing of official forms and reports
6. Reviewing records and reports for accuracy and completeness.

Note: An RESP may be assigned to any Planning Unit as needed.

Planning Support Unit Leader (PLSL). The PLSL reports to the PSC and is responsible for preparing plans (i.e., the IAP, contingency, transition, long-range, etc.) for the incident. The primary responsibilities of the PLSL are the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from supervisor.
- c. Participate in planning meetings as required.
- d. Assemble the IAP.
- e. Prepare the Continuity of Operations (COOP) and Emergency Plan.
- f. Maintain call-down lists for the section and COOP.
- g. Create and maintain a timeline with projected milestones.
- h. Prepare transition plans as needed.
- i. Prepare contingency plans as needed.
- j. Prepare the Strategic Plan.
- k. Facilitate planning activities with operational components as needed.
- l. Prepare reports as needed.
- m. Supervise personnel assigned to the unit.
- n. Distribute plans as needed on site and off site.
- o. Document in writing all significant decisions and facts relative to activities on the incident. (The Unit Log (ICS Form 214) may fit this need.)

Planning Specialist (PLSP). The PLSP reports to the PLSL and gathers and analyzes information and assists with the preparation of plans as assigned. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from supervisor.
- c. Assist the PLSL as assigned in:
 1. Preparing and monitoring plans (contingency, transition, etc.)
 2. Preparing portions of the IAP when assigned
 3. Assembling the IAP
 4. Preparing reports as needed
 5. Distributing plans.

Note: A PLSP may be assigned to any Planning Unit as needed.

Demobilization Unit Leader (DMOB). The DMOB reports to the PSC and is responsible for developing and executing the Incident Demobilization Plan. Note that not all agencies require specific demobilization instructions. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from supervisor.
- c. Supervise personnel assigned to the unit.
- d. Review incident resource records to determine the size and extent of the demobilization effort.
- e. Coordinate demobilization with Agency Representatives.
- f. Develop an incident check-out procedure.
- g. Obtain identification and description of surplus resources and probable release times.
- h. Establish communications with off-incident facilities, as necessary.
- i. Develop an Incident Demobilization Plan detailing specific responsibilities and release priorities and procedures approved by the FCO. (This may

- include the development of a Demobilization Checklist [ICS Form 221]).
- j. Prepare appropriate directories (e.g., maps and instructions) for inclusion in the demobilization plan.
- k. Distribute the demobilization plan on site and off site.
- l. Ensure that all Sections/Units understand their specific demobilization responsibilities.
- m. Supervise execution of the Incident Demobilization Plan.
- n. Document in writing all significant decisions and facts relative to activities on the incident. The Unit Log (ICS Form 214) may fit this need.

Intelligence Unit Leader (INUL). Some incidents, especially those with a law enforcement component, may require an INUL to collect, analyze, manage, and share information. However, based on the nature of the incident the INUL may be embedded in the Planning Section, the Operations Section, the Command Staff, or in its own General Staff section.

Technical Specialists (THSP). Many incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section or be assigned wherever their services are required.

When assigned to the Planning Section, technical specialists may report directly to the PSC, any Planning Section unit, or may be formed into a separate unit within the Planning Section, depending on the requirements of the incident and the needs of the Section Chief.

Technical Specialists need not have any specific ICS skills or qualifications, but they should be oriented to the incident. A checklist of general duties includes the following:

- a. Review Common Responsibilities (see Chapter 2).

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- b. Obtain a briefing from supervisor.
- c. Obtain personal protective equipment as appropriate.
- d. Determine coordination procedures with other sections, units, and local agencies.
- e. Establish a work area and acquire work materials.
- f. Obtain appropriate transportation and communications.

Examples of technical specialists that may be used on an incident are:

- Meteorologist
- Environmental Impact
- Hydrologist
- Seismologist
- Tribal
- Geologist
- Imagery Analyst
- Bio-terrorism
- Writer and Planner
- GIS.

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CHAPTER 7

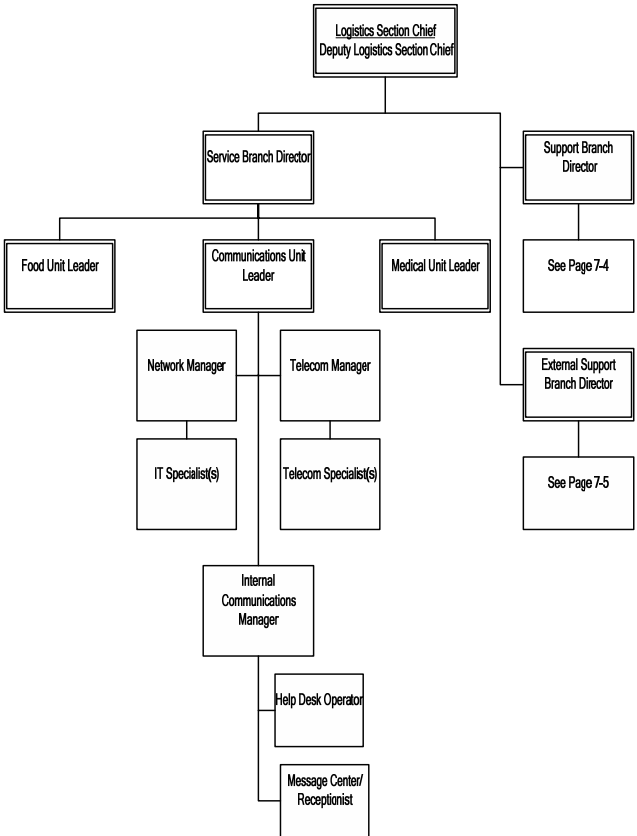
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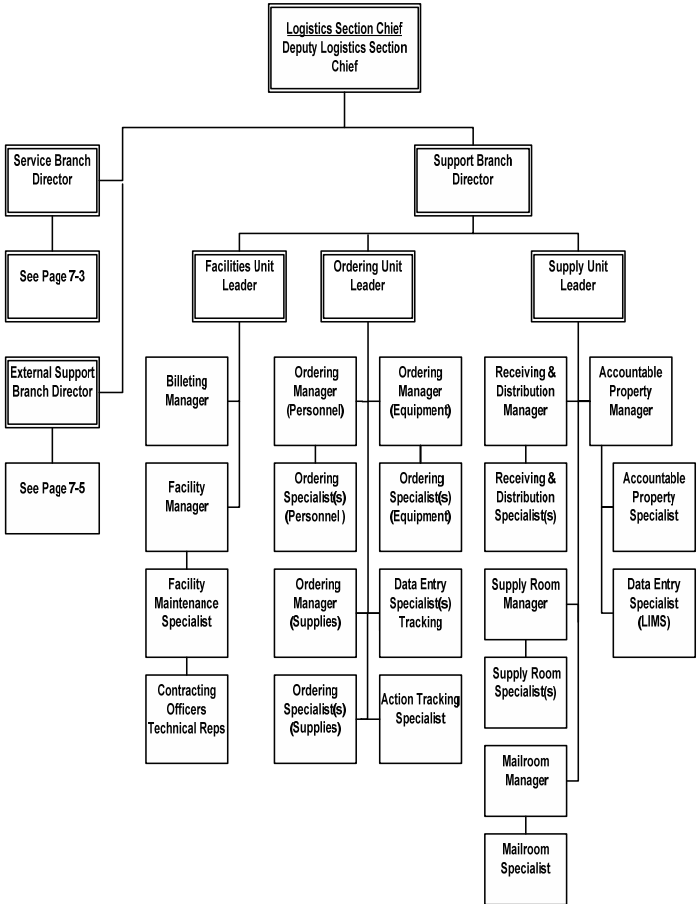
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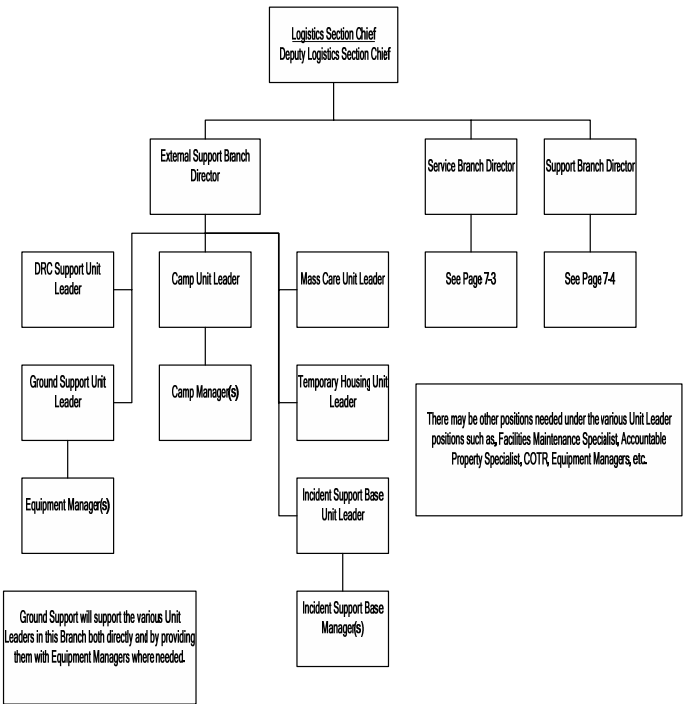
Service Branch



Support Branch



External Support Branch



Position Checklists

Logistics Section Chief (LSC). The LSC, a member of the General Staff, is responsible for providing facilities, services, and material in support of the incident. The LSC participates in the development and implementation of the Incident Action Plan (IAP) and activates and supervises the branches and units in the Logistics Section. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the Supervisor
- c. Plan and implement the Logistics Section organization.
- d. Assign work locations and preliminary work tasks to section personnel.
- e. Notify the Planning Section/Resources Unit of the Logistics Section units activated, including names and locations of assigned personnel.
- f. Brief Branch Directors and Unit Leaders.
- g. Participate in the action planning process.
- h. Identify service and support requirements for planned and expected operations.
- i. Provide input to and review the Communications Plan, Medical Plan, and Traffic Plan.
- j. Review the IAP and estimate section needs for the next operational period.
- k. Ensure accountability for property in accordance with federal and existing agency property management regulations.
- l. Recommend release of Logistics resources in conformity with the Demobilization Plan.
- m. Ensure the general welfare and safety of Logistics Section personnel.
- n. Document in writing all significant decisions and facts relative to your activities.

Service Branch Director (SVBD). The SVBD, when activated, is under the supervision of the LSC and is responsible for the management of all service activities at the incident. The SVBD supervises the operations of the Communications, Medical, and Food Units. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Obtain working materials.
- d. Determine the level of service required to support IAP.
- e. Participate in Logistics meetings.
- f. Organize and prepare assignments for Service Branch personnel.
- g. Ensure the completion and accuracy of the Communications Plan and Medical Plan.
- h. Coordinate activities of Service Branch Units.
- i. Inform the LSC of branch activities.
- j. Document in writing all significant decisions and facts relative to your activities.

Communications Unit Leader (COML). The COML reports to the SVBD and is responsible for identifying network and automated data processing (ADP), telecommunications, and radio communications needs for all federal field personnel and facilities. Primary duties include the following:

Note: The COML handles all communications needs for all federal field response personnel and facilities and should not be confused with the Disaster Emergency Communications Branch in Operations, which provides communications to the state, tribal, and local entities.

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Determine unit personnel needs.
- d. Develop plans for the effective use of communications equipment and facilities.

- e. Acquire needed communications equipment, supplies, and services.
- f. Prepare the Incident Communications Plan (ICS Form 205).
- g. Distribute communications equipment to federal personnel.
- h. Ensure the help desk is established and staffed.
- i. Establish appropriate communications distribution and maintenance locations in incident facilities.
- j. Ensure communications systems are installed and tested for federal field facilities.
- k. Ensure an equipment accountability system is established.
- l. Provide technical information as required on:
 - 1. Adequacy of communications systems currently in operation
 - 2. Geographic limitation of communications systems
 - 3. Equipment capabilities and limitations
 - 4. Amount and types of equipment available
 - 5. Anticipated problems in the use of communications equipment.
- m. Supervise Communications Unit activities.
- n. Maintain and repair communications equipment.
- o. Maintain records on all communications equipment as appropriate.
- p. Document in writing all significant decisions and facts relative to your activities.

Network Manager (NEMG). The NEMG reports to the COML and provides ADP computer IT services for all facilities, including a local area network (LAN) with e- mail and the Agency Standard Office Suite Software. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Determine and order needed personnel, equipment, and services.

- d. Determine network (file server) location, cabling, hubs, and quantity and placement of workstations and printers for the Joint Field Office (JFO).
- e. Identify individuals who have rights to input roles and positions and submit approvals in the Environment Management for Multi-User Information Environments (EMMIE) Access Control System (NACS).
- f. Instruct and advise individuals of the Network Access Form and NACS procedures.
- g. Set up all components (file server, Cisco Catalyst, access points, hubs, workstations, and printers) in their appropriate locations.
- h. Test each computer to ensure reliability and network connectivity.
- i. Set up network printers with print queues.
- j. Configure software as needed to meet the requirements of the incident.
- k. Provide needed IT training in General System Operations.
- l. Oversee the IT/ADP daily system operations by:
 - 1. Performing regular hardware and network connectivity checks
 - 2. Upgrading software
 - 3. Making daily system backups and coordinating with the APO on daily inventory of IT equipment
 - 4. Monitoring and updating, if needed, the items on the server such as user accounts, server utilization, volume space, network printers, viruses, and updates.
 - 5. Monitoring remote access to EMMIE using Air Cards, iPass, TACACS, and Terminal D\Server.
- m. Adjust IT/ADP equipment to the level of incident operations.
- n. Coordinate with the Accountable Property Manager (APMG) for preparation, temporary storage, and shipment of IT equipment.

- o. Remove users from the local server, hide DAE exchange mail users; delete local hires from EMMIE, exchange, and local server.
- p. Close the JFO network.
- q. Perform complete, final system backup (copy any files needed to the regional server).
- r. Inspect equipment and document any unresolved equipment problems.
- s. Deactivate the T1.
- t. Coordinate with the APMG to ensure that adequate arrangements are made for the remaining IT equipment to be shipped and make arrangements with APMG for any system resources remaining in the area.
- u. Document in writing all significant decisions and facts relative to your activities.

Network Specialist (NESP). The NESP reports to the NEMG and provides ADP/computer IT services. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Set up user accounts.
- d. Instruct and advise individuals on the Network Access Form and NACS procedures.
- e. Test computers to ensure reliability and network connectivity.
- f. Configure software as needed.
- g. Perform hardware and network connectivity checks.
- h. Install software as directed.
- i. Perform backup of network data.
- j. Troubleshoot hardware and software problems.
- k. Prepare equipment for temporary storage and shipment.
- l. Remove users from the local server, hide DAE exchange mail users; delete local hires from EMMIE, exchange, and local server.

- m. Inspect equipment and document any unresolved equipment problems on close-out.

Telecom Manager (TEMG). The TEMG reports to the COML and provides telecommunications services for all federal support facilities in the field. This includes the establishment of a supply of cellular and Spectralink telephones and coordinating frequency management services with the Mount Weather Emergency Assistance Center (MWEAC). Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Install an adequate public branch exchange (PBX) to support the field operations.
- d. Establish a message center with fax machines.
- e. Provide modems if wide area network (WAN) connectivity is not established.
- f. Provide input to the LSC and COML on telecommunication compatibility of proposed facility locations.
- g. Establish adequate telephone service at incident facilities.
- h. Participate with LSC and other logistics personnel in the development of a facility layout to ensure adequate telecommunications.
- i. Install wiring and switch installation, as needed.
- j. Determine materials needed and availability for installation.
- k. Ensure routine and emergency maintenance of telecommunication equipment and systems.
- l. Terminate all plain old telephone system (POTS) lines and the T1.
- m. Document in writing all significant decisions and facts relative to your activities.

Telecom Specialist (TESP). The TESP reports to the TEMG and provides telecommunications services. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Install, program, and service telecom equipment.
- d. Troubleshoot telecom problems for both hardware and software.
- e. Repair and maintain telecom equipment.
- f. Provide routine and emergency maintenance of telecommunication equipment and systems.
- g. Maintain telecom records as assigned.
- h. Install wiring and switch installation, as needed

Note: There may be a need for a Radio System Manager or Radio System Tech Specialist in the future, especially on larger incidents.

Internal Communications Manager (ICMG). The ICMG reports to the COML and manages the internal communications functions, such as the help desk, switchboard, message center, and receptionist desk. The ICMG also provides copying and printing services. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Ensure the establishment of a help desk for JFO personnel to request logistical support.
- d. Ensure that Phone Directory Information forms are distributed and collected to develop a JFO phone directory list.
- e. Provide training for switchboard operators.
- f. Establish and maintain an emergency contact system for employees.
- g. Establish and maintain the All Hands e-mail address group.

- h. Document in writing all significant decisions and facts relative to your activities.

Help Desk Operator (HELP). The HELP reports to the ICMG and receives and refers customer requests for assistance to the appropriate Logistics Section element, in addition to logging and tracking dispositions of resulting actions. The HELP serves as a one-stop contact for anyone in the JFO that needs assistance. The help desk may be co-located with the receptionist, message center, and/or switchboard. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Set up help desk locations.
- d. Receive requests for assistance and refer them to the appropriate Logistics Section element.
- e. Use appropriate tracking systems to indicate assignment and completion of requests.
- f. Provide a briefing to relief personnel.

Message Center/Switchboard Operator/Receptionist (MCRC). The MCRC reports to the ICMG and operates the switchboard to receive and transfer messages among and between personnel. The MCRC may also operate the reception desk to greet and direct visitors to the proper area. There may be a need to fill the receptionist position separately. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Obtain and review the IAP to become knowledgeable of the incident organization and become familiar with the Communications Plan.
- d. Set up a message center location, as required.
- e. Receive and transmit messages within and external to the incident.
- f. Generate, maintain, and distribute a JFO telephone directory.

- g. Perform the receptionist duties or provide additional staff through the ICMG when necessary.
- h. Maintain a record of unusual incident occurrences.
- i. Provide a briefing to relief personnel.
- j. Turn in appropriate documents to your immediate supervisor.

Mobile Emergency Response System (MERS). MERS will provide communication resources (personnel and equipment) to support the Service Branch in establishing telecommunications and network systems for field operations. Typically this support will be provided to establish initial operations in the JFO, Area Field Offices, and Disaster Recovery Centers. When systems are established and sufficient network staff is available, MERS resources will be demobilized immediately. When there are MERS resource scarcity issues on the incident between Operations Section Chief and the LSC, the FCO will establish the priority. (See Appendix A for additional information on MERS assets.)

Medical Unit Leader (MEDL). The MEDL reports to the SVBD and is responsible for the development of the Medical Plan for the IAP, obtaining medical aid, transportation of injured and ill incident personnel, and preparation of records and reports. Primary duties include the following:

- a. Review Unit Leader Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Participate in Logistics Section/Service Branch planning activities.
- d. Establish the Medical Unit.
- e. Prepare the Medical Plan (ICS Form 206).
- f. Establish procedures for major medical emergency.
- g. Respond to requests for medical aid, medical transportation, and medical supplies.
- h. Prepare and submit necessary documentation.

- i. Document in writing all significant decisions and facts relative to your activities.

Food Unit Leader (FDUL). The FDUL reports to the SVBD and is responsible for supplying the food needs for the incident, including all remote locations (e.g., camps and staging areas), and for providing food for personnel unable to leave tactical field assignments. The FDUL should be a credentialed COTR to administer food service contracts. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Determine food and water requirements.
- d. Determine the method of feeding to best fit each facility or situation.
- e. Obtain necessary equipment and supplies and establish cooking facilities.
- f. Ensure that well-balanced menus are provided.
- g. Order sufficient food and potable water from the Supply Unit.
- h. Maintain an inventory of food and water.
- i. Maintain food service areas, ensuring that all appropriate health and safety measures are being followed.
- j. Supervise caterers, cooks, and other Food Unit personnel as appropriate.
- k. Document in writing all significant decisions and facts relative to your activities.

Support Branch Director (SUBD). The SUBD reports to the LSC and is responsible for providing logistical support for all FEMA operations. The SUBD supervises the Ordering, Supply, and Facilities Unit Leaders. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Obtain work materials.

- d. Determine initial support operations in coordination with the LSC and SVBD.
- e. Prepare initial organization and assignments for logistical support.
- f. Assemble and brief Support Branch personnel.
- g. Determine if assigned branch resources are sufficient.
- h. Maintain oversight of assigned units and inform the LSC of their activities, problems, or shortages.
- i. Resolve problems associated with logistical requests.
- j. Document in writing all significant decisions and facts relative to your activities.

Facilities Unit Leader (FACL). The FACL reports to the SUBD and is responsible for the layout and activation of incident facilities. The FACL provides sleeping and sanitation facilities, when needed, for incident personnel. Each facility (JFO and/or Area Field Offices [AFO]) is assigned a manager who reports to the FACL and is responsible for managing the operation of the facility. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Participate in Logistics Section/Support Branch planning activities.
- d. Determine initial and recurring requirements for each incident facility.
- e. Prepare layouts of incident facilities.
- f. Activate support incident facilities.
- g. Write, or assist those writing, associated statements of work (SOW) or memoranda of understanding (MOU) and agreement (MOA) for all facility sites.
- h. Work with the General Service Administration (GSA) Leasing Agent and appropriate Logistics Unit Leaders to procure sites for all facility sites.

- i. Coordinate with the Security Manager for security services.
- j. Provide facility maintenance services (e.g., sanitation, lighting, cleanup, etc.).
- k. Maintain facility records.
- l. Document in writing all significant decisions and facts relative to your activities.

Facility Manager (FLMG). The FLMG reports to the FACL and is responsible for establishing a JFO or AFO and providing the facility management services for the assigned facility. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Determine personnel support requirements.
- d. Obtain necessary equipment and supplies.
- e. Ensure that all facilities and equipment are set up and functioning properly.
- f. Supervise the set-up of office facilities.
- g. Assist the FACL with developing agreements and working with GSA to acquire lease space.
- h. Develop a Safety Plan, including an evacuation plan, for the facility in coordination with the Safety Officer and stress compliance with all applicable safety regulations.
- i. Assign or perform as the Contracting Officer's Technical Representative (COTR), Task Monitor, or Project Officer as required.
- j. Receive or prepare and distribute required reports.
- k. Demobilize equipment and services when no longer needed.
- l. Provide all facility maintenance services.
- m. Develop a site plan for the facility.
- n. Document in writing all significant decisions and facts relative to your activities on the incident.

Billeting Manager (BIMG). The BIMG reports to the FACL and will assist personnel with billeting in hotels, motels, and camps. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Identify hotels, motels, and camps in the area.
- d. Reserve blocks of rooms if possible.
- e. Provide addresses and phone numbers of facilities to personnel.
- f. Assist personnel with billeting.
- g. Conduct periodic lodging surveys to ensure the continued availability of suitable lodging within applicable per diem rates.
- h. Work with the affected community for alternative housing when commercial lodging is not available or inadequate to meet demands.
- i. Document in writing all significant decisions and facts relative to your activities.

Facilities Maintenance Specialist (FMNT). The FMNT reports to the FACL or any Facility Unit Leader or manager— such as camps, Disaster Recovery Center (DRC) Support, Mass Care Support, Temporary Housing Support, or an Incident Support Base (ISB)—when assigned and is responsible for ensuring that incident facilities are maintained. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Request required maintenance support personnel and assign duties.
- d. Obtain supplies, tools, and equipment.
- e. Supervise or perform assigned work activities.
- f. Ensure that all facilities are maintained in a safe condition.
- g. Disassemble temporary facilities when they are no longer required.
- h. Restore the area to its pre-incident condition.

Contract Officer Technical Representative (COTR). The COTR is responsible for administering and monitoring contracts that are active on an incident when assigned by the CNMG. A COTR may be assigned to administer contracts in any section, but predominantly in the operations and logistics sections.

Note: COTR duties may be assigned as collateral duties to any appropriate incident position if the individual is a credentialed COTR.

Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Keep the PROC informed of contract status.
- d. Understand roles and responsibilities of all parties.
- e. Provide contract administration and interpretation.
- f. Monitor the contractor's performance.
- g. Validate and document services for payment.
- h. Recommend appropriate payments.
- i. Protect the government's interest.
- j. Provide performance evaluations of contractors.
- k. Assist the contracting officer in resolving disputes.
- l. Interpret contract clauses and resolve conflicts.
- m. Document in writing all significant decisions and facts relative to your activities on the incident.

Ordering Unit Leader (ORDL). The ORDL reports to the SUBD and is responsible for establishing a single-point ordering system for ordering all resources (personnel, teams, equipment, and Initial Response Resources [IRR]) and supplies for the incident and ensures the implementation and maintenance of the standard order tracking system and database. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).

- b. Obtain a briefing from the supervisor.
- c. Participate in Logistics Section/Support Branch planning activities.
- d. Reconcile orders that were made before arrival.
- e. Supervise assigned personnel.
- f. Identify and resolve duplication of orders.
- g. Ensure ordering procedures for the incident are known to all personnel.
- h. Establish and maintain name and telephone numbers of agency(s) personnel receiving orders.
- i. Determine appropriate acquisition method and provider for resources on the basis of cost and expediency.
- j. Set up a filing system.
- k. Identify incident personnel who have purchasing authority.
- l. Ensure Action Request Forms (ARFs) submitted for goods and services are complete and correct.
- m. Establish and maintain an electronic database for mission-assigned resources.
- n. Place orders in a timely manner.
- o. Identify times and locations for delivery of supplies and equipment.
- p. Keep all personnel that place orders informed of order status.
- q. Maintain contact with the Comptroller to request and manage funds, execute contracting authority, and pay for items or services procured.
- r. Document in writing all significant decisions and facts relative to your activities.

Ordering Manager–Equipment (EOMG). The EOMG reports to the ORDL and is responsible for ordering equipment. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Uses the E-Tasker System to order equipment stored at Distribution Centers.

- d. Submit Telecommunications Inventory Management and Control Systems (TIMACS) orders for network and communications equipment and services to the Disaster Information Systems Clearinghouse (DISC) in support of field operations.
- e. Process Form 40-1 to initiate procurement of equipment, working closely with the Procurement Unit personnel.
- f. Enter and track orders into the standard order tracking system and database.
- g. Identify and resolve duplication of orders.
- h. Maintain copies of all ARFs, purchase orders, and other contracting tools for procured items.
- i. Supervise assigned personnel.
- j. Document in writing all significant decisions and facts relative to your activities.

Ordering Specialist–Equipment (EOSP). The EOSP reports to the EOMG and is responsible for taking and placing orders for equipment and entering the information into an electronic database. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Process Form 40-1 to initiate procurement of equipment, working closely with the Procurement Unit Leader (PROC) in the Finance Section.
- d. Enter and tracks orders into the standard order tracking system and database.
- e. Maintain file copies of purchasing documents.

Ordering Manager–Supplies (SOMG). The SOMG reports to the ORDL and is responsible for ordering supplies. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.

- c. Order supplies as requested using the appropriate acquisition documents.
- d. Enter and track orders in an electronic database.
- e. Identify and resolve duplication of orders.
- f. Supervise assigned personnel.
- g. Document in writing all significant decisions and facts relative to your activities.

Ordering Specialist–Supplies (SOSP). The SOSP reports to the SOMG and assists with ordering supplies. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Order supplies as requested using the appropriate acquisition documents.
- d. Maintain file copies of purchase documents.
- e. Enter orders into the standard order tracking system and database.

Ordering Manager–Personnel (POMG). The POMG reports to the ORDL and orders personnel. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Order personnel through the Automated Deployment Database (ADD) System in coordination with the Human Resources Unit Leader (HRUL) in the Finance Section.
- d. Obtain a daily ADD Staffing Report and provide information to the Resource Unit Leader.
- e. Enter and track orders into the standard order tracking system and database.
- f. Identify and resolve duplication of orders.
- g. Supervise assigned personnel.
- h. Document in writing all significant decisions and facts relative to your activities on the incident.

Ordering Specialist–Personnel (POSP). The POSP reports to the POMG and is responsible for ordering personnel through the ADD System. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Order personnel through the ADD System.
- d. Obtain ADD Staffing Reports when directed.
- e. Enter orders into the standard order tracking system and database.

Purchasing Specialist (PUSP). The PUSP reports to the ORDL or any Ordering Manager when assigned and is responsible for the acquisition of supplies, equipment, and services. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Acquire supplies, equipment, and services.
- d. Determine the best source for procurement.
- e. Negotiate with suppliers and evaluate vendor performance capability.
- f. Keep the supervisor informed of acquisition status.

Data Entry Specialist–Tracking (DESP). The DESP normally reports to the ORDL but may be assigned wherever needed in the Ordering Unit. The DESP enters accurate and timely data concerning all ordered resources (personnel, teams, equipment, supplies, commodities, caches, etc.) and updates the Total Asset Visibility (TAV) System. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Input data concerning the request, order, transportation, and distribution of federal disaster-related assets.
- d. Report all discrepancies to the ORDL.

- e. Provide accurate and timely scheduled and requested reports.
- f. Input and track data from other federal agencies (OFA) and FEMA.
- g. Update Resources Unit Leader (RESL) on the status of ordered resources and projected arrival times.

Action Tracking Specialist (ATSP). The ATSP reports to the ORDL, coordinates with the Mission Assignment Manager (MAMG), and is responsible for establishing and maintaining an electronic action tracking system for mission assigned resources. Primary duties are the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain an initial briefing from the supervisor.
- c. Assign tracking numbers to received action requests.
- d. Maintain an electronic database for action requests for mission-assigned resources.
- e. Assist in preventing duplicate Mission Assignments.

Supply Unit Leader (SPUL). The SPUL reports to the SUBD and is responsible for receiving, storing, and distributing supplies for the incident. The SPUL maintains adequate inventories of supplies, material, and equipment. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Participate in Logistics Section/Support Branch planning activities.
- d. Review the IAP for information on impacts to the Supply Unit.
- e. Develop and implement safety and security requirements for the supply area.
- f. Receive, store, and distribute supplies and equipment.
- g. Service reusable equipment.

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- h. Submit reports to the Support Branch Director.
- i. Supervise assigned personnel.
- j. Document in writing all significant decisions and facts relative to your activities.

Receiving and Distribution Manager (RCDM). The RCDM reports to the SPUL and is responsible for warehouse management, including receiving and distributing supplies and equipment. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Organize the physical layout of the supply area.
- d. Set up a filing system for receiving and distributing supplies and equipment.
- e. Maintain an inventory of supplies and equipment.
- f. Develop a security requirement for the supply area.
- g. Establish procedures for receiving and distributing supplies and equipment.
- h. Submit necessary reports and supply records to the SPUL.
- i. Notify the ORDL of supplies and equipment received.
- j. Document in writing all significant decisions and facts relative to your activities.

Receiving and Distribution Specialist (RDSP). The RDSP reports to the RDMG and assists with warehouse operations, including receiving and distributing supplies and equipment. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Maintain and utilize the filing system for receiving and distributing supplies and equipment.
- d. Maintain an inventory of supplies and equipment as assigned.
- e. Maintain security of the supply area.

- f. Receive and distribute supplies and equipment following established protocols.
- g. Keep the warehouse area orderly and clean.
- h. Keep the supervisor informed of all activities.
- i. Repair and maintain tools and equipment as assigned.

Supply Room Manager (SRMG). The SPMG reports to the SPUL and is responsible for obtaining items from the warehouse and issuing office and administrative equipment and supplies to incident personnel authorized to receive goods. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Perform inventories of supplies on hand.
- d. Order office equipment and supplies to maintain adequate inventories.
- e. Document the receiving and distribution of supplies and equipment.
- f. Keep the supply area neat and orderly and correct all unsafe situations in work area.
- g. Document in writing all significant decisions and facts relative to your activities on the incident.

Supply Room Specialist (SRSP). The SRSP reports to the SPMG and is responsible for assisting with the operations of the supply room. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Perform inventories of supplies on hand as assigned.
- d. Document the receiving and distribution of supplies and equipment.
- e. Keep the supply area neat and orderly.
- f. Correct all unsafe situations in work area.

Mail Room Manager (MRMG). The MRMG reports to the SPUL and manages the receiving, handling, and distribution of incoming mail and provides printing and copying services. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Ensure all mail is secured and delivered to proper individuals and locations.
- d. Coordinate the printing and copying services as requested.
- e. Ensure the Mail Management Kit has been received.
- f. Ensure that a centralized mail distribution and pick-up center is established.
- g. Make contact with the local post office.
- h. Establish alternative package-handling services, such as DHL, UPS, and FedEx.
- i. Document in writing all significant decisions and facts relative to your activities.

Mail Room Specialist (MRSP). The MRSP reports to the MRMG and assists in receiving, handling, and distributing incoming mail and provides printing and copying services as assigned. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Ensure all mail is secured and delivered to proper individuals and locations.
- d. Coordinate the printing and copying services as requested.

Accountable Property Manager (APMG). The APMG reports to the SPUL and is responsible for all accountable property on the incident, including the accountability, protection, transfer, and ultimate disposition of personal property. The APMG assigns Accountable Property Specialists (APSP) to facilities and locations as appropriate

to ensure property accountability. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Manages the Accountable Property Program on the incident and supervise assigned personnel.
- d. Record property information in property records.
- e. Ensure that all nonexpendable personal property received and issued is bar-coded or marked, so that it can be readily identified as leased, loaned, or government-owned property.
- f. Issue accountable property and hand receipts (FF 61-9) to authorized personnel.
- g. Receive items back in stock.
- h. Record location of accountable property and complete a physical inventory.
- i. Perform a joint inventory when transferring the organization's personal property account to a new APMG.
- j. Oversee the technical aspects associated with property management and accountability in the Logistics Information Management System (LIMS).
- k. Before closure of a JFO or other temporary facility:
 1. Conduct a complete inventory of all property located at the facility and all property issued to employees and removed from the facility.
 2. Make required adjustments to the property records.
 3. Return all property brought to a facility.
 4. Prepare and circulate a list of excess property.
- l. Document in writing all significant decisions and facts relative to your activities.

Accountable Property Specialist (APSP). The APSP is responsible for accountability, protection, transfer, and ultimate disposition of personal property. APSPs are administrative employees who must be certified or accredited to work as an official Agency Accountable

Property Officer (APO) and are charged with establishing and maintaining formal property records. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Record property information in property records.
- d. Ensure that all nonexpendable personal property received and issued by the APSP is bar-coded or distinctively marked, so that it can be readily identified as leased, loaned, or government-owned property.
- e. Perform inventories as assigned.
- f. Issue accountable property and hand receipts (FF 61-9) to authorized personnel.
- g. Receive items back in stock.
- h. Record the location of accountable property and complete a physical inventory.
- i. Issue property and maintain proper documentation and records.

Data Entry Specialist–LIMS (LDSP). The LDSP reports to the APMG or APSP when assigned and is responsible for the input, updating, and maintenance of information put into LIMS at the JFO. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Enter and update information in the LIMS.
- d. Generate reports.
- e. Assist the RCDM and APSP.

External Support Branch Director (EXBD). The EXBD reports to the LSC and is responsible for providing logistical support for all external operations. The EXBD supervises the ISB, Temporary Housing Support, DRC support, mass care support, and camp Unit Leaders. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Obtain work materials.
- d. Participate in Logistics Section and external support branch planning activities.
- e. Determine initial external logistics support requirements to support the IAP in coordination with the LSC, SVBD, and INBD.
- f. Prepare initial organization and assignments for external logistics support to the IAP.
- g. Assemble and brief external support branch personnel.
- h. Determine if assigned branch resources are sufficient.
- i. Maintain oversight of assigned units and inform the LSC of activities, problems, or shortages.
- j. Document in writing all significant decisions and facts relative to your activity on the incident.

Camp Unit Leader (CPUL). The CPUL reports to the EXBD and is responsible for determining, managing, delivering and supporting facilities; ground support; equipment; and associated services for non-voluntary Response Worker billeting, feeding, and hygiene support in support of the IAP. The CPUL must be a credentialed COTR to supervise field personnel tasked with COTR or Task Monitor Specialist responsibilities. Primary duties include the following:

- a. Review Common Responsibilities (Chapter 2)
- b. Obtain a briefing from the supervisor.
- c. Participate in Logistics Section and External Support Branch planning activities.

- d. Provide necessary facilities for supporting the non-voluntary response workforce as requested by the Operations Section.
- e. Establish and manage camps ordered through the Ordering Unit.
- f. Determine the number of staff to be housed and their support requirements.
- g. Determine through site visits suitable camp sites.
- h. Coordinate with the Security Manager for security services.
- i. In coordination with the FACL, write or assist those writing SOWs, MOUs, and MOAs for camp land and facility sites.
- j. Work with the GSA Leasing Agent to procure sites in coordination with the FACL.
- k. Ensure facilities and equipment are set up and functioning properly.
- l. Monitor camp operations.
- m. Conduct or participate in coordination meetings and calls with vendors and partners.
- n. Assign or perform as COTR, Task Monitor, or Project Officer as required.
- o. Receive or prepare and distribute required reports.
- p. Demobilize equipment and services when no longer needed.
- q. Ensure that site remediation is accomplished as identified in plans, leases, contracts, etc.
- r. Document significant events.
- s. Prepare issues for after-action submission.

Camp Manager (CPMG). The CPMG reports to the CPUL and is responsible for appropriate sanitation and facility management services in the assigned camp. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Determine personnel support requirements.
- d. Obtain necessary equipment and supplies.

- e. Ensure that all facilities and equipment are set up and functioning properly.
- f. Supervise the setup of sleeping, feeding, shower, and sanitation facilities.
- g. Make sleeping area assignments.
- h. Ensure compliance with all applicable safety regulations and develop a Camp Safety Plan.
- i. Provide all facility maintenance and fueling services.
- j. Develop a Camp Traffic Plan.
- k. Ensure that a COTR-credentialed person is available for all contracts.
- l. Document in writing all significant decisions and facts relative to your activities on the incident.

Disaster Recovery Center (DRC) Support Unit Leader (DRUL): The DRUL reports to the EXBD and is responsible for establishing facilities and providing ground support, equipment, telecommunications, and associated services for DRCs and Mobile Disaster Recovery Centers (MDRC). The DRUL works closely with the DRC Group Supervisor in the Operations Section in determining and providing needed facilities and services in support of the IAP. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Participate in Logistics Section and External Support Branch planning activities.
- d. Place the necessary orders through the Ordering Unit to set up and support the DRC and MDRCs as requested by Operations and Individual Assistance (IA).
- e. Determine suitability of DRC and MDRC locations.
- f. Perform onsite suitability inspections with IT, Safety, Security, and GSA as applicable.
- g. Generate 60-1s to establish, modify, or terminate necessary contracts and submit to the Ordering Unit.

- h. Determine, assemble, deliver, and install necessary DRC and MDRC equipment and telecommunications in support of the IAP.
- i. Monitor ongoing DRC and MDRC operations and provide logistical support as necessary.
- j. Document and retain documentation of significant events and original reports.
- k. Coordinate with the FACL on all leases and MOUs and MOAs. Attend IA and DRC meetings.
- l. Conduct or participate in coordination of meetings and calls with IA personnel, vendors, and participating partners.
- m. Perform as or assign the COTR, Task Monitor, or Project Officer to monitor progress, performance, and compliance of vendors.
- n. Provide facility maintenance services (e.g., sanitation, lighting, clean-up).
- o. Plan, schedule, and demobilize DRC and MDRC equipment and telecommunications as required.
- p. Maintain facility records and prepare and distribute required reports.
- q. Verify and confirm vendor requests for payment.
- r. Prepare after-action report submissions.

Temporary Housing Support Unit Leader (THUL). The THUL reports to the EXBD and is responsible for determining, delivering, and supporting facilities, ground support, equipment, and associated services for Direct Housing Missions in support of the IAP. Primary duties include the following:

- a. Review common responsibilities (Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Participate in Logistics Section and External Support Branch planning activities.
- d. Review requests from and work closely with Operations and the IA-Housing Group Supervisor for logistical support.

- e. Receive and account for temporary housing units ordered through the Ordering Unit.
- f. Generate 60-1s and submit to the Ordering Unit to establish, modify, or terminate associated contracts.
- g. Coordinate and monitor commercial park and emergency housing site preparations.
- h. Document and retain documentation of significant events and original reports.
- i. Attend IA and Housing Group meetings.
- j. Conduct or participate in coordination meetings and calls with vendors and partners.
- k. Perform as or provide the COTR, Task Monitor, or Project Officer to monitor progress, performance, and compliance of vendors.
- l. Prepare and distribute required reports.
- m. Verify and confirm vendor requests for payment.
- n. Prepare after-action report submissions.

Mass Care Logistics Support Unit Leader (MCUL). The MCUL reports to the EXBD and is responsible for determining, managing, delivering, and supporting facilities, ground support, equipment, and associated services for Emergency Support Function (ESF) 6 Mass Care Missions in support of the IAP. Primary duties include the following:

- a. Review common responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Determine unit personnel needs.
- d. Participate in Logistics Section and External Support Branch planning activities.
- e. Provide logistics support to Operations and ESF 6 as requested.
- f. Obtain necessary equipment, maintenance, and service through the Ordering Unit.
- g. Ensure facilities and equipment are set up and functioning properly.
- h. Supervise setup of kitchen, shelter, and sanitation support equipment.

- i. Monitor use of equipment on daily basis.
- j. Conduct or participate in coordination of meetings and calls with the Housing Group, vendors, and partners.
- k. Perform as or provide for COTR, Task Monitor, or Project Officer as required.
- l. Prepare and distribute required reports.
- m. Demobilize equipment and services when no longer needed.
- n. Document significant events.
- o. Prepare issues for after-action submission.

Incident Support Base Unit Leader (IBUL). The IBUL reports to the EXBD and is responsible for establishing and managing an Incident Support Base(s) (ISB) needed to receive MDRCs, store logistics supplies, and ready for transport any resources that may require some significant preparations before demobilizing equipment, such as generators. Primary duties include the following:

Note: Logistics may initially stage resources in an ISB prior to an incident. When and if, the incident occurs the ISB will either transition to a Staging Area under the OPCON of the Operations Section or the resources will be shipped to another Staging Area as directed by the Operations Section Chief. The ISB and Staging Area(s) will not duplicate efforts or compete for resources as they have separate functions and support missions. Once demobilization is underway, the Staging Area(s) can transfer back to the OPCON of the Logistics Section and become an ISB(s) while all resources are recovered, reconstituted, or reassigned.

- a. Review common responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Determine unit personnel needs.
- d. Participate in Logistics Section and External Support Branch planning activities.

- e. Order resources, equipment, and supplies needed to operate ISBs through the Ordering Unit.
- f. Work with the GSA Leasing Agent in coordination with the FACL to procure sites.
- g. Coordinate with the FACL to ensure that agreements and lease issue are being addressed by the Finance/Admin Section.
- h. Coordinate with the Security Manager to provide security for ISBs.
- i. Coordinate with the Safety Officer to ensure that all ISBs are in compliance with all safety regulations.
- j. Supervise assigned Incident Base Managers.
- k. Perform as or provide for a COTR, Task Monitor, or Project Officer as required.
- l. Document in writing all significant decisions and facts relative to your activity.

Incident Support Base Manager (IBMG). The IBMG reports to the IBUL and is responsible for supporting and managing an ISB. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Establish the ISB layout.
- d. Determine any support needs for equipment, feeding, sanitation, and supplies to operate the ISB and order through the IBUL or directly through the Ordering Unit if authorized.
- e. Establish the check-in and check-out function.
- f. Maintain and provide status to the Resource Unit of all resources in the ISB.
- g. Develop a site Traffic Control Plan.
- h. Post appropriate signage for traffic control and identification of support services
- i. Provide for maintenance of equipment
- j. Dispatch resources assigned to the ISB in support of the IAP.

- k. Ensure that receipts are obtained and issued for equipment and supplies distributed and received at the ISB.
- l. Establish and maintain a positive relationship with the property owner or host.
- m. Keep the IBUL apprised of any agreement and lease issues that need to be addressed by the Finance/Admin Section.
- n. Maintain the ISB in an orderly and safe condition.
- o. Keep appropriate records of ISB operations.
- p. Provide the IBUL with security needs.
- q. Develop an ISB Safety Plan and ensure compliance with all safety regulations.
- r. Demobilize the ISB in accordance with the Demobilization Plan.
- s. Document in writing all significant decisions and facts relative to your activity.

Ground Support Unit Leader (GSUL). The GSUL reports to the EXBD or LSC and is responsible for (1) transportation of personnel, supplies, food, and equipment; (2) fueling, service, maintenance, and repair of vehicles and other ground support equipment; and (3) implementing the Traffic Plan for the incident. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Participate in External Support Branch and Logistics Section planning activities.
- d. Obtain the IAP to determine locations for assigned resources to determine transportation route requirements.
- e. Develop and implement the overall incident Traffic Plan.
- f. Notify the Resource Unit of all status changes on support and transportation vehicles.
- g. Maintain a Support Vehicle Inventory and inventory of all transportation vehicles (ICS Form 218).
- h. Provide transportation services as requested by the LSC or EXBD.
- i. Collect use information on rented equipment.
- j. Requisition maintenance and repair supplies (e.g., fuel and spare parts).
- k. Submit reports to the EXBD as directed.
- l. Document in writing all significant decisions and facts relative to your activities on the incident.

Equipment Manager (EQMG). The EQMG reports to the GSUL and provides service, repair, and fuel for all apparatus and equipment; provides transportation and support vehicle services; and maintains records of equipment use and service provided. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Provide transportation and support vehicles.

- d. Obtain the IAP to determine locations for assigned resources and determine fueling and service requirements for these resources.
- e. Obtain necessary equipment and supplies.
- f. Provide maintenance and fueling according to schedule.
- g. Coordinate with Agency Representatives and contractors on service and repair policies, as required.
- h. Inspect equipment condition and ensure coverage by equipment agreement.
- i. Determine supplies (e.g., gasoline, diesel, oil, and parts needed to maintain equipment in an efficient operating condition) and place orders with the Supply Unit.
- j. Maintain Support Vehicle Inventory (ICS Form 218).
- k. Maintain equipment rental records.
- l. Maintain equipment service and use records.
- m. Check all service/repair areas to ensure that all appropriate safety measures are being taken.
- n. Document in writing all significant decisions and facts relative to your activities on the incident.

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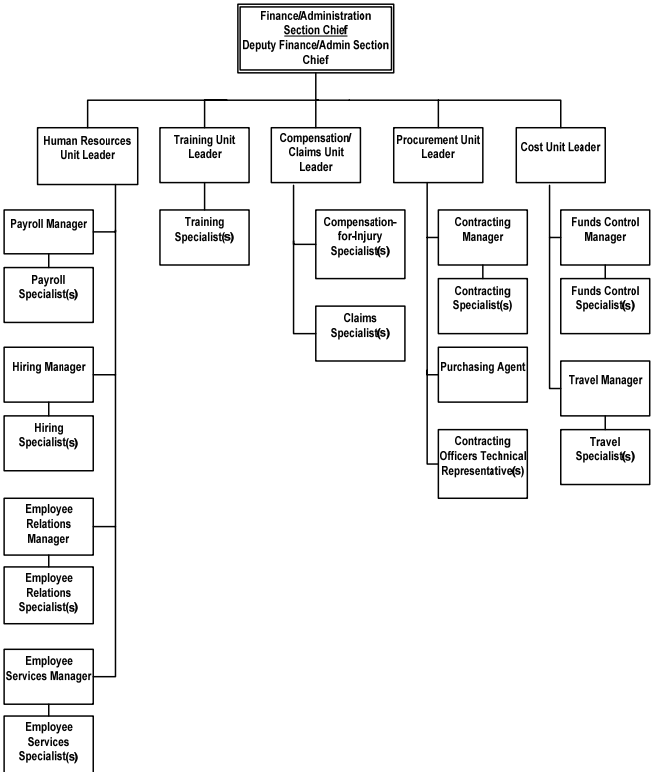
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Finance Section



Position Checklists

Finance/Administration Section Chief (FSC). The FSC is a member of the General Staff and is responsible for all financial, administrative, and cost analysis aspects of the incident and for supervising members of the Finance/Administration Section. Functional responsibilities include funds control, document control, personnel actions, travel voucher preparation, acquisitions, and the financial aspects of mission assignments. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the Federal Coordinating Official (FCO).
- c. Ensure funds are available for all expenditures.
- d. Make the FCO/Operations Section Chief (OSC) aware of any significant financial problems and administrative issues.
- e. Coordinate with the Logistics Section Chief (LSC) and the Supply Unit Leader (SPUL)/Accountable Property Manager (APMG) to ensure that processes are in place to track the purchase and distribution of accountable property.
- f. Participate in the action planning process.
- g. Manage the Finance/Admin Section and supervise assigned personnel.
- h. Develop cost projections in coordination with program managers.
- i. Conduct random audits of financial documents, such as time sheets, travel vouchers, purchase orders, and contracts.
- j. Develop financial and cost analysis information as requested.
- k. Meet with Assisting and Cooperating Agency Representatives, as needed.
- l. Provide financial input to demobilization planning.
- m. Ensure that all obligation documents initiated at the incident are properly prepared and completed.

- n. Ensure vendor contracts, leases, and fiscal agreements are carried out consistent with the requirements of the Federal Acquisition Regulation (FAR).
- o. Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up before leaving the incident.
- p. Document in writing all significant decisions and facts relative to your activities on the incident.

Human Resource Unit Leader (HRUL). The HRUL reports to the FSC and is responsible for payroll, local hiring, employee relations, and services. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Supervise assigned personnel.
- d. Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy.
- e. Provide personnel actions, such as hiring, termination, and promotions.
- f. Communicate, interpret, and advise on human resources policies, regulations, and procedures.
- g. Provides advice and recommendations on personnel matters.
- h. Monitor employee morale on the incident and provide recommendations to the FSC.
- i. Manage administrative databases and spreadsheets used for analyses and decisionmaking.
- j. Review, analyze, and provide advice on human resource management issues submitted by incident managers.
- k. Provide technical reports and findings when requested.
- l. Maintain security of sensitive personnel documents under the unit's responsibility.

- m. Document in writing all significant decisions and facts relative to your activities on the incident.

Payroll Manager (PAMG). The PAMG reports to the HRUL and is responsible for managing payroll operations on the incident. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Supervise assigned personnel.
- d. Ensure all time-recording documents are received and processed within required time frame.
- e. Verify time recording documents are accurate and in compliance with agency(s) policy.
- f. Collect and maintain overtime request records as required.
- g. Ensure payroll overtime is within approved overtime authorization limits.
- h. Maintain records security.
- i. Document in writing all significant decisions and facts relative to your activities on the incident.

Payroll Specialist (PAYS). The PAYS reports to the PAMG and is responsible for review, audit, and submission of personnel time sheets. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Establish and maintain a file for employee time reports.
- d. Receive and process a time sheet for applicable personnel assigned to the incident for each pay period.
- e. Verify and validate time sheets for the supervisor's certification.
- f. Ensure final time sheet is completed before personnel demobilizing from the incident.

- g. Forward original time sheets to each employee's respective organization of record (HQ, Regional Office, etc.).
- h. Monitor overtime hours to ensure appropriate authorization was received and provide information to the Payroll Manager per pay period.

Recruitment and Hiring Manager (RHMG). The RHMG reports to the HRUL and is responsible for conducting local hiring as needed. The RHMG follows established hiring processes and procedures. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Review incident hiring needs and any special recruitment procedures with the HRUL and Equal Rights Officer (ERO), as needed.
- d. Coordinate with sections on local hire position description needs.
- e. Supervise assigned personnel.
- f. Determine salary requirements for submitted job descriptions with the Department of Labor.
- g. Prepare Vacancy Announcements and distribute according to recruitment or outreach needs
- h. Receive, review, and route resumes to the requesting supervisor.
- i. Schedule and conduct pre-hiring interviews.
- j. Ensure that job applicants complete required hiring and security forms.
- k. Initiate security and suitability background checks with the Security Officer.
- l. Ensure that new hires are sworn in.
- m. Ensure all employment records are complete and kept in a secure area.
- n. Prepare Requests for Personnel Action (Standard Form 52) to hire, terminate, extend local hire appointments and adjust salary, etc.

- o. Document in writing all significant decisions and facts relative to your activities on the incident.

Recruitment and Hiring Specialist (RHSP). The RHSP reports to the RHMG and is responsible for following established hiring processes, procedures, and policies to assist with local hiring as directed. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Assist in determining salary requirements for submitted job descriptions with the Department of Labor.
- d. Maintain Vacancy Announcements records.
- e. Assist in distributing Vacancy Announcements.
- f. Receive and log in applicant resumes.
- g. Assist in scheduling and pre-hiring interviews with the requesting official.
- h. Maintain completed hiring and security forms.
- i. Ensure assigned employment records are complete and kept in a secure area.
- j. Assist in the preparation of SF-52s.

Employee Relations Manager (ERMG). The ERMG reports to the HRUL and is responsible for advising supervisors and managers on employee relations issues and processes. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Supervise assigned personnel.
- d. Provide employee relations training and/or orientation programs.
- e. Advise supervisors and managers on employee discipline, adverse actions, performance issues, complaints and grievances, appeals, denials of within-grade increases, attendance and leave

issues, employee conduct issues, and other concerns of employee-supervisor relations.

- f. Advise employees of their rights and provide referral services.
- g. Review disciplinary and adverse action notices before their issuance to employees to ensure procedural sufficiency.
- h. Establish case files on all disciplinary and adverse actions, appeals, complaints, grievances, etc.
- i. Ensure security of employee and other sensitive files.
- j. Provide information as requested by unemployment offices.
- k. Interpret any new policies, guidelines, or instructions to managers, supervisors, and/or employees.
- l. Document in writing all significant decisions and facts relative to your activities on the incident.

Employee Relations Specialist (ERSP). The ERSP reports to the ERMG and is responsible for providing critical administrative, clerical, and technical support. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Assist, if needed, in presenting employee relations training and/or orientation programs to incident personnel.
- d. Review and make recommendations to the ERMG on employee discipline, adverse actions, performance issues, complaints and grievances, appeals, denials of within-grade increases, attendance and leave issues, employee conduct issues, and other concerns of employee-supervisor relations.
- e. Advise employees of their rights and provide referral services for individual employee cases involving sensitive or serious problems when requested by the ERMG.

- f. Review draft disciplinary and adverse action notices before issuance to employees to ensure procedural sufficiency.
- g. Maintain case files on disciplinary and adverse actions, appeals, complaints, grievances, etc.
- h. Ensure security of employee and other sensitive files.

Employee Services Manager (ESMG). The ESGM reports to the HRUL and is responsible for planning, organizing, and providing welfare and recreation programs for assigned disaster employees that improve employee morale, safety, and productivity. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Supervise assigned personnel.
- d. Monitor incident personnel for rest, high stress levels, work environment, and sufficient recreational opportunities.
- e. Work closely with the Equal Rights Specialist and Safety Officer (SOFR) to assess trends and potential problems affecting incident personnel.
- f. Visit work locations and contact incident personnel to evaluate morale, welfare, and recreation programs.
- g. Advise leadership of potential needs for quality of life, social interaction, and conflict.
- h. Ensure there are adequate rest areas provided for employees.
- i. Plan and coordinate recreational opportunities when required.
- j. Coordinate recreational field trips.
- k. Gather, display, and disseminate information to notify employees of rest and recuperation opportunities.
- l. Document in writing all significant decisions and facts relative to your activities on the incident.

Employee Services Specialist (ESSP). The ESSP reports to the ESMG and is responsible for the implementation of the Employee Service Program on the incident. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Assist in monitoring incident personnel for adequate rest, high stress levels, adequate work environment, and sufficient recreational opportunities.
- d. Assist in planning and coordinating recreational opportunities when requested.
- e. Coordinate rest and recuperation transportation efforts when needed.
- f. Gather, display, and disseminate information to notify employees of rest and recuperation opportunities.
- g. Design and publish notices, brochures, pamphlets, and maps when needed.

Compensation/Claims Unit Leader (COMP). The COMP reports to the FSC and is responsible for the overall management and direction of all administrative matters pertaining to compensation-for-injury and other claims-related activities. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the FSC.
- c. Establish contact with the SOFR, Liaison Officer (LOFR) or Area Representatives if the LOFR is not activated, and the Medical Unit Leader (MEDL).
- d. Determine the need for Compensation-for-Injury and Claims Specialists and order personnel as needed.
- e. Establish a Compensation-for-Injury work area within or close to the Medical Unit.
- f. Review the Incident Medical Plan (ICS Form 206).
- g. Ensure that Compensation/Claims Specialists have adequate workspace and supplies.

- h. Consult with the Legal Advisor (Office of Chief Counsel) as necessary.
- i. Review and coordinate procedures for handling claims with the Procurement Unit.
- j. Brief the SOFR and Compensation/Claims Specialists on incident activity.
- k. Periodically review logs and forms produced by the Compensation/Claims Specialists to ensure that they are complete and in compliance with agency requirements and policies and that entries are timely and accurate.
- l. Ensure that all Compensation-for-Injury and Claims logs and forms are complete and routed to the appropriate agency for post-incident processing before demobilization.
- m. Keep the FSC briefed on unit status and activity.
- n. Document in writing all significant decisions and facts relative to your activities on the incident.

Compensation-for-Injury Specialist (INJR). The INJR reports to the COMP and is responsible for administering financial matters resulting from serious injuries and fatalities occurring on an incident. Close coordination is required with the MEDL and SOFR. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Co-locate Compensation-for-Injury operations with the MEDL when possible.
- d. Establish a procedure with MEDL on prompt notification of injuries or fatalities.
- e. Obtain a copy of the Incident Medical Plan (ICS Form 206).
- f. Provide written authority for persons requiring medical treatment.
- g. Ensure that correct agency forms are being used.
- h. Provide correct billing forms for transmittal to a doctor and/or hospital.

- i. Keep informed and report on the status of hospitalized personnel.
- j. Maintain a log of all injuries occurring at the incident.
- k. Coordinate all administrative paperwork on serious injuries or fatalities with the host FEMA Region.
- l. Coordinate with appropriate agency(s) to ensure they assume responsibility for injured personnel in local hospitals after demobilization.
- m. Document in writing all significant decisions and facts relative to your activities on the incident.

Claims Specialist (CLMS). The CLMS reports to the COMP and is responsible for managing all claims-related activities (other than injury) for an incident. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Develop and maintain a log of potential claims.
- d. Initiate an investigation on all claims other than personnel injury.
- e. Coordinate with the investigation team as necessary.
- f. Review witness statements pertaining to claims other than personnel injury.
- g. Brief the transitioning entity or person on any incomplete investigations.
- h. Document follow-up action needed by the local agency.
- i. Keep the COMP advised on the nature and status of all existing and potential claims.
- j. Ensure the use of correct agency forms.
- k. Document in writing all significant decisions and facts relative to your activities on the incident.

Cost Unit Leader (COST). The COST reports to the FSC and is responsible for collecting all cost data, performing cost effectiveness analyses, providing cost estimates and cost-

saving recommendations, maintaining cost records, and providing travel voucher preparation services. Primary duties include the following:

- a. Review common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the FSC.
- c. Coordinate with FEMA HQ on cost reporting procedures.
- d. Collect and record all cost data.
- e. Develop incident cost summaries.
- f. Make cost-saving recommendations to the FSC.
- g. Ensure all cost documents are accurately prepared.
- h. Maintain cumulative incident cost records.
- i. Complete all records before demobilization.
- j. Establish and oversee travel voucher preparation services.
- k. Provide reports to the FSC.
- l. Document in writing all significant decisions and facts relative to your activities on the incident.

Fund Control Manager (FCMG). The FCMG reports to the COST and is responsible for the documenting, tracking, analyzing, and oversight of disaster funds. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Supervise assigned personnel.
- d. Monitor use of funds and manage fund control systems to ensure that the monetary allocation is not exceeded.
- e. Ensure that internal fiscal procedures are adequate for financial accounting functions necessary to record, project, and verify allocation and expenditures of recovery funds.
- f. Assist in ensuring that financial management on the incident is in conformance with established policies, directives, procedures, and federal regulations.

- g. Monitor the funding level in disaster-specific programs and provide funds status reports when requested.
- h. Provide reports, statements, and accounting data when requested.
- i. Document in writing all significant decisions and facts relative to your activities on the incident.

Funds Control Specialist (FCSP). The FCSP reports to the FCMG and is responsible for assisting with documenting, tracking, gathering data concerning, and analyzing disaster funds. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Assist in monitoring the expenditure of funds and funding levels.
- d. Use systems to control funds as directed.
- e. Follow financial management policies, directives, and goals for the disaster.
- f. Complete work within established time frames and in conformance with federal regulations.
- g. Provide data for status reports when requested.
- h. Ensure document security is maintained.

Travel Manager (TVMG). The TVMG reports to the COST and is responsible for incident travel services, including regulations guidance and voucher preparation. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Supervise assigned personnel.
- d. Provide customer service support for travel vouchers.
- e. Provide assistance to incident employees on travel policies, regulations, documents, forms, and procedures.
- f. Establish travel voucher appointment schedules.

- g. Prepare travel vouchers using Travel Manager software.
- h. Verify that all voucher claims are legal and correct, according to federal regulations.
- i. Ensure that all required documents are attached to travel vouchers and that proper authorization and signatures have been obtained.
- j. Verify authorizations for accuracy in the Integrated Financial Management Information System (IFMIS) Vendor File.
- k. Ensure that employees are listed on the official travel authorizations.
- l. Establish files, accounting information, and codes for travel voucher records.
- m. Validate and monitor travel and transportation transactions, research discrepancies, and make adjustments as needed.
- n. Reconcile travel vouchers and authorized obligation documents.
- o. Ensure prepared packages are sent to the DHS/FEMA Disaster Finance Center or other designated financial office for processing.
- p. Document in writing all significant decisions and facts relative to your activities on the incident.

Travel Specialist (TVSP). The TVSP reports to the TVMG and is responsible for providing travel claim services to incident personnel. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Maintain travel voucher appointment schedules.
- d. Meet appointment times for employees to prepare travel vouchers.
- e. Prepare travel vouchers using Travel Manager software.
- f. Provide assistance to employees on travel policies, regulations, documents, forms, and procedures.

- g. Review voucher claims to determine that are legal and correct, in accordance with federal and DHS/FEMA regulations and procedures.
- h. Ensure that all required documents are attached to travel vouchers and that proper authorization and signatures have been obtained.
- i. Sort, log in, and route vouchers to the DHS/FEMA Disaster Finance Center or other designated financial office for processing.
- j. Maintain files, accounting information, and codes for travel voucher records.

Procurement Unit Leader (PROC). The PROC reports to the FSC and is responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements. All PROC activities are carried out consistent with FAR requirements. Other federal agency personnel—General Services Administration (GSA) Contracting and Leasing Specialists, U.S. Forest Service Buying Team, etc.—supporting procurements for the Incident Management Assistance Team (IMAT) are assigned to the Procurement Unit. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Coordinate with the Ordering Unit Leader, Regional Response Coordinating Center (RRCC), and all other procurement organizations supporting the incident.
- d. Prepare and authorize contracts and land-use agreements (coordinate with the LEAD).
- e. Prepare invitations to bids, publicizes requirements, issue solicitation documents, review bids, determine financial and performance capability of bidders, and award contracts.
- f. Administer contracts and agreements and resolve disputes within delegated authority.
- g. Coordinate with the Compensation/Claims Unit for processing claims.

- h. Complete final processing of contracts and send documents for payment.
- i. Coordinate cost data in contracts with the COST.
- j. Brief the FSC on current problems and recommendations, outstanding issues, and follow-up requirements.
- k. Document in writing all significant decisions and facts relative to your activities on the incident.

Contracting Manager (CNMG). The CNMG reports to the PROC and is responsible for procurement planning, negotiations, awards, administration, terminations, and close-outs. The CNMG performs the duties of the Contracting Officer per the Federal Acquisition Regulations. As necessary, the CNMG will appoint a Contracting Officer Technical Representative (COTR) for each contract to monitor contract performance and ensure technical requirements of the contract are performed. COTRs will be selected from the appropriate program area. All CNMG activities will be carried consistent with the requirements of the FAR. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Assume responsibility for development of requests for proposals, contract negotiations, awards, administration, terminations, and close-outs.
- d. Supervise assigned personnel.
- e. Receive proposals and perform cost or price analysis.
- f. Conduct contract negotiations with vendors to establish prices and terms.
- g. Take action to terminate a contract for the convenience of the government or for default by the contractor.
- h. Develop and maintain effective and efficient working relationships with parties involved in the contractual or procurement processes.

- i. Document in writing all significant decisions and facts relative to your activities on the incident.

Contracting Specialist (CNSP). The CNSP reports to the CNMG and is responsible for bid solicitation and contract administration and monitors contract progress. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Compile a bidders' mailing list, obtain legal review, and issue the solicitation.
- d. Receive proposals and perform cost analysis.
- e. Prepare contracts.
- f. Monitor contractor progress.

Purchasing Specialist (PUSP). The PUSP reports to the PROC and is responsible for the acquisition of supplies, equipment, and services. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Acquire supplies, equipment, and services.
- d. Determine the best source for procurement.
- e. Negotiate with suppliers and evaluate vendor performance capability.
- f. Keep the supervisor informed of acquisition status.

Training Unit Leader (TRNL). The TRNL reports to the FSC and is responsible for developing and implementing incident training. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Supervise assigned personnel.
- d. Analyze, schedule, and facilitate training opportunities to fulfill individual development and incident and program management needs.

- e. Provide onsite training opportunities to ensure that the disaster staff has the skills and knowledge needed to provide effective and efficient services.
- f. Develop a training plan on the basis of identified needs.
- g. Review trainee assignments and modify if appropriate.
- h. Coordinate the assignment of trainees to incident positions with the Resources Unit.
- i. Brief trainees and trainers on training assignments and objectives.
- j. Make follow-up contacts with trainees to determine whether or not training objectives were met.
- k. Provide trainees with certificates of completion.
- l. Coordinate on-the-job incident training opportunities and activities.
- m. Ensure that the completed training is correctly documented on agency training forms.
- n. Respond to requests for information on training activities.
- o. Transfer training records to the appropriate administrative unit.
- p. Document in writing all significant decisions and facts relative to your activities on the incident.

Training Specialist (TRSP). The TRSP reports to the TRNL in meeting incident training objectives. Primary duties include the following:

- a. Review Common Responsibilities (see Chapter 2).
- b. Obtain a briefing from the supervisor.
- c. Serve as an instructor as assigned.
- d. Assist in analyzing training needs on the incident.
- e. Assist in the design of a training program that meets the needs of the incident.
- f. Obtain necessary visual aids and instruction supplies.
- g. Ensure that training forms and participant lists are accurate and complete.

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- h. Prepare certificates of completion.
- i. Respond to requests for information on training activities when requested.
- j. Assist in scheduling classes.
- k. Assist in scheduling and documenting on-the-job training opportunities for identified trainees.
- l. Assist in completing required training forms and developing accomplishment reports.

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CHAPTER 9

Incident Action Planning Process

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Introduction

Timely and focused planning provides the foundation for effective incident management. The FEMA incident action planning process is used to develop an Incident Action Plan (IAP), which includes incident objectives, specific tactical actions, and supporting information for each Operational Period (O-Period)¹. Incident action planning is always conducted in advance of the next O-Period.

The primary focus of the IAP is the Operations Section, in which federal assistance and support are managed, coordinated, and delivered on the incident. However, it is essential that the entire Incident Management Assistance Team (IMAT) and selected specialty disciplines participate and provide input.

The IAP is the singular overarching plan for allocating resources and providing work assignments resources in support to state and local governments in response to the incident. It does not preclude the preparation of other functional or discipline-specific support plans. Depending on the scope and complexity of the incident, all command and general staff may need to develop functional plans for how they will support the IAP.

¹ **Operational Period** – The period of time scheduled for execution of a given set of operation actions as specified in the IAP. Operational Periods can be various lengths but usually do not exceed 24 hours in the earlier stages of an incident/disaster.

O-Period Planning Cycle (Planning “P”)

Figure 1 shows the Planning P of the IAP planning process.

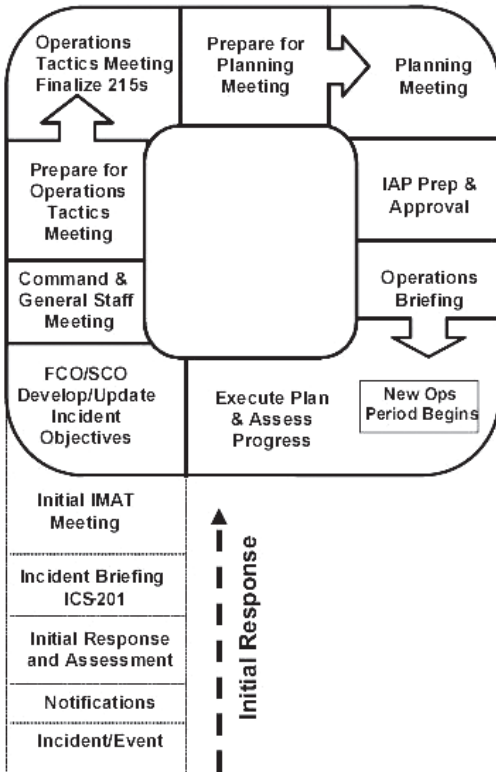


Figure 1: The Planning “P”

Initial Response: “ The Leg of the P”

Initial response or the “Leg of the P” represents the initial actions and activities that occur before or shortly after the arrival of an IMAT to an incident. The “Leg of the P” (see Figure 2) is a component of the planning process but is not considered part of the planning cycle.

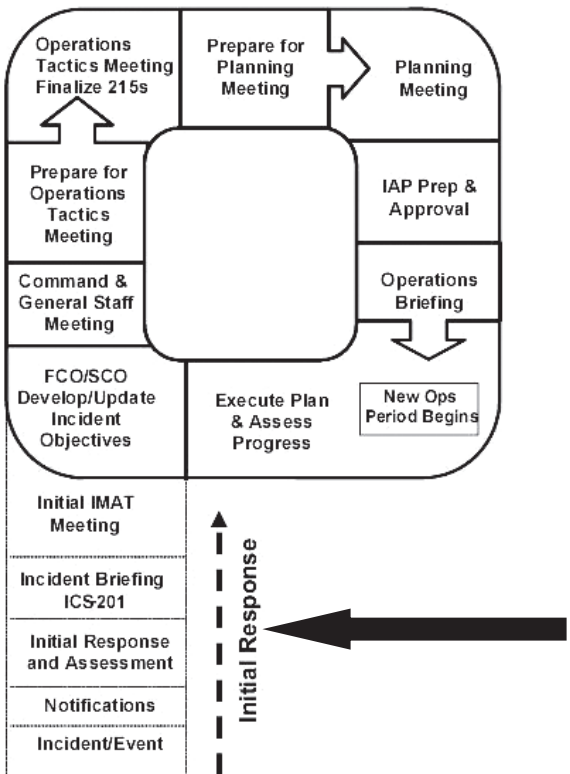


Figure 2: The “Leg of the P”

Incident/Event and Notification

The planning process begins with the scheduling of a planned event, identification of a credible threat, or with the initial response to an actual (no-notice) or impending (notice) event.

The National and Regional Response Coordination Centers monitor, collect, and review available situational information and initial reports of an event or possible event. The IMAT team leader is alerted of a potential or actual event that may result in a team deployment. In a “notice event,” such as an approaching hurricane, an IMAT may be pre-deployed to begin gathering information to establish situational awareness.

Initial Response and Assessment

Whether in anticipation of or response to an incident, the initial response and assessment phase occurs before the operational planning cycle. During this phase, the IMAT is conducting the initial sizing up to determine priorities and potential organizational structure, resource needs, and facilities, etc. The IMAT makes contact with the appropriate state, tribal, and local officials to gather information and make preliminary response plans.

A Preliminary Damage Assessment (PDA) Team is deployed to scope the extent of incident impacts and estimate the federal disaster relief costs. The PDA Team may be a task force assembled by the IMAT to conduct the mission. Before the deployment of the IMAT, the Regional Response Coordinating Center (RRCC) manages the PDA Team.

Incident Briefing

An IMAT receives an initial briefing before assuming command of an incident. The briefing may occur when the IMAT assumes command from the RRCC or from another

IMAT or when there is a change of Federal Coordinating Officials (FCO).

The briefing package may take a variety of forms, but one available tool is the ICS Form 201, which can provide the incoming IMAT with basic information on the incident situation and the resources assigned. The ICS Form 201 may also serve as the IAP for the initial response and would remain in force until the IMAT's Planning Section generates the incident's first IAP.

The ICS Form 201 documents the response objectives, situational awareness, resources assigned, resources ordered or requested, and significant actions taken. This form is essential for future planning, documentation, and the effective management of initial response activities.

The recommended agenda for an incident briefing using ICS Form 201 as a guide or outline is as follows:

- Presidential Delegation Letter—FCO or Regional Administrator (RA)
- Regional Administrator's Guidance—RA
- Situational Briefings—Situation Unit Leader (SITL) or RRCC Director
- Current Priorities—FCO or RRCC Director
- Strategy(s) and tactics—Operations Section Chief (OSC) or RRCC Director
- Current Organization—PSC or RRCC Director
- Resource assignments—Resources Unit Leader (RESL) or RRCC Director
- Resources en-route and/or ordered—RESL or RRCC Director
- Facilities established—Logistics Section Chief (LSC) or RRCC Director
- Political issues and/or sensitivities—External Affairs Officer (EAO) or RA.

Initial IMAT Meeting

In the initial IMAT meeting, the IMAT (including all available IMAT members) reviews roles and responsibilities, identifies high priority activities, and agrees on meeting and planning schedules. The FCO also sets expectations for the team.

The OSC, in concert with the state OSC and with input from staff, develops a preliminary operations section organization on the basis of the geographic and/or functional parameters of the incident response (See *Subdividing an Incident/Disaster* below.) The OSC also develops an incident map showing planned geographic branch and division boundaries (if applicable) and planned or actual operational facilities.

Other topics that may be discussed at the Initial team meeting are the following:

- Initial incident resource requirements
- Resource ordering procedures
- Public information strategies
- Organization and staffing, as well as planning, logistical, and financial agreements and procedures
- Jurisdictional limitations, concerns, and restrictions
- Safety and security concerns.

Operational Subdivisions

For an incident, the Operations Section can be subdivided into branches, divisions, and groups. Incidents can be subdivided geographically (branches and divisions) or functionally (branches and groups) or a combination of both.

Most FEMA incidents to date have been organized with only functional branches, such as Emergency Services, Infrastructure, Individual Assistance, and Mitigation. This can be a successful approach on smaller incidents, but on larger incidents it can cause confusion if these functional groups

are working in the same geographic area (i.e., county, parish, or city) with limited coordination.

The potential for confusion on larger incidents can be alleviated by subdividing the incident into geographic branches and divisions. Each division has an assigned Division Supervisor that has the responsibility to manage all activities within the division. The strength of this approach is that it provides federal, state, and local officials with a single point of contact for all FEMA operations in a defined area. It also allows the organization to expand with the incident by assigning additional divisions. Geographic branches can be established when the number of divisions exceeds the OSC's span of control.

The combination of functional branches and groups and geographical branches and divisions combines the functional strengths of the FEMA and other federal agency (OFA) programs with the advantages of the geographic Incident Command System (ICS) organization.

Unified Coordination Group Develops/Updates Incident Objectives

Figure 3 shows the step for updating incident objectives in the planning cycle.

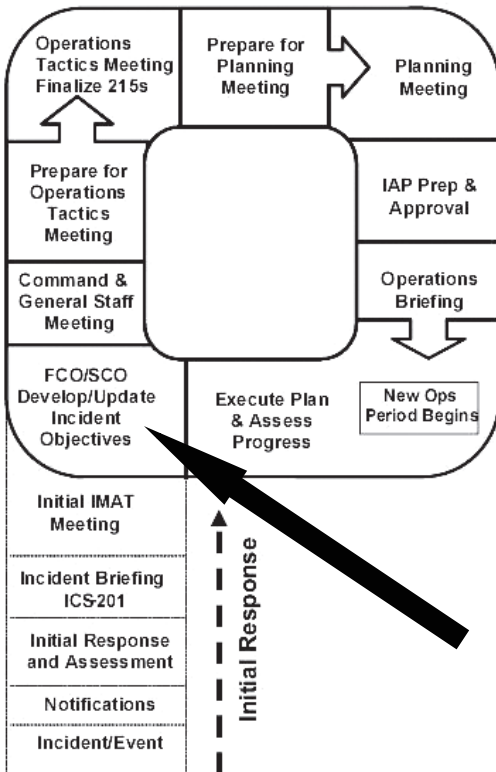


Figure 3: Develop and Update Incident Objectives Step

Establishing Incident Objectives

Incident objectives are established by the Unified Coordination Group (UCG) on the basis on the incident requirements and the input from the Command and General Staff. Developing and/or updating incident objectives for each O-Period is the starting point for the incident action planning cycle that results in the IAP.

Objectives should be clearly stated, measurable, and attainable.

The UCG may hold a meeting before the Command and General Staff meeting to develop incident objectives; however, this may also be accomplished as part of the Command and General Staff meeting.

Command and General Staff Meeting

Figure 4 shows the step for the Command and General Staff meeting.

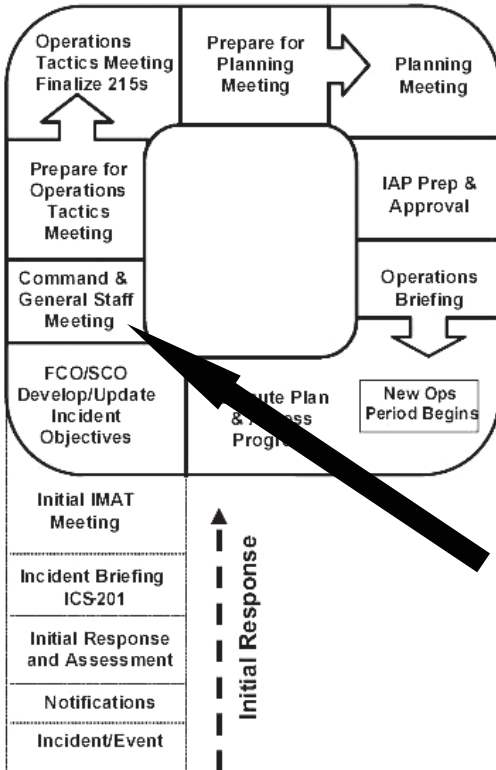


Figure 4: Command and General Staff Meeting Step

Incident objectives may have been developed or updated before this meeting and may also be developed or updated at this meeting.

The UCG provides management direction to the Command and General Staff for the current O-Period planning cycle. Participants discuss the strategies for accomplishing the incident objectives. The UCG typically articulates priorities and strategies on how the IMAT should proceed.

The Command and General Staff meeting also provides an opportunity to share critical information that is affecting or may affect the management of the incident.

The Planning Section Chief facilitates the Command and General Staff meeting.

The suggested agenda for the Command and General Staff meeting is indicated in the table below.

Roll call and introduction of new participants and guests	PSC
UCG members' opening remarks	UCG
Review of incident objectives	PSC
Review current situation	SITL
Round Robin discussion <ul style="list-style-type: none">▪ Current status▪ Shortfalls, limitations, constraints, and concerns	All
Outline of strategies to achieve objectives	UCG
Open discussion (optional)	PSC
Closing remarks	UCG
Adjournment	

Preparation for the Operations Tactics Meeting (Develop Draft ICS-215s Planning Worksheets)

Figure 5 shows the step for preparing for the Operations Tactics meeting.

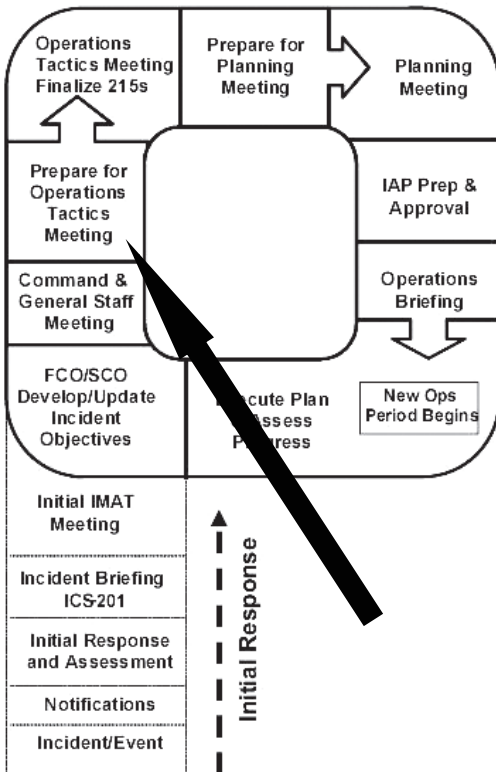


Figure 5: Preparation for Operations Tactics Meeting Step

In this critical phase of the planning cycle, the OSC, designated operations staff, select General Staff, and appropriate Command Staff identify and develop tasks and outline resource assignments on the Operational Planning Worksheet (ICS Form 215). The OSC typically delegates the preparation of the ICS Form 215 to Branch Directors and Group Supervisors.

The draft ICS Form 215s for each branch and group supports incident objectives. The draft ICS Form 215s must provide sufficient details on task assignments, reporting locations, reporting times, special equipment, and supply needs so that the Planning Section can develop the ICS Form 204 Assignment Lists.

Operational Planning Based on Organization

When an incident is organized on a functional basis, such as along program lines (Individual Assistance, Public Assistance, and Mitigation), the functional Group Supervisors (GRPS) report directly to the OSC without an intervening branch director assigned.

Under functional configuration, the program group supervisors have both operational¹ and tactical² control of group resources.

¹ **Operational Control (OPCON)** – Direct authority in planning, organizing, and developing tasks (work assignments) and assigning resources.

² **Tactical Control (TACON)** – Direct authority over personnel and resources to adjust assignments when necessary to accomplish tasks to meet changing conditions.

On incidents that are organized both geographically and functionally, the functional branch directors or group supervisors will exercise OPCON of their resources, and the

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geographical branch directors and division supervisors will exercise TACON of assigned resources, as follows:

- The functional branch directors and group supervisors are responsible for developing programmatic planning within their functions to identify work assignments and assign their resources to specific geographic divisions on the draft ICS Form 215s.
- It is important for the functional branch directors and group supervisors and geographic branch directors and division supervisors to work together during the action planning process and field operations.

Operations Tactics Meeting

Figure 6 shows the step for preparing for the Operations Tactics meeting resulting in completed 215s.

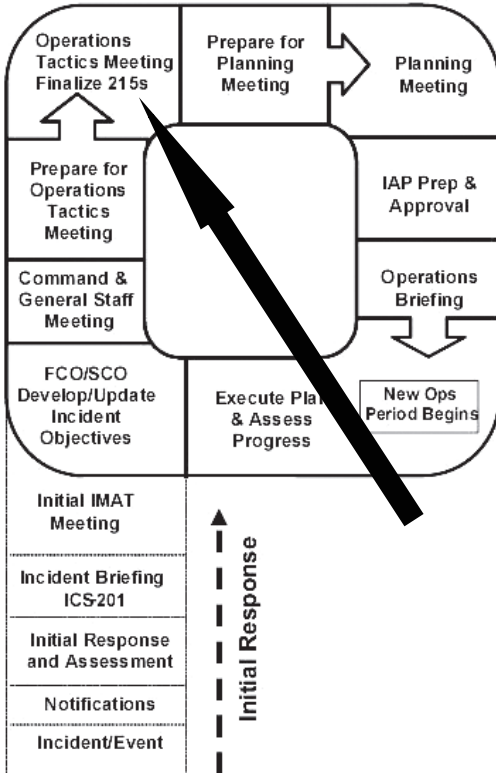


Figure 6: Operations Tactics Meeting for Finalization of the 215s Step

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The purpose of the Operations Tactics meeting is to review and finalize draft ICS Form 215s (agree on work assignments, identify resource shortfalls, and resolve any conflicts and coordination issues). The OSC ensures that the operational plan supports the incident objectives at this meeting.

Items needed for the meeting should include:

- Current Incident Objectives (ICS Form 202)
- Large incident maps and charts with date and time
- Digital projector to display the draft ICS Form 215s
- A current resource inventory prepared by the Resource Unit
- Other applicable situation status displays prepared by the Situation Unit

This meeting is facilitated by the OSC, and participants should include:

- Designated operations personnel
- Resource Unit Leader (RESL)
- The LSC and designated logistics personnel
- External Affairs Officer
- Safety Officer (SOFR)
- Liaison Officer
- Security Manager
- Other personnel as needed.

The suggested agenda for the Operation Tactics Meeting is indicated in the table below.

Review established incident objectives	OSC
Review completed Operational Planning Worksheets (ICS Form 215) <ul style="list-style-type: none"> • Confirm designated branches and division/groups are correctly displayed on maps and the ICS Form 215 • Confirm designated branches and division/groups are correctly displayed on maps and the ICS Form 215 • Ensure tasks identified and the reporting location for each division/group are complete, clear, concise, and accurate • Review resources needed to carry out tasks by divisions/groups • Assign available resources 	OSC or OPBD
Identify additional resources needed or excess resources	RESL
Identify logistical capabilities, limitations, and other support needs such as communications, traffic, medical, etc.	LSC
Identify, discuss, and mitigate safety issues and requirements	SOFR
Identify and discuss supporting agency/organization needs and limitations	LOFR
Confirm or identify and plot operations facilities and reporting locations on a map	OSC & LSC

After the meeting, the RESL will use the ICS Form 215s to develop additional resource orders and place them with the Ordering Unit Leader (ORDL).

Preparing for the Planning Meeting

Figure 7 shows the preparation step for the planning meeting.

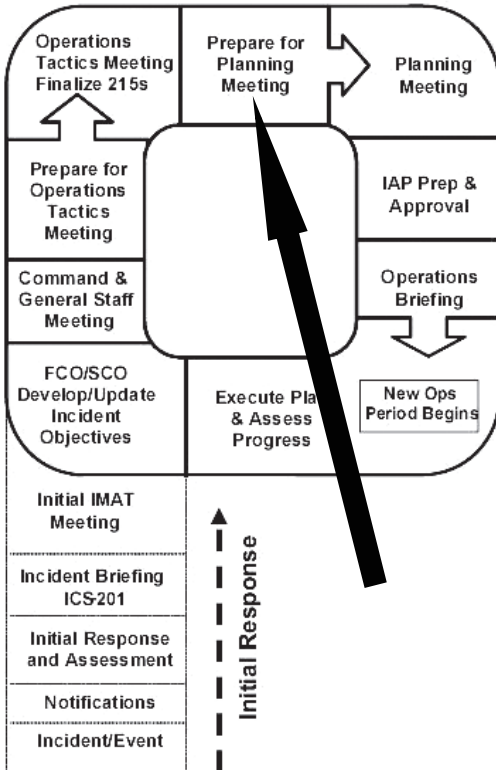


Figure 7: Preparation for the Planning Meeting Step

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In this phase the Command and General Staffs prepare for the upcoming Planning Meeting.

Operations Section

- Prepares operations update for presentation at Planning Meeting
- Coordinates with other staff as needed

Planning Section

- Prepares the final draft ICS Form 204s
- Prepares the meeting room
- Develops resource and support needs and submits to the Logistics Section
- Publishes and distributes meeting agenda
- Duplicates documents that are needed to support presentations

Logistics Section

- Orders resources to support the IAP
- Verifies support and orders support requirements including communications, transportation, and medical, etc.

Finance/Admin Section

- Verifies financial and administrative requirements

Planning Meeting

Figure 8 shows the Planning meeting step.

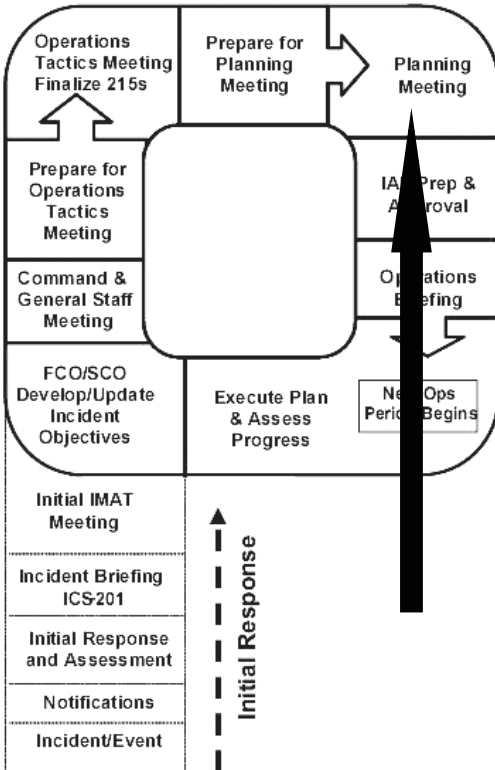


Figure 8: Planning Meeting Step

At the Planning meeting the draft incident action plan is reviewed, adjusted as necessary, and approved.

The OSC discusses the tactics selected to meet incident objectives for the next O-Period. This meeting provides the opportunity to discuss and resolve any issues and concerns before assembling the IAP. After review and updates are made, Command and General Staff affirm their commitment to support the operational plan.

The PSC facilitates this meeting.

The suggested agenda for the Planning meeting is indicated in the table below.

Review agenda	PSC
Provide opening remarks	UCG
Provide update on current situation and national implications	SITL
Review incident objectives	PSC
Present and review the draft ICS Form 204s	OSC
Ensure the draft operational plan meets incident objectives	PSC
Review any open actions or tasks	PSC
Solicit feedback from the Command and General Staff	PSC
Obtain commitment from the Command and General Staff to support the plan	PSC
Make final comments and direction	UCG
Adjourn	

IAP Preparation and Approval

Figure 9 shows the step for preparation and approval of the IAP.

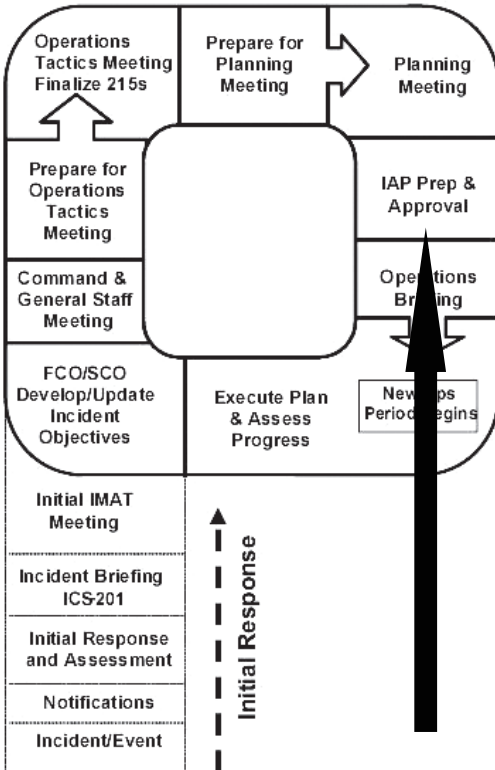


Figure 9: IAP Preparation and Approval Step

Immediately following the Planning meeting, the personnel below will prepare assigned portions of the IAP to meet the deadline for final assembly by the Planning Support Unit.

The IAP must be completed to permit timely review and approval by the UCG, duplication, and distribution before the operational briefing.

Common IAP components and the parties responsible for them are indicated in the table below.

Incident Objectives (ICS Form 202)	SITL
Organization List (ICS Form 203)	RESL
Assignment List (ICS form 204)	RESL
Communication Plan (ICS Form 205)	COML
Medical Plan (ICS Form 206)	MEDL with SOFR
Incident Map	SITL
Organization Chart (ICS Form 207)	RESL
Safety Plan/message	SOFR
Optional Components (use as pertinent):	
• Air Operations Summary (ICS Form 220)	AOBD
• Traffic Plan	GSUL
Once the IAP components are completed it is reviewed for accuracy and completeness by:	
• Planning Section Chief	
• Operations Section Chief.	

The IAP is then reviewed and approved by the UCG.

The original signed IAP is given to the Documentation Unit in the Planning Section after reproduction.

IAP distribution is recommended to the following:

- Command and General Staff.
- Operational branch directors, division and group supervisors, task force and strike team leaders, and crew leaders
- Unit leaders and above in Logistics, Finance/Admin, and Planning

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- Federal staging areas, state staging areas, and base camps
- Area Field Offices
- FEMA Emergency Teams such as Urban Search and Rescue Task Forces and HHS Disaster Medical Assistance Teams
- All Emergency Support Functions (ESF)
- Aviation facilities, including helibases and fixed wing bases.

The completed IAP is an important document that guides field operations, and it is critical that field personnel receive the current IAP. Response operations typically cover large geographic areas, often with damaged and degraded communications infrastructure. Consequently a variety of reproduction and distribution mechanisms need to be utilized. Options include the following:

- Mass reproduction by private vendors
- Electronic distribution
- Faxing
- Courier service (ground and air).

Operations Briefing

Figure 10 shows the step for the Operations Briefing.

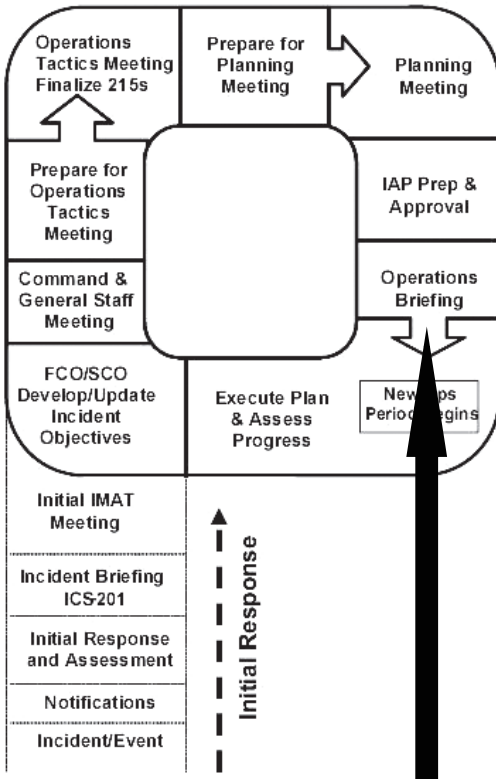


Figure 10: Operational Briefing Step

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Before the beginning of a new O-Period, the OSC briefs the personnel responsible for executing and supporting the IAP.

Attendees should include at minimum Operations personnel such as branch directors, division and group supervisors, and others as needed to provide necessary information or as appropriate. Alternate communications, such as a conference line, may be required for participants in remote locations.

The suggested agenda for the Operational Briefing is indicated in the table below.

Review incident objectives	OSC
Review weather conditions and forecast	SITL
Present the current situation	OSC or SITL
Brief the branch directors, division, and group supervisors on assignments as identified on the Assignment Lists (ICS Form 204)	OSC
Communications	COML
Logistics	LSC
Safety	SOFR
Finance	FSC
Others as needed	

Execute Plan and Assess Progress

Figure 11 shows the step for executing the plan and assessing progress.

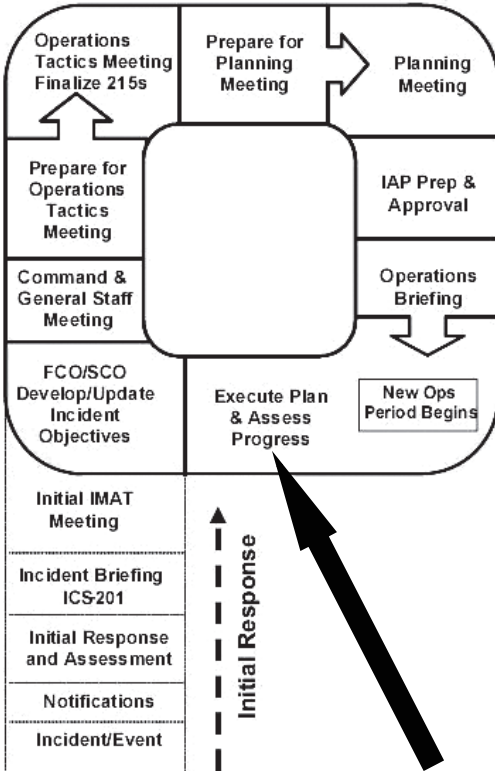


Figure 11: Execute Plan and Assess Progress Step

Tactical Adjustments During the O-Period

Division and group supervisors are authorized to make tactical adjustments and reallocate resources in their division/group to adapt to changing conditions during the O-Period. Affected division and group supervisors should confer when making adjustments or changes.

Major adjustments should be first cleared with their supervisor (OSC or branch director) before implementation, and the RESL should be notified of all resource status changes.

Assessing Progress

An important aspect of getting started on the next planning cycle is an assessment of work progress to date. All action chiefs need to regularly assess work progress against the operations planned in the current IAP and address deficiencies in the incident action planning cycle for the next O-Period.

ICS Map Symbols

Joint Field Office



Area Field Office (identify by name)



Camp (identify by name)



Helispot (identifier)



Helibase (include name if more than one)



Fixed Wing Base
(include name if more than one)



Branches (use Roman numerals)



Divisions (use upper case alpha characters)



Incident Support Base (identify by name)



Staging Areas (identify by name)



Disaster Recovery Center (use identifier)



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CHAPTER 10
TRANSFER OF COMMAND

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CHAPTER 10

TRANSFER OF COMMAND

All disaster operations require a continuous command presence. The command presence on a presidentially declared disaster is the Federal Coordinating Officer (FCO).

There may be a change in command, including the FCO and Incident Management Assistance Team (IMAT), during disaster operations for reasons such as the following:

- The Regional Response Coordination Center (RRCC) transfers command to the IMAT.
- The disaster changes in size and/or complexity.
- The duration of the disaster exceeds the availability of an FCO and/or IMAT.
- Senior FEMA management determines the need for a change in the FCO and/or IMAT.

A change in command is challenging, and it is imperative that the transfer take place as efficiently and orderly as practical. Operational efforts must continue during the transfer period with command and control firmly in place. During the transfer the current FCO/IMAT remains in charge of the incident until the incoming FCO/IMAT has been sufficiently briefed and all required delegations of authority are in place.

In a situation in which an IMAT is being replaced, such as a Regional IMAT replacing a National IMAT or vice versa, the Command and General Staff must brief their counterparts.

The incoming FCO should not assume command until he or she is thoroughly briefed and an exact time of command transfer is determined. The outgoing FCO has the responsibility to brief the incoming FCO. In a situation in which an IMAT is replacing another IMAT, the briefing should

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involve both FCOs and their Command and General staff. After the briefing, incoming IMAT members will phase into their areas of responsibility in coordination with their counterparts but will not assume control until the predetermined time, as agreed upon by the incoming and outgoing FCOs.

A comprehensive briefing that captures all essential information for continued effective command is critical to an effective transfer of command. On smaller disasters or transfers at the early stage of larger disasters, the Incident Briefing Form (ICS Form 201) may be used to display the necessary information for the transfer. On larger disasters a more detailed transfer package should be prepared.

Where practical it is desirable for the new FCO and his or her organization to shadow the replaced FCO/IMAT for at least one O-period.

The outgoing IMAT will prepare the Incident Action Plan for the first O-period for which the new IMAT is in charge.

Notification of transfer of command must be communicated to all incident resources, affected Emergency Operations Centers (EOCs), Regional and National Response Coordination Centers (NRCC), and involved agency administrators.

Transfer and Transition Responsibilities

Transfer of command begins at the Regional Administrator (RA) level. The RA will brief the new FCO on the situation, issue a letter of authority, and provide specific direction, if any.

The briefing location and time should be established between the RA and the two FCOs. It is the responsibility of the outgoing FCO/IMAT to prepare the briefing information, secure the meeting place, and conduct the briefing of the incoming FCO/IMAT.

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CHAPTER 11

INCIDENT MANAGEMENT ASSISTANCE TEAMS

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CHAPTER 11

INCIDENT MANAGEMENT ASSISTANCE TEAM (IMAT)

Most disasters and emergencies are handled by State and local responders. The Federal Government is called on to provide supplemental assistance when the consequences of a disaster exceed State and local capabilities. If needed, the Federal Government can mobilize an array of resources to support State and local efforts. Various field teams, support elements, specialized equipment, operating facilities, assistance programs, and access to private-sector resources constitute the Federal response capabilities.

FEMA is the Federal agency responsible for coordinating the Federal response. Depending on the size and complexity of the incident either an IMAT or ERT will deploy. The responsibility for the incident will eventually be delegated to an FCO who will operate out the JFO. The IMAT or ERT will provide the core personnel for the JFO.

The IMAT is the response team of choice. It is staffed by full time personnel and organized and trained to comply with NIMS/ICS. An IMAT consists of a minimum of a Team Leader (normally a Federal Coordinating Officer) with a Command and General Staff, and may have additional incident-specific positions such as Branch Directors, Division/Group Supervisors, and Unit Leaders. An IMAT does not include all positions needed to manage an incident, but provides a nucleus of personnel that can assess the situation, develop an organizational structure to meet operational needs, determine requirements, and order resources.

The decision to deploy an IMAT rests with the FEMA Administrator and the impacted Regional Administrator(s). This ensures the level of response is met with the appropriate capability without accepting operational risk. The IMAT establishes an immediate Federal presence with the

State, assumes command of the Federal response, assesses the situation, determines the level of required Federal support, and identifies a site for the Joint Field Office (JFO).

Initial missions may include support to State and local governments to save lives and preserve property such as firefighting, search and rescue, emergency medical services, and hazardous materials response. Life sustaining missions to meet basic individual and community needs include shelter, emergency feeding and food supplies, and temporary restoration of essential government services.

Recovery missions that assist in return to normalcy include grants and loans to individual victims and programs to rebuild or improve the affected infrastructure (e.g., public buildings, services, and highways).

IMAT Typing: FEMA IMATs are 'typed' according to the size and experience of the team; qualifications related to the ability to manage minor or massive incidents based on ICS; and individual team member's knowledge, skills and abilities as identified in FEMA Position Task Books.

- **Type I Team - National IMAT:** Qualified to respond to all levels of disasters with Level I disasters the primary focus. Led by a Type I Senior Executive Service (SES) Federal Coordinating Officer (FCO) and comprised of Type I trained and credentialed team members in accordance with the *IMAT Training and Credentialing Plan*.
- **Type II Team - Regional IMAT:** Qualified to respond to Level II and Level III disasters with Level II disasters the primary focus. May rotate into a Level I disaster to relieve the Type I IMAT when the complexity of the disaster decreases. Led by an FCO and comprised of Type II trained and credentialed team members in accordance with the *IMAT Training and Credentialing Plan*.

Team Member Typing

Just as the IMAT teams are typed, IMAT members are 'typed' to ensure consistency in the conduct of duties and responsibilities across the IMAT program as follows:

- **Type I: Expert.** Qualified to serve on a Type I IMAT at Level I, II or III disasters. Meets training and credentialing requirements specified in the Position Task Books. Serves as a mentor to Type II and Type III IMAT personnel as well as trainees.
- **Type II: Fully Qualified.** Qualified to serve on a Type II IMAT at Level II and III disasters without a mentor. May rotate into a Level I disaster at the discretion of the Level I Team Leader. Meets the training and credentialing requirements specified in Position Task Books. Serves as a mentor and teacher to Type III IMAT personnel, trainees, and subordinates.
- **Type III: Basically Qualified:** Qualified to serve on a Type III IMAT at Level III disasters. May rotate into a Level II disaster at the discretion of the Level II Team Leader. Meets the training and credentialing requirements specified in the Position Task Books.
- **Type IV: Trainee.** May be associated with Type I, II or III disaster operations. Is always paired with a designated mentor. Meets the basic training requirement specified in the Position Task Books.

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CHAPTER 12

UNIFIED AREA COMMAND

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Unified Area Command

Unified Area Command is an expansion of the incident command function defined as “an organization established to (1) oversee the management of multiple incidents that are being handled by separate Incident Command System organizations; or (2) oversee the management of a very large incident that has multiple Incident Management Assist Teams (IMAT) assigned.”

Unified Area Command has the responsibility to set overall strategies and priorities, allocate critical resources on the basis of priorities, ensure that incidents are properly managed, and ensure that incident objectives are met and strategies followed.

The Unified Area Command organization is normally kept small with personnel assigned to the Command, Planning, and Logistics functions. Depending on the complexity of the interface between the incidents, specialists in other areas such as aviation, hazardous materials, the environment, and finance may also be assigned to the Unified Area Command.

A Unified Area Command does not exercise any operational control of the individual incidents, and there is no operations function in a Unified Area Command.

A Unified Area Command involves multiple jurisdictions (cities, counties, states, federal agencies, etc.) that should have appropriate representation in the command.

Unified Area Command Organization Chart

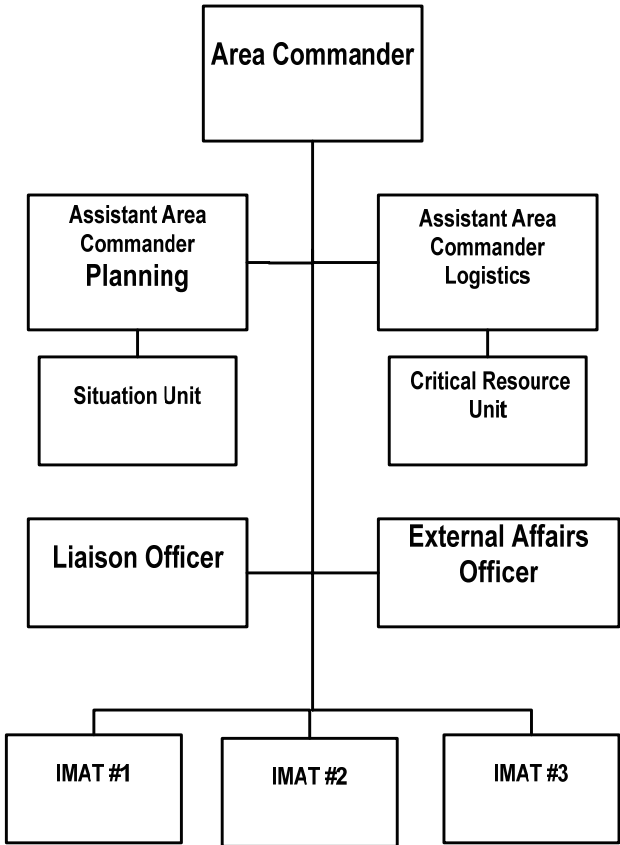


Figure 1: Sample Unified Area Command Organization Overseeing Three IMATs

Unified Area Commander. The Unified Area Commander is responsible for oversight of all the IMATs assigned in the Unified Area Command. This includes ensuring that conflicts are resolved, incident objectives are appropriate, and procedures are established for the allocation and use of critical resources.

The Unified Area Commander must also ensure effective coordination with local, state, federal, and volunteer agencies and organizations (local, state, tribal, federal, and volunteer) operating or affected within the area assigned.

Primary duties include the following:

- a. Obtain a briefing from the FEMA Regional Administrator (RA) on agency expectations, priorities, concerns, and constraints, including frequency of coordination and information requirements.
- b. Obtain written delegation of authority for overall management and direction (oversight) of the incidents in the designated Unified Area Command.
- c. Determine and implement an appropriate Unified Area Command organization.
- d. Establish an appropriate location for the Unified Area Command.
- e. Establish a Unified Area Command schedule and timeline.
- f. Schedule and conduct joint meetings with all Unified Coordination Groups in the command.
- g. Review objectives, strategies, and Incident Action Plans for each incident in each operational period.
- h. Keep current on critical resource needs.
- i. Establish priorities for use of critical resources and establish procedures to ensure that critical resources are not released from one incident when needed by another.
- j. Establish demobilization priorities and approve incident demobilization plans.
- k. Maintain a log of major actions and decisions.

Assistant Unified Area Commander, Planning. This commander is responsible for collecting information from IMATs in order to assess and evaluate potential conflicts in establishing incident objectives, strategies and the priority use of critical resources. Primary duties include:

- a. Obtain briefing from Unified Area Commander.
- b. Assemble information from IMATs to identify potential conflicts and/or ways for incidents to develop compatible operations.
- c. Recommend allocation and/or reallocation priorities of critical resources to or between incidents.
- d. Maintain status on critical resources.
- e. Document and distribute Unified Area Commander's decisions or orders.
- f. Conduct advance planning beyond the next operational period.
- g. Ensure demobilization plans are coordinated between IMATs, RRCC(s), and NRCC.
- h. Make arrangements for and conduct strategy meetings established by the Unified Area Commander.
- i. Prepare Unified Area Command briefings as scheduled, requested or needed.
- j. Maintain log of major actions/decisions.

Assistant Unified Area Commander, Logistics. This commander is responsible for providing facilities, services, and material at the Unified Area Command level and for monitoring the use of critical resources and supplies. Primary duties include the following:

- a. Obtain a briefing from the Unified Area Commander.
- b. Provide facilities, services, and materials for the Unified Area Command organization.
- c. In the absence of a Unified Area Command Aviation Coordinator, ensure that temporary airspace and flight restrictions are coordinated between incidents, in place, and understood.

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- d. Ensure coordinated communication links are in place.
- e. Monitor the use of critical logistical resources and make recommendations for reallocation where deemed of value.
- f. Maintain a log of major actions and decisions.

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CHAPTER 13

FEMA COORDINATION CENTERS

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Response Coordination Centers

The National Response Coordination Center (NRCC) and Regional Response Coordination Centers (RRCC) are integral components of the National Response Framework (NRF). The NRCC and the RRCCs serve as the FEMA Emergency Operations Centers (EOC) for domestic incident management activities. The primary function of these centers is to coordinate federal response by deploying FEMA assets and ensuring coordination and information exchange with State EOCs and other federal agencies as required, providing current assessments of ongoing incidents and responding to policy direction provided by FEMA and the Department of Homeland Security.

Resource Coordination and Control

FEMA's logistical support focuses on the "push" or "pull" of disaster relief resources on the basis of an analysis of incident size, complexity, and urgency. Requirements are validated at the lowest operational level and adjudication of competing resource requirements at the next higher level through communications at all levels, as outlined:

- **Push Concept.** Resources are pushed into the impact area pre-event and immediately post-event to establish a 48-hour supply on the basis of models or incident-specific plans. When the push concept is utilized, it is essential to have clear communications with lower operational levels to ensure there are sufficient teams, resources, and facilities to receive and support the push. The push concept will normally transition to a pull approach upon transition of operational control to the team in the field.
- **Pull Concept.** The RRCC and/or team in the field establish resource requirements in coordination with state, territorial, and/or tribal counterparts as validated by the Operations Section on the basis of the actual rate

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of consumption. Initial Response Resource (IRR) commodity projections are for 2 days, trending toward a 1-day supply as the response winds down. The RRCC and/or field team communicates these requirements to the NRCC.

As shown in Figure 1 the RRCCs directly support the IMATs, while the NRCC supports the RRCCs. All lines are dashed, because the relationship between the RRCCs and the IMATs is one of support and coordination, not supervision.

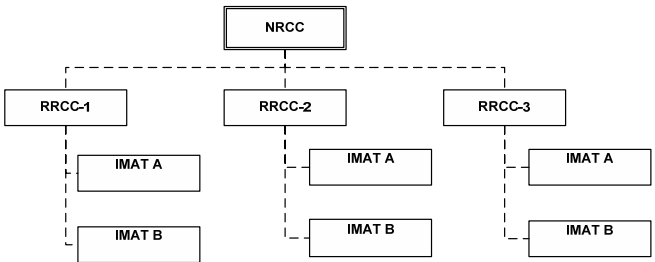


Figure 1: Relationship Between NRCC, RRCCs, and Incidents

Levels of Activation

III	Minor	Minimal levels of damage, which could result in a Presidential declaration of emergency or a major disaster. Some federal involvement may be requested by state and local jurisdictions, and the request will be met by existing federal regional resources.
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II	Moderate	Moderate levels of damage, which will likely result in a major Presidential disaster declaration, with moderate federal assistance. Federal regional resources will be fully engaged, with potential involvement of federal regional offices from outside the affected area. Select national resources may also be utilized.
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I	Massive	This level of event will result in a Presidential disaster declaration, with major federal involvement and full engagement of federal regional and national resources.
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Regional Response Coordination Centers

The RRCC is a standing facility activated to coordinate regional response efforts, establish federal priorities, and implement local federal program support until the Federal Coordinating Officer (FCO) has assumed responsibility for the incident. The RRCC is staffed by designated Emergency Support Function (ESF) representatives. An activated Level I

RRCC operates 24 hours a day. The type and magnitude of the disaster dictate the federal response requirements.

The Regional Administrator (RA) or the Regional Disaster Operations Division (DOD) Director determines when an incident is of such magnitude or complexity that it requires the activation of an RRCC. When activated, the RRCC reports to the Regional DOD Director.

The RRCC duties and responsibilities before the FCO assumes command include the following:

- a. Make initial contact with the affected state(s) and review capabilities and shortfalls to determine initial response requirements.
- b. Activate required ESFs.
- c. Issue initial activation mission assignments or reimbursable agreements.
- d. Establish reporting and communication protocols with the activated agencies.
- e. Activate and deploy IMATs.
- f. Establish communications with the affected state emergency management agency and the NRCC.
- g. Provide immediate assistance to state, tribal, and local governments to save lives, protect property, and ensure public safety.
- h. Coordinate operations and situation reporting to the NRCC.
- i. Coordinate initial provisions of the Federal-State Agreements that must be signed by the Governor and the FEMA RA.
- j. Establish regional priorities, objectives, and initial support requirements.

RRCC Logistics Section

The Logistics Section at the RRCC will manage staging areas until operational control is transitioned to the field team. When an FCO and/or IMAT assumes responsibility for field operations, the IMAT Operations Section Chief (OSC) will be given operational control of staging areas and assigned resources, including life-sustaining IRR commodities.

National Response Coordination Center

The NRCC is an interagency center located in FEMA Headquarters (HQ) that is responsible for national-level response coordination. The HQ Disaster Operations Directorate determines when it is necessary to activate and staff the NRCC.

The NRCC is a standing 24-hour-a-day facility staffed by personnel responsible for deploying national-level resources, long-range operational planning, and collecting and disseminating national-level incident information. While normally activated in support of an RRCC, the NRCC may be activated before the activation of a RRCC. The NRCC is activated by and reports to the HQ Disaster Operations Directorate Director.

The NRCC support RRCCs by deploying IRR and by coordinating and allocating strategic national resources. The NRCC supports the activated RRCCs. The NRCC may directly support field operations when the RRCC stands down.

Principal NRCC responsibilities include the following:

- a. Monitor potential or developing incidents and support the efforts of regional and field operations.
- b. Monitor the availability of emergency response teams and resources.

- c. Initiate mission assignments or reimbursable agreements to activate other federal departments and agencies at the NRCC.
- d. Activate and deploy national-level resources, such as the National Disaster Medical System (NDMS), Urban Search and Rescue Task Forces, Mobile Emergency Response Support (MERS), and National IMATs, as requested by RRCCs and/or FEMA RAs.
- e. Provide national resource coordination support to RRCCs.
- f. Support initial deployment of personnel and resources as requested by RRCCs.
- g. Adjudicate competing IRR commodity requirements for multiple RRCCs and/or FCO-led IMAT field operations.
- h. Collect, analyze, and disseminate information on the incident and status of resources.
- i. Draft and distribute operational warnings and orders in coordination with other elements of the National Operations Center (NOC).

NRCC Logistic Management Center

The NRCC Logistics Management Center (LMC) serves as the central reporting element for all FEMA field logistics actions. The LMC is also responsible for procuring and delivering IRR and national incident support equipment and supplies.

When necessary, the LMC will coordinate the delivery and pre-staging of IRR commodities from the national logistics supply chain to Incident Support Bases (ISBs) managed by the LMC or staging areas managed by the OSC in the field. The LMC may push commodities to off-incident facilities, such as a distribution centers or ISBs, but the pushing of commodities will only occur in accordance with an established plan or when agreed to by the requesting party.

NRCC Movement Coordination Center

The NRCC Movement Coordination Center (MCC) plans and coordinates all aspects of national transportation support for the FEMA regions. Incident-specific transportation resources (e.g., trucks, planes, and boats) fall under the operational control of the FCO and/or IMAT OSC in the field.

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CHAPTER 14

MISSION ASSIGNMENTS PROCESS

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Mission Assignment Process

Mission Assignments (MA) are authorized by the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. §5121, et esq.

An MA is a work order issued by FEMA to an other federal agency (OFA) directing completion by that agency of a specified task and citing funding, other managerial controls, and guidance.

The MA is issued only when the work to be completed is not within the statutory authority of the OFA and it is determined to be the best solution for meeting the identified need. MAs may be issued to an OFA with or without compensation as considered appropriate by the issuing official, although it is FEMA's intention to reimburse OFAs for all eligible costs incurred under MAs.

The MA may be for a very specific, singular activity or a number of like activities with specific tasks. Requirements for MAs include the following:

- MAs executed before a declaration (under a surge account) must be reissued after the declaration, if the MA is to remain active, to ensure the MA is funded and tracked through the disaster fund.
- If it is necessary to verbally initiate an MA, written documentation should be issued as soon as possible.

FEMA and participating OFAs have developed pre-scripted MAs (PSMA) to expedite actions. A PSMA is a standard statement of work with cost estimates. A PSMA is not official until inserted into the MA form and properly approved.

Forms

1. **Mission Assignment Delegation of Authority Memorandum.** The MA Delegation of Authority Memorandum is prepared by the Regional Comptroller for the Regional Administrator's signature at the time of an incident or potential for an incident. It delegates authority to specifically identified individuals to sign MAs as the Federal Approving Official.
2. **Action Request Form (ARF).** An ARF is a request for federal assistance and is needed before the development and approval of an MA. An ARF requires the signature of the authorized requesting official (either state or federal), the signature of the Federal Approving Official, and the following minimum information (normally staffed out and developed by FEMA or the appropriate Emergency Support Function):
 - Period of performance
 - Estimated cost
 - Statement of work, including number of staff and kind and type of resource needed
 - Point of contact (name and phone numbers)
 - Assignment location (i.e., staging area, Joint Field Office, etc.)
3. **Tasker.** A tasker directs an OFA to perform a specific activity under an approved MA. The tasker must be performed within the performance and funding limits of the MA. A tasker does not authorize any additional funds or expand the MA scope of work.
4. **Mission Assignment Activation Letter.** An activation letter must be prepared for each federal agency activated. Activation letter templates are available on the FEMA EMMIE intranet site. A different template letter is used for General Service Administration MAs.

ARF Tracking and MA Log. The ARF Tracking Log is initiated and maintained by the Action Tracking Specialist (ATSP) assigned to the Ordering Unit in the Logistics Section. The ATSP will work in coordination with the Mission Assignment Manager (MAMG) in the Operations Section to update and maintain the MA Log. Separate tracking logs are used for pre-declaration and post-declaration MAs and the companion taskers.

Types of Mission Assignments

1. **Federal Operations Support (FOS).** FOS is any support provided to FEMA and/or an OFA required for federal response operations. FOS does not have to be approved by the State Approving Official and does not require a state cost-share.

MAs for FOS may be authorized in anticipation of or in response to an incident before a declaration.

2. **Technical Assistance (TA).** TA is provided by FEMA or an OFA to state and local jurisdictions that lack the knowledge and expertise to accomplish the identified task when requested.

TA is authorized only after a declaration for a major disaster or emergency. TA does not require a state cost-share and excludes the permanent provision of “things” (e.g., funds, equipment, and supplies). An MA for TA must be signed by the State Approving Official.

3. **Direct Federal Assistance (DFA).** DFA is support provided by FEMA or an OFA to state and local jurisdictions that lack the capability to perform or contract for eligible emergency work. DFA is used to provide emergency protective measures to save lives, protect public health and safety, protect property, and implement debris removal for state and local governments.

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All DFA is subject to the federal-state cost share and indemnification provisions of the FEMA-State Agreement. An MA for DFA must be signed by the State Approving Official.

Deactivation and Stand-Down

At the end of the MA period of performance, the OFA is either directed to stand down or deactivate.

Stand-down allows the federal agency to be recalled under the existing MA.

When an OFA is de-activated, a new MA is required to bring them back to the incident.

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APPENDIX A

MOBILE EMERGENCY RESPONSE SYSTEM

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Introduction

The mission of FEMA's Mobile Emergency Response System (MERS) is to provide a wide range of life-sustaining and basic support to FEMA Incident Management Assist Teams (IMATs) and other federal, state, and local agencies at the scene of a disaster, emergency, special event, or exercise. A MERS detachment supplies communications, Automated Data Processing (ADP), operations, logistics, life support, security, and safety teams designed to support onsite management of disaster response activities.

FEMA maintains and operates five geographically dispersed MERS detachments, each of which supports two FEMA regions. Locations and regional assignments are as follows:

<u>Location</u>	<u>Region</u>
Maynard, MA	1 and 2
Thomasville, GA	3 and 4
Denver, CO	5 and 8
Denton, TX	6 and 7
Bothell, Washington	9 and 10
Frederick, MD	
National Capital Region	

A MERS detachment is self-sufficient and has a stand-alone capability to support emergency responders for 10 days with communications, operational, and logistical and life support capabilities that include food, water, shelter, clothing, sleeping bags, and cots.

Each deployment is tailored to meet specific emergency response requirements. Equipment and personnel can be pre-positioned to support forecasted emergencies or scheduled events.

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Resources may be driven or airlifted to event locations. Airlift of the following equipment requires use of C-17, C-5 type military aircraft because of the size of the equipment, which includes the following:

- Multi-Radio Van (MRV)
- Mini-Emergency Operation Vehicles (MEOV)
- Incident Response Vehicle (IRV)
- 600KW generators
- Disaster Support Package (DSP) vehicles at each MERS site (DSP equipment at Maynard is on smaller vehicles and can be airlifted by C-141 and C-130 type aircraft.)

Mobile assets are self-sustaining and will be operational at remote locations under austere conditions. Most services will normally be provided in buildings selected as operating sites; however, initial service can be provided directly from mobile equipment.

To fulfill emergency response needs, resources from the MERS respond promptly and provide the following as required:

- Multi-media communications and information-processing support
- Operational support, especially for the Planning Section
- Liaison to the IMAT (MERS Coordinator)
- Logistics and life support (shelter, food, and clothing) for emergency responders and Joint Field Office (JFO) logistics
- Power generation
- Heating, ventilation, and cooling (HVAC)
- Fuel
- Water
- Internal logistics support and maintenance.

MERS Disaster Support Package (DSP)

The MERS DSP life support mission is to provide basic life-sustaining supplies to emergency responders (100 people for 10 days) immediately after the occurrence of a catastrophic incident. Each of the five MERS detachments has one of these packages.

The DPS is maintained, deployed, and operated by personnel assigned to the original five MERS detachments. The package is road and air transportable, requiring a C-5 type military aircraft for the packages at Bothell, WA; Denver, CO; Denton, TX; and Thomasville, GA. The package at Maynard, MA, utilizes smaller vehicles and can be airlifted on a C-130 or C-141 aircraft or equivalent.

The DPS is configured to support IMAT advanced elements and will support 100 people for 10 days with a capability for re-supply.

Life-sustaining support available from the DSP consists of the following:

- **Meals-Ready-to-Eat (MREs)**
- **Water** (bottled)
- **Clothing.** Rain gear, coveralls, and underwear (Long-term clothing, such as parkas, socks, and shoes, is provided by follow-on vehicles.)
- **First aid items.** Over-the-counter medications, first aid kits, and bandages (MERS personnel are trained in basic first aid techniques.)
- **Safety equipment.** Hard hats, goggles, and gloves
- **Sleeping gear.** Sleeping bags, cots, pillows, sheets, and blankets
- **Hygiene items.** Soap, towels, wash basins, and shampoo
- **Housekeeping supplies.** Brooms, mops, and trash bags

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- **Office equipment.** Basic office supplies (paper, pens, and pencils) and equipment (tables, chairs, and lights)
- **Tools**
- **Fork lift.**

Communications

MERS communications equipment can provide the following:

- Ku-band satellite
- Ku-band two-way Internet service
- Line-of-sight (LOS) radio
- High frequency (primary back-up)
- VHF and UHF (conventional and trunking)
- Video teleconferencing
- Leased land lines
- Secure Internet Protocol Router Network and Non-classified Internet Protocol Router Network (SIPRNet/NIPRNet), and the Defense Messaging System (DMS)

Communications Equipment

Communications equipment includes the following:

- a. **Multi Radio Van (MRV)** - Each detachment has one MRV, which has the capability for the following:
 - KU-Band satellite communications
 - HF, VHF, UHF, and MSAT
 - AES, DES VHF, UHF radio repeater system
 - LOS microwave
 - Landline connections.
- b. **High Frequency (HF) System** - The system includes the following:
 - One transceiver shelter with four half duplex radios (500W/1000W) and generators

- One tandem support trailer with coaxial cables, power cables, fiber optics, and antennas.
- c. **LOS Systems** - These systems are divided into two operational modes.
- The urban mode includes the following:
 - Seven radios (Each radio can handle two T-1s)
 - Multiple configurations
 - Point to point
 - Point to point with relay
 - Seven 50-foot towers and four 6-foot towers.
 - Radios and multiplexers are mounted in transit cases for deployment flexibility.
- d. Additional available communications assets include the following:
- Fiber optic inter-site distribution
 - Private branch exchanges (ProLogic and MERLIN)
 - Multiplexers (PROMINA and IMUX)
 - File servers and routers.
 - PCs with standard software configured for LAN/WAN
 - Video teleconference
 - INMARSAT and MSAT satellite telephones.

Command and Control Equipment

Command and control equipment includes the following:

- a. **Emergency Operations Vehicle (EOV)** - There is one EOV stationed at the Denton, TX, detachment, and two smaller EOVs stationed in Thomasville, GA. The EOV is versatile and may be used as an IMAT Command and Control Center (20 to 25 personnel) and includes:

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- Two onboard 40KW generators
 - Voice-over IP switching, network server, broadcast TV reception, two-way Internet service, and video teleconferencing
 - 20 workstations consisting of telephone, wireless telephones, LAN/WAN, and PCs with modem connections
 - Conventional office machine support (fax, copier, etc.).
- b. **Mobile EO** - The MEOV can be used as an IMAT Command and Control Operations Center (8 to 10 personnel). It is an expandable vehicle for an operations area with a conference table. There are two MEOVs per detachment. The MEOV includes the following
- **Power equipment** - Dedicated systems and site power with power distribution tailored to support 7.5 KW to 600 KW
 - **Heating, Ventilation, and Cooling (HVAC)** - Capability to provide heating and cooling for a 16,000 square foot building
 - **Fuel equipment** - Two 2,500-gallon fuel tenders to obtain, transport, and distribute fuel
 - **Water equipment** - Capabilities to obtain and transport unprocessed water that include:
 - Reverse osmosis water purification unit (ROWPU)
 - Filtering mode (fresh water) that processes 1,500 to 3,000 GPH
 - ROWPU (salt water mode) that processes up to 800 GPH (worst case 150 GPH)
 - 6,000-gallon water tender for transportation, storage, and distribution of processed water.

MERS Detachment Operations

<p>Notification and Activation</p>	<p>MERS detachments are notified and alerted by the National Emergency Coordination Center (NECC) in coordination with the Director, Mobile Operations Division, and the Deputy Associate Director, Response and Recovery Directorate.</p>
<p>Readiness Phase</p>	<p>Requests for airlift of a MERS detachment via military aircraft will take a minimum of 12 to 24 hours, depending on aircraft availability. All MERS personnel and equipment have been included in the Time-Phased Force Deployment List (TPFDL) to assist in airlift. MERS detachments can drive to the disaster location and be shipped by surface transportation, land or sea.</p>
<p>Delivery Phase</p>	<p>MERS detachments are self-sufficient and are able to perform their functions in a timely manner, requiring no special employment considerations. For details of MERS operational capabilities, see the FEMA Guide for Emergency Managers, Response and Recovery Directorate, Mobile Operations Capability.</p>
<p>Stand-Down Phase</p>	<p>MERS detachments are released by the Federal Coordinating Officer in coordination with the senior MERS representative (Coordinator) at the incident. The detachments are generally demobilized as units to</p>

	expedite the repair, restoration, and resupply of equipment and to ensure personnel are rested and ready for the next deployment.
Return to Readiness	MERS detachments normally are prepared to redeploy within 3 to 7 days of return to their duty station.

MERS Support Requirements

MERS detachments are deployed under three separate priorities and do not require any special support requirements. The priorities are defined as followed:

- **Priority A** - Equipment and personnel that must be sent immediately (airlifted)
- **Priority B** - Equipment and personnel that must be sent within the first 24 hours (air or surface)
- **Priority C** - Equipment and personnel that can be sent after the first 24 hours (air or surface)
 - The number of personnel deployed varies depending on the deployment priority.
 - 463L pallet loads are not required for MERS.
 - See the TPFDL for weight, height, length, and width of equipment.

Typical MERS Deployment

A typical rapid deployment package will include the following:

- An EOV
- MEOV and IRV
- The DSP and support systems.
- Portable Satellite System (PKU)
- Trailer (mounted) Portable Satellite System (TKU).

The IMAT operates from temporary field facilities or the EO/V or MEO/V, and communications connectivity is provided by the MRV, portable satellite, or landline.

MERS Operations Center (MOC)

The MOC has the capabilities to do the following:

- Provide 24/7 communications watch for MERS and two FEMA regions
- Process and forward state requests for assistance to the regions
- Monitor the National Warning System (NAWAS)
- Conduct alert notification and personnel recall for MERS and both regions
- Coordinate, prepare, and transmit spot and incident reports
- Plan all deployment and support activity
- Monitor and operate the host federal center security system.

National Response Framework

FEMA controls its communications assets (i.e., MERS) in the incident area and coordinates their use with the Federal Emergency Communications Coordinator (FECC). Other agencies that provide telecommunications assets in support of the response also control their organic assets but coordinate use with the FECC.

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APPENDIX B

EMERGENCY SUPPORT FUNCTIONS

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ESF Notification and Activation	B-2
ESF Coordinator	B-3
Primary Agencies	B-3
Support Agencies	B-4
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Introduction

This section provides an overview of the Emergency Support Function (ESF) structure and the common elements of each ESF.

The ESF structure includes mechanisms used to provide federal support to states and federal-to-federal support, both for declared disasters and emergencies under the Stafford Act and for non-Stafford Act incidents.

The National Response Framework (NRF) provides mechanisms for interagency support during all phases of incident management. Some departments and agencies provide resources for response during the early stage of an event, while others are more prominent in the recovery phase. For more detailed information on ESFs, see the Emergency Support Function Annexes in the NRF.

ESF Notification and Activation

The National Response Coordination Center (NRCC), Regional Response Coordination Centers (RRCC), and Joint Field Office (JFO) activate ESFs in accordance with established protocols on the basis of the scope and magnitude of the threat to support incidents.

ESF primary agencies notify and activate support agencies as required for the threat or incident, including support to specialized teams. Each ESF is required to develop standard operating procedures (SOPs) and notification protocols and to maintain current rosters and contact information.

Each ESF Annex identifies the Coordinator and the primary and support agencies pertinent to the ESF. Several ESFs incorporate multiple components, with primary agencies designated for each component to ensure seamless integration of and transition between preparedness, response, and recovery activities. ESFs with multiple primary

agencies designate an ESF Coordinator for the purposes of pre-incident planning and coordination of primary and supporting agency efforts throughout the incident.

ESF Coordinator

The ESF Coordinator has management oversight for that particular ESF. The ESF Coordinator has ongoing responsibilities throughout the preparedness, response, and recovery phases of incident management.

Responsibilities of the ESF Coordinator include the following:

- a. Coordinate before, during, and after an incident, including pre-incident planning and coordination.
- b. Maintain ongoing contact with ESF primary and support agencies.
- c. Conduct periodic ESF meetings and conference calls.
- d. Coordinate efforts with corresponding private-sector organizations.
- e. Coordinate ESF activities relating to catastrophic incident planning and critical infrastructure preparedness, as appropriate.

Primary Agencies

An ESF primary agency is a federal agency with significant authorities, roles, resources, or capabilities for a particular function within an ESF. ESFs may have multiple primary agencies, and the specific responsibilities of those agencies are articulated within the relevant ESF Annex. A federal agency designated as an ESF primary agency serves as a federal executive agent under the Federal Coordinating Officer (or Federal Resource Coordinator for non-Stafford Act incidents) to accomplish the ESF mission.

When an ESF is activated in response to an incident, the primary agency is responsible for the following:

- a. Support the ESF Coordinator and coordinate closely with the other primary and support agencies.
- b. Orchestrate federal support within its functional area for an affected state.
- c. Provide staff for the operations functions at fixed and field facilities.
- d. Notify and request assistance from support agencies.
- e. Manage mission assignments and coordinate with support agencies and appropriate state officials, operations centers, and agencies.
- f. Work with appropriate private-sector organizations to maximize use of all available resources.
- g. Support and keep other ESFs and organizational elements informed of ESF operational priorities and activities.
- h. Conduct situational and periodic readiness assessments.
- i. Execute contracts and procure goods and services as needed.
- j. Ensure financial and property accountability for ESF activities.
- k. Plan for short- and long-term incident management and recovery operations.
- l. Maintain trained personnel to support interagency emergency response and support teams.
- m. Identify new equipment or capabilities required to prevent or respond to new or emerging threats and hazards, or to improve the ability to address existing threats.

Support Agencies

Support agencies are those entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF. When an ESF is activated, support agencies are responsible for the following:

- a. Conduct operations, when requested by DHS or the

designated ESF primary agency, consistent with their own authority and resources, except as directed otherwise pursuant to Sections 402, 403, and 502 of the Stafford Act.

- b. Participate in planning for short- and long-term incident management and recovery operations and the development of supporting operational plans, SOPs, checklists, or other job aids, in concert with existing first-responder standards.
- c. Assist in the conduct of situational assessments.
- d. Furnish available personnel, equipment, or other resource support as requested by DHS or the ESF primary agency.
- e. Provide input to periodic readiness assessments.
- f. Maintain trained personnel to support interagency emergency response and support teams.
- g. Identify new equipment or capabilities required to prevent or respond to new or emerging threats and hazards, or to improve the ability to address existing threats.

When requested, and upon approval of the Secretary of Defense, the Department of Defense (DoD) provides Defense Support of Civil Authorities (DSCA) during domestic incidents. Accordingly, DoD is considered a support agency to all ESFs.

Emergency Support Function List

ESF No.	ESF Coordinator	Function
1	Department of Transportation	Transportation
2	National Communications System	Communications
3	Army Corps of Engineers	Public Works and Engineering
4	United States Forest Service	Firefighting
5	FEMA	Emergency Management
6	FEMA	Mass Care, Emergency Assistance, Housing, and Human Services
7	General Services Administration and FEMA	Logistics Management and Resource Support
8	Department of Health and Human Services	Public Health and Medical Services
9	FEMA	Urban Search and Rescue
10	Environmental Protection Agency	Oil and Hazardous Materials Response
11	Department of Agriculture	Agricultural and Natural Resources
12	Department of Energy	Energy
13	Department of Justice	Public Safety and Security
14	FEMA	Long-Term Community Recovery
15	DHS	External Affairs

APPENDIX C

INCIDENT LEVELS

FEMA Incident Management Assistance Teams (IMAT) are designed to respond to different levels of disasters based on criteria that include scope of impact, geographic size, and extent of required federal assistance. A brief definition of each disaster level is provided below.

Level I Disaster

A Level I disaster involves massive levels and breadth of damage, with severe impact or multi-state scope. This level of event will result in a presidential declaration, with major federal involvement and full engagement of federal regional and national resources. A full Regional Response Coordination Center (RRCC) staff will be activated at the federal regional level, and a full National Response Coordination Center (NRCC) will be activated at the federal national level. Federal assistance will include FEMA individual assistance, public assistance and hazard mitigation programs, and full interagency assistance in emergency services, human services, infrastructure support, and other response operations.

Level II Disaster

A Level II disaster involves moderate levels, and the breadth of damage will likely result in a presidential declaration, with moderate federal assistance. This assistance will include not only FEMA individual assistance and public assistance and hazard mitigation programs, but also some level of interagency federal assistance in emergency services, including the delivery of initial response resources (IRR) and other response actions. An RRCC will be activated, and some Emergency Support Function (ESF) primary agencies

will be called upon to provide representation on the RRCC and Incident Management Assistance Team staffs. Federal regional resources will be fully engaged, and possibly other federal regional offices outside the affected area may be called upon to contribute resources. When federal national-level support is required, it will normally include elevated activation of the NRCC and deployment of IRR.

Level III Disaster

A Level III disaster involves minor to average levels of damage. The breadth of damage will often result in a presidential declaration of emergency or disaster. State and local jurisdictions will usually request some federal involvement, and existing federal regional resources will meet the request. However, federal assistance may be limited to activation of only one or two ESF primary agencies with special technical capabilities, along with FEMA support in providing access to individual assistance and public assistance and hazard mitigation programs.

Note: As time progresses and the complexity of a disaster decreases and resources are demobilized, the disaster will scale to a level below that initially declared.

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APPENDIX D

EMERGENCY TEAMS

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Federal Bureau of Investigation (FBI) Hazardous Materials Response Unit	D-5
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US Coast Guard Strike Teams	D-8
Department of Veterans Affairs (VA) Medical Emergency Radiological Response Team	D-8
VA Medical Radiobiology Advisory Team	D-8

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Centers for Disease Control Technical Advisory Response Unit - Members ensure efficient and effective distribution of the Strategic National Stockpile.

Domestic Emergency Support Team (DEST) - The DEST is a specialized interagency federal team designed to expeditiously provide expert advice, guidance, and support to the FBI Senior Agent in Charge during a weapons of mass destruction (WMD) incident or credible threat.

Department of Defense (DoD) Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives (CBRNE) Consequence Management Response Force (CCMRF) - The CCMRF is a federally controlled capability consisting of several thousand joint personnel in force packages that are organized to perform missions across the CBRNE spectrum. CCMRF capabilities include medical, decontamination, command and control, communications, logistics, transportation, and public affairs assets.

DoD Chemical Biological Incident Response Force (CBIRF) – The CBIRF provides capabilities for agent detection and identification; casualty search, rescue, and personnel decontamination; and emergency medical care and stabilization of contaminated personnel.

Department of Energy (DOE) Nuclear Emergency Support Team (NEST) – Teams conduct operations to search for, identify, and render safe nuclear materials, weapons, or devices. NEST has the capabilities to respond to accidents and significant incidents involving nuclear weapons or nuclear weapon materials, implement aerial measuring systems, and response to and management of radiological emergencies.

DOE Radiation Emergency Assistance Center and Training Site (REAC/TS) - Members include medical professionals specializing in the medical effects of radiation. Members can deploy to the incident site or provide remote assistance.

DOE Radiological Assistance Program (RAP) - RAP teams are used for radiological incidents. RAP provides a flexible, 24-hour, first response capability for all types of radiological incidents. The team is supported during land and maritime events by a Search Response Team (SRT).

Environmental Protection Day (EPA) National Decontamination Team (NDT) - The NDT is a team of EPA subject matter experts with contractor support that support the U.S. EPA federal on scene Coordinators. The NDT gives advice on how to clean areas and structures of various contaminants.

EPA Emergency Response Team - Teams are comprised of federal on scene Coordinators with both consulting and contractor support. The scalable teams can respond to any emergency to perform assessment, containment, and cleanup activities. The team provides experienced technical and logistical assistance in responding to environmental emergencies, through activities such as emergency response, site characterization and assessment, verification, cleanup, and disposal of radiologically contaminated wastes or release events.

EPA Radiological Emergency Response Team (RERT) - RERTs focus on identifying and assessing potential impacts of environmental contamination through radiological monitoring and sampling. The RERT can also provide access to EPA's mobile and fixed radiological laboratories.

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Federal Bureau of Investigation (FBI) Hazardous Materials Response Unit (HMRU) - Provides a number of technical response capabilities, including management of WMD crime scene activities and the collection of evidence in hazardous environments.

FBI National Counter Terrorism Evidence Response Team (NCERT) - The team includes special agents and technicians who collect evidence under CBRNE hazardous conditions, often in support of the FBI.

FEMA Urban Search and Rescue Task Forces (USAR) - Task forces are involved in operations to locate victims and manage recovery operations. Specifically USAR assets locate, rescue (extricate), and provide initial medical stabilization of victims trapped in confined spaces. The Task Force involves four areas of specialization:

- **Search** - Find victims trapped after a disaster
- **Rescue** - Safely dig victims out of tons of collapsed concrete and metal
- **Technical** - Structural specialists making rescues safe for the rescuers
- **Medical** - Care for the victims before and after a rescue.

Department of Health and Human Services (HHS) Disaster Medical Assistance Teams (DMAT) - DMATs provide primary and acute care, triage of mass casualties, initial resuscitation, stabilization, advanced life support, and preparation for transportation.

HHS Disaster Mortuary Operational Response Team (DMORT) - DMORTs are trained to provide mortuary assistance in the case of a mass fatality incident or cemetery-related incident.

HHS National Medical Response Team (NMRT) - NMRTs are trained to perform the functions of a Disaster Medical Assistance Team but possess an additional capability to respond to a CBRNE event.

National Guard CBRNE Enhanced Response Force Packages (CERFP) - The CERFP provides capabilities for casualty search and extraction, emergency medical treatment, decontamination, and limited technical rescue.

National Guard WMD Civil Support Teams (CST) - The CST's primary mission is to support emergency responders by providing on-scene assessment and analysis of potential WMD materials and then advising on appropriate response actions.

U.S. Northern Command (NORTHCOM) Command Assessment Element (CAE) - The CAE is a rapidly deployable, tailored package that gives the Commander, USNORTHCOM, an operational and tactical level operational environment awareness and assessment capability for an actual or potential homeland defense and/or civil support event. The CAE gathers information, develops situational awareness, and conducts assessments. This group supports the Defense Coordinating Officer's organization, especially by sharing operational environment awareness.

U.S. Army Corps of Engineers (USACE) Debris Planning and Response Team - Teams perform the collective operations of demolition, clearance, removal, transport, temporary storage, segregation, reduction, and ultimately, disposal of debris, whether generated by a natural disaster or terrorist event.

USACE National Ice Planning and Response Team - Teams are trained to perform specific tasks such as the provision of ice to the victims of disasters. Teams provide the expertise to procure, transport, and account for the ice. The

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teams buy and deliver the product in refrigerated trucks to be delivered and turned over to requested sites.

USACE National Water Planning and Response Team -

Teams are trained to perform specific tasks such as the provision of bottled water to the victims of disasters. Teams provide the expertise to procure, transport, and account for the water. The teams buy and deliver the product in tractor-trailer trucks that is delivered to requested sites.

USACE Emergency Power Planning and Response Team

- Teams provide FEMA-owned temporary emergency power generators for critical public facilities in declared areas.

USACE Temporary Roofing Planning and Response

Team - Teams support FEMA in providing temporary roof repair (blue plastic roofing) on residences to prevent additional damage after a windstorm. The capabilities extend from technical expertise and assistance through complete management of a temporary roofing mission including the scoping, procurement, and installation of temporary roofing repairs.

USACE Structural Safety Planning and Response Team -

Teams provide efficient and effective physical and technical support to FEMA mission response efforts under ESF - 9. This includes equipping USACE structural engineers who are operating as support to the FEMA USAR Task Forces and the FEMA USAR Incident Support Team engineering cell with personal protective equipment (PPE).

USACE Temporary Housing Planning and Response

Team - Teams assist with the placement of temporary housing units at individual home sites, existing mobile home parks, or newly designed and constructed mobile home parks when an event has rendered existing homes uninhabitable. In addition to the placement of housing units, the USACE may be tasked to provide trailers for temporary government

facilities, such as police stations, fire stations, and school classrooms, etc.

U.S. Coast Guard Strike Teams - Team missions are to respond on short notice to oil and chemical (HAZMAT) spills in the maritime environment. As available and feasible, teams are ready and capable of responding to terrorist WMD events and to assist other military and federal assets with identification and recovery (mitigation) of any WMD agents.

Department of Veterans Affairs (VA) Medical Emergency Radiological Response Team (MERRT) - Teams provide direct patient treatment; assist and train health care providers in managing, handling, and treatment of radiation exposed and contaminated casualties; assess the impact on human health; and provide consultation and technical advice.

VA Medical Radiobiology Advisory Team (MRAT) - Teams provide advice and consultation to the command and control level for health physics, medical, and radiobiological issues during any nuclear or radiological incident that results in a coordinated federal response. The team is trained and equipped to deploy in support of a federal response.

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APPENDIX E

COMMON DISASTER RESPONSE

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Hurricanes

Saffir-Simpson Hurricane Scale

Category 1: Winds 74–95 MPH or storm surges 4–5 feet above normal. No real damage to building structures. Damage is primarily to unanchored mobile homes, shrubbery, and trees. Also, there will be some coastal road flooding and minor pier damage.

Category 2: Winds 96–110 MPH or storm surges 6–8 feet above normal. Some roofing material, door, and windows damage to buildings. Considerable damage to vegetation, mobile homes, and piers. Coastal and low-lying escape routes flood 2–4 hours before arrival of hurricane eye (center). Small craft in unprotected anchorages break moorings.

Category 3: Winds 111–130 MPH or storm surges 9–12 feet above normal. Some structural damage to small residences and utility buildings, with a minor amount of curtain-wall failures. Mobile homes are destroyed. Flooding near coast destroys smaller structures, with larger structures damaged by floating debris. Terrain continuously lower than 5 feet above sea level may be flooded inland for a number of miles.

Category 4: Winds 131–144 MPH or storm surges 13–18 feet above normal. More extensive curtain-wall failures with some complete roof structure failure on small residences. Major erosion of beach areas. Major damage to structures near the shore. Terrain continuously lower than 10 feet above sea level may be flooded, requiring massive evacuation of residential areas inland as far as 6 miles.

Category 5: Winds more than 155 MPH or storm surges greater than 18 feet above normal. Complete roof failure on many residential and industrial buildings; some are

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blown over or away. Major damage to lower floors of all structures located less than 15 feet above sea level and within 500 yards of the shoreline. Massive evacuation of residential areas on low ground within 5–10 miles of the shoreline may be required.

Storm Surge: Storm surge is an abnormal rise in sea level accompanying a hurricane or other intense storm, and whose height is the difference between the observed level of the sea surface and the level that would have occurred in the absence of the cyclone. Storm surge is usually estimated by subtracting the normal or astronomic high tide from the observed storm tide.

Angle of Attack: This is a very important aspect to consider when determining the potential damage from a hurricane storm surge. The Right-Front Quadrant is the stronger side of the storm and will deliver the highest storm surge.

Emergency Team Applicability

HURRICANE	DMAT	DMORT	IRCT	IMAT	FIRE CREWS	IMT	IST	MATTS	MERS	PRIME	USAR
HF Radio				X				X	X		
Repeater System								X	X		
Secure Communications								X	X		

HURRICANE	DMAT	DMORT	IRCT	IMAT	FIRE CREWS	IMT	IST	MATTS	MERS	PRIME	USAR
Telephone UHF/VHF Radio				X				X	X		
Video Conferencing				X				X	X		
Initial Disaster Impact				X							
Electrical Survey										X	
Hazardous Materials											X
Medical Needs	X		X								X
Structural Integrity											X
Advanced Life- Support Medicine			X								X
Austere Care	X		X								X
Burn	X		X								
Collapsed Structure Medicine	X										X
Confined Space Medicine											X
Crush Syndrome Medicine	X										X
Deaths	X	X									
Electronic Search, Victim											X
Evacuation Patient	X		X								X
Mass Casualties	X	X	X								X
Medical Management	X		X								X
Mobilization Center/Staging Area				X		X					

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HURRICANE	DMAT	DMORT	IRCT	IMAT	FIRE CREWS	IMT	IST	MATTS	MERS	PRIME	USAR
Mortuary Operations		X									
Pediatrics	X		X								
Stress	X	X	X								
Surgical	X		X								
Triage	X		X								X
Victim Extrication											X
Heavy Equipment Operations Coordination											X
Incident Management				X		X	X				
Labor Force					X						
Logistics Support						X			X		
USAR Support							X				
ADP Support (LAN/WAN)									X		
Air Conditioning Support									X		
Canine Search, Victim											X
Collapsed Structure Rescue											X
Command and Control				X							
Confined Space Rescue											X
Debris Clearance/ Removal					X						
Decontamination	X										
Electrical Power									X	X	
Generators									X	X	

COMMON

Appendix E-5

RESPONSES

HURRICANE	DMAT	DMORT	IRCT	IMAT	FIRE CREWS	IMT	IST	MATTS	MERS	PRIME	USAR
Electrical Power Distribution Systems										X	
Electrical Power Transmission Systems											

Floods

Floods are one of the most common hazards in the United States. Flood effects can be local, impacting a neighborhood or community, or very large, affecting entire river basins and multiple states.

However, all floods are not alike. Some floods develop slowly, sometimes over a period of days. However, flash floods can develop quickly, sometimes in just a few minutes and without any visible signs of rain. Flash floods often have a dangerous wall of roaring water that carries rocks, mud, and other debris and can sweep away most things in their path. Overland flooding occurs outside a defined river or stream, such as when a levee is breached, but still can be destructive. Flooding can also occur when a dam breaks, producing effects similar to flash floods.

Flood Alert Classification

Flood Watch: Flooding is possible. Tune in to the National Oceanic and Atmospheric Administration (NOAA) Weather Radio, commercial radio, or television for information.

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Flash Flood Watch: Flash flooding is possible. Be prepared to move to higher ground; listen to NOAA Weather Radio, commercial radio, or television for information.

Flood Warning: Flooding is occurring or will occur soon; if advised to evacuate, do so immediately.

Flash Flood Warning: A flash flood is occurring; seek higher ground on foot immediately.

Emergency Teams Applicability

FLOOD	DMAT	DMORT	IRCT	IMAT	FIRE CREWS	IMT	IST	MATTS	MERS	PRIME	USAR
HF Radio				X				X	X		
Repeater System								X	X		
Secure Communications								X	X		
Telephone UHF/VHF Radio				X				X	X		
Video Conferencing				X				X	X		
Initial Disaster Impact				X							
Electrical Survey										X	
Hazardous Materials											X
Medical Needs	X		X								X
Structural Integrity											X
Advanced Life-Support Medicine			X								X

FLOOD	DMAT	DMORT	IRCT	IMAT	FIRE CREWS	IMT	IST	MATTS	MERS	PRIME	USAR
Austere Care	X		X								X
Burn	X		X								
Collapsed Structure Medicine	X										X
Confined Space Medicine											X
Crush Syndrome Medicine	X										X
Deaths	X	X									
Electronic Search, Victim											X
Mass Casualties	X	X	X								X
Evacuation, Patient Preparation for	X		X								X
Medical Management	X		X								X
Mob Center Staging area				X		X					
Mortuary Operations		X									
Pediatrics	X		X								
Stress	X	X	X								
Surgical	X		X								
Triage	X		X								X
Victim Extrication											X
Heavy Equipment Operations Coordination											X
Incident Management				X		X	X				
Labor Force					X						
Logistics Support						X			X		
USAR Support							X				

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FLOOD	DMAT	DMORT	IRCT	IMAT	FIRE CREWS	IMT	IST	MATTS	MERS	PRIME	USAR
ADP Support (LAN/WAN)									X		
Air Conditioning Support									X		
Canine Search, Victim											X
Collapsed Structure Rescue											X
Command and Control				X							
Confined space Rescue											X
Debris Clearance and Removal					X						
Decontamination	X										
Electrical Power									X	X	
Electrical Power Distribution										X	
Electrical Power Transmission Systems										X	
Generators									X	X	

Quick Reference Guide for Damage Assessment

Single or Multi-Family		
Damage Category	Flood Event	Livable
Destroyed	Not economically repairable Pushed off foundation	No
Major	2 or more feet of water on 1 st floor, no basement Structural damage and/or collapse of basement walls	No
Minor	Less than 2 feet of water on 1 st floor, no basement 1–8 feet of water in basement	No
Affected	Less than 1 foot of water in basement, minor access problems	Yes
Mobile Homes		
Damage Category	Flood Event	Livable
Destroyed	Water above floor level Unit swept off foundation	No
Major	Water soaked bottom board Shifted on piers	No
Minor	Utilities flooded Piers shifted or washed out	No
Affected	Water causes access problems, no water touched unit	Yes

Tornadoes

Tornadoes are nature’s most violent storms. Spawned from powerful thunderstorms, tornadoes can cause fatalities and devastate a neighborhood in seconds. A tornado appears as a rotating, funnel-shaped cloud that extends from a

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thunderstorm to the ground with whirling winds that can reach 300 MPH. Damage paths can be in excess of 1 mile wide and 50 miles long. Every state is at some risk from this hazard.

Some tornadoes are clearly visible, while rain or nearby low-hanging clouds obscure others. Occasionally, tornadoes develop so rapidly that little, if any, advance warning is possible.

Before a tornado hits, the wind may die down and the air may become very still. A cloud of debris can mark the location of a tornado even if a funnel is not visible. Tornadoes generally occur near the trailing edge of a thunderstorm. It is not uncommon to see clear, sunlit skies behind a tornado.

The following are facts about tornadoes:

- They may strike quickly, with little or no warning.
- They may appear nearly transparent until dust and debris are picked up or a cloud forms in the funnel.
- The average tornado moves Southwest to Northeast, but tornadoes have been known to move in any direction.
- The average forward speed of a tornado is 30 MPH but may vary from stationary to 70 MPH.
- Tornadoes can accompany tropical storms and hurricanes as they move onto land.
- Waterspouts are tornadoes that form over water.
- Tornadoes are most frequently reported east of the Rocky Mountains during spring and summer months.
- Peak tornado season in the southern states is March through May; in the northern states, it is late spring through early summer.
- Tornadoes are most likely to occur between 3 p.m. and 9 p.m. but can occur at any time.

Enhanced Fujita Tornado Scale

COMMON

Appendix E-11

RESPONSES

Category EF-0: Winds 65–85 MPH. Light damage. Some damage to chimneys. Twigs and branches broken off of trees; shallow-rooted trees pushed over. Signboards damaged. Some windows are broken.

(Note: Hurricane wind speed begins at 73 MPH).

Category EF-1: Winds 86–110 MPH. Moderate damage. Surface peeled off of roofs. Mobile homes pushed off foundations or overturned. Outbuildings demolished. Moving automobiles pushed off the road. Trees are snapped or broken.

Category EF-2: Winds 111–135 MPH. Considerable damage. Roofs and some walls torn off well-constructed houses. Mobile homes demolished. Frame houses with weak foundations are lifted and moved. Large trees snapped or uprooted. Light object missiles generated.

Category EF-3: Winds 136–165 MPH. Severe damage. Roofs and some walls torn off well-constructed houses. Trains overturned. Most trees in forest uprooted. Heavy cars lifted off ground and thrown. Weak pavement is blown off roads.

Category F-4: Winds 166–200 MPH. Devastating damage. Well-constructed houses leveled. Structures with weak foundations are blown off some distance. Cars are thrown and disintegrated. Trees in forest uprooted and carried some distance away.

Category EF-5: Winds greater than 200 MPH. Incredible damage. Strong frame houses lifted off foundations and carried considerable a distance to disintegrate. Automobile-size missiles fly through the air for more than 300 feet. Trees debarked. Incredible phenomena will occur.

Tornado Alert Classification

Tornado Watch: Tornadoes are possible in the area. Stay alert for approaching storm.

Tornado Warning: A tornado has been sighted or indicated by weather radar. If the sky is threatening, move to a pre-designated place of safety.

Emergency Team Applicability

TORNADO	DMAT	DMORT	IRCT	IMAT	FIRE CREWS	IMT	IST	MATTS	MERS	PRIME	USAR
HF Radio				X				X	X		
Repeater System								X	X		
Secure Communications								X	X		
Telephone UHF/VHF radio				X				X	X		
Video Conferencing				X				X	X		
Initial Disaster Impact				X							
Electrical Survey										X	
Hazardous Materials											X
Medical Needs	X		X								X
Structural Integrity											X
Advanced Life-Support Medicine			X								X
Austere care	X		X								X
Burn	X		X								

TORNADO	DMAT	DMORT	IRCT	IMAT	FIRE CREWS	IMT	IST	MATTS	MERS	PRIME	USAR
Collapsed Structure Medicine	X										X
Confined Space Medicine											X
Crush Syndrome Medicine	X										X
Deaths	X	X									
Electronic Search, Victim											X
Evacuation Patient	X		X								X
Mass Casualties	X	X	X								X
Medical Management	X		X								X
Mobilization Center/Staging Area				X		X					
Mortuary Operations		X									
Pediatrics	X		X								
Stress	X	X	X								
Surgical	X		X								
Triage	X		X								X
Victim Extrication											X
Heavy Equipment Operations Coordination											X
Incident Management				X		X	X				
Labor Force					X						
Logistics Support						X			X		
USAR Support							X				
ADP Support (LAN/WAN)									X		

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TORNADO	DMAT	DMORT	IRCT	IMAT	FIRE CREWS	IMT	IST	MATTS	MERS	PRIME	USAR
Air Conditioning Support									X		
Canine Search, Victim											X
Collapsed Structure Rescue											X
Command And Control				X							
Confined Space Rescue											X
Debris Clearance/ Removal					X						
Decontamination	X										
Electrical Power									X	X	
Electrical Power Distribution Systems										X	
Electrical Power Transmission Systems										X	
Generators									X	X	

EARTHQUAKE

One of the most frightening and destructive phenomena of nature is a severe earthquake and its terrible aftereffects.

Earthquakes strike suddenly, violently, and without warning at any time of the day or night. If an earthquake occurs in a populated area, it may cause many deaths and injuries and extensive property damage.

Richter Scale of Earth Quake Intensity

Magnitude 2.9 and below:	Very Minor
Magnitude 3.0–3.9:	Minor
Magnitude 4.0–4.9:	Light
Magnitude 5.0–5.9	Moderate
Magnitude 6.0–6.9	Strong
Magnitude 7.0–7.9	Major
Magnitude 8.0 and above:	Great

Modified Mercalli Scale, Earthquake Damage Levels

Category 1–4: Very Minor to Moderate. No damage.

Category 5: Rather Strong. Damage negligible. Small, unstable objects displaced or upset; some dishes and glassware broken.

Category 6: Strong. Damage slight. Windows, dishes, glassware broken. Furniture moved or overturned. Weak plaster and masonry cracked.

Category 7: Very Strong. Damage is slight to moderate in well-built structures; considerable in poorly built structures. Furniture and weak chimneys broken. Masonry damaged. Loose bricks, tiles, plaster, and stones will fall.

Category 8: Destructive. Structural damage considerable, particularly to poorly built structures. Chimneys, monuments, towers, elevated tanks may fail. Frame houses moved. Trees damaged. Cracks in wet ground and steep slopes.

Category 9: Ruinous. Structural damage severe; some will collapse. General damage to foundations. Serious damage to reservoirs. Underground pipe broken. Conspicuous cracks in ground; liquefaction.

Category 10: Disastrous. Most masonry and frame structures/foundations destroyed. Some well-built wooden structures and bridges destroyed. Serious damage to dams, dikes, and embankments. Sand and mud shifting on beaches and flat land.

Category 11: Very Disastrous. Few or no masonry structures remain standing. Bridges destroyed. Broad fissures in ground. Underground pipelines completely out of service. Rails bent. Widespread earth slumps and landslides.

Category 12: Catastrophic. Damage nearly total. Large rock masses displaced. Lines of sight and level distorted.

Emergency Teams Applicability

EARTHQUAKE	DMAT	DMORT	IRCT	IMAT	FIRE CREWS	IMT	IST	MATTS	MERS	PRIME	USAR
HF Radio				X				X	X		
Repeater System								X	X		
Secure Communications								X	X		
Telephone UHF/VHF radio				X				X	X		
Video Conferencing				X				X	X		
Initial Disaster Impact				X							
Electrical Survey										X	
Hazardous Materials											X
Medical Needs	X		X								X

EARTHQUAKE	DMAT	DMORT	IRCT	IMAT	FIRE CREWS	IMT	IST	MATTS	MERS	PRIME	USAR
Structural Integrity											X
Advanced Life-Support Medicine			X								X
Austere Care	X		X								X
Burn	X		X								
Collapsed Structure Medicine	X										X
Confined Space Medicine											X
Crush Syndrome Medicine	X										X
Deaths	X	X									
Electronic Search, Victim											X
Evacuation, Patient Preparation for	X		X								X
Mass Casualties	X	X	X								X
Medical Management	X		X								X
Mobilization Center/Staging Area				X		X					
Mortuary Operations		X									
Pediatrics	X		X								
Stress	X	X	X								
Surgical	X		X								
Triage	X		X								X
Victim Extrication											X
Heavy Equipment Operations Coordination											X

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EARTHQUAKE	DMAT	DMORT	IRCT	IMAT	FIRE CREWS	IMT	IST	MATTS	MERS	PRIME	USAR
Incident Management				X		X	X				
Labor Force					X						
Logistics Support						X			X		
USAR Support							X				
ADP Support (LAN/WAN)									X		
Air Conditioning Support									X		
Canine Search, Victim											X
Collapsed Structure Rescue											X
Command And Control				X							
Confined Space Rescue											X
Debris Clearance/Removal					X						
Decontamination	X										
Electrical Power									X	X	
Electrical Power Distribution Systems										X	
Electrical Power Transmission Systems										X	
Generators									X	X	

Wildland Fire

Wildland Fire Classifications

Wildfire: A fire that affects unpopulated or undeveloped lands, such as forest, grasslands, mountainous terrain, and desert.

Urban Interface: A fire that threatens or is burning in a populated or developed region, such as a residential neighborhood on the border of a wildland area.

Urban: A fire in a populated or developed area, such as a town or city.

Wildland-Urban Safety Watch Outs

Safety considerations when traveling or working in the wildland, urban Interface and urban fire areas include the following:

1. Poor access and narrow one-way roads
2. Bridge load limits
3. Propane tanks and Hazmat threats
4. Chimneys (steep canyon draws), box canyons, narrow canyons, or steep slopes
5. Extreme fire behavior
6. Strong winds
7. Evacuation of public (panic)
8. Power lines:
 - a. Smoke, water and fire retardant are all good conductors and can cause power lines to ground arcing.
 - b. Do not operate heavy equipment under power lines.
 - c. Do not use power line rights-of-way as a supply distribution point or marshalling area.
 - d. Do not drive with long antennas under power lines.

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- e. Do not stand near power lines during aircraft fire retardant drops.
- f. Do not park under power lines.
- 9. Is the road surface drivable?
- 10. Firefighting equipment
- 11. Reduced visibility from smoke.

Personnel Protective Equipment (PPE)

Specialized fire safety clothing and equipment may be required in the vicinity of a wildland fire. Access to the fire area may be denied if the disaster worker does not have adequate PPE. See your supervisor if PPE is required and you need to be in the fire area.

The following are the standard PPE requirements for being in a designated uncontrolled fire area:

- 1. Wear hard hat while in the fire area.
- 2. Wear 8-inch laced leather boots with slip-resistant soles.
- 3. Wear flame-resistant clothing while on the fire line and when flying in helicopters. Do not wear clothing, even undergarments, made of synthetic materials that can burn and melt on your skin. Roll down sleeves to the wrist.
- 4. Use leather gloves to protect hands.
- 5. Use eye protection whenever there is a danger from material being blown into your face.
- 6. Fire shelters will be carried when in the designated fire area.
- 7. Use hearing protection when working around high noise-level firefighting equipment, such as helicopters, air tanker, chainsaws, and pumps.

Emergency Team Applicability

WILDLAND FIRE	DMAT	DMORT	IRCT	IMAT	FIRE CREWS	IMT	IST	MATTS	MERS	PRIME	USAR
HF Radio				X				X	X		
Repeater System								X	X		
Secure Communications								X	X		
Telephone UHF/VHF radio				X				X	X		
Video Conferencing				X				X	X		
Initial Disaster Impact				X							
Electrical Survey										X	
Hazardous Materials											X
Medical Needs	X		X								X
Structural Integrity											X
Advanced Life-Support Medicine			X								X
Austere Care	X		X								X
Burn	X		X								
Deaths	X	X									
Electronic Search, Victim											X
Evacuation Patient	X		X								X
Medical Management	X		X								X
Mobilization Center/Staging Area				X		X					
Mortuary Operations		X									

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WILDLAND FIRE	DMAT	DMORT	IRCT	IMAT	FIRE CREWS	IMT	IST	MATTS	MERS	PRIME	USAR
Stress	X	X	X								
Surgical	X		X								
Triage	X		X								X
Victim Extrication											X
Heavy Equipment Operations Coordination											X
Incident Management				X		X	X				
Labor Force					X						
Logistics Support						X			X		
USAR Support							X				
ADP Support (LAN/WAN)									X		
Air Conditioning Support									X		
Canine Search, Victim											X
Command And Control				X							
Debris Clearance/ Removal					X						
Electrical Power									X	X	
Electrical Power Distribution Systems										X	
Electrical Power Transmission Systems										X	
Generators									X	X	

Nuclear Event

A nuclear detonation would be different from a natural disaster in several critical aspects. These aspects, or effects, are unique in the level of impact to people, infrastructure, and the environment. They may include the following:

- Mass fatality
- Blast fallout and radiation sickness
- Psychological impact
- Electromagnetic pulse (EMP)

A nuclear detonation produces an explosion far surpassing that of a conventional explosive. While energy from a typical chemical explosion derives from reactions between molecules, the energy released in a nuclear explosion derives from the splitting (or fission) of atomic nuclei of uranium or plutonium (i. e., fissile material). Pound-for-pound, a nuclear explosion releases 10 million times more energy than a chemical explosive. The heat in a nuclear explosion reaches millions of degrees, where matter becomes plasma. The fireball for a 10 kiloton (KT) nuclear device can achieve a diameter of approximately 650 feet (200 meters), and the shock wave and degree of destruction is correspondingly large.

The magnitude of a nuclear explosion is quantified in terms of the amount of conventional explosive it would take to create the same blast effect. The amount of explosive power from a nuclear explosion, or the yield, is measured relative to TNT and is usually in the thousands of tons of TNT. A small nuclear device, for example, would be a 1 KT device, meaning it would produce an explosive yield equivalent to 1,000 tons of TNT. Most nuclear weapons in the world today were designed to deliver less than 200 KT, but some can deliver millions of tons (MT) of yield. For comparison, the size of the Murrah Federal Building bombing in Oklahoma City, OK, in 1995 was 2.5 tons of TNT equivalents.

Key Points

1. There are no clear boundaries between damage zones resulting from a nuclear detonation, but generally the light damage zone is characterized by broken windows and easily managed injuries; the moderate zone by significant building damage, rubble, downed utility poles, overturned automobiles, fires, and serious injuries; and the no-go zone by completely destroyed infrastructure and radiation levels resulting in unlikely survival of victims.
2. It is anticipated that some injuries (e.g., eye injuries and blast injuries particularly from flying debris and glass) can be prevented or reduced in severity if individuals that perceive an intense and unexpected flash of light seek immediate cover. The speed of light, perceived as the flash, will travel faster than the blast overpressure, allowing a few seconds for some people to take limited protective measures.
3. Blast, thermal, and radiation injuries in combination will result in prognoses for patients worse than those for the individual injury mechanisms.
4. EMP effects could result in extensive electronics disruptions complicating the function of communications, computers, and other essential electronic equipment.
5. The most hazardous fallout particles are readily visible as fine, sand-sized grains, but the lack of apparent fallout should not be misrepresented to mean radiation is not present; therefore, appropriate radiation monitoring should always be performed. Fallout that is immediately hazardous to the public and emergency responders will descend to the ground within about 24 hours.

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6. The most effective life-saving opportunities for response officials in the first 60 minutes following a nuclear explosion will be the decision to safely shelter or evacuate people in expected fallout areas.

See *National Response Plan (NRP) Catastrophic Incident Supplement*, FEMA 579, September 2006, for Nuclear Event team list.

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APPENDIX F

INITIAL RESPONSE RESOURCES

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Initial Response Resources

Often following a disaster, such as a hurricane, earthquake, or tornado, the affected public is in need of common necessities to meet health, safety, and lifesaving needs, such as the following:

- Potable water (usually bottled)
- Packaged ice
- Meals Ready to Eat (MRE)
- Blue roofing materials
- Generators
- Tarps
- Tents, cots, blankets, and related supplies.

On small-scale disasters and during the initial hours of larger disasters, these commodities are often supplied by state and local governments, donations from industry, and volunteer agencies. However, when the need for commodities exceeds the state's capability, under a Presidential Declaration, the state can request that FEMA provide the additional requirement.

FEMA can provide these Initial Response Resources (IRR) commodities in pre-positioned packages or bulk quantities from regional logistics centers in various locations and may task Emergency Support Function (ESF) 3 (Army Corps of Engineers), as needed, to purchase additional quantities of ice and water. These commodities, whether supplied from FEMA Headquarters Logistics Centers (LC) and Mobilization Centers (MOB Center) or purchased, are usually delivered to federal and/or state staging areas and then delivered to local points of distribution (POD).

Distribution and Staging Area Guidelines

Normally the fewer intermediate points the better as long as resources can be tracked, accounted for, and efficiently and effectively delivered to the customers.

To successfully accomplish the commodity distribution mission a plan should include the following:

- Locations of PODs
- Layout plans for each POD (including equipment and staffing requirements)
- A distribution process.

Figure 1 shows a general flow of commodities from federal to state staging areas to local distribution points.

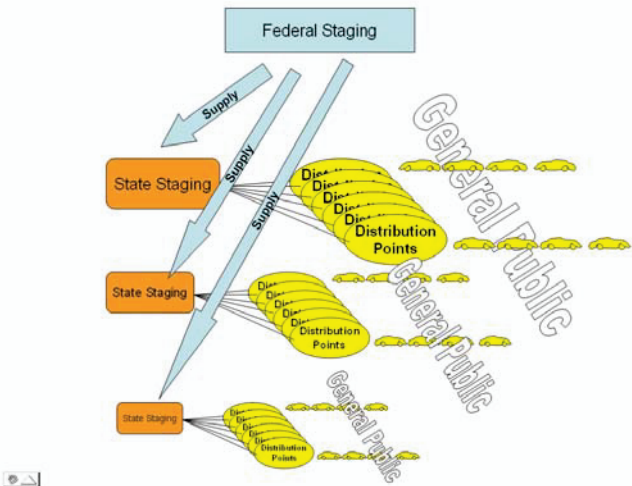


Figure 1

Staging Areas and Distribution Points

Commodities and supplies are quite often delivered in over-the-road large tractor-trailer (18-wheeler) loads. These trucks are large vehicles (60–80 feet in length) with an 18–32 foot tractor and a 45–53 foot trailer.

Consequently, staging areas and distribution points should have the following:

- Paved or hard-packed gravel that can withstand loads that are at load limits of national roadways
- Adequate area for unloading, dumpsters, proper traffic flow, stockpiles, and ingress and egress for the distribution to the public.

Determining Commodity Needs and Distribution Capabilities

The U.S. Army Corps of Engineers has developed some models to predict estimated numbers of people "in need." These numbers are important for determining the amount of commodities that may be required; however, past experience has shown that the ability to distribute commodities to the public is an important factor in determining supply.

Availability of commodities is dependent on the following factors:

- FEMA, state, and vendor supply in stock
- Vendor production rates
- Availability truck tractors and refrigeration vans.

Two rules of thumb are that it will take the following time:

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- About 48 hours during the weekday to deliver up to 50 loads
- 72 hours to deliver up to 50 loads if initiated on a Friday after 12:00 noon.

The trucking industry also has its concerns. Large numbers of trucks sitting for 4 or 5 days at a staging or distribution site without being off-loaded have a huge impact on the cost and ability to re-supply. Planning efforts should include ways to off-load trucks expeditiously to free up this limited resource.

Commodity Ordering Calculation Information

Table 1 provides information for use in planning the ordering and handling of ice, water, and MREs.

Table 1: Water, Ice, and MRE Person/Day Calculations by Pallet and Truck

	Ice (lbs)	Water (liter)	Water (gal)	MREs (each)
Allocation/Person/Day	8#	3	1	2
Lbs./pallet	2,000	1,900		
Bags/volume/pallet	250	900	237	
Pallets/Truck	20	20	20	
Amount/Truck	40,000	18,000	4,750	21,744
Person/days/truck	5,000	6,000	4,750	10,872
25 Truck Loads	1,000,000	450,000	118,750	543,600
Person/days	125,000	150,000	118,750	271,800
100 Truck Loads	4,000,000	1,800,000	475,000	2,174,400
Person/days	500,000	600,000	475,000	1,087,200
200 Truck Loads	8,000,00	3,600,000	950,00	
Person/Days	1,000,000	1,200,000	950,000	

Other Commodity Packages

- 12 MREs per case @ 1,812 cases/truck = 21,744 MREs/truck
- Tarps (20' x 25') = 4,400 tarps/truck

Item	Per Pallet
Aluminum Tables, 6-foot	15 each
Water, 1.5 liter bottles	52
Cases (936 liters)	
Admin Kit, each	1 each
Engineer Kit	1 each
Lanterns	108 each
Partitions	20 each
Chainsaw w/kit	9 each
Tent, 9x17	20 each
Cots	28 each
Tarps, FEMA, 20x100	20 each
Safety can, 1-gallon	90 each
Folding Chairs	42 each
File Cabinets	6 each
Secretary Chairs	16 each

Distribution Point Planning

Assumptions for distribution planning of ice, water, MREs, and tarps are the following:

- a. Customers will drive through a distribution point and be served without leaving their vehicles.
- b. Each car represents an average family of three.
- c. Each vehicle passing through a distribution point would receive the following:
 1. 2 or 3 bags of ice
 2. 1 case of water (9–12 liters)
 3. 1 case of MREs
 4. 1 tarp

- d. 1 truckload of the following:
 - 1. Ice to serve 1,660 vehicles (5,000 people)
 - 2. Water to serve 2,000 vehicles (6,000 people)
 - 3. MREs to serve 3,624 vehicles (10,872 people)
 - 4. Tarps to serve 4,400 vehicles (13,320 people).
- e. Distribution points will be open to the public for 12 hours per day.
- f. Re-supply of distribution points will primarily be at night (while the point is closed to the public).
- g. A loading point is where a stockpile of ice, water, MREs, and tarps are located with a team of personnel, (1 for water, 1 for ice, and 1 for MREs/tarps) that load these items into the vehicle as it stops in front of their position (see Figure 2).
- h. Based on past experience, a well planned and operated distribution point with one lane of traffic and 3 loading points can service 145 cars per hour. So in a 12 hour work day, about 1,700 vehicles or $1700 \times 3 = 5,100$ people can be served.
- i. Distribution points provide a great place to communicate to the public by means of informational handouts.

Community relations personal are often included in the distribution resource plan. The key is to have the information packaged in a handout format to prevent people from exiting their vehicles. Maximum vehicle flow is crucial to reaching as many people as possible.



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Layout Plans for Distribution Points

Figures 2 through 8 are examples of plans for different sizes of distribution points and the resources required for operations.

Note: It is required to calculate ice loss when it is stacked out in 80 - 100 degree heat for the day.

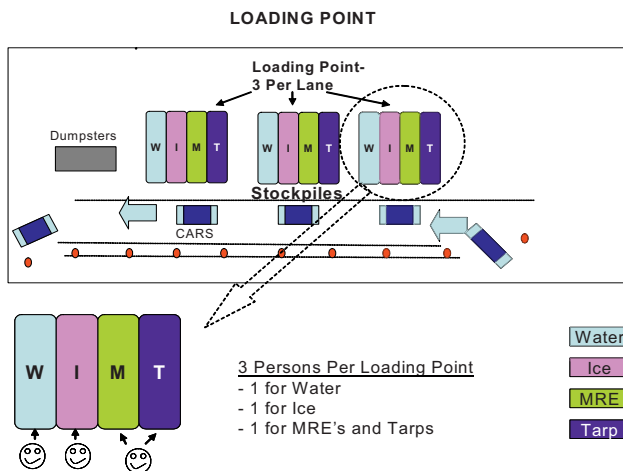
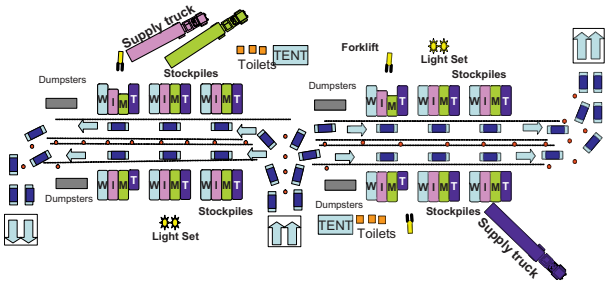


Figure 2

TYPE I - DISTRIBUTION POINT

Serves 20,000 persons per day
560 vehicles per hour



Note: Individual vehicles drive through and ice & water is loaded into their trunks. Recommend One case water, 2 or 3 bags of ice per vehicle and 6 MRE's.

Supply trucks for Ice, Water, MRE's and Tarps are to be off-loaded promptly and returned for re-supply.

Maximum Loads per Day – Type I

Water	4
Ice	4
MRE	2
Tarp	2

Figure 3

Type I Distribution Point Resources Required

Type I Distribution Point					
Manpower				Equipment	
	Type	Day	Night	Type	Number
Local Responsibility	Manager	1	0	Forklifts	3
	Team Leader	2	1	Pallet Jacks	3
	Forklift Operator	2	3	Power Light Sets	2
	Labor	57	4	Toilets	6
	Loading Point	36		Tents	2
	Back-up Loading PT	18		Dumpsters	4
	Pallet Jacks Labor	3		Traffic Cones	30
	Totals	70	9	Two-way radios	4
Others	Law Enforcement	4	1		
	Community Rel.	4	0		
	Grand Total	78	10		

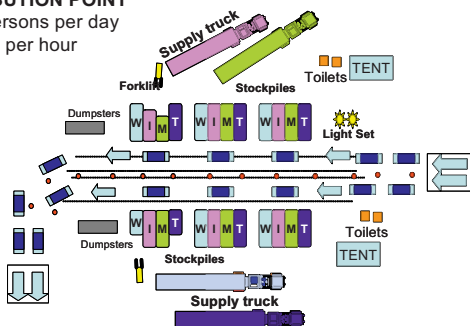
Figure 4



TYPE II - DISTRIBUTION POINT

Serves 10,000 persons per day

280 vehicles per hour



Note: Individual vehicles drive through and ice & water is loaded into their trunks. Recommend One case water, 2 or 3 bags of ice per vehicle and 6 MRE's

Supply trucks for Ice, Water, MRE's and Tarps are to be off-loaded promptly and returned for re-supply.

Maximum Loads per Day – Type II

Water	2
Ice	2
MRE	1
Tarp	1

Figure 5

Type II Distribution Point Resources Required

Type II Distribution Point					
Manpower				Equipment	
Type		Day	Night	Type	Number
Local Responsibility	Team Leader	1	0	Forklifts	2
	Forklift Operator	1	2	Pallet Jacks	2
	Labor	28	3	Power Light Sets	1
	Loading PT	18		Toilets	4
	Back-up Loading PT	9		Tents	2
	Pallet Jacks Labor	1		Dumpsters	2
Totals		30	5	Traffic Cones	15
Others	Law Enforcement	2	1	Two-way radios	0
	Community Rel.	2	0		
Grand Total		34	6		

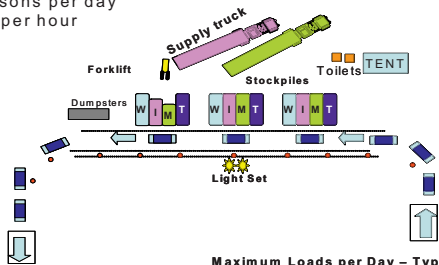
Figure 6



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TYPE III - DISTRIBUTION POINT

Serves 5,000 persons per day
140 vehicles per hour



Note: Individual vehicles drive through and ice & water is loaded into their trunks. Recommend One case water, 2 or 3 bags of ice per vehicle and 6 MRE's

Supply trucks for Ice, Water, MRE's and Tarps are to be off-loaded promptly and returned for re-supply.

Maximum Loads per Day - Type III

Water	1
Ice	1
MRE	1/2
Tarp	1/2

Figure 7

**Type III Distribution Point
Resources Required**

Type III Distribution Point					
Manpower				Equipment	
Type		Day	Night	Type	Number
Local Responsibility	Forklift Operator	1	1	Forklifts	1
	Labor	15	2	Pallet Jacks	1
	Loading PT	9		Power Light Sets	1
	Back-up Loading PT	5		Toilets	2
	Pallet Jacks Labor	1		Tents	1
Totals		16	3	Dumpsters	1
Others	Law Enforcement	2	1	Traffic Cones	10
	Community Rel.	1	0	Two-way radios	0
Grand Total		19	4		



Figure 8

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APPENDIX G

MULTI-AGENCY COORDINATION GROUP

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Multi-Agency Coordination Group

A Multi-Agency Coordination Group (MAC) Group may be activated when incidents are so large and/or complex or in such numbers that an oversight level of coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination is required. Use of a MAC Group allows the opportunity for coordination of intergovernmental decisions, de-confliction of agency policies, and development of guidance to support incident management activities.

The MAC Group does not have any command authority and does not participate in field operations or develop incident strategy or tactics at the level of the disaster or the Incident Management Assistance Team (IMAT).

MAC Group representatives are from agencies and jurisdictions that have response authority and responsibility within the affected area. When activated, MAC Groups include a single facility, equipment, procedures, and integrated information networks and communication capabilities.

During multi-agency and jurisdictional incidents, MAC Groups can be activated at either the local, state and regional, and/or national level. MAC Groups make key decisions on the use of critical resources disbursed among federal coordination centers (Regional Response Coordinating Centers and the National Response Coordinating Center) and state and local Emergency Operations Centers (EOC); establish priorities between multiple incidents; and coordinate interagency policies and procedures.

MAC Group Participants

A MAC Group is composed of top management personnel from responsible agencies and/or jurisdictions, whose organizations have response authority and responsibility in

the impacted area, are heavily supporting the response effort, and/or are significantly impacted by use of local resources. Agency representatives involved in a MAC Group must be empowered to represent their respective agency. Their duties and functions are the following:

- Ensure that current situation and resource status is provided by their agency.
- Prioritize incidents by an agreed-upon set of criteria.
- Determine specific resource requirements by agency.
- Determine resource availability for out-of-jurisdiction assignments and the need to provide resources in Mobilization Centers.
- As needed, designate area or regional mobilization and demobilization centers within their jurisdictions.
- Collectively allocate scarce, limited resources to incidents or areas on the basis of established priorities.
- Anticipate and identify future resource needs.
- Review and coordinate policies, procedures, and agreements as necessary.
- Consider legal and fiscal implications.
- Review the need for participation by other agencies.
- Provide liaison with other coordinating facilities and agencies as appropriate.
- Critique and recommend improvements to the Multi-agency Coordination System (MACS) and MAC Group operations.

MAC Group Support Organization

A MAC Group needs a support organization to gather and analyze incident information, maintain status of critical resources, and provide information to the news media and public. The organization should be kept small and will normally include a coordinator, a situation unit, a resource unit, and an information unit. A sample organization is shown

in Figure 1. Numbers and skills of personnel within units will vary by incident complexity and the needs of the MAC Group.

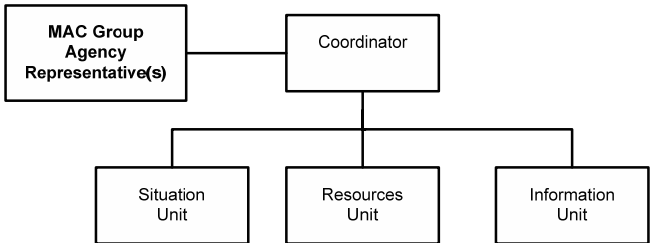


Figure 1: MAC Group Support Organization

MAC Group Coordinator

The MAC Group Coordinator serves as a facilitator, organizing and accomplishing the mission and goals of the MAC Group. The Coordinator does the following:

- Facilitate the MAC Group decision process by obtaining, developing, and displaying situation information.
- Activate and supervise necessary unit and support positions in the MAC Group.
- Acquire and manage facilities and equipment necessary to carry out the MAC Group functions.
- Ensure the decisions made by the MAC Group are communicated as directed.

Situation Unit

The Situation Unit is responsible for the collection and organization of incident status and situation information. This unit evaluates, analyzes, and displays information for use by the MAC Group. Duties and responsibilities include the following:

- Maintain incident situation status, including location, kind and size of incidents, the potential for damage, control problems, and any other significant information on each incident.
- Maintain information on environmental issues, status of cultural and historic resources, and condition of sensitive populations and areas.
- Maintain information on meteorological conditions and forecast conditions that may have an effect on incident operations.
- Request and obtain resource status information from the Resources Units or agency dispatch sources.
- Combine, summarize, and display data for all incidents according to established criteria.
- Collect information on accidents, injuries, deaths, and any other significant occurrences.
- Develop projections of future incident activity.

Resources Unit

The Resources Unit is responsible for maintaining summary information by agency on critical equipment and personnel committed and for being available within the MAC Group area of responsibility. Status is kept on the overall numbers of critical resources rather than on individual units. Duties and responsibilities are to do the following:

- Maintain current information on the numbers of personnel and major items of equipment committed or available for assignment.
- Identify essential, scarce, and excess resources.
- Provide resource summary information to the Situation Unit as requested.

Information Unit

The Information Unit is designed to provide information on the MAC Group operations. The unit may operate a joint information center (JIC) to coordinate with print and broadcast media and other governmental agencies. It may provide summary information from agency and incident information officers and identify local agency sources for additional information to the media and other government agencies. Duties and responsibilities include the following:

- Prepare and release summary information to the news media and participating agencies.
- Assist news media visiting the MAC Group facility and provide information on its function.
- Promote interagency involvement.
- Schedule press conferences and media briefings.
- Prepare information and materials when requested by the Coordinator.
- Coordinate all matters related to public affairs, such as VIP tours.
- Act as escort for facilitated agency tours of incident areas, as appropriate.

MAC Group Activation Guidelines

A MAC Group is normally activated by consensus of the leadership of affected agencies and jurisdictions. A MAC Group may be activated on a recurring basis in areas that experience frequent or reoccurring disasters. In this case, activation guidelines, MAC Group members, locations, and protocols may be pre-established. Memoranda of agreements and understanding, interagency agreements, mutual aid agreements, or other types of cooperative agreements can be used to pre-establish operational requirements to promote effective MAC Group operational outcomes.

When a pre-designated site has not been established, the MAC Group will agree to a location that fits its needs. Wherever the MAC Group facility is located, it is critical to have adequate space to accommodate all MAC Group functions, good telephone, and computer communications and ensure security.

Examples of MAC Group Activations

A MAC Group can be activated at any level. Most MAC Groups are at the regional or state level. This could involve specific areas of a state, a complete state, or multiple states.

The purpose and function of the MAC Group is the same at whatever level it is established. The primary difference is in the composition of the core Group staff. The following are examples of MAC Group activations:

- **National level.** The Domestic Readiness Group (DRG) is a MAC Group at the department level that facilitates strategic federal domestic incident management. The DRG is a tailored group of senior federal interagency representatives that adjudicates matters that cannot be resolved by the National Operations Center (NOC) or the National Response Coordinating Center (NRCC) and provides strategic advice to the Secretary of Homeland Security during an actual or potential incident requiring federal coordination.

Activated at the discretion of the Secretary of Homeland Security, or his/here representative, the core group of the DRG includes representatives from federal departments and agencies, DHS components, and other organizations as required. Affected states may be represented on the DRG either through the DHS Office of State and Local Government Coordination (OSLGC) or, if needed, through a state liaison to the DRG. For advice

concerning affected critical infrastructures, the DRG may draw upon advice from the Critical Infrastructure Information Center CIPAC.

Often when the DRG is activated, multiple states and multiple FEMA regions will be involved.

- **Regional or state level.** Establishment of a MAC Group could be the result of a Presidential Disaster Declaration that affects a portion of a state, a whole state, multiple states within a single FEMA region, or even multiple states among two or more FEMA regions.

The primary difference between a regional MAC Group and the national level Mac Group is the agencies and jurisdictions. The Regional MAC Group would include representatives from the involved states, FEMA region(s), and other regional-level federal departments and agencies and may also include county and city officials.

- **Local level.** A MAC Group could be activated at the local level. However, usually when conditions exist that would necessitate a MAC Group at the local level, the situation has become more regional in nature.

APPENDIX H

INCIDENT COMMAND SYSTEM FORMS

Form No.	Form Title	Prepared By
ICS 201	Incident Briefing	Federal Coordinating Officer/IMAT Team Leader
ICS 202	Incident Objectives	Planning Section Chief
ICS 203	Organization Assignment List	Resources Unit Leader
ICS 204	Assignment List	Resources Unit Leader
ICS 205	Incident Radio Communications Plan	Communications Unit Leader
ICS 205A	Incident Telephone Communications Plan	Communications Unit Leader
ICS 206	Medical Plan	Medical Unit Leader
ICS 207	Incident Organization Chart	Resources Unit
ICS 209	Incident Status Summary (Situation Report)	Documentation Unit Leader
ICS 211	Check-In List	Resources Unit
ICS 213	General Message	Any Message Originator

ICS 214A	Unit Log	Supervisory Positions
ICS 215	Operational Planning Worksheet	Operations Section Chief
ICS 216	Radio Requirements Worksheet	Communications Unit
ICS 217	Radio Frequency Assignment Worksheet	Communications Unit
ICS 218	Support Vehicle Inventory	Ground Support Unit
ICS 219	Resource Status Card	Resources Unit
ICS 220	Air Operations Summary	Operations Section Chief or Air Branch Director
ICS 221	Demobilization Checkout	Demobilization Unit
ICS 230	Meeting Schedule	Situation Unit
ICS 231	Meeting Summary	Documentation Unit

APPENDIX I

POSITION MNEMONICS

Command

AEAC	Assistant EAO – Congressional
AECR	Assistant EAO – Officer-Community Relations
AEIC	Assistant EAO – Joint Information Center
AEIG	Assistant EAO – Intergovernmental Affairs
AEPT	Assistant EAO – Planning and Products
AEPS	Assistant EAO – Private Sector
AQAD	Acquisition Advisor
AREP	Agency Representative
BDMG	Broadcast Manager
COS	Chief of Staff
CRCL	Community Relations Crew Leader
CRGS	Community Relations Group Supervisor
CRTL	Community Relations Task Force Leader
EHPA	Environmental Historic Preservation Advisor
EUSP	Equal Rights Specialist
EXEC	Executive Assistant
EAO	External Affairs Officer
FCO	Federal Coordinating Officer
JIMG	Joint Information Field Manager
LEAD	Legal Advisor
LOFR	Liaison Officer
PVMG	Photography and Video Manager
SEMG	Security Manager
SOFR	Safety Officer

Operations Section

CRLD	Crew Leader
DIVS	Division Supervisor
ESBD	Emergency Services Branch Director
GRPS	Group Supervisor
OPBD	Operations Branch Director

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OSC	Operations Section Chief
SQLD	Squad Leader
STLD	Strike Team Leader
TFLD	Task Force Leader

Mission Assignment

MAMG	Mission Assignment Manager
MASP	Mission Assignment Specialist

Staging Area Group

APSP	Accountable Property Specialist
BSSP	Bus Service Specialist
COTR	Contract Officer Technical Representative
FATL	Facilities Task Force Leader
FMNT	Facilities Maintenance Specialist
FUSP	Fuel Specialist
GSTL	Ground Support Task Force Leader
MHSP	Material Handling Specialist
NESP	Network Specialist
PUSP	Purchasing Specialist
RDTL	Receiving and Distribution Task Force Leader
SCKN	Check-In/Status Recorder
STBD	Staging Area Branch Director
STGS	Staging Area Group Supervisor
SUTL	Supply Task Force Leader
TKSP	Truck Control Specialist

Disaster Emergency Communications Branch

CBTL	Cable and Broadcast Task Force Leader
CCTL	Communications Operations & Coordination Task Force Leader
CITL	Communications Interoperability Task Force Leader
CLTL	Cellular Task Force Leader
CMGS	Communications Restoration Group Supervisor
CSTL	Commercial Satellite Task Force Leader

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DEBD	Disaster Emergency Communications Branch Director
TAGS	Tactical Communications Group Supervisor
WCTL	Wireless Communications Task Force Leader
WITL	Wireline and IP Task Force Leader

Air Operations Branch

ACMG	Air Coordination Manager
AFMG	Air Support Facility Manager
AMGS	Air Mission Group Supervisor
AMMG	Air Mission Coordination Manager
AOBD	Air Operations Branch Director
ASGS	Air Support Group Supervisor
ASMG	Air Support Services Manager
FOMG	Flight Operations Manager
FWBM	Fixed-Wing Base Manager
HEBM	Helibase Manager
HESM	Helispot Manager

Individual Assistance

APTL	Applicant Services Task Force Leader
CDSP	CC/DUA/DLS Specialist
DHTL	Direct Housing Task Force Leader
DOSP	Donations Management Specialist
DRCM	Disaster Recovery Center Manager
DRGS	Disaster Recovery Center Group Supervisor
DRSP	DRC Support Specialist
DRTL	Disaster Recovery Center Task Force Leader
FHTL	Financial Housing Task Force Leader
HSGS	Human Services Group Supervisor
HUGS	Housing Group Supervisor
IABD	Individual Assistance Branch Director
IMGS	Information Management Group Supervisor
LISP	Liaison Specialist
MCGS	Mass Care Group Supervisor
MCSP	Mass Care Specialist
ONMG	Other Needs Assessment Manager

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ONSP	Other Needs Assessment Specialist
ONTL	Other Needs Assessment Task Force Leader
PLCL	Planning Crew Leader
PLSP	Planning Specialist
RPCL	Reports Crew Leader
RPSP	Reports Specialist
SNSP	Special Needs Specialist
SNTL	Special Needs Task Force Leader
TCGS	TAC Management Group Supervisor
TCSP	TAC Technical Monitor Specialist
TNSP	Training Specialist
VAGS	Voluntary Agency Liaison Group Supervisor
VASP	Voluntary Agency Specialist

Infrastructure

ADSP	Administrative Specialist
ADTL	Administration Task Force Leader
DBSP	Debris Technical Specialist
DBTL	Debris Task Force Leader
DMSP	Debris Monitor Specialist
DPMG	Data Processing Manager
DPSP	Data Processing Specialist
IFBD	Infrastructure Branch Director
ORSP	Public Assistance Ordering Specialist
PACL	Public Assistance Crew Leader
PAGS	Public Assistance Group Supervisor
PASL	Public Assistance Squad Leader
PASP	Public Assistance Project Specialist
PATL	Public Assistance Task Force Leader
PATS	Public Assistance Training Specialist
PISP	Public Assistance Insurance Specialist
QACL	Quality Assurance Crew Leader
SCCL	Special Considerations Crew Leader
TSTL	Technical Support Task Force Leader

Mitigation

ADSP	Administrative Specialist
AVSP	HM Advisor Specialist

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BCSP	Building Code Specialist
BTSP	Building & Trades Specialist
CBSP	Cost Benefit Specialist
CESP	CEO Specialist
COGS	Community Outreach Group Supervisor
DCCL	DRC Coordination Crew Leader
DISP	Data Integration Specialist
EOCL	DRC Coordination Crew Leader
EFSP	ESF Liaison Specialist
FIGS	Floodplain Management and Insurance Group Supervisor
FMCL	Floodplain Management Crew Leader
FPSP	Floodplain Specialist
GPCL	HM Planning Crew Leader
GPGS	Grants and Planning Group Supervisor
GRCL	Grants Program Crew Leader
HGSP	Hazards Grants Specialist
HISP	HM Insurance Specialist
HMBD	Hazard Mitigation Branch Director
HMSP	HM Management Specialist
HPGS	Hazard and Performance Analysis Group Supervisor
HSCL	HMGP Support Crew Leader
INCL	Insurance Crew Leader
LSSP	HM Logistics Support Specialist
MPSP	Media Production Specialist
PDCL	Product Development Crew Leader
PRSP	HM PDA Specialist
RASP	Risks/Hazards Analysis Specialist
RSCL	Research Crew Leader
SPCL	HM 406 Crew Leader
SPSP	HM 406 Specialist
TNSP	Training Specialist
WRSP	HM Writer Specialist

Environmental Program

ENCL	Environmental Crew Leader
ENSP	Environmental Specialist

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Planning Section

DMOB	Demobilization Unit Leader
DOCL	Documentation Unit Leader
FOBS	Field Observer
GISL	Geospatial Information System Unit Leader
GISP	Geospatial Information System Specialist
INSP	Information Specialist
INUL	Intelligence Unit Leader
PSC	Planning Section Chief
PLSP	Planning Specialist
PLSL	Planning Support Unit Leader
RESP	Reports Specialist
RESL	Resources Unit Leader
SCKN	Check-In/Status Recorder
SITL	Situation Unit Leader
THSP	Technical Specialist

Logistics Section

APMG	Accountable Property Manager
APSP	Accountable Property Specialist
ATSP	Action Tracking Specialist
BIMG	Billeting Manager
COML	Communications Unit Leader
COTR	Contracting Officers Technical Representative
CPMG	Camp Manager
CPUL	Camp Unit Leader
DESP	Data Entry Specialist—Tracking
DRUL	DRC Support Unit Leader
EOMG	Ordering Manager—Equipment
EOSP	Ordering Specialist—Equipment
EQMG	Equipment Manager
EXBD	External Support Branch Director
FACL	Facilities Unit Leader
FDUL	Food Unit Leader

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FLMG	Facilities Manager
FMNT	Facilities Maintenance Specialist
GSUL	Ground Support Unit Leader
HELP	Help Desk Operator
IBMG	Incident Base Manager
IBUL	Incident Base Unit Leader
ICMG	Internal Communications Manager
LDSP	LIMS Data Entry Specialist
LSC	Logistics Section Chief
MCRC	Message Center Operator
MCUL	Mass Care Support Unit Leader
MEDL	Medical Unit Leader
MERS	MERS Coordinator
MRMG	Mailroom Manager
MRSP	Mailroom Specialist
NEMG	Network Manager
NESP	Network Specialist
ORDL	Ordering Unit Leader
POMG	Ordering Manager–Personnel
POSP	Ordering Specialist–Personnel
PUSP	Purchasing Specialist
RCDM	Receiving and Distribution Manager
RDSP	Receiving and Distribution Specialist
SOMG	Ordering Manager–Supplies
SOSP	Ordering Specialist–Supplies
SPUL	Supply Unit Leader
SRMG	Supply Room Manager
SRSP	Supply Room Specialist
SUBD	Support Branch Director
SVBD	Service Branch Director
TEMG	Telecom Manager
TESP	Telecom Specialist
THUL	Temporary Housing Support Unit Leader

Finance Section

CLMS	Claims Specialist
CNMG	Contracting Manager

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CNSP	Contracting Specialist
COMP	Compensations/Claims Unit Leader
COST	Cost Unit Leader
ERMG	Employee Relations Manager
ERSP	Employee Relations Specialist
ESMG	Employee Services Manager
ESSP	Employee Services Specialist
FCMG	Funds Control Manager
FCSP	Funds Control Specialist
FSC	Finance/Administration Section Chief
HRUL	Human Resource Unit Leader
INJR	Compensation-for-Injury Manager
PAMG	Payroll Manager
PAYS	Payroll Specialist
PROC	Procurement Unit Leader
PUSP	Purchasing Specialist
RHMG	Recruitment and Hiring Manager
RHSP	Recruitment and Hiring Specialist
TRNL	Training Unit Leader
TRSP	Training Specialist
TVMG	Travel Manager
TVSP	Travel Specialist

APPENDIX J

GLOSSARY

Agency Representative – A person assigned by a primary, assisting, or cooperating federal, state, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

Allocation – The amount of money out of the total appropriated funds made available to the program against which obligations may be incurred.

American Red Cross (ARC) – An agency that assists disaster victims with immediate needs—including food, clothing, shelter, transportation, and medical care—until additional assistance is obtained.

Appropriation – An authorization by an act of Congress that permits federal agencies to incur obligations and make payments from the Department of the Treasury for specific purposes.

Area Command – An organization established (1) to oversee the management of multiple incidents that are each being handled by an Incident Command System organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Assistance Teams or Incident Management Teams have been assigned. Area command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed.

Assigned Resources – Resources checked in and assigned work tasks on an incident.

Assignments – Tasks given to resources to perform within a given operational period on the basis of the tactical objectives in the Incident Action Plan.

Assistant – Title that indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions.

Assisting Agency – An agency or organization that provides personnel, services, or other resources to the agency with direct responsibility for incident management.

Available Resources – Resources assigned to an incident, checked in, and available for a Mission Assignment, often located in a staging area.

Camp – A geographical site, within the general incident area, equipped and staffed to provide sleeping areas, food, water, and sanitary services to incident personnel.

Branch – The organizational level with functional or geographic responsibility for incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section and between the Section and Units in the Logistics Section.

Cache – A pre-determined complement of tools, equipment, and/or supplies stored in a designated location and available for incident use.

Catastrophic Incident – Any natural or manmade incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption that severely affect the populations, infrastructure, environment, economy, national morale, and/or government functions. All catastrophic events are Incidents of National Significance.

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Check-In – Process whereby resources first report to incident response. Check-in locations may include the Joint Field Office (Resources Unit) camps, staging areas, Incident Support Bases, helibases, and Division/Group Supervisors.

Chief – Incident Command System title for individuals responsible for the management of the functional Sections: Operations, Planning, Logistics, and Finance/Administration.

Chief of Party – The temporary leader of traveling personnel, from the point of departure to arrival at the destination, responsible to the sending unit until the destination is reached and for all assigned traveling personnel.

Chief of Staff – Primary assistant to the Federal Coordinating Officer for executive administrative matters; responsible for managing the Joint Field Office environment and for assigned technical specialist and advisors. The Chief of Staff is a member of the Command Staff.

Clear Text – The use of plain English in radio communications transmission. Neither 10 Codes, nor agency-specific codes are used when using Clear Text.

Command – The act of directing, ordering, and/or controlling resources by virtue of explicit legal, agency, or delegated authority. May also refer to a Federal Coordinating Officer or to the Unified Command.

Command Staff – Staff consisting of the Chief of Staff, External Affairs Officer, Safety Officer, and Liaison Officer, who report directly to a Federal Coordinating Officer. They may have a deputy or assistants, as needed.

Cooperating Agency – An agency supplying assistance other than direct tactical or support functions or resources to the incident management effort (e.g., Red Cross, law enforcement agency, or telephone company).

Cost Share Agreements – Agreements between agencies or jurisdictions to share designated costs related to incidents. Cost sharing agreements are normally written but may also be verbal between an authorized agency or jurisdictional representatives at the incident.

Cost Unit – Functional unit within the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

Crew Leader – Individual responsible for the direction, operation, and supervision of assigned personnel within acceptable span of control (three to seven). The personnel could be three to seven Crew Members or Disaster Workers, or three to seven Squad Leaders with three to seven Crew Members/Disaster Workers reporting to each squad leader.

Critical Infrastructures – Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination thereof.

Cultural Resources – Historic and prehistoric, archeological sites, cultural landscapes, museum collections, and other cultural artifacts.

Deputy – A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a Deputy could act as relief for a superior and, therefore, must be fully qualified in the position.

Direct Federal Assistance (DFA) – Goods and services provided to the affected state and local jurisdictions when they lack the capability to perform or contract for eligible emergency work (such as debris removal, potable water, emergency medical services, and search and rescue). A presidential declaration of a major disaster or emergency must be approved before the provision of any DFA. The assistance is subject to the applicable state cost share.

Disaster Recovery Center (DRC) – A facility established within or near the disaster area at which disaster victims (individual, families, or business) apply for disaster aid.

Disaster Recovery Manager (DRM) – The FEMA official who has the delegated authority from the Regional Director to manage authorities under the Stafford Act, including incurring financial obligations. In most cases the DRM is the Federal Coordinating Officer.

Disaster Unemployment Assistance (DUA) – The program administered by the state's employment commission in cooperation with the Department of Labor to provide benefits to those out of work because of a major disaster.

Division – That organization level having responsibility for operations within a defined geographic area and which is organizationally between the Task Force/Strike Team and the Operations Section Chief or Branch when activated. See also *Group*.

Economic Injury Disaster Loan (EIDL) – Assists business concerns suffering economic injury as a result of certain disasters declared by the President, Secretary of Agriculture, and/or Small Business Administration.

Emergency Operations Center (EOC) – A pre-designated facility established by an agency(s) or jurisdiction(s) to coordinate the overall agency or jurisdictional response and support to an emergency response.

Emergency Support Functions (ESF) – A grouping of government and certain private-sector capabilities in an organizational structure to provide the support, resources, program implementation, and services that are most likely to be needed to save lives, protect property and the environment; restore essential services and critical infrastructure; and help victims and communities return to normal, when feasible, following domestic incidents.

Environmental Response Team – Teams established by the Environmental Protection Agency to provide technical advice and assistance to the Operations Section Chief for both planning and response to discharges and releases of oil and hazardous substance into the environment.

Federal Coordinating Officer (FCO) – The federal officer appointed to manage federal resource support activities related to Stafford Act disasters and emergencies. The FCO is responsible for coordinating the timely delivery of federal disaster assistance resources and programs to the affected State and local governments, individual victims, and the private Sector.

Federal Insurance Administration (FIA) – The government unit that is a part of FEMA and that administers the National Flood Insurance Program.

Federal Operations Support (FOS) – Any type of resource provided to FEMA or other responding federal agencies when logistical or technical support is required for their operations. This may include Emergency Support Function activation, personnel for preparing damage survey reports, and supplies or equipment for the Joint Field Office or other operating facilities. FOS is 100 percent federally funded and may be provided to a presidential declaration of a major disaster or emergency.

FEMA-State Agreement – A formal, legal document between FEMA and the affected state delineating the understandings, commitments, and binding conditions for assistance resulting from the major disaster or emergency; signed by the Regional Director or designee and the Governor.

First Responder – Personnel who have responsibility to initially respond to emergencies, such as firefighters, law enforcement officers, lifeguards, forestry personnel, ambulance attendants, and other public service personnel.

Staging Area – That location to which incident personnel, equipment and initial response resources (IRR) are assigned awaiting tactical assignment. The Operations Section manages Staging Areas.

General Staff – The group of incident management personnel organized by function and reporting to the Federal Coordinating Officer, normally including the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and the Finance/Administration Section Chief.

Geospatial Information System (GIS) – An electronic information system that provides a geo-referenced database to support management decision making.

Governor's Authorized Representative (GAR) – The person named by the Governor in the FEMA-State Agreement to execute on behalf of the state all necessary documents for disaster assistance.

Group – An entity established to divide the incident management structure into functional areas of operation, composed of resources assembled to perform a special function not necessarily within a single geographic division. (See also *Division*.) Groups are located between operational resources (Strike Teams, Task Forces, Single Resources)

and the Operations Section Chief or Branch Director if activated.

Hazard Mitigation – Any cost-effective measure that will reduce the potential for damage to a facility from a disaster event.

Hazard Mitigation Grant Program (HMGP) – A program that prevents future losses of lives and property resulting from disasters; implements state or local hazard mitigation plans; enables mitigation measures to be implemented during immediate recovery from a disaster; and provides funding for previously identified mitigation measures to benefit the disaster area.

Helibase – A location in the general incident area for the parking, fueling, maintenance, and loading of helicopters.

Helispot – A location from which helicopter can take off and land that also may be used for temporary loading.

Housing Assistance (HA) – Assistance that is administered and funded by FEMA to assist individuals and families with their immediate disaster-related housing needs.

Incident Management Team (IMT) – The incident commander and appropriate command and general staff personnel assigned to an incident to provide tactical direction, oversight, and support to on-scene personnel.

Incident Management Assistance Team (IMAT) – a NIMS/ICS compliant overhead organization that can effectively manage a FEMA incident by developing and implementing appropriate strategies and tactics to accomplish incident objectives based on the Regional Administrator's direction and constraints.

A FEMA IMAT consists of Federal Coordinating Officer/Team Leader and appropriate Command and General Staff

personnel assigned to an incident to assist the efforts of the states in expediting the delivery of federal aid, assistance, and emergency services and the reconstruction and rehabilitation of devastated areas that result from disasters.

Incident Action Plan (IAP) – An oral or written plan containing general objectives reflecting the strategy for managing an incident, which may include the identification of operational resources and assignments, attachments that provide direction, and important information for management of the incident for the operational period.

Incident Command Post (ICP) – Location from which the primary command functions are executed and usually co-located with the Incident Base. In a FEMA response this is normally the Joint Field Office.

Incident Command System (ICS) – A standardized emergency management concept specifically designed to allow the user to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

Incident Objectives – Statements of guidance and direction necessary for the selection of appropriate strategies and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

Incident Support Base -

Individual Assistance (IA) – The broad range of assistance available to individuals, families, and businesses, authorized by the Stafford Act and other separate legislation.

Individual And Households Program (IHP) – Program that provides money and services to people in the disaster area

when losses are not covered by insurance and property has been damaged or destroyed.

Initial Response Resources (IRR) – Disaster support commodities that are provided to victims after a disaster occurs and that may include supplies such as baby food, baby formula, blankets, cots, diapers, meals ready-to-eat, plastic sheeting, tents, ice, water, emergency generators, industrial ice makers, mobile kitchen kits, portable potties with service, portable showers, and refrigerated vans.

Joint Field Office (JFO) – A temporary federal facility established to provide a central point for federal, state, local, and tribal executives with responsibilities for incident oversight, direction, and/or assistance to effectively coordinate protection, prevention, preparedness, response, and recovery actions.

Joint Information Center (JIC) – A facility established to coordinate all incident-related public relations activities that also functions as the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

Jurisdiction – A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, state or federal boundary lines) or functional (e.g., police department, health department). (See *Multi-Jurisdiction Incident*.)

Leader – The Incident Command System title for an individual responsible for a Task Force/Strike Team or functional unit.

Liaison Officer – A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

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Local Government – A county, parish, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments, regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization or a rural community, unincorporated town or village, or other public entity.

Local Hire – A Disaster Assistance Employee hired locally for an initial maximum appointment of 120 days.

Logistics Section – The section responsible for providing facilities, services, and materials for the incident.

Managers – Individuals within the Incident Command System organizational groups and units that are assigned specific managerial responsibilities (e.g., Mission Assignment Manager, Disaster Recovery Center Manager, Camp Manager, etc.).

Major Disaster – Any natural or manmade disaster which in the determination of the President causes damage of sufficient severity and magnitude to warrant disaster assistance by the Federal Government to supplement the efforts and available resources of states, local governments, and disaster relief organizations.

Memorandum Of Understanding (MOU) – A non-reimbursable agreement between two federal agencies.

Mission Assignment – A work order issued by FEMA to another federal agency directing completion of a specific task, which is used to support federal operations in a Stafford Act major disaster or emergency declaration. It orders immediate, short-term emergency response assistance when an applicable state or local government is overwhelmed by the event and lacks the capability to perform, or contract for, the necessary work.

Mitigation (MT) – A FEMA program to reduce loss of life and property by lessening the impact of disasters. FEMA implements a variety of programs authorized by Congress covering the full range of natural hazards. Mitigation efforts provide value to the American people by (1) creating safer communities by reducing loss of life and property, (2) enabling individuals to recover more rapidly from flood and other disasters, and (3) lessening the financial impact on the Treasury, states, tribes, and communities.

Mobilization Center (Mob Center) – An off-incident temporary facility at which commodities, personnel, supplies, and equipment are pre-positioned for deployment to an incident when requested by an Incident Management Assistance Team. Mob Centers are managed by National Logistics in FEMA Headquarters. A Mobilization Center may also provide temporary support services, such as food and billeting, for personnel before their assignment, release, or reassignment and serve as a place for out-processing following demobilization as personnel await transportation.

Multi-Agency Coordination System (MACS) – A system that provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multi-agency coordination systems include facilities, equipment, Emergency Operations Centers, specific multi-agency coordination entities, personnel, procedures, and communications. The system assists agencies and organizations to fully integrate the subsystems of the National Information Management System but is not itself a part of incident management.

Multi-Agency Coordination Group (MAC Group) – A group consisting of representatives from agencies or jurisdictions that have response authority or responsibility in the affected area and may be activated when incidents are so large and/or complex or in such numbers that an oversight level of

coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination is required. The MAC Group is not a part of incident management, has no command authority, does not participate in field operations, and does not develop incident strategy or tactics at the level of the disaster and Incident Management Assistance Teams.

Multi-Agency Incident – An incident for which one or more agencies assist a jurisdictional agency or agencies; may be single or Unified Command.

Multi-Jurisdiction Incident – An incident requiring action from multiple agencies that have statutory responsibility for incident mitigation and that is normally managed under a Unified Command.

National Flood Insurance Program (NFIP) – A Federal program enabling property owners in participating communities to purchase flood insurance as protection against flood losses, while requiring state and local governments to enforce floodplain management regulations that reduce future flood damages. More than 20,000 communities participate in the NFIP.

Natural Resources Conservation Service (NRCS) – The primary federal agency that works with private landowners to help them protect their natural resources. The agency emphasizes voluntary, science-based conservation technical assistance; partnerships; incentive-based programs; and cooperative problem solving at the community level. Formerly the Soil Conservation Service (SCS).

National Response Framework (NRF) – A guide to how the nation conducts all-hazard response, built on scalable, flexible, and adaptable coordinating structures to align key roles and responsibilities across the nation, linking all levels of government, nongovernmental organizations, and the private sector.

Officer – Incident Command System title for personnel responsible for the Command Staff positions of Safety, Liaison, and External Affairs.

Other Federal Agencies (OFA) – Federal agencies other than FEMA.

Other Needs Assistance (ONA) – Program that provides funds for the serious needs and necessary expenses of disaster victims that cannot be met through other forms of disaster assistance or through other means, such as insurance or Small Business Administration loans; provides grants to individuals that are administered by the state.

Operational Control (OpCon) – The transferable authority that may be exercised by leadership at any level at or below the level of organization. OPCON is inherent to the level organized and belongs to assigned leadership. It may be delegated and is the authority to perform those functions of command over resources, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission will be assigned to the lowest operational level.

Operational Period – The period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan and which can be of various lengths but usually do not exceed 24 hours in the earlier stages of an incident or disaster.

Operations Section –Section responsible for all tactical (field) incident operations.

Out-Of-Service Resources – Resources assigned to an incident that are unable to respond for mechanical, rest, or personnel reasons.

Personal Protective Equipment (PPE) – Equipment and clothing used to protect personnel from the chemical, physical, and biological hazards that may be encountered at an incident. (For a hazardous substance and material incident, see 33 CFR 154.1026, 33 CFR 155.1026.)

Preliminary Damage Assessment (PDA) – A survey conducted by a team of state and federal officials to estimate the extent of the disaster and its impact on individuals and public facilities. The team's work begins with reviewing the types of damage or emergency costs incurred by the units of government and the impact to critical facilities, such as public utilities, individuals, and businesses. This assessment includes the number damaged, the number of people displaced, and the threat to health and safety caused by the storm event.

Principle Federal Officer (PFO) – Federal official designated by the Secretary of Homeland Security to act as his/her representative locally to oversee, coordinate, and execute the Secretary's incident management responsibilities for an Incident of National Significance.

Public Assistance (PA) – Broad range of assistance available to the eligible state and local governments authorized by the Stafford Act, including the clearance of debris and repair of or replacement of roads, streets, bridges, water control facilities, public buildings, public utilities, recreational facilities, and parks.

Recovery – Assistance to individuals, households, critical infrastructure, and business in meeting their basic needs and returning to self-sufficiency:

- Short-term recovery is immediate and overlaps with response. It includes actions such as providing health and safety services, restoring interrupted utility and other essential services, reestablishing transportation routes, and providing food and shelter displaced by the incident.

- Long-term recovery is outside the scope of the National Response Framework, may involve some of the same actions, but may continue for a number of months or years, depending on the severity and extent of the damages sustained.

Resources – All personnel and major items of equipment, supplies, and commodities that are available or potentially available for assignment on which status is maintained.

Response – Activities that address the short-term, direct effects of an incident, including immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes.

Section – Organizational level with functional responsibility for primary segments of incident operations such as Operations, Planning, Logistics, and Finance

Single Resource – An individual, a piece of equipment and its personnel complement, or a crew of individuals with an identified work supervisor that can be used on an incident.

Small Business Administration (SBA) – An independent agency of the federal government to aid, counsel, assist, and protect the interests of small business concerns, and that is responsible for providing loans to homeowners and renters that have been victims of presidentially declared disasters. Following a disaster, the SBA lends money to homeowners, renters, and businesses at low interest rates to repair or replace homes and/or personal belongings not covered by insurance.

Span Of Control – The number of individuals a supervisor is directly responsible for, usually expressed as the ratio of supervisors to individuals, such as 1:3 and 1:7. A ratio of 1:5 is recommended.

Squad Leader – Leader of a small group of Crew Members and Disaster workers (three to seven) who is responsible for supervision of assigned personnel to accomplish work assignments. A squad is a component of a crew.

Staging Area – See *Federal Operational Staging Area*.

Stakeholders – Any person, group, or organization affected by and having a vested interest in the incident and/or the response operation.

State Coordinating Officer (SCO) – A state's primary point of contact with the Federal Coordinating Officer and local officials appointed by the Governor to manage the state's disaster response and recovery effort.

Strategy – The general plan or direction selected to accomplish incident objectives.

Strike Team - Specified combinations of the same kind and type of resources with common communications and a leader.

Supervisor – Incident Command System title for individuals responsible for command of a division or group.

Tactics – The deployment and direction of resources during an incident to accomplish established incident objectives.

Task Force – Any combination of resources assembled to support a specific mission or operational need. All resource elements within a task force must have common communications and a designated leader.

Technical Assistance – Support provided to state, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous materials assessments). Technical Assistance is 100 percent federally funded and may be provided before a presidential declaration of a major disaster or emergency.

Technical Specialists – Personnel with specialized skills who can be used anywhere within the Incident Command System Organization. Technical Specialists are not required to have any ICS skills or qualifications because they are certified in their field or profession.

Temporary Flight Restrictions (TFR) – Temporary airspace restrictions for non-emergency aircraft in the incident area and that are established by the Federal Aviation Administration to ensure aircraft safety; normally limited to a 5-nautical-mile radius and 2,000 feet in altitude.

Terrorism – As defined in the Homeland Security Act of 2002, an activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and that is a violation of the criminal law.

Type – A classification of resources in the Incident Command System that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, because of size, power, capacity, or, in the case of Incident Management Assistance Teams, experience and qualifications.

Unified Command (UC) – An Incident Command System application used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command to establish their designated Incident Commanders at a single Incident

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Command Post and establish a common set of objectives and strategies and a single Incident Action Plan.

Unified Coordination Group (UCG) – The term used in the National Response Framework, January 2008, to reflect what is referred to in Incident Command System as “Unified Command.” The terminology deviates from ICS terminology as a “Group” is a descriptor of an operations function, not the command function. However, on most FEMA incidents the UCG will function as a Unified Command.

Unit – A functional element in the Planning, Logistics, and Financial Sections, such as a Resource Unit or a Facilities Unit or a Cost Unit.

Unity of Command – The concept by which each person in an organization reports to one and only one designated person. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives

Voluntary Agency (VOLAG) – Any chartered or otherwise duly recognized tax-exempt local, state, or national voluntary organization or group that has provided or may provide needed services to the states, local governments, or individuals in coping with an emergency or major disaster.

Weapons of Mass Destruction (WMD) – Any explosive, incendiary, poison gas, bomb, grenade, rocket, disease organism, radiation, or any weapon that is designed or intended to cause death or serious bodily injury.

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