



Federal Emergency Management Agency

# Incident Management Handbook

*FEMA B-761*

*November 2017*



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# RECORD OF CHANGES

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# CHAPTER 1:

# ORGANIZATION

## Purpose

The Federal Emergency Management Agency (FEMA) is responsible for coordinating the delivery of federal support to state, local, tribal, and territorial governments under Presidential emergency or major disaster declarations or to other federal agencies under the concept of federal-to-federal support. Such coordination generally involves multiple departments, agencies, jurisdictions, and non-federal partners employing a broad range of assets and resources. 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 to states, local incident commands, and other end users.

A solid understanding of incident-level structures, processes, and responsibilities is essential for FEMA employees to carry out their emergency management missions.

The FEMA *Incident Management Handbook* (IMH) is a tool to assist FEMA emergency management personnel in conducting their assigned missions in the field. The IMH provides information on FEMA's incident-level operating concepts, organizational structures, functions, position descriptions, and key assets and teams.

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The IMH supplements the FEMA *Incident Management Manual* (IMM) by providing additional detail on how FEMA personnel plan and execute their assigned missions in the field.

## Scope and Applicability

The IMH is intended for use by FEMA personnel deployed at the incident level. However, the IMH also provides whole community stakeholders operating in a FEMA facility information about key incident-level FEMA functions. The concepts in the IMH are applicable to FEMA operations during Stafford Act-based Presidential declarations and non-Stafford Act incidents involving federal-to-federal support.

Expanding on the IMM, the IMH forms the basis from which FEMA personnel will execute their assigned missions in the field. In so doing, the IMH incorporates the principles of the National Incident Management System (NIMS) command and management component, the National Response Framework (NRF), and FEMA-specific doctrine, such as the *Incident Management and Support Keystone* (IMSK).

The IMH does not replace the FEMA Qualification System (FQS), FQS 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 in that context.

## Organization of Document

Chapter 2 provides general incident management (IM) information derived from the sources provided in Appendix H.



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The intent is to provide a consolidated overview of FEMA-specific IM guidance concepts. Further information can be obtained from the parent documents.

Chapters 3 through 9 expand on the FEMA IM structure contained within the IMM, providing details regarding Incident Command System structures used in the field to facilitate life-saving and life-sustaining operations. Congruent with NIMS, these can be expanded on or contracted, based on the needs of the incident.

Appendixes A to G provide information on specific concepts, entities, and assets FEMA uses to support field response, recovery, and mitigation missions.

## Supersession

This document supersedes all previous versions of the IMH.

## Authorities and Foundational Documents

The IMH follows the tenets and guidelines set forth in the NIMS 2008. At the time of this publication the NIMS is undergoing a revision based on the refresh of Presidential Policy Directive 8.

The following are the foundational documents and authorities for the FEMA IMH:

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

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- Title 44 of the Code of Federal Regulations (CFR), *Emergency Management and Assistance*
- *Post-Katrina Emergency Management Reform Act (PKEMRA) of 2006* (Public Law 109-295), October 4, 2006
- *Sandy Recovery Improvement Act of 2013 (SRIA)*, (Public Law 113-2)
- *Rehabilitation Act of 1973*
- *Americans with Disabilities Act of 1990 (ADA)*, as amended
- *Architectural Barriers Act of 1968 (ABA)*, as amended
- *National Incident Management System (NIMS)* (third edition), October 2017
- *National Response Framework (NRF)* (third edition), June 2016
- *National Disaster Recovery Framework (NDRF)* (second edition), June 2016
- *National Mitigation Framework* (second edition), June 2016
- *FEMA Publication 1*, April 2016
- *FEMA Incident Management and Support Keystone (IMSK)*, January 2011
- *FEMA Incident Management Manual (IMM)*, September 2015
- *FEMA National Incident Support Manual (NISM)*, January 2013
- *FEMA Regional Incident Support Manual (RISM)*, January 2013
- *FEMA Operational Planning Manual (FOPM)*, June 2014

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- FEMA *Incident Action Planning Guide*, Revision 1, July 2015

## **Document Management and Maintenance**

The FEMA ORR, Doctrine and Policy Office is responsible for the implementation, update, and revisions of the IMH in coordination with and supported by the FEMA directorates, offices, and regions. To obtain hard copies of this document, contact the FEMA Publication Warehouse, 1-800-480-2520.

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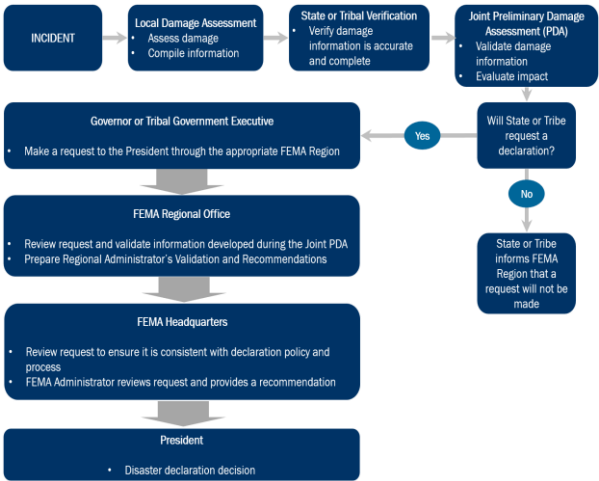
# CHAPTER 2: INCIDENT MANAGEMENT CONCEPTS

## Introduction

This chapter provides information on general Federal Emergency Management Agency (FEMA) incident management (IM) concepts in an incident life cycle. IM refers to how incidents are managed across all homeland security activities, including prevention, protection, mitigation, response, and recovery. Responsibilities in IM include the direct control and employment of resources, management of incident offices, operations, and delivery of federal assistance. IM ensures delivery of accessible emergency messaging, accessible facilities, and accessible programs to all people through all phases of emergency response and recovery.

## Disaster Declaration Process

As a general guideline, all incidents involving federal disaster assistance, as administered by FEMA, begin and end within the applicable regional office. Disaster declarations, classified as either emergency or major disaster declarations, are governed by the *Robert T. Stafford Disaster Relief and Emergency Assistance Act* and funded through the Disaster Relief Fund (DRF). Figure 1 shows the disaster declaration process.



**Figure 1: Disaster Declaration Process**

The Regional Administrator (RA), before a Presidential declaration, can also authorize use of the DRF for pre-declaration surge operations in anticipation of a declaration to either facilitate the declaration process or pre-position anticipated resources. Examples include the following:

- Liaison officers deployed to the potentially impacted state or tribal area to provide assessments and assist with anticipating state requirements;
- The FEMA Preliminary Damage Assessment (PDA) Team deployed to assist with joint PDAs to validate damage and evaluate impacts, supporting the state or tribe’s decision to request a declaration; and

- Commodities pre-positioned in anticipation of a hurricane making landfall and causing catastrophic damage.

## Life Cycle of an Incident

FEMA uses a standardized three-phase terminology to promote an organized, integrated approach to IM implementation. Incidents within the phasing construct are categorized as either “notice” or “no notice.” Notice incidents are such that their impacts can be anticipated and resources pre-positioned. No-notice incidents occur unexpectedly or with minimal warning. The major phases and their descriptions are as follows:

- **Phase 1:** *Pre-incident actions that shape operations.* During a notice incident, this phase is associated with actions that take place before the occurrence of the incident (e.g., pre-landfall staging of response teams during a hurricane). The National Response Coordination Center and/or Regional Response Coordination Center moves to enhanced watch or activation.
- **Phase 2:** *Activation, employment, and sustained response operations.* During notice and no-notice incidents, this phase is associated with life-saving and life-sustaining actions, accessible delivery of Stafford Act programs, coordinating with other federal agencies (OFA) through the emergency support functions (ESF) and the recovery support functions (RSF). Appendix A provides additional ESF and RSF information.

- **Phase 3:** *Long-term, sustained operations.* This phase involves working with a variety of federal agencies via RSFs to develop permanent, affordable, and accessible housing solutions; rebuild the infrastructure, inclusive of *Americans with Disabilities Act* (ADA), *Rehabilitation Act*, *Architectural Barriers Act* (ABA) standards, and International Building Code (IBC) minimum standards; implement economic revitalization strategies, inclusive of the whole community; facilitate funding for businesses to rebuild; re-establish disrupted health care facilities; and implement community-wide mitigation strategies.

FEMA's five mission areas (Prevention, Protection, Mitigation, Response, and Recovery) align with the core capabilities defined by the National Preparedness Goal to promote an organized, integrated, and whole community approach to accomplishing critical functions, as listed in Table 1.



Table 1: Core Capabilities by Mission Area

Prevention	Protection	Mitigation	Response	Recovery
Planning	Planning	Planning	Planning	Planning
Public Information and Warning	Public Information and Warning	Public Information and Warning	Public Information and Warning	Public Information and Warning
Operational Coordination	Operational Coordination	Operational Coordination	Operational Coordination	Operational Coordination
Intelligence and Information Sharing	Intelligence and Information Sharing	Community Resilience	Infrastructure Systems	Infrastructure Systems
Interdiction and Disruption	Interdiction and Disruption	Long-Term Vulnerability Reduction	Environmental Response/Health and Safety	Economic Recovery
Screening, Search, and Detention	Screening, Search, and Detention	Risk and Disaster Resilience Assessment	Fatality Management Services	Health and Social Services
Forensics and Attribution	Access Control and Identity	Threats and Hazards Identification	Fire Management and Suppression	Housing
	Cybersecurity		Logistics and Supply Chain Management	Natural and Cultural Resources
	Physical Protective Measures		Mass Care Services	
	Risk Management for Protection Programs and Activities		Mass Search and Rescue Operations	
	Support Chain Integrity and Security		On-Scene Security Protection, and Law Enforcement	
			Operational Communications	
			Public Health, Healthcare, and Emergency Medical Services	
			Situational Assessment	

## **Integrated Operating Concept**

The FEMA Office of Response and Recovery (ORR) Integrated Operating Concept for Field Operations identifies, across the four phases of emergency management (i.e., Preparedness, Response, Recovery, Mitigation), how FEMA support actions contribute to the achievement of unified, survivor-centric outcomes and milestones across the disaster life-cycle; and highlights component linkages and interdependencies that enables a more efficient and effective delivery of FEMA programs.

The full Integrated Operating Concept for Field Operations, including a list of associated milestones, may be obtained from the ORR Doctrine Section.

## **Whole Community Engagement**

The whole community engagement concept ensures FEMA integrated operations and support includes state, local, tribal and territorial partners; nongovernmental organizations, like faith-based and nonprofit groups and private sector industry; and individuals, families, and communities. Beginning in preparedness, this approach fosters strong relationships throughout communities that enhance community resilience to responding and recovering from potential incidents. For example, the inclusion of community leaders in emergency management training opportunities can be a critical link between emergency managers and increasing the emergency management knowledge among the individuals they represent. Many emergency management agencies, such as the New York City Office of Emergency Management, include their

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private sector partners in regular exercises, strengthening their relationships in the process.

Additionally, during response and recovery, the benefits of a whole community approach include a more informed, shared understanding of community risks, needs, and capabilities; an increase in resources through the empowerment of community members; and, in the end, more resilient communities.

### **Case Study**

Following the devastating tornadoes in Alabama in the spring of 2011, various agencies, organizations, and voluntary agencies united to locate recovery resources in the community and communicate information about those resources to the public. Two days after the tornadoes, the agencies, organizations, and volunteers formed the Alabama Interagency Emergency Response Coordinating Committee and created a database of disaster recovery resources, providing information to disaster survivors for accessing recovery resources, greatly enhancing the delivery of services to disabled and elderly residents.

## Incident Levels

FEMA's incident level refers to the level at which a Unified Coordination Group (UCG) employs federal resources to achieve jointly developed incident objectives. The UCG is intended to serve as the leadership element of the coordinated relief effort, providing management structure at the incident level to execute unified coordination across key jurisdictional agencies. Three incident levels are used to categorize an incident based on its actual or anticipated impact, size, and complexity, as well as the federal assistance required. The Associate Administrator, Office of Response and Recovery (AA ORR) and FEMA RA coordinate on designating incident levels and adjusting designations as the magnitude and complexity of the incident changes. Table 2 provides descriptions of each of the three incident levels.

**Table 2: Incident Level Descriptions**

Incident Level	Description
Incident Level I	Due to its severity, size, location, actual or potential impact on public health, welfare, and infrastructure requires an <b><u>extreme</u></b> amount of direct federal assistance for response and recovery efforts for which the capabilities to support does not exist at any level of government
Incident Level II	Due to its severity, size, location, actual or potential impact on public health, welfare, and infrastructure requires a <b><u>high</u></b> amount of direct federal assistance for response and recovery efforts
Incident Level III	Due to its severity, size, location, actual or potential impact on public health, welfare, and infrastructure requires a <b><u>moderate</u></b> amount of federal assistance

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Resources including teams and personnel are typed 1, 2, or 3 to correspond to qualifications and the appropriate incident level. Tasks for each position remain the same, but the level of incident (I, II, or III) for which the person is qualified varies and matches with the position type (i.e., Type 1 with Level I, Type 2 with Level II, and Type 3 with Level III).

Incident leveling provides FEMA operational adaptability, flexibility, and scalability consistent with Incident Command System (ICS) principles. The incident leveling approach is as follows:

- **Adaptable** – The organization can be used for all incidents.
- **Flexible** – The organizational structure is a modular design, which allows the use of only the organizational response functions required for the incident.
- **Scalable** – The organization can expand to fit the magnitude of the incident, from a very small incident to a large, complex incident.

## Organizing Operations on an Incident

The FEMA Operations Section will make recommendations regarding the best organizational structure needed to coordinate the delivery of federal assistance and services based on incident level; administrative and jurisdictional complexity; geographic area; span of control considerations; functional specialties required; logistics, planning, and other support needs; and potential for growth. FEMA organizational structure recommendations are categorized as functional, geographic, or a combination of both.

## ***Functional Organization***

In a functional organization, program areas such as Individual Assistance (IA), Public Assistance (PA), and Hazard Mitigation (HM) are assigned to a specific functional branch or group with all of the planning and resource assignments for that function coordinated from the Joint Field Office (JFO). This is the typical organizational structure for Level III incidents. Level I and II incidents are typically organized in a geographic or combined organizational structure.

## ***Geographic Organization***

In a geographic organization, the incident is subdivided into geographic areas of operation called divisions and resources, which are assigned to a specific division. In a geographic organization, the Operations Section Chief (OSC) conducts all operations planning and assigns resources in the field. If delegated, operations planning may occur at the division or the branch level. A geographic branch is activated when the number of divisions exceeds the OSC's span of control. A purely geographic organization is rarely used by FEMA.

## ***Combined Organizational Structure***

In a combined organization, geographic (branches/divisions) and functional (branches/groups) components exist within the Operations Section. All incidents will have functional components, but not all will have a geographic component. Typically, FEMA uses a functional organization for Level III incidents and a combined organization for Level I or Level II incidents.

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Branches are established when the number of divisions and/or groups exceeds the OSC's manageable span of control. On the larger, more complex incidents using the combined option, the number of divisions or groups almost, if not always, exceeds the OSC's span of control and branches are established and led by functional and operations branch directors.

Subordinate position titles under the Division Supervisor (DIVS)/Group Supervisor (GRPS) include Task Force Leaders (TFLD), Managers, Crew Leaders, and Specialists. DIVS usually have very few, if any, subordinate positions on a Stafford Act incident because most resources assigned to the division receive direction and supervision from the appropriate GRPS or Branch Director (BD).

ESFs and OFAs are assigned to the appropriate functional GRPSs and BDs. Regardless of the positions used in a combined organization, all supervisory positions will conform to span of control guidelines with a maximum of seven subordinates reporting to one supervisor.

### ***Establishing Branch and Division Boundaries***

Geographic branches and divisions are commonly aligned with existing state, local, tribal, and territorial jurisdictions and boundaries. This allows emergency managers at all levels (federal, state, and local) of the incident to properly align their activities with one another. There are numerous factors that ultimately determine the selected operational architecture. There will be situations when the delineation of a branch or division will be based on factors other than the traditional

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political boundaries (e.g., physical access limitations across mountains or rivers, communications disruptions).

## **ICS Organizational Structure and Concepts**

FEMA uses a National Incident Management System (NIMS) compliant ICS structure staffed by FEMA Qualification System (FQS) position titles to ensure chain of command, unity of command, and management by objective. This modular organizational structure is composed of a Command and General Staff (C&GS) and led by the Federal Coordinating Officer (FCO). Together they manage the modular structure required to meet the needs of the incident. This modular framework allows for expansion or contraction based on incident requirements.

The FCO manages federal resources assigned to the incident management organization and oversees the C&GS.

## **Command Staff Hierarchy and Positions**

Figure 2 shows the hierarchy of command staff positions.





**Figure 2: Hierarchy of Command Staff Positions**

**Officer** is the title for personnel that report directly to the FCO and are responsible for command staff positions of Safety (SAF), Chief of Staff, External Affairs, and Liaison. Officers interact with the FCO, other officers, and Section Chiefs to ensure clarity of communications and enhance teamwork.

Officers are typed 1, 2, and 3 to support and correspond with appropriate incident levels I, II, and III. The tasks are the same for all types, but the individual must demonstrate the capability to manage at a level commensurate with the incident.

Positions that report to command staff officers include the following:

- **Advisors** are technically skilled individuals that provide expertise in a specialty such as legal, equal rights, and alternative dispute resolution (ADR).
- **Managers** are assigned specific managerial responsibilities such as security, congressional affairs, intergovernmental affairs, and media relations.

- **Specialists** are non-supervisory positions that provide capabilities in specific disciplines such as clerical, administrative, safety, security, and all facets of external affairs.

## Operations Section Staff Hierarchy and Positions

Figure 3 shows the organizational structure of the Operations Section.



Figure 3: Hierarchy of Operations Section Positions

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## ***Operations Section Chief (OSC)***

OSCs are typed 1, 2, and 3 to support and correspond with appropriate incident Levels I, II, and III.

Operations Section supervisory positions may have assistants, as needed. Deputies are generally not used below the division/group supervisor level.

## ***Branch Director (BD)***

BDs are typed 1, 2, and 3 to support and correspond with appropriate incident levels I, II, and III. There are two types of BDs: functional and geographic. BDs are responsible for managing either a geographic or a functional branch; in the Operations Section, both report to the OSC. The branch level is used to manage span of control in a large field organization (geographic) and/or to manage a large program (functional) area. The branch level is organizationally located between the section and division/group in the Operations Section.

**Note:** A **branch** has functional or geographic responsibility for major aspects of incident operations. Branches are identified by the use of Roman numerals or by functional area.

## ***Division Supervisor (DIVS)***

The DIVS reports to the OSC or a geographic BD, if activated, and is responsible for ensuring the operational execution of work assignments as delineated by the Incident Action Plan (IAP). The DIVS is also responsible for coordinating with local officials; monitoring and reporting on the progress of operations, the status of assigned resources and management

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of assigned resources in a geographic organizational structure, and input to the incident action planning process; and providing superiors with on-scene information.

The division level is organizationally located between the section or branch level and the task force level. The division is on the same organizational level as the group.

**Note:** A **division** is a defined geographical area that can be delineated on a map. Divisions are typically identified using letters (A, B, C, etc.).

### ***Group Supervisor (GRPS)***

The GRPS reports to the OSC or a functional branch director, if activated, and is responsible for the supervision of assigned personnel and conducting specific functional or program responsibilities, as assigned, across the entire area of responsibility (AOR). The group level is organizationally located between the section or branch level and the task force level. The group is on the same organizational level as the division. Stafford Act program duties are identified within functional area GRPS titles and positions, such as IA, PA, and HM.

### ***Task Force Leader (TFLD)***

The TFLD reports to a division or group supervisor and is responsible for leading and managing assigned operational resources. Specific program duties are identified in the TFLD position descriptions within the functional areas, such as IA, PA, and HM.

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The TFLD is organizationally located between the division/group supervisor and the crew leader.

**Note:** A **task force** is a combination (number and mixture) 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. A task force may be pre-established and sent to an incident or formed at an incident.

### ***Crew Leader***

The crew leader is responsible for the direction, operation, and supervision of assigned personnel within an acceptable span of control. A crew leader reports to a TFLD.

**Note:** A **crew** can consist of three to seven specialists.

### ***Manager***

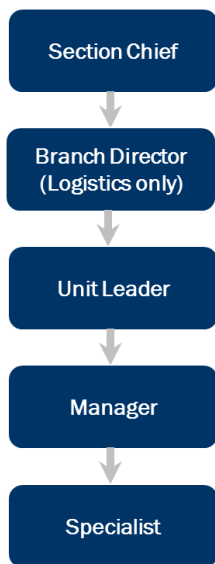
A manager is an individual assigned specific managerial responsibility, such as a Mission Assignment Manager or a Disaster Recovery Center manager.

### ***Specialist***

A specialist is a first-level employee (i.e., nonsupervisory) with special skills and knowledge in a particular field. Specialists are used throughout the incident management organization.

## Logistics, Planning, and Finance/Administration Section Staff Hierarchy and Positions

Figure 4 shows the organizational structure and positions of the Logistics, Planning, and Finance/Administration Sections.



**Figure 4: Hierarchy of Logistics, Planning, and Finance/Administration Sections**

### ***Section Chief***

Section Chiefs are typed 1, 2, and 3 to support and correspond with appropriate incident levels I, II, and III.

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Section supervisory positions may have assistants, as needed. Deputies are generally not used below the branch director/unit lead level.

### ***Branch Director (BD1, BD2 – Logistics Only)***

Logistics BD titles include their function, such as Support Branch Director (LSB), Information Technology (IT) Service Branch Director (LVB), and External Support Branch Director (LXB).

### ***Unit Leader***

The unit leader is the individual in charge of managing units within a functional section. A number of support personnel providing a wide range of services can staff a unit.

### ***Manager***

A manager is an individual assigned specific managerial responsibility, such as a Travel Manager (TVMG). Managers are generally associated with a facility or administrative tasks and are about the same organizational level as a crew leader, though the comparison is not exact.

### ***Specialist***

A specialist is a first-level employee (i.e., nonsupervisory) with special skills and knowledge in a particular field. Specialists are used throughout the incident management organization.

## **Personnel Mobilization (PM) and Reception, Staging, Onward Movement, and Integration (RSOI)**

The FEMA incident workforce consists of trainees and qualified incident management personnel, both full-time and reservists, whose time from last deployment and overall field experience can vary greatly. In addition, personnel deployed in the early stage of a response need a consistent and efficient process for checking in, assigning of equipment, device updates, Just-in-Time (JIT) job-related training, and receiving specific information regarding cultural distinctions or unique disaster-related conditions at their temporary duty station.

FEMA's RSOI is a standard process to receive, equip, train, and transition the initial surge of the FEMA incident workforce to field assignments. The RSOI process is implemented for all field operations and supports deployment of personnel to their field assignments through set up, transition, and close out of mobilization support functions to include personnel mobilization centers (PMC), when applicable. In most instances, PM support will be conducted in a specially designated area in the JFO and only be operational for several days. At times, PM may be conducted in a regional facility, at an initial operating facility (IOF), or an alternative facility designated as a PMC.

PM support outside of routine JFO operations may be required when the following occur:



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- Pre-positioning of personnel and equipment is necessary pre-declaration or prior to the establishment of a JFO;
- The number of deployed personnel exceeds the current JFO space capacity or program operations are not fully prepared and ready to receive deployed personnel;
- Impacted areas may be inaccessible or facilities/operations are not yet established and time-phased but immediate deployments to the incident site are necessary; or
- The incident is multi-state or multi-jurisdictional.

In these instances, offsite PM support will be conducted at a location with access to the incident by air or ground transportation and is generally only necessary for Level I and some Level II incidents. The operational period for an offsite PMC will vary; it may be days or weeks, and it may depend upon such circumstances as accessibility to the incident site and the availability of the JFO or other field operations to receive deployed personnel.

PM operations will be conducted by a team from the IT, Human Resources (HR), Logistics (LOG), Security (SEC), and SAF cadres and may be supported by other cadre personnel, including Acquisitions (ACQ), Financial Management (FM), Disaster Field Training Operations (DFTO), and Planning (PL). The RSOI team will be managed by full-time equivalent (FTE) or reservist FEMA personnel experienced in the administration of PM and RSOI operations. A PM Force Module, full or partial, is available for deployment in the Deployment Tracking System (DTS). As the capability of the JFO increases, the need for the PM support decreases. The FCO and PM management will

lead the initiative to downsize, transition, and close out the PMC. The JFO will then provide mobilization support as a part of normal operations. The incident levels and the potential PM support facilities are shown in Figure 5.



**Figure 5: Incident Levels and PM Support Facility**

Current PM and RSOI doctrine includes the FEMA Personnel Mobilization Guide released January 2017, and a personnel mobilization standard operating procedure (SOP) currently under development.

# **CHAPTER 3: UNIFIED COORDINATION GROUP**

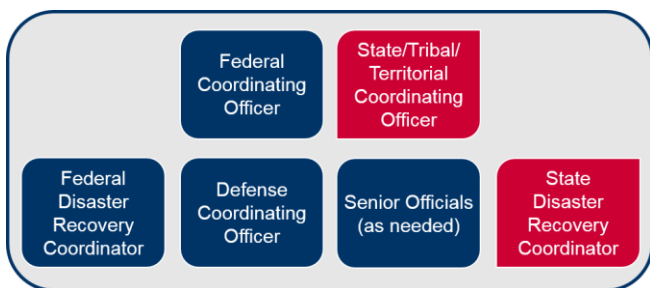
## **Introduction**

This chapter describes the tenets and principles for establishing the Unified Coordination Group (UCG). The UCG is composed of senior leaders representing federal, state, tribal, and territorial governments and, in certain circumstances, local jurisdictions, the private sector, and/or nongovernmental organizations (NGO).

## **Concept of Unified Coordination**

The Federal Government establishes a unified command structure when state, local, tribal, and territorial (SLTT) government resources are overwhelmed and federal assistance is requested. The UCG leads the Federal Emergency Management Agency (FEMA) incident management at the Joint Field Office (JFO). The UCG's purpose is to facilitate federal actions to save lives, protect property, maintain operation of critical infrastructure/key resources, contain the incident, and protect national security. The UCG consists of the Federal Coordinating Officer (FCO) and the State Coordinating Officer (SCO), Tribal Coordinating Officer (TCO), or Territorial Coordinating Officer; the UCG may also include the Federal Disaster Recovery Coordinator (FDRC), Defense Coordinating Officer (DCO), State Disaster Recovery Coordinator (SDRC), and senior officials from other

agencies or organizations with significant operational responsibility for one or more functions of an incident response. Figure 6 shows the primary components of a UCG structure, which can be expanded or contracted, as necessary (e.g., exceptional statutory or jurisdictional authorities established for jurisdictions with challenging and/or unique issues responding to a disaster), based on the specifics of an incident.



**Figure 6: Components of the Unified Coordination Group**

The UCG generally remains relatively small, but its size varies from incident to incident. In larger incidents, response partners with primary jurisdictional authority may also become members of the UCG. In some circumstances, a local official, such as a mayor, or private-sector personnel, such as the head of a private power company, may participate in the UCG.

Events that require a high level of subject matter expertise may call for a senior official to sit in the UCG to provide proper strategic direction and leadership. For example, during a major nuclear event, a senior energy official from the Department of Energy or the adjutant general of the state could be called in to sit on the UCG.

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Once assigned to an incident, the FCO, along with the SCO and tribal and/or territorial officers, establishes the UCG. The UCG operates under the following principles:

- The FCO is the lead federal representative in the UCG.
- The UCG uses the Incident Command System (ICS) principle of unified command in which all work together to accomplish a common set of incident objectives, based on the governor's and tribal and/or territorial officers' priorities and other pertinent guidance.
- The UCG allows for joint decision making while preserving the authority and legal autonomy of the members.

Each UCG member maintains control of personnel and resources that their organization has assigned to the incident through their organization's chain of command.

## Unified Coordination Group

### ***Federal Coordinating Officer (FCO) Type 1, 2, and 3 (FCO1, FCO2, FCO3)***

The FCO position is typed 1, 2, and 3 to correspond to the appropriate incident level. The FCO is responsible for the overall management of the federal response, short-term and intermediate recovery, and mitigation activities for the incident. The FCO may remain in control for longer-term recovery if a FDRC is not assigned to assume the role of the lead for long-term recovery activities. The President signs a letter assigning

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the FCO, then the Regional Administrator (RA) delegates Disaster Recovery Manager (DRM) authority and responsibilities to the FCO. When the FCO is the only federal member of the UCG, the FCO has directive authority over all federal resources assigned. In situations when other federal UCG members are present, they retain directive authority over their assigned resources. The FEMA members of the Command and General Staff (C&GS) report directly to the FCO. The FCO may have deputies and assistants. A Federal Resource Coordinator (FRC) may be appointed during a non-Stafford Act incident and may fulfill the listed roles and responsibilities of an FCO. Primary duties include the following:

- Serve as the primary spokesperson for the media and other external communications regarding FEMA resources;
- Establish and maintain contact with the RA, Associate Administrator, Office of Response and Recovery (AA ORR), senior elected officials, the SCO or Governor's Authorized Representative (GAR), the state emergency management director, TCO, tribal president's authorized representative, and/or territorial coordinating officer as appropriate;
- Help coordinate accomplishment of the incident objectives developed to support the priorities of the governor of the affected state or president of the affected tribe;
- Establish and lead the UCG in determining joint incident objectives throughout the operation;
- Facilitate coordination among stakeholders, and connect decision makers to resources in support of the incident objectives;

- Create a work environment that provides mutual respect and equal opportunity for all personnel assigned to the incident;
- Use effective supervisory and leadership principles of duty, integrity, and respect, providing a vision to the members to accomplish the mission and creating an environment of cooperation, collaboration, and perseverance;
- Assess the situation and/or obtain a briefing from the previous FCO, the Regional Response Coordination Staff (RRCS), or the Incident Management Assistance Teams (IMAT);
- Conduct an initial appraisal of the types of assistance most urgently needed;
- Develop inclusive plans for managing the incident and establishing the JFO;
- Accept the formal transfer of operational control of the JFO;
- Advise the SCO or GAR on the status of the federal response;
- Brief the incident status to elected officials whose constituencies are affected;
- Ensure management of media in multiple alternative formats for inclusion and accessibility by all members of the whole community and other external relationships to communicate the availability of assistance to applicants and all members of the general public simultaneously;
- Ensure that Disaster Survivor Assistance Team (DSAT) programs enable early identification of essential needs of all disaster survivors in the whole community;

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- Represent FEMA as the coordinator of federal assistance at press events and public meetings by ensuring all events and meetings occur in accessible facilities and with use of accessible forms of communication, including accommodations for people with disabilities and others with access and functional needs;
- Oversee implementation of the Demobilization Plan;
- Perform duties as property management officer, in accordance with FEMA regulations; and
- Establish field offices, as deemed necessary.

### ***State Coordinating Officer (SCO)***

The SCO is appointed by the governor to represent the state and act in cooperation with the FCO to administer incident management efforts. The SCO brings the governor's priorities to the UCG and serves as the conduit for addressing the needs of the state. Similar to the TCO and Territorial Coordinating Officer, the relationship between the SCO and the FCO is always intended to be a partnership between federal and state authorities. The SCO and FCO work collaboratively to achieve unity of effort and create joint incident priorities, objectives, and strategies in accordance with the governor's priorities.

### ***Tribal Coordinating Officer (TCO)***

Tribes can request a declaration for disaster assistance either independently of the state or in conjunction with the state. The TCO is appointed by tribal leadership to represent the tribe and act in cooperation with the FCO to administer incident management efforts. The TCO represents the tribe's priorities to the UCG and serves as the conduit for addressing the needs



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of the tribe. The relationship between the TCO and FCO is always intended to be a partnership between federal and tribal leadership to work collaboratively to achieve unity of effort and create joint incident priorities, objectives, and strategies in accordance with the tribe's priorities.

### ***Territorial Coordinating Officer***

In the case of a territorial declaration, the Territorial Coordinating Officer fills the same role as the SCO for the state in bringing the territory's priorities to the UCS and serves as the conduit for addressing the needs to the territory. The relationship between the Territorial Coordinating Officer and FCO is always intended to be a partnership between federal and territorial leadership to work collaboratively to achieve unity of effort and create joint incident priorities, objectives, and strategies in accordance with the territory's priorities.

### ***Federal Disaster Recovery Coordinator (FDRC)***

Depending on the size, scope, and impact of an incident, an FDRC may be assigned to the incident as a deputy FCO to advise the FCO on recovery and mitigation considerations. In large-scale and catastrophic incidents where a federal role may be necessary, the FDRC is a focal point for incorporating inclusive recovery and mitigation considerations into the early decision making processes. The FDRC monitors the impacts and results of such decisions and evaluates the need for additional assistance and adjustments, where necessary and feasible throughout the recovery. The FDRC will appoint advisors (e.g., Mitigation Advisor) based on direction in the Recovery Federal Interagency Operational Plan (FIOP), as needed. Refer to Recovery FIOP, Annex A: Operational

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Coordination for additional details. Primary duties include the following:

- Facilitate inclusive disaster recovery coordination and collaboration among the Federal Government, SLTT governments, the private sector, and voluntary, faith-based and community organizations;
- Partner with and support the local DRM and the state and/or tribal disaster recovery coordinator to facilitate inclusive disaster recovery in the impacted state or tribal area; and
- Activate Recovery Support Function (RSF) agencies based on impact and SLTT priorities for recovery:
  - RSFs evaluate pre-existing community conditions and assess the disaster impacts across the recovery core capabilities in the Mission Scoping Assessment. RSF agencies then develop the Recovery Support Strategy (RSS) on SLTT recovery priorities.

**Note:** The RSS is designed to ensure a cost-effective and inclusive approach to recovery activities and determine which coordination structures are necessary and appropriate under the circumstances.

As the FCO demobilizes, the FEMA Administrator and RAs may delegate to the FDRC some or all of the authorities typically delegated to an FCO, primarily the authorities to coordinate disaster recovery, coordinate federal agencies in support of state or tribal and local recovery efforts, issue mission assignments (MA), and sign interagency agreements (IAA).

## ***Defense Coordinating Officer (DCO)***

The DCO is designated by the Department of Defense (DoD) to serve as a single defense point of contact (POC) in the UCG. DoD has assigned a DCO to each FEMA region. The DCO is the primary DoD interface in support of the state or tribe and federal disaster relief effort, working closely with the FCO and SCO to determine how, what, and when DoD assistance is required.

Requests for assistance are based on mission requirements, not requests for specific assets. With few exceptions, requests for defense support of civil authorities originating from the UCG are coordinated with and processed through the DCO. These requests are made through MAs even when the DCO is a part of the UCG. A defense coordinating element consists of staff and military liaison officers who facilitate coordination and support the DCO. Specific responsibilities of the DCO include processing requirements for military support, forwarding MAs to the appropriate military organizations through DoD-designated channels, and assigning military liaisons.

## ***State Disaster Recovery Coordinator (SDRC)***

Depending on the size, scope, and impact of an incident, an SDRC may be assigned to the incident as a deputy SCO to advise the SCO on recovery and mitigation considerations. The SDRC works with the FDRC to monitor the impacts and results of operational decisions and evaluates the need for additional assistance and adjustments, where necessary and feasible throughout the recovery process.

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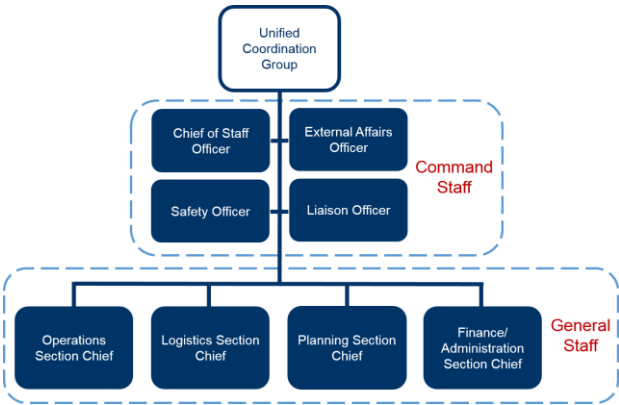
## ***Senior Officials***

Senior officials represent decision making authorities with the ability to commit representative agencies' resources during the incident.

# CHAPTER 4: COMMAND AND GENERAL STAFF

## Introduction

The Command and General Staff (C&GS) support the Federal Coordinating Officer (FCO) through the Unified Coordination Group (UCG). This staffing structure is shown in Figure 7.



**Figure 7: Components of the Command and General Staff**

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## **Command Staff**

The Command Staff reports to the FCO and is responsible for providing advice and conducting specific management actions not assigned to the General Staff. The Command Staff is responsible for key activities such as external affairs, safety, security, supervision of FCO advisors, oversight of personnel issues and welfare, liaison with cooperating and supporting agencies, and management of FCO office staff.

Additional Command Staff positions may be assigned by the FCO and the UCG.

## **General Staff**

The General Staff is made up of the section chiefs, who report to the FCO and lead a functional section: Operations, Planning, Logistics, Finance/Administration, and sometimes Intelligence/Investigations. The General Staff provides leadership and management to its organizations, advises the FCO, executes its responsibilities in support of incident objectives, and coordinates with other section chiefs and the Command Staff.

Section Chief is the title for personnel assigned to manage the various activities associated with the functions of a particular section. Section chiefs work closely with the FCO and other C&GS personnel to ensure clarity of communications and to enhance teamwork.

All C&GS positions are typed 1, 2, and 3 to support the appropriate incident levels. The tasks are the same for all

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types, but the individual must demonstrate the capability to manage at a level commensurate with the incident.

## **Command Staff Officers**

### **Chief of Staff (COS) Officer**

#### ***Chief of Staff (COS) Officer Type 1, 2, and 3 (COS1, COS2, COS3)***

The COS Officer position is typed 1, 2, and 3 to correspond to the appropriate incident level. The COS Officer 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 an interface with the C&GS on internal issues needing resolution. Primary duties include the following:

- Monitor Joint Field Office (JFO) internal operations to identify current or potential inter-organizational problems, and recommend solutions;
- Ensure adverse personnel actions are initiated, tracked, and resolved;
- Identify and propose solutions to major office management problems;
- As directed, represent the FCO in briefings, meetings, and conferences with federal, state, tribal, territorial, and local officials; and
- Liaise with the Security Officer for office and personnel security.

## Safety Officer (SFO)

### ***Safety Officer (SFO) Type 1, 2, and 3 (SFO1, SFO2, SFO3)***

The SFO position is typed 1, 2, and 3 to correspond to the appropriate incident level. The SFO reports to the FCO and is responsible for developing and recommending measures to ensure the safety of personnel assigned to the incident, to assess and/or anticipate hazardous and unsafe situations, and to activate the Interagency Agreement (IAA) with Federal Occupational Health (FOH), when needed. Primary duties include the following:

- Serve as the senior safety official at the disaster;
- Ensure that safety, health, and environmental (Safety) hazard assessments are completed, including all incident facilities, buildings and workplace job hazard analyses (JHA), and safety and health checklists;
- Ensure the implementation of Safety plans and programs in accordance with all applicable regulations (federal, state/tribal, and local), standards, and guidelines;
- Prepare or review, approve, and submit all safety plans (such as the Disaster Hazard Assessment Plan, Occupant Emergency Plan, or Hazard Communication Plan) and safety messages, including those messages needed for inclusion in the Incident Action Plan (IAP); and
- Provide medical capabilities at incident facilities, as needed, usually by activating the IAA with FOH for clinics. (The safety function provides oversight, and



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the logistics function provides space and logistical support).

## **External Affairs Officer (EAO)**

### ***External Affairs Officer (EAO) Type 1, 2, and 3 (EAO1, EAO2, EAO3)***

The EAO position is typed 1, 2, and 3 to correspond to the appropriate incident level. 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 and advice to the FCO involving communications with external audiences in accordance with incident objectives. The EAO is responsible for the coordination of federal communications with state and local communication efforts through the integration and, if needed, the establishment and oversight of a Joint Information Center (JIC). Primary duties of the EAO include the following:

- Oversee External Affairs (EA) plans;
- Participate in the incident action planning process;
- Meet with federal and state congressional staff and state/tribal and local officials, briefing them on Federal Emergency Management Agency (FEMA) activities and programs;
- Direct and oversee public information, congressional, intergovernmental, private sector programs, and strategic messaging;
- Review material before FCO approval for publication or release to the media;

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- Oversee the development of speeches and talking points;
- Participate in all relevant National Incident Communication Conference Line (NICCL), State Incident Communication Conference Line (SICCL), and Private Sector Incident Communications Conference Line (PICCL) conference calls;
- Coordinate with state, local, tribal, and territorial (SLTT) Public Information Officers (PIO) to establish the baseline for information exchange;
- Support the communication messaging requirements of emergency teams, when appropriate; and
- Assess the scope of responsibility outside of the assigned incident area (e.g., evacuees, media, and geographic distribution of EA functions).

## Liaison Officer (LNO)

The LNO reports to the FCO and is the point of contact (POC) for supporting and cooperating agency representatives (AREP). The LNO may have assistants who may represent assisting agencies or jurisdictions. Primary duties include the following:

- Serve as the POC for emergency support function (ESF) representatives and other AREPs;
- Establish interagency contacts, maintaining a list of assisting and supporting agencies and AREPs;
- Keep assisting and supporting agencies aware of incident status;
- Identify current or potential interagency problems; and

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- Report limitations and capabilities of assisting and supporting agency resources on the incident.

## Position Descriptions, Roles, and Responsibilities

### Chief of Staff

Figure 8 shows the position structure under the COS Officer.



**Figure 8: Position Structure under the Chief of Staff Officer**

### ***FCO Executive Specialist (EXEC)***

The EXEC reports to the COS and is responsible for providing administrative support to the office of the FCO. The EXEC serves as a confidential assistant, works in a close and direct relationship with staff, and must exercise discretion in the performance of duties and confidentiality of information. Primary duties include the following:

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- Set up the office of the FCO and assist in setting up the State Coordinating Officer (SCO) as directed;
- Coordinate the completion of the FEMA/State Agreement;
- Prepare confidential and sensitive documents and maintain such files in the strictest of confidence;
- Manage FCO contacts and appointments based on FCO priorities;
- Receive, log in, and distribute incoming correspondence;
- Review outgoing correspondence to ensure accuracy before the FCO's signature; and
- Oversee the establishment of a filing system, maintain official FCO files, and transition files back to the regional office.

## Security (SEC)

### *Security Manager (SEMG)*

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

- Supervise and participate in the development and presentation of plans when directed (e.g., Strategic Plan, Transition Plan, Demobilization Plan, Continuity of Operations Plan, and Occupant Emergency Plan);

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- Establish contacts with local and other federal law enforcement agencies, as required;
- Develop procedures to ensure adequate security for personnel, facilities, property, and operations; and
- Disseminate intelligence information to senior management.

## Legal

Figure 9 shows the position structure under the Lead Legal Advisor (LEAD).



**Figure 9: Position Structure under the Lead Legal Advisor**

### ***Lead Legal Advisor (LEAD)***

The LEAD reports to the COS and to the FCO when the COS is not activated. When more than one legal advisor is assigned, a LEAD will be activated. The LEAD provides legal expertise, supervision, and management of the onsite legal operations of FEMA's Office of Chief Counsel (OCC).

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## ***Legal Advisor (LGAD)***

The LGAD reports to the COS or the LEAD, when activated, and provides legal expertise and conducts legal activities.

Primary duties include the following:

- Ensure legal advice is consistent with the position of HQ OCC;
- Deliver and follow-up on legal advice and recommended courses of action; and
- Ensure that work is solution-oriented, articulate, legally sufficient, and timely (SALT).

## **Alternative Dispute Resolution (ADR)**

### ***Alternative Dispute Resolution (ADR) Advisor (ADAD)***

The ADAD reports to the COS and conducts ADR and prevention activities and collaboration processes. Primary duties include the following:

- Provide prompt, expert means of resolving disputes;
- Assist individuals and groups with problem solving, as requested, using processes such as conflict coaching, mediation, conciliation, facilitation, “climate” assessment, and group-participation processes;
- Provide advice and consultation on ADR to C&GS, supervisors, and employees as required;
- Coordinate and disseminate ADR information and provide outreach; and
- Conduct a thorough and sensitive assessment with each client.

## Equal Rights

Figure 10 shows the position structure under the Lead Equal Rights Advisor (ERLD).



**Figure 10: Position Structure under the Lead Equal Rights Advisor**

### ***Lead Equal Rights Advisor (ERLD)***

The ERLD reports to the COS. When more than one equal rights advisor is assigned, an ERLD will be activated. The ERLD is responsible for overall management of the equal rights program. That includes ensuring compliance with applicable equal employment and civil rights statutes and promoting FEMA's mission through evaluating FEMA's inclusion, outreach, and Title VI initiative, which prohibits intentional discrimination.

### ***Equal Rights Advisor (ERAD)***

The ERAD reports to the ERLD. The ERAD is responsible for supporting FEMA's mission through Title VII (equal employment), outreach, inclusion, Title VI (nondiscrimination), and other equal rights initiatives. The ERAD is also responsible

for ensuring compliance with applicable equal rights and civil rights statutes. Primary duties include the following:

- Review planned FEMA activities and documents for compliance with policies, laws, and regulations pertaining to civil rights and the equal employment opportunity program;
- Verify the accuracy of the equal rights portion of the administrative procedures;
- Draft civil rights and equal employment correspondence for the FCO’s signature, and distribute to staff; and
- Verify the accuracy of information on all posters and in all equal rights documents before they are duplicated and distributed.

## Disability Integration (DI)

Figure 11 shows the position structure underneath the Lead Disability Integration Advisor (DISL).



**Figure 11: Position Structure under the Lead Disability Integration Advisor**



## ***Lead Disability Integration Advisor (DISL)***

The DISL, who will only be available in support of larger disasters, reports to the COS and implements FEMA and the Office of Disability Integration and Coordination's (ODIC) standard operating procedure (to be shared and used as official reference) throughout disaster deployment. The DISL also establishes and leads all response and recovery activities to meet all requirements for equal access and inclusion for disaster survivors with disabilities according to the *Post-Katrina Emergency Management Reform Act* (PKEMRA), the Stafford Act, and the Rehabilitation Act. Primary duties include the following:

- Lead DI Staff, and manage activities at a JFO;
- Review and analyze complex situations, and develop courses of action (COA);
- Translate COAs into tasks, and assign to subordinates;
- Provide advice and technical assistance regarding physical, programmatic, and effective communication access in all phases of emergency response, recovery, mitigation and preparedness;
- Recommend actions to mitigate accessibility and accommodation needs in coordination with the ERLD;
- Unify response, recovery, and mitigation efforts with state and local disability organizations, agencies, and stakeholders through collaboration and coordination to establish partnerships, as well as participate in FEMA working groups across disaster operations;
- Communicate situational awareness about significant issues relating to disability integration in disaster operations to FCO and all staff, and ensure

collaboration and coordination with ODIC and Regional Disability Integration Specialists (RDIS) regarding disaster plans, strategies, and courses of action;

- Review guidance, policies, procedures, proposals, and other documents related to disaster services and programs, and provide input to address equal physical, programmatic, and effective communication access for people with disabilities according to laws and regulations; and
- Collaborate and coordinate with response and recovery staff to provide accessible facilities, programs, and communications for access by all people in the area of impact.

### ***Disability Integration Advisor (DISA)***

The DISA reports to the DISL and conducts, manages, and supervises disability integration staff and activities within the assigned area (e.g., branch, division) and provides direction and oversight of DI COAs in branches, divisions, or elsewhere, as assigned. Managers can be assigned to JFO, initial operating facility (IOF), branches, or other field operational area. To maintain span of control there can be multiple managers to supervise specialists for operational tasks. Primary duties include the following:

- Provide ongoing status reports to DISL about field activities and COAs;
- Maintain liaison with state and local disability partners to ensure emergency and disaster declaration efforts provide equal access for disaster survivors with disabilities; and

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- Ensure timely, complete, and accurate work following up on all activities, agreements, and action plans to fulfill IAP objectives.

### ***Disability Integration American Sign Language (ASL) Interpreter Technical Specialist (ASLS)***

The ASLS reports to the DISL or DISA. The ASLS provides effective communication access to disaster survivors. The ASLS facilitates equal access communication for survivors who are deaf and provides ASL interpretation at town hall meetings, disaster recovery centers, survivors' damaged dwellings, and other locations, as assigned.

### ***Disability Integration Certified Deaf Interpreter (CDI) Technical Specialist (CDIS)***

The CDIS reports to the DISL or DISA. The CDIS provides effective communication access to survivors who are deaf by interpreting ASL into culturally competent visual or tactile communication. The CDIS works with a team of ASL specialists. Interpretation is provided at town hall meetings, at disaster recovery centers, survivors' damaged dwellings, and other locations, as assigned.

### ***Disability Integration Computer Aided Real-Time Translation (CART) Technical Specialist (CRTS)***

The CRTS reports to the DISL or DISA. The CRTS provides effective communication access to survivors who are deaf or hard of hearing by providing communication access through real-time translation of spoken language into text using a stenotype. Captioning can be provided at town hall meetings,

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at disaster recovery centers, survivors' damaged dwellings, and other locations, as assigned.

### ***Disability Integration Resource Support Specialist (DISS)***

The DISS reports to the DSL or DISA. The DISS supports deployed DI Cadre by providing administrative assistance through writing reports, tracking time sheets, managing logistical requirements of the deployed cadre, and maintaining accountability, disposition, and distribution of resources.

## **Environmental Planning and Historic Preservation (EHP)**

The EHP program integrates the protection and enhancement of environmental, historic, and cultural resources into FEMA's mission, programs, and activities. The EHP program also ensures that FEMA's activities and programs related to disaster response and recovery, hazard mitigation, and emergency preparedness comply with federal EHP laws, regulations, and Executive Orders.

The EHP Advisor (EHAD) reports to the COS. The EHP manager (EHMG) closely coordinates with the EHAD, but reports to the Operations Section Chief (OSC). The EHMG directs EHP specialists to coordinate with section chiefs, branch directors, group supervisors, task force leaders, and crew leaders. EHP specialists review program activities for integration and compliance with EHP laws, regulations, and Executive Orders. Additionally, as a specialty held by members of the EHP Cadre, a Unified Federal Review (UFR) Advisor will

be activated concurrently with the Federal Disaster Recovery Coordinator (FDRC) as discussed in the Recovery Federal Interagency Operational Plan (FIOP). The EHAD may activate a UFR Advisor without an FDRC, when disaster circumstances warrant, through coordination with the Regional Environmental Officer (REO) and the National UFR Coordinator. The UFR Advisor will act in coordination with the EHAD to support recovery operations. Figure 12 shows the EHP position structure.



**Figure 12: Environmental Planning and Historic Preservation Position Structure**

**Note:** The dotted line between UFR Advisor and EHAD denotes support at the request of the EHAD

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through the FDRC. The dotted line between the EHAD and EHMG denotes the coordination between command staff and operations.

## ***Environmental Planning and Historic Preservation Advisor (EHAD)***

The EHAD is the principal technical expert for the EHP program throughout the incident. The EHAD reports to the COS, or to the FCO when the COS is not activated. The EHAD supervises the EHMG and directs, when applicable, the EHP specialist personnel. The EHAD ensures the functional integration of EHP compliance into the FEMA mission. The EHAD must have knowledge of EHP issues such as compliance with *National Environmental Policy Act* (NEPA), *National Historic Preservation Act* (NHPA), *Endangered Species Act* (ESA), *Clean Water Act* (CWA), Executive Order 11988, Executive Order 11990, and Executive Order 12898. In most instances, EHADs have been delegated Record of Environmental Consideration (REC) level approval authority. Primary duties include the following:

- Participate in the incident action planning process and the approval the EHP Management Plan;
- Oversee the EHP review process at a disaster and act as a single point of contact for the REO or Deputy REO (DREO) on all EHP matters related to FEMA's regulatory compliance for the emergency or disaster declaration, or post-disaster recovery;
- Use EHP approval authority for actions proposed at a disaster;
- Coordinate and conduct, in consultation with the UFR Advisor (if applicable) and the REO or DREO, as

appropriate, all EHP strategies for FEMA's regulatory compliance;

- Coordinate with FEMA offices, programs, and directorates to fulfill EHP requirements;
- Support outreach processes to promote understanding of EHP compliance;
- Incorporate EHP mitigation measures where applicable;
- Provide technical EHP advice related to FEMA activities to FCOs/FDRCs/Recovery Office Directors or designees;
- Establish EHP performance metrics in alignment with regions and FEMA HQ; and
- Monitor EHP compliance at the disaster.

### ***Unified Federal Review (UFR) Advisor***

The UFR process was created under the Sandy Recovery and Improvement Act (SRIA) of 2013. The UFR Advisor is a specialty within the EHP Cadre that acts as a liaison and coordinator between federal agencies on EHP compliance issues in order to promote unification during disaster recovery. If the federal disaster recovery leadership determines the need for a UFR Advisor, the UFR Advisor deploys to support leadership in the JFO or other deployment location. Primary duties include the following:

- Act as a liaison between federal, state, tribal, territorial, and local agencies to promote coordination during EHP reviews;
- Assist the parties to the UFR Memorandum of Understanding (signatory agencies) in negotiating disaster-specific mechanisms deemed necessary by

identifying cooperating agencies and state, local, and tribal entities as necessary parties to the agreements and their roles and responsibilities;

- Facilitate cooperation and participation of federal state, tribal, and local entities in the implementation of a unified approach to EHP reviews through organization of inter-jurisdictional EHP working group meetings, promotion of information sharing, and support of ongoing communication regarding EHP issues;
- Participate in the Natural and Cultural Resources (NCR) Recovery Support Function (RSF) coordination meetings to identify compliance needs and strategies;
- Work with federal disaster recovery leadership, federal, state, tribal, and local agencies, and non-governmental organizations to identify needs related to EHP reviews and the UFR Process, including information about potential EHP issues and resources that could affect recovery projects;
- Work with the RSFs to identify EHP compliance issues in recovery projects; and
- Support multiple federal agency involvement in the disaster recovery process and the roles of various agencies and stakeholders in the EHP review process.

### ***Environmental Planning and Historic Preservation Manager (EHMG)***

The EHMG coordinates with the EHAD for general direction on implementation of the EHP program and expertise, but reports directly to the OSC (see figure 24: Operations Section Position Structure). The EHMG is the direct supervisor of EHP



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specialists supporting specific program areas. Primary duties include the following:

- Support the incident action planning process;
- Manage EHP compliance review operations;
- Develop and maintain the EHP Management Plan, and make adjustments in response to new information, changing conditions, or unexpected obstacles;
- Ensure that organizational structure and staffing are adequate to meet the immediate supervisor's direction;
- Inform EHAD of all EHP activities directed by the OSC;
- Manage the dissemination of EHP Program information to incident management organization components and external customers; and
- Establish and maintain lines of communication with incident management organization components to respond to requests for EHP resources.

### ***EHP Historic Preservation Specialist (HSSP)***

The HSSP reports to the EHMG, provides expertise in historic preservation considerations, and makes determinations regarding compliance with the NHPA, Section 106. The HSSP also identifies EHP resource considerations in a Preliminary Damage Assessment (PDA) and provides technical assistance on historic preservation considerations to the incident management organization and external stakeholders.

### ***EHP Environmental Specialist (ENSP)***

The ENSP reports to the EHMG and assists other program specialists in complying with environmental reviews. The ENSP identifies EHP resource considerations in a PDA, participates in the EHP compliance review process, makes determinations of effect on EHP resources beyond established agreements/protocols for streamlined review, and provides technical assistance on environmental considerations to the incident management organization and external stakeholders.

### ***EHP Environmental Floodplain Specialist (EFSP)***

The EFSP reports to the EHMG and provides subject matter expertise in environmental floodplain considerations. EFSPs collect data to support compliance with 44 Code of Federal Regulations (CFR), Part 9—Floodplain Management; identify EHP resource considerations in a PDA; and coordinate the integration of Part 9 floodplain reviews with concurrent historic preservation and environmental reviews. In addition, EFSPs complete the eight-step decision making process when proposing an action per 44 CFR, Part 9, and provide technical assistance on floodplain considerations to the incident management organization and external stakeholders.

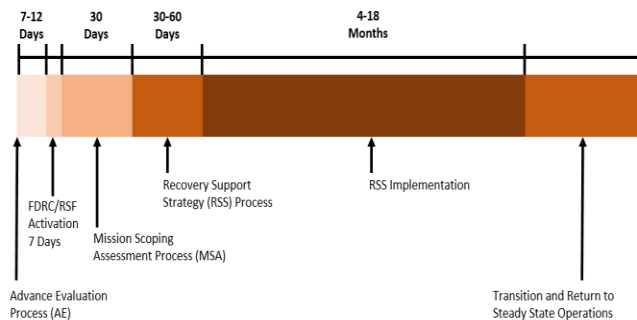
### ***EHP Environmental Compliance Review Specialist (ECSP)***

The ECSP reports to the EHMG and conducts EHP program reviews, prescribes compliance measures, prepares reports, analyzes available PDA data, and provides general information and technical assistance to the incident management organization regarding EHP requirements for its programs.

## Interagency Recovery Coordination (IRC)

The IRC component is responsible for executing the Recovery FIOP, which provides guidance for implementing the National Disaster Recovery Framework (NDRF). The FIOP describes how the FCO, FDRC, and RSF agencies and related entities work in coordination with nongovernmental organizations (NGO) and private sector organizations to support SLTT and insular area recovery efforts. The section provides guidance to the C&GS concerning recovery professional roles and responsibilities.

Figure 13 provides an illustration of the key steps, actions and outcomes, and a conceptual timeline, of a prospective IRC effort. The actual timeline of the recovery coordination effort is determined by the achievement of the RSF goals in coordination with the FDRC.



**Figure 13: Enhanced Recovery Coordination Key Steps and Timeline**

The IRC component is comprised of various FEMA cadre members and other federal agencies/partners. It is led by the FDRC. IRC positions are typically filled by members of the National Disaster Recovery Support (NDRS) Cadre. Figure 14 depicts the key components of a typical interagency recovery coordination structure managed by the FDRC and its relationship to the FCO, SCO, and State Disaster Recovery Coordinator (SDRC). The components of this coordination structure will vary depending on the scale and type of recovery support needs.

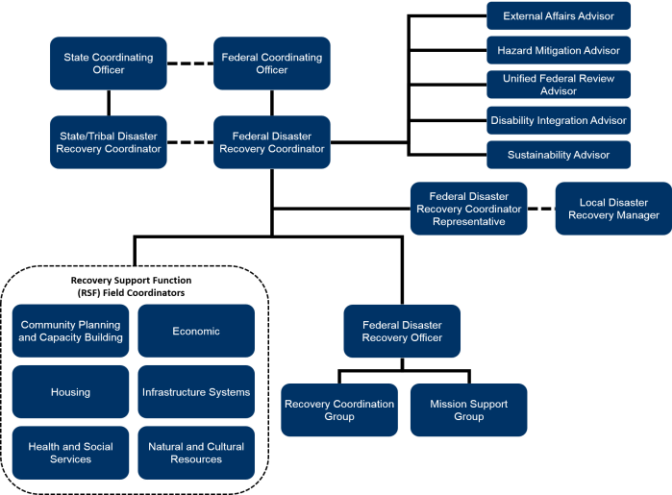


Figure 14: Interagency Recovery Coordination Structure

Figure 15 shows the NDRS Cadre position structure under the Federal Disaster Recovery Officer (FDRO).



**Figure 15: Interagency Recovery Coordination Position Structure under the FDRO**

## **Federal Disaster Recovery Officer (FDRO)**

### ***Federal Disaster Recovery Officer (FDRO) Type 1 and 2 (FDRO1, FDRO2)***

The FDRO position is typed 1 and 2 to correspond to the appropriate incident level. The FDRO plays a management role in support of the FDRC, and is the FDRC's chief operations officer, responsible for ensuring the successful execution of the operational coordination objectives. The FDRO works closely with federal recovery partners to ensure their understanding and execution of their roles and responsibilities during recovery operations. The FDRO may represent the FDRC when so directed. Primary duties include the following:

- Oversee and coordinate disaster recovery activities for the six RSFs and the operational management of disaster assessments and recovery planning strategies, as outlined in the NDRF and Recovery FIOP;
- Recommend solutions to program implementation issues that may arise in disaster-impacted areas;
- Provide operational support to establish the recovery mission through collaboration and communication with federal and SLTT government, non-governmental organizations, and private sector stakeholders;
- Support the coordination of Advance Evaluation Team mobilization and assessment process;
- Coordinate responsibilities to aid in the development of the Mission Scoping Assessment (MSA);

- Promote and guide effective federal recovery assistance priorities and strategies for the incident, as determined by the FDRC;
- Ensure the effective coordination of recovery partners' contributions to the scope and strategies of the Recovery Support Strategy (RSS);
- Provide oversight of Community Planning and Capacity Building (CPCB) planning and outreach efforts, and ensure activities are carried out effectively; and
- Implement appropriate financial controls to ensure cost-effective delivery of recovery efforts.

### ***Recovery Coordination Group (RCG)***

The RCG at the JFO is managed by the FDRC. The RCG supports the recovery coordination organization by establishing and managing coordination structures with all recovery stakeholders to identify and leverage recovery resources, policies, and programs. Recovery stakeholders include RSF Field Coordinators, Federal assistance program managers, governmental partners, and the private sector. The RCG enhances coordination and collaboration through facilitating discussions and information/data sharing, which supports recovery efforts. Personnel in the RCG develop interagency planning and assessment products, such as the MSA and RSS. In addition, the RCG can support the FDRC in monitoring progress toward RSS objectives, analyzing recovery gaps, overlaps, mitigating conflicts, and mobilizing facilitators for stakeholder meetings. This group will be staffed by personnel from FEMA's NDRS Cadre.



### ***Recovery Coordination Group Supervisor (RCGS)***

The RCGS reports to the FDRO and is responsible for overseeing the IRC function. Primary duties include the following:

- Coordinate analysis to guide strategic decision making and recovery planning;
- Direct the development and implementation of the RSS;
- Ensure tracking and reporting of cross-jurisdictional recovery issues that may affect the recovery mission;
- Resolve major recovery coordination issues;
- Ensure adherence to and support of the Recovery Communication Strategy and Message delivery;
- Maintain objectivity, distinguish between advising and advocating, present positive messaging, and follow the JFO media policy; and
- Submit requests for IAAs and mission assignments (MA).

### ***Recovery Coordination Task Force Leader (RCTL)***

The RCTL reports to the RCGS and assists in implementing the IRC function. Primary duties include the following:

- Finalize and execute recovery coordination elements of outreach strategy in partnership with the outreach and communications group to engage coordination partners;
- Submit requests for IAAs and MAs;
- Conduct analysis of recovery information and progress toward RSS objectives;

- Develop and implement the resource mobilization strategy that supports community recovery; and
- Direct the research of recovery resource information appropriate for the specific disaster.

### ***Recovery Coordination Crew Leader (RCCL)***

The RCCL reports to the RCTL or RCGS and assists in implementing the IRC function. Primary duties include the following:

- Establish external and RSF coordination structures, as directed;
- Provide additional guidance to specialists on the RSF and RCG membership;
- Establish internal JFO recovery coordination relationships;
- Establish state and tribal coordination for program execution;
- Establish communications between response, recovery, mitigation, and other internal partners that may affect the recovery mission;
- Synthesize information gathered to identify the gaps, overlaps, conflicts, and other issues that may affect the recovery mission;
- Prepare analysis of recovery information and progress toward RSS objectives;
- Ensure support of the community-based teams with federal community recovery assistance, resources, and subject matter expertise; and
- Mobilize facilitators to lead multi-stakeholder meetings and collaborative problem-solving with diverse audiences, as requested.

## ***Recovery Coordination Specialist (NCSP)***

The NCSP reports to the RCCL or RCGS. Primary duties include the following:

- Support organizational development of a broad coordination structure at tribal, state, and local levels;
- Support the preparation of recovery situation analysis to guide strategic decision making and planning, as directed;
- Identify and coordinate human, financial, and collateral resources that support the Recovery Coordination Mission;
- Seek assistance from the EA and Mission Support Group to ensure that RSF operations and communications go smoothly;
- Facilitate multi-stakeholder meetings and collaborative problem-solving with diverse audiences, as requested; and
- Ensure adherence to and support the Recovery Coordination Communication Strategy and Message delivery.

## ***Mission Support Group***

The Mission Support Group at the JFO is managed by the FDRC. This group supports the Operational Coordination core capability through its mission administrative support, including helping to coordinate IAAs and MAs for the interagency. The IRC Mission Support staff is responsible for all administrative, communications, logistics, human resources, mission assignment, and reporting support for the IRC mission. Additionally, the IRC Mission Support staff coordinates with the

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IRC stakeholders and the JFO components to assist the FDRC/FCO in developing strategic internal and external recovery communication/outreach strategies and message delivery in support of the overall IRC mission.

### ***Recovery Mission Support Group Supervisor (RSGS)***

The RSGS reports to the FDRO and oversees the administrative and logistical activities associated with the IRC. Primary duties include the following:

- Manage the Mission Support Group;
- Ensure continuity of operations and a complete and effective closeout and transition at the termination of activities;
- Coordinate with EA to develop and implement the Recovery Communication Strategy to communicate key success stories and build strategic internal and external partnerships;
- Oversee consistency of field team outreach and communication efforts, and resolve major IRC administrative and logistical issues;
- Oversee Mission Support personnel, regularly communicating with staff on status updates;
- Oversee support to all other recovery functional areas, RSF agencies, and recovery partners to adhere to and support the Recovery Communication Strategy and Message delivery;
- Provide messaging on recovery beyond the IRC organization;
- Identify reporting products for FEMA HQ-level interest for immediate supervisor review;
- Draft sections of the RSS, as directed;

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- Oversee all procurement activities, ensuring mission resources are effectively acquired at all recovery team locations (e.g., supplies, equipment, services, and human resources);
- Direct the organization and maintenance of a Recovery Information Management system that meets operational requirements; and
- Conduct the final review and editing of reports required for audiences external to the recovery team to maintain unity of effort and a common operating picture (COP).

### ***Recovery Mission Support Task Force Leader (RSTL)***

The RSTL reports to the RSGS and assists in implementing the IRC Mission Outreach Support function. Primary duties include the following:

- Direct the development of the overall Recovery Communications Strategy and Message Delivery for the immediate supervisor;
- Direct the development of documents and materials to support the recovery mission;
- Identify reporting products for FEMA HQ-level interest for immediate supervisor review;
- Ensure special communications product development meets IRC mission requirement;
- Direct the development of field guidance to distribute to community-based recovery team points of contact;
- Oversee support to all other recovery functional areas, RSF field coordinators, and recovery partners

- to adhere to and support the Recovery Communication Strategy and Message delivery; and
- Brief other community-based team members regarding the use of communications messaging, maintaining objectivity, distinguishing between advising and advocating, presenting positive messaging, and following JFO media policy.

### ***Recovery Mission Support Crew Leader (RSCL)***

The RSCL reports to the RSTL or RSGS. Primary duties include the following:

- Draft elements of the RSS and updates, as requested;
- Ensure the organization and maintenance of a recovery information management system that enables the recovery staff to collaborate and work effectively;
- Ensure a consistent operational filing system according to recovery standards;
- Ensure the transfer of electronic copies to FEMA HQ and the regional office at the completion of the operation, in accordance with FEMA records management policy requirements;
- Oversee the creation and maintenance of a chronology file from the outset of operations, and monitor the distribution of the file;
- Draft situation reports for the past operational period for submission to the immediate supervisor; and
- Draft recovery-specific narrative reports, such as the RSF coordination workgroup update and regional update reports.

### ***Recovery Mission Support Specialist (NMSP)***

The NMSP reports to the RSCL. Primary duties include the following:

- Submit requirement requests to Logistics Section management to acquire required resources, space supplies, equipment, and information technology (IT) services for support staff, as directed in the JFO;
- Execute the human resources (HR) administrative process for deployment and release of the IRC staff;
- Execute HR processes for orientation, pay, and personnel management of FEMA staff and staff from OFAs, including MA, IAA, and contract management;
- Organize and maintain a unit information management system that enables IRC staff to collaborate and work effectively and to track operational events and activities; and
- Maintain a consistent operational filing system according to administrative standards, and transfer electronic copies to FEMA HQ and the regional office at the completion of the operation.

### ***Recovery Outreach Support Crew Leader (ROCL)***

The ROCL reports to the RSTL. Primary duties include the following:

- Ensure the development and implementation of the recovery communications/outreach strategies for the recovery mission, as directed;
- Ensure recovery outreach support is delivered to state/tribal and community-based recovery teams;

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- Support all recovery partners involved in IRC operations to adhere to and support the recovery communication/outreach strategies and message delivery;
- Manage the final review and editing of reports required for audiences external to the recovery team to maintain unity of effort and a COP; and
- Develop internal and external recovery communication strategy and message delivery.

### ***Recovery Outreach Support Specialist (ROSP)***

The ROSP reports to the ROCL. Primary duties include the following:

- Develop documents and materials (e.g., newsletters, weekly reports, best practices, program posters, case studies) within the JFO process to support the recovery mission;
- Provide support to communications product development (e.g., translation, access for people who are deaf or hard of hearing, sign language capabilities);
- Coordinate with recovery coordination, community recovery assistance groups, and ESF-15 to identify key external stakeholders (e.g., media, SLTT governments, NGOs, private sector);
- Prepare communications mapping research efforts (e.g., political and social conditions, media landscape, stakeholder analysis, significant issues) to support state/tribal and community-based recovery teams;
- Draft external products consistent with recovery messaging and external affairs requirements (e.g.,



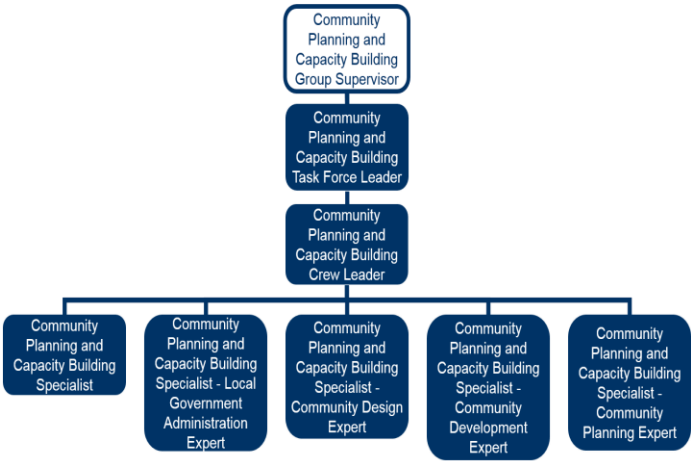
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- branding products, articles, electronic media scripts, newsletters, factsheets/flyers or signage, public awareness campaigns, public briefing materials, resource guides) to support state/tribal and community-based recovery teams; and
- Coordinate videography and photography of recovery events with the ESF-15 recovery liaison.

### ***Community Planning and Capacity Building (CPCB)***

FEMA is the coordinating agency for the CPCB RSF. Cadre members scope and manage the CPCB mission and any FEMA community planning technical assistance. CPCB supports states, tribes, and territories, and local governments to build recovery capacities and community planning resources of local governments to plan for and manage disaster recovery. CPCB also serves as a forum for helping to integrate the non-governmental and private sector resources for recovery planning.

Figure 16 shows the IRC NDRS Cadre position structure under the CPCB Group Supervisor.



**Figure 16: IRC Position Structure under the Community Planning and Capacity Building Group Supervisor**

***Community Planning and Capacity Building Group Supervisor (CRGS)***

The CRGS may serve as the CPCB RSF Field Coordinator and reports to the FDRC. Primary duties include the following:

- Provide strategic guidance and advice to inform community-based recovery planning and capacity building support for a large-scale incident;
- Coordinate the CPCB RSF;
- Manage the FEMA CPCB RSF personnel;
- Direct the development of all CPCB RSF contributions to the MSA and the RSS documents, to include initial strategies and updates and modifications;

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- Responsible for scoping, delivering and monitoring FEMA Community Planning Technical Assistance; and
- Monitor federal agency efforts to provide tools and technical assistance and ensure all impacted communities have access to these resources, as appropriate.

### ***Community Planning and Capacity Building Task Force Leader (CRTL)***

The CRTL reports to the CRGS. Primary duties include the following:

- Establish implementation support for community recovery planning and capacity building support;
- Coordinate the CPCB RSF toward implementing community planning and capacity building support of CPCB RSF partners;
- Consolidate and synthesize the contributions of FEMA and partner agencies and organizations to the MSA and RSS documents to address CPCB RSF mission elements;
- Coordinate with CPCB RSF partner agencies and organizations to identify their contributions and support to the CPCB mission, including through formal reports, and updating their inputs as information changes or becomes available;
- Oversee and support FEMA Community Planning Technical Assistance field teams for the development and implementation of the recovery planning processes in coordination with community leaders

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- Identify disaster-wide capacity issues and gaps that the CPCB RSF can address, and develop a coordination strategy to implement concepts; and
- Oversee and manage key components of the CPCB RSF process including the Community Conditions Assessment, Community Recovery Technical Assistance Assessment and Recommendation, and the MSA and RSS contributions, as directed.

### ***Community Planning and Capacity Building Crew Leader (CRCL)***

The CRCL reports to the CRTL and assists in implementing CPCB RSF activities and FEMA Community Planning Technical Assistance activities, as assigned. Primary duties include the following:

- Ensure support of CPCB RSF coordination activities to address disaster-wide local planning and capacity building needs and resources across all CPCB RSF partners;
- Monitor consolidation and synthesize the contributions of FEMA and partner agencies and organizations into the CPCB internal assessment activities, MSA, and RSS documents;
- Support partner agencies and organizations in identifying their contributions and support to the CPCB mission, and include this information in formal reports and updates as information changes or becomes available;
- Prepare community conditions and capability/capacity assessment reports to inform the MSA and RSS

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- Build partnerships that support community-driven recovery processes;
- Ensure all CPCB RSF stakeholders are identified in coordination with other RSFs, Recovery Coordination, and Recovery Mission Support functional areas; and
- Work with community leaders to develop recovery partnerships and frameworks to organize for recovery in the community-driven process.

### ***Community Planning and Capacity Building Specialist (CASP)***

The CASP reports to the CRCL, CRTL, or CRGS as appropriate. Primary duties include the following:

- Compile and analyze community impact and capacity data to identify needs and issues related to local planning, recovery management, community capabilities, and capacity building across the affected area;
- Support the development of collaborative efforts among the CPCB RSF partner agencies and organizations to address the range of local government planning and capacity building needs;
- Provide advisory support and expertise to aid community officials, local leaders, and stakeholders to organize, lead, plan, and manage complex disaster local recovery efforts;
- Apply expertise in community or urban planning, city/county administration, and community design fields or community development; and
- Act as part of a FEMA Community Planning Technical Assistance team supporting local government and

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community stakeholders to identify the vision, goals, objectives, and needs for recovery.

### ***Community Planning and Capacity Building – Community Planning Expert (CDPX)***

The CDPX reports to the CRCL, CRTL, or CRGS as appropriate. Primary duties include the following:

- Develop a holistic recovery planning process, including logistical and resource needs, a timeline with major milestones, and a description of desired outcomes in support of state, tribal, or local recovery efforts;
- Design and implement a process for the collection of data in support of the analysis of post-disaster conditions and needs;
- Lead state or local recovery stakeholders through a post-disaster visioning process;
- Provide technical expertise to internal and external recovery partners on planning matters, such as zoning, land use, transportation, and/or housing planning; and
- Design and implement a process for state or local recovery stakeholders to identify post-disaster projects (structural or nonstructural) that will help them achieve their recovery objectives.

### ***Community Planning and Capacity Building – Community Design Expert (CDSX)***

The CDSX reports to the CRCL. Primary duties include the following:

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- Develop approaches, which include logistical and staffing needs, for providing community design assistance on behalf of recovery efforts;
- Provide renderings of proposed recovery projects at various scales (e.g., buildings, streetscapes, neighborhood design);
- Offer design strategies or methods for post-disaster rebuilding that will increase resiliency or mitigate future damage in accord with state and local recovery objectives; and
- Work directly with recovery stakeholders to visualize and design their proposed recovery initiatives, such as new or renovated buildings, improved streetscapes, and neighborhood plans.

### ***Community Planning and Capacity Building – Community Development Expert (CDVX)***

The CDVX reports to the CRCL. Primary duties include the following:

- Ensure adherence to and support of the Recovery Communication Strategy and Message delivery;
- Apply professional expertise and background in community development to support communities in achieving their recovery mission objectives;
- Identify and communicate other relevant resources or assistance to team members and community leaders, as appropriate; and
- Demonstrate the ability to organize and facilitate meetings between local officials and other resource entities to support recovery.

**Community Planning and Capacity Building  
Specialist – Local Government Administration  
Expert (CLGX)**

The CLGX reports to the CRCL. Primary duties include the following:

- Apply prior skills and experience in government administration to support community leaders in achieving their recovery mission objectives;
- Demonstrate the ability to organize and facilitate meetings between local officials and other resource entities to support recovery;
- Provide technical expertise to internal and external recovery partners on strategies and resources to support recovery efforts; and
- Assist impacted government(s) in identifying gaps in their capabilities to execute community recovery functions.

**Safety (SAF)**

Figure 17 shows the position structure under the SFO.



**Figure 17: Positon Structure under the Safety Officer**  
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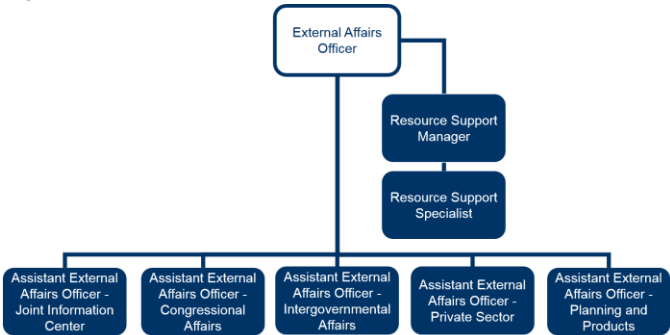
## ***Safety Advisor (SAAD)***

The SAAD will report to the SFO and provide support in establishing and maintaining the safety function on an incident. Primary duties include the following:

- May serve as the senior safety official at a Level III disaster;
- Ensure that safety, health, and environmental (safety) hazard assessments are completed, including all incident facilities, buildings, workplace JHAs, and safety and health checklists;
- Exercise emergency authority to stop and prevent unsafe acts and activities, when necessary;
- Provide situational awareness to immediate supervisor on changes that could affect disaster-wide operations; and
- Prepare or review, approve, and submit all safety plans (such as the Disaster Hazard Assessment Plan, Occupant Emergency Plan, or Hazard Communication Plan) and safety messages, including those messages needed for inclusion in the IAP.

# External Affairs (EA)

Figure 18 shows the position structure underneath the EAO.



**Figure 18: Position Structure under External Affairs Officer**

## *External Affairs Officer (EAO) Type 1, 2, and 3 (EAO1, EAO2, EAO3)*

The EAO position is typed 1, 2, and 3 to correspond to the appropriate incident level. 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 and advice to the FCO involving communications with external audiences in accordance with incident objectives. The EAO is responsible for the coordination of federal communications with state and local communication efforts through the integration and, if needed, the establishment and oversight of a JIC. Primary duties of the EAO include the following:

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- Oversee EA plans;
- Participate in the incident action planning process;
- Meet with federal and state congressional staff and state/tribal and local officials, briefing them on FEMA activities and programs;
- Direct and oversee public information, congressional, intergovernmental, private sector programs, and strategic messaging;
- Review material before FCO approval for publication or release to the media;
- Oversee the development of speeches and talking points;
- Participate in all relevant NICCL, SICCL, and PICCL conference calls;
- Coordinate with SLTT PIO to establish the baseline for information exchange;
- Support the communication messaging requirements of emergency teams, when appropriate; and
- Assess the scope of responsibility outside of the assigned incident area (e.g., evacuees, media, and geographic distribution of EA functions).

### ***Resource Support Manager (RTMG)***

The RTMG reports directly to the EAO and provides logistical and managerial support of the External Affairs operation.

Primary duties of the RTMG include the following:

- Create and update the staff contact lists, call-down lists, organizational charts, and staffing plans; and

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- Manage all requests for supplies, equipment, services, and personnel, including ordering flyers and publications for the incident.

### ***Resource Support Specialist (RTSP)***

The RTSP reports directly to the RTMG and provides logistical and managerial support of the Resource Support component of EA, including administrative assistance.

### ***Assistant External Affairs Officer (AEAO)***

Each EA component has an attendant AEAO to oversee: Congressional Affairs, the JIC, Intergovernmental Affairs, and Planning and Products.

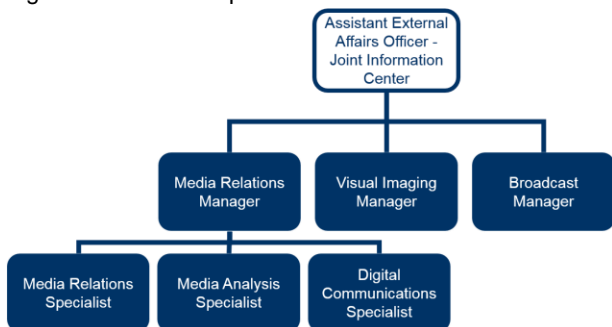
These staff are responsible for supporting the EAO to manage the organizational priorities of the operation. The AEAO contributes to the strategic leadership, staff management, special projects, and sensitive, high-priority issues as the incident evolves.

### ***Assistant External Affairs Officer – Joint Information Center (AEIC)***

The AEIC reports to the EAO and is responsible for sharing information about the incident to media outlets, incident personnel, and other appropriate agencies and organizations. The AEIC integrates federal communications with the state JIC and other agency PIOs.

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Figure 19 shows the position structure under the AEIC.



**Figure 19: Assistant External Affairs Officer – Joint Information Center Position Structure**

Primary duties of the AEIC include the following:

- Oversee media monitoring and media analysis activities;
- Direct visual imaging efforts in coordination with SLTT and OFA photographers and videographers;
- Direct the digital communications team toward positive, proactive engagement;
- Identify and resolve or elevate media issues, including trends in media coverage or inquiries, as appropriate;
- Provide input to the Strategic Messaging Plan, as directed;
- Perform interviews with media of national scope, and coordinate national media requests with the FEMA Director of Public Affairs;
- Develop, maintain, and execute an EAO-approved JIC functional plan; and

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- Coordinate all press conferences, to include logistics, spokespersons, and materials.

### ***Media Relations Manager (MRMG)***

The MRMG reports to the AEIC and provides subject matter expertise in management of the media relations program.

Primary duties of the MRMG include the following:

- Provide input to the Strategic Messaging Plan, as directed;
- Resolve or elevate identified media issues;
- Identify and elevate trends in media coverage or inquiries, as appropriate;
- Ensure that copies of positive major stories or coverage are forwarded to FEMA HQ, the region, the JFO leadership, and the FCO, as appropriate.

### ***Visual Imaging Manager (VIMG)***

The VIMG reports to the AEIC and manages the capture and distribution of visual images for the incident, including photography, and videography. The VIMG works closely with Planning and Products, develops imagery requirements for press releases, blogs, websites, public service campaigns, video documentation, special productions, remote live interview feeds, and logistical support of public meetings and presentations.

### ***Broadcast Manager (BCMG)***

The BCMG coordinates and supports media events that require broadcast support.

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Primary duties of the BCMG include the following:

- Ensure the appropriate venue to meet technical and operational requirements;
- Monitor technical aspects of broadcast operations: uplink process, event progression, timing, and communication paths; and
- Work with the Assistant External Affairs Officer – Intergovernmental Affairs (AEIG) to provide technical support and capabilities to support broadcast operations needs of federal, state, or local partners.

### ***Media Relations Specialist (MRSP)***

The MRSP reports to the MRMG, serves as the primary point of contact for the media concerning all Federal disaster response, recovery, and mitigation programs. The MRSP is responsible for providing basic disaster information to the media and for organizing subject matter experts for interviews with the media depending upon the topic. Also, the MRSP maintains all media lists and documents all media contacts.

### ***Media Analysis Specialist (MDSP)***

The MDSP reports to the MRMG and reviews media reporting for accuracy, content, and adjustment to ensure that accurate public information is being disseminated to the media and citizens. The MDSP works with the Digital Communications Specialist (DCSP), monitors social media outlets to ensure accuracy and detect information trends. Also, the MDSP prepares a daily media analysis report to be included in the Daily Communications Summary.

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### ***Digital Communications Specialist (DCSP)***

The DCSP reports to the MRMG and serves as the primary POC for all digital communications engagement with the public and stakeholders. The DCSP identifies active online communities and key influencers talking about the incident on social media. The DCSP works with the MDSP to monitor and analyze online conversations so that the public perception issues are reported. The DCSP ensures that information on websites is updated and optimized for visitors, as well as coordinates the posting of content to official social media accounts.

### ***Assistant External Affairs Officer – Congressional Affairs (AEAC)***

The AEAC reports to the EAO and is responsible for establishing contact with congressional offices representing affected areas, coordinating the exchange of information on the incident, responding to congressional inquiries, arranging for incident-site visits for Members of Congress and their staffs, and coordinating with local liaison officers on all congressional affairs and issues to ensure coordinated efforts.

Figure 20 shows the position structure under the AEAC.





**Figure 20: Assistant External Affairs Officer – Congressional Affairs Position Structure**

Primary duties of the AEAC include the following:

- Coordinate with functional branches/groups to assess the scope of the disaster and relevant EA issues;
- Coordinate with other AEAOs to ensure proper and timely information exchange;
- Ensure that preliminary research on the congressional delegations is completed;
- Fulfill congressional reporting requirements, to include the weekly congressional report, the congressional interaction report, and congressional inputs to other EA products; and
- Coordinate congressional briefings, to include logistics, material, and speakers.

## ***Congressional Affairs Manager (CGMG)***

The CGMG reports to the AEAC and is responsible for developing and coordinating congressional strategies to provide information to and build relationships with constituencies involved in agency disaster response and recovery programs and activities.

Primary duties of the CGMG include the following:

- Develop a specific strategy and plan for handling congressional activities;
- Research congressional districts, and gather situational awareness of the disaster;
- Work with appropriate internal and external partners to identify and resolve congressional concerns, issues, and problems;
- Respond to congressional requests by working through the appropriate program liaison;
- Organize and conduct congressional briefings;
- Arrange for incident-site visits for Members of Congress and their staffs; and
- Review proposed responses to congressional POC that specialists develop before the responses are released to congressional district offices.

## ***Congressional Affairs Specialist (CGSP)***

The CGSP reports to the CGMG and provides support and assistance to the congressional affairs program.

### ***Assistant External Affairs Officer – Intergovernmental Affairs (AEIG)***

The AEIG reports to the EAO and is responsible for overseeing all federal interaction with SLTT governments. The AEIG coordinates the exchange of information with state/local elected officials and territorial/tribal government leadership to inform them of federal programs that may be available to them.

Figure 21 shows the position structure under the AEIG.



**Figure 21: Assistant External Affairs Officer – Intergovernmental Affairs Position Structure**

Primary duties of the AEIG include following:

- Oversee preliminary intergovernmental research, to include the completion of SLTT profiles;
- Develop and maintain an intergovernmental affairs functional plan;

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- Promote appropriate federal interaction with SLTT government entities to establish the baseline for information exchange; and
- Ensure that stakeholders are notified that the intergovernmental affairs functional area of the JFO has been established.

### ***Intergovernmental Affairs Manager (IGMG)***

The IGMG reports to the AEIG and coordinates the day-to-day outreach and activities of the Intergovernmental Affairs Specialists (IGSP) and the Tribal Affairs Specialists (TBSP), ensuring the AEIG has the resources necessary to dedicate to supporting leadership.

### ***Intergovernmental Affairs Specialist (IGSP)***

The IGSP reports to the IGMG and is responsible for conducting outreach to elected and appointed officials, such as county and parish elected officials, mayors, borough and city council members within a designated region to inform them of updates in all program areas, and to provide each with a single point of contact for ongoing issues and concerns. The IGSP ensure that stakeholder inquiries are processed accurately and in a timely manner.

Also, the IGSP will work closely with Disaster Survivor Assistance Teams (DSAT), formerly community relations, to coordinate their outreach efforts. It is important that Intergovernmental Affairs (IGA) stakeholders know their FEMA POC and are not being contacted by various FEMA components without internal coordination.

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### ***Tribal Affairs Specialist (TBSP)***

The TBSP reports to the IGMG and serves as the liaison to federally recognized tribes to ensure that relevant disaster program information is provided and that situational awareness about tribal impacts is maintained. Specialists are trained and qualified personnel who have tribal experience and working knowledge of tribal governments, culture, and traditions.

### ***Assistant External Affairs Officer – Private Sector (AEPS)***

The AEPS reports to the EAO and is responsible for the development and implementation of private sector engagement strategies.

The AEPS also serves as the liaison to private sector organizations and partners for information and collaboration. The AEPS proactively conducts outreach in affected areas and works closely with and in support of SLTT officials responsible for private sector programs and services to help identify and flag critical issues, opportunities or key trends.

Figure 22 shows the position structure under the AEPS.



**Figure 22: Assistant External Affairs Officer – Private Sector Position Structure**

Primary duties of the AEPS include following:

- Confirm that private sector stakeholder profiles are completed;
- Review the daily media analysis for trends, situational awareness, and issues;
- Develop and maintain a private sector functional plan;
- Ensure that stakeholders are notified that the private sector functional area of the JFO has been established; and
- Ensure the distribution of the response and recovery messages to and through private sector organizations.

### ***Private Sector Manager (PSMG)***

The PSMG reports to the AEPS and manages the day-to-day private sector outreach at the JFO and branch (functional or geographic).

Primary duties of the PSMG include the following:

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- Provide input into the private sector field strategy (staffing, products, and limited English proficiency accessible communications needs);
- Coordinate with regional and national private sector partners;
- Coordinate speakers bureau requests pertaining to private sector stakeholders; and
- Review and edit report inputs for private sector reports and ESF-15 inputs, as well as the daily communication summary.

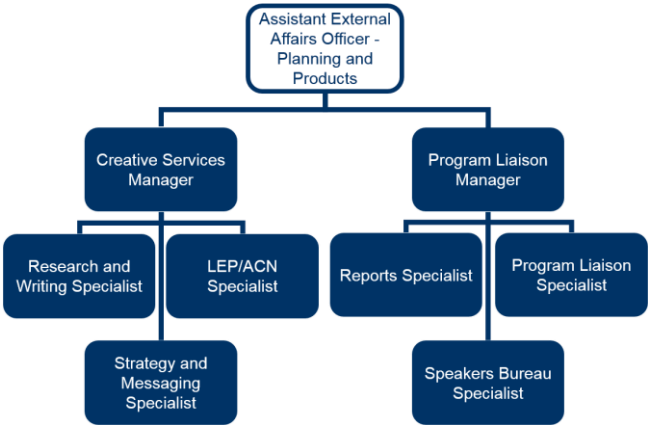
### ***Private Sector Specialist (PSSP)***

The PSSP identifies and reports to the PSMG on private sector needs, concerns, and issues. The PSSP also works with internal and external partners to identify private sector issues, resolve problems, and create and submit a daily report for the assigned area.

***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.

Figure 23 shows the position structure under the AEPP.



**Figure 23: Assistant External Affairs Officer – Planning and Products Position Structure**

The AEPP oversees all activities involving research and writing, external and internal strategy, plan development, messaging, and information gathering.

Primary duties of the AEPP include the following:

- Develop and maintain a proactive external affairs daily plan, accessible media communications



materials, and products about the federal response effort;

- Designs the communications strategy for outreach to unique language or access and functional needs populations;
- Designs the communications strategy for information and education for the public and media about federal assistance programs during the incident;
- Oversee and coordinate the development of the Strategic Communications Plan;
- Ensure that products are developed to support the Strategic Communications Plan; and
- Process requests from other outside sources for product development.

### ***Creative Service Manager (CTMG)***

The CTMG reports to the AEPP and manages creative services to support the critical need for timely public information in the aftermath of an incident requiring a coordinated federal response.

Primary duties of the CTMG include the following:

- Coordinate with Strategy and Messaging Specialists (SMSP) to determine products best suited to support the Strategic Communications Plan;
- Prioritize the product development schedule;
- Ensure that products meet current standards;
- Oversee the finalization of products for distribution;
- Establish the product approval process; and
- Coordinate products for distribution.

### ***Research and Writing Specialist (RWSP)***

The RWSP reports to the CTMG and is responsible for conducting preliminary research for product development, writing accurate, consistent, and clear products, and finalizing products for distribution. The RWSP is responsible for all produced materials including but not limited to press releases, briefing materials, flyers, presentation materials, talking points, stakeholder advisories, timeline tracking, and other materials as needed.

### ***Limited English Proficiency (LEP)/Additional Communication Needs Specialist (LASP)***

The LASP reports to the CTMG and is responsible for developing outreach strategies to ensure information is available to LEP/Additional Communication Needs communities through the most effective formats. The LASP facilitates the availability of interpreters and translation of materials into languages identified in a disaster-impacted area. The LASP also coordinates closely with the DISA to deliver information in other forms to support populations with accessible communications needs.

### ***Strategy and Messaging Specialist (SMSP)***

The SMSP reports to the CTMG and is responsible for obtaining situational awareness, developing messaging, writing the Strategic Communications Plan, and participating in the action planning process.

## ***Program Liaison Manager (PMMG)***

The PMMG reports to the AEPP and coordinates with operational program areas involved in response and recovery activities. The PMMG manages the Reports Specialists (RPSP), Program Liaison Specialists (PMSP), and Speakers Bureau Specialists (SBSP).

Primary duties of the PMMG include the following:

- Process disaster-specific program information;
- Analyze program information submitted by the PMSP;
- Communicate planning and products capabilities to the PMSP;
- Coordinate and submit the daily program liaison report to the AEPP;
- Compile data to the assigned program area POCs (e.g., schedules, deadlines, distribution lists, and reports); and
- Collaborate with the SMSP.

## ***Reports Specialist (RPSP)***

The RPSP reports to the PMMG and is responsible for gathering, validating, and analyzing required information; identifying critical issues; referring critical issues, as directed; and prioritizing and completing assigned reports.

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### ***Program Liaison Specialist (PMSP)***

The PMSP reports to the PMMG and serves as the liaison and EA subject matter expert to a program area, branch or division, or OFA to facilitate information sharing and message planning and development. The PMSP also provides information on rumors and trends identified by their operational entity, and ensures the use of approved products and messaging.

### ***Speakers Bureau Specialist (SBSP)***

The SBSP reports to the PMMG and organizes requests requiring speakers for events such as town hall meetings, specialized group meetings, and public gatherings where disaster information is requested and a subject matter expert is needed. The SBSP works closely with program areas and OFAs to coordinate support for outreach events.

# CHAPTER 5: OPERATIONS

## SECTION

### Introduction

The Operations Section receives and acts upon requirements identified by the Unified Coordination Group (UCG), driven by needs identified by the state, tribal, or territorial representative(s), coordinating the delivery of accessible federal assistance programs and services. The Operations Section is also responsible for all tactical incident planning and operations, to include implementing the Incident Action Plan (IAP).

FEMA organizes the Operations Section to facilitate the delivery of Stafford Act programs and federal capabilities. Each component in the FEMA Operations Section is activated when needed, and each is scaled to the demands at that time.

### Organizational Structure

Figure 24 shows an example of the highest-tiered leadership position for each component area of the Operations Section. This structure is flexible, and the Operations Section Chief (OSC) may request an assistant OSC to maintain span of control, as needed. The lower-tiered positions of each component area are described in further detail throughout the rest of this chapter.

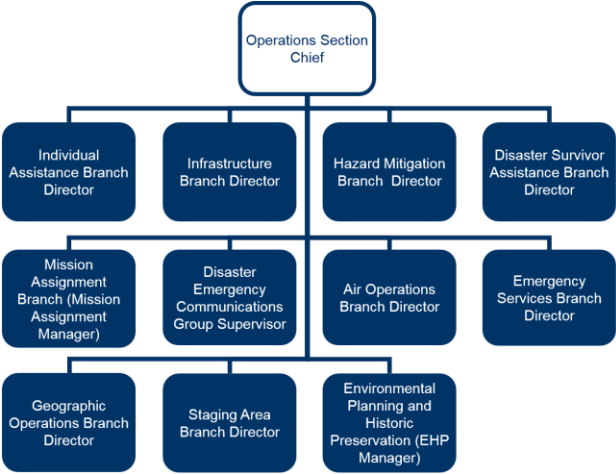


Figure 24: Operations Section Position Structure

# Position Descriptions, Roles, and Responsibilities

## *Operations Section Chief (OSC) Type 1, 2, and 3 (OSC1, OSC2, OSC3)*

The OSC position is typed 1, 2, and 3 to correspond to the appropriate incident level. The OSC 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, local, tribal, and territorial (SLTT) governments and ensuring the overall safety and welfare of all Operations Section personnel. The OSC also provides input to the Demobilization Plan.

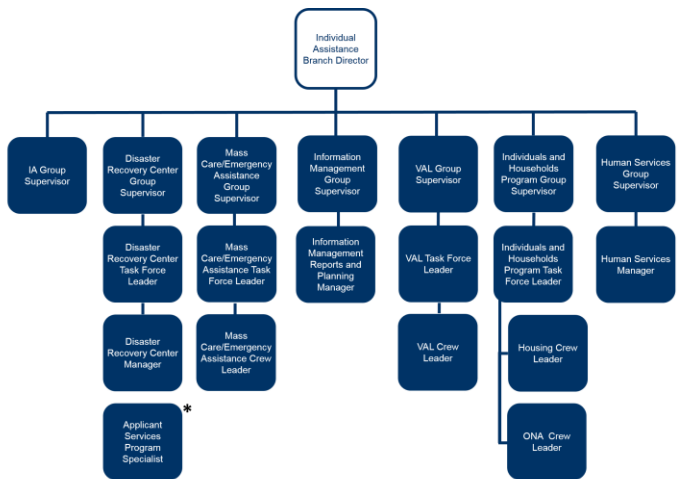
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Normally, in the Incident Command System (ICS), the OSC is from the jurisdiction or agency that has the greatest involvement in the incident or the discipline most involved. However, in Stafford Act declarations, the unified command concept often extends into the Operations Section to the branch and division/group level, depending on the capability of SLTT governments. As a result, the Operations Section may have joint positions (FEMA and/or SLTT) throughout the organization.

## **Individual Assistance (IA) Branch**

The IA Branch includes a variety of programs available to individuals and households adversely affected by a major disaster or an emergency. These programs are designed to meet disaster survivors' basic essential needs during their path to recovery.

Figure 25 shows the IA position structure.



★ This position may be utilized by any position, crew leader and above, for staff augmentation based upon needs of the incident

**Figure 25: Individual Assistance Position Structure**

***IA Branch Director (IABD) Type 1 and 2 (IABD1, IABD2)***

The IABD position is typed 1 and 2 to correspond to the appropriate incident level. The IABDs report to the OSC on Level I or II incidents. The IABD is responsible for the implementation and management of the IA Branch that delivers FEMA programs to individuals and families affected by disasters. Primary duties include the following:

- Coordinate branch program and financial responsibilities;



- Coordinate with the processing centers on the setup of disaster-specific National Emergency Management Information System (NEMIS);
- Ensure the timely startup and implementation of the Individuals and Households Program (IHP), contractor pre-briefings, and referral information;
- Approve timely requisitions for supplies and equipment in the FEMA Enterprise Coordination and Approvals System (eCAPS) as the approving official;
- Approve FEMA, state, tribal, territorial, other federal agencies (OFA), and contractor-employee access rights to NEMIS using FEMA Enterprise Identity Management System (FEIMS), when applicable;
- Facilitate the demobilization planning process in coordination with group supervisors and produce the Demobilization Plan; and
- Establish a call-out function; ensure call-outs are performed to reach disaster survivors as necessary.

### ***IA Group Supervisor (IAGS)***

The IAGS is responsible for the implementation and management of the IA Branch/Group that delivers FEMA assistance to individuals and families affected by disasters. The IAGS may report directly to the OSC on a Level III incident. IAGS qualified personnel may serve as Assistant IABDs on a Level I or II incident to help manage span-of control. Primary duties include the following:

- Coordinate branch program and financial responsibilities;
- Coordinate with the processing centers on a disaster-specific NEMIS setup;

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- Ensure the timely startup and implementation of the IHP, contractor pre-briefings, and referral information; and
- Approve timely requisitions for supplies and equipment in eCAPS as the approving official.

### ***Disaster Recovery Center Group Supervisor (DRGS)***

The DRGS may report to the IABD or IAGS, and manages the IA Disaster Recovery Center (DRC) program to provide readily accessible facilities where individuals and business owners may obtain disaster assistance. Primary duties include the following:

- Coordinate with the immediate supervisor and SLTT officials to define the need for DRCs, identify potential locations, and determine the need for mobile versus fixed DRC sites (or both);
- Conduct the DRC coordination and planning meeting with other governmental and nongovernmental organizations to develop the DRC strategy;
- Coordinate with External Affairs (EA) to arrange all visits to DRCs by congressional members, media members, and other dignitaries with appropriate parties; and
- Distribute accessible information provided by EA related to DRC activity.

### ***Disaster Recovery Center Task Force Leader (DRTL)***

The DRTL reports to the DRGS and assists with the management and data collection for the DRC.

### ***Disaster Recovery Center Manager (DRMG)***

The DRMG reports to the DRTL and manages the operations of a specific DRC location to provide an accessible facility and disaster-assistance information for individuals and business owners. Primary duties include the following:

- Acquire DRC site data, including logistical arrangements, DRC opening information and hours, building contact information, safety and security arrangements, and maintenance services;
- Verify that workstations and web-based registration stations are fully operational;
- Coordinate with EA to provide DRC status to media and SLTT officials;
- Coordinate with SLTT partners for site-specific DRC operation and planning; and
- Supervise staff assigned to the DRC.

### ***Applicant Services Program Specialist (ASSP)***

The ASSP may be assigned to assist the IA Program areas, such as IHP, Mass Care, Information Management, Voluntary Agency Liaison, or Human Services. Typically, the ASSP works in the Housing Section of the Joint Field Office (JFO) or in a DRC and reports to a Housing Crew Leader (HUCL) or DRC Manager. If assigned to a program other than IHP, the ASSP reports to the crew lead or manager of the program. Primary duties include the following:

- Review survivors' disaster assistance needs, prepare supporting documentation, and forward them to the supervisor for further action;

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- Provide survivors with appropriate referrals to other federal, SLTT agencies, voluntary organizations, and faith-based organizations;
- Request and review additional information and/or documentation from the survivor, and verify information is complete and appropriate; and
- Provide outstanding customer service to survivors that visit the DRC.

### ***Mass Care/Emergency Assistance Group***

#### ***Mass Care/Emergency Assistance Group Supervisor (MCGS)***

The MCGS may report to the IABD or IAGS and is responsible for managing and providing leadership in support of mass care/emergency assistance (MC/EA) operations. The MCGS also provides coordination and information support to meet the MC/EA needs of disaster survivors. Primary duties include the following:

- Provide guidance and technical assistance on Stafford Act, regulations, agency policies, and other relevant MC/EA functions;
- Analyze MC/EA provider activities to determine services and resources shortfalls and to develop support solutions;
- Determine, in conjunction with the state or tribe, the need for the deployment of MC/EA task forces, crews, and specialists required to support the operation;
- Determine, in conjunction with the state or tribe, the need for federally supported sheltering, feeding, and mass evacuation operations; and

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- Coordinate reunification services, including implementation of the National Emergency Family Registry and Locator System and the National Center for Missing and Exploited Children, as well as the deployment and integration of Team Adam into field operations, as needed.

### ***Mass Care/Emergency Assistance Task Force Leader (MCTL)***

The MCTL reports to the IAGS or the MCGS, when activated, and assists in providing leadership, coordination, and information support to meet the MC/EA needs of disaster survivors. Primary duties include the following:

- Develop and implement the MC/EA Staffing Plan, and assist in the deployment of MC/EA task force leaders, crew leaders, and specialists in coordination with the IABD/IAGS;
- Develop daily action plans to assign field teams to areas of responsibility;
- Establish goals, and acquire needed resources and equipment to complete assigned tasks;
- Collaborate with state, tribal, territorial, and local officials to review and make recommendations for updates to the state or tribal Emergency Operations Plan relevant to MC/EA activities and services in coordination with regional counterparts; and
- Develop and implement support solutions to address identified and projected MC/EA services and resource shortfalls.

## ***Mass Care/Emergency Assistance Crew Leader (MCCL)***

The MCCL reports to the MCTL and is responsible for supervising assigned specialists, as well as providing leadership, coordination, and information support to meet the MC/EA needs of disaster survivors. Primary duties include the following:

- Review and analyze the current status of state/tribe/territorial and MC/EA activities, such as mass evacuation support, reunification services, access and functional needs, and sheltering;
- Analyze MC/EA provider activities to determine service and resource shortfalls to develop support solutions; and
- Coordinate with the state/tribe to facilitate the transition of survivors from emergency shelters to transitional shelters or other temporary housing options as soon as feasible.

## ***Information Management Group***

### ***Information Management Group Supervisor (IMGS)***

The IMGS may report to the IABD or IAGS and is responsible for providing effective information management, collection, and coordination in support of the IA disaster mission. Primary duties include the following:

- Establish communication and coordination with the Planning Section;

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- Coordinate with IA groups to collect, analyze, prepare, and disseminate reports and other IA Planning products; and
- Coordinate the requests for disaster-specific passwords for reports and other data collection systems for IA staff.

### ***Information Management Reports and Planning Manager (IMMG)***

The IMMG reports to the IMGS and assists in managing the IA information management function. Primary duties include the following:

- Solicit, compile, and prepare IA program input (FEMA ICS Form 215) for the IABD's participation in the incident action planning process;
- Coordinate with IA functional areas to collect, analyze, prepare, and disseminate reports; and
- Establish an information collection strategy in support of IA reports and IA planning teams.

### ***Voluntary Agency Liaison (VAL) Group***

#### ***VAL Group Supervisor (VAGS)***

The VAGS reports to the IABD and is responsible for managing and providing leadership in support of the IA VAL program. The VAGS coordinates among the incident organization, voluntary agencies, and community organizations involved in disaster response and recovery efforts. Primary duties include the following:

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- Review, analyze, and interpret regulations, policies, and procedures pertaining to voluntary agency and government disaster assistance programs;
- Identify state/tribal/territorial and local emergency operations plan priorities;
- Serve as a liaison to the Federal Disaster Recovery Coordinator (FDRC), if appointed, to facilitate long-term recovery, including voluntary, faith-based, and community-based organizations; and
- Ensure a complete and effective closeout and transition of the VAL responsibilities to the region.

### ***VAL Task Force Leader (VATL)***

The VATL reports to the IAGS or the VAGS, when activated, and is responsible for assisting and supporting the implementation and management of the VAL program. Primary duties include the following:

- Serve as the primary VAL point of contact (POC) for internal JFO components (e.g., EA, Mitigation, and Public Assistance [PA]);
- Consult with the immediate supervisor to plan coordination with the MC/EA function, and ensure close collaboration on relevant voluntary organization staffing and service-delivery issues;
- Serve as the primary consultant for the establishment of long-term individual recovery efforts; and
- Coordinate with FEMA and the state or tribal EA to produce an effective public and private sector messaging strategy.



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### ***VAL Crew Leader (VACL)***

The VACL reports to the VATL and is responsible for the supervision of assigned specialists in assisting and supporting the implementation and management of the VAL program.

Primary duties include the following:

- Provide technical assistance to relevant internal partners on voluntary agencies and voluntary agency/community disaster activities;
- Analyze specific donations and volunteer management issues, and address the concerns of internal and external partners; and
- Assist the state volunteer and donations coordinator with issues of spontaneous and unaffiliated volunteers, cash management, and product donations management consistent with the National Donations Management Network.

### ***Individuals and Households Program Group Supervisor (HUGS)***

The HUGS reports to the IABD or IAGS and is responsible for implementing Housing Assistance and Other Needs Assistance (ONA). The HUGS manages assistance to survivors, which may be in the form of lodging expense reimbursement, rental assistance, and repair and replacement assistance to individuals and families affected by disasters.

## ***Individuals and Households Program Task Force Leader (HUTL)***

The HUTL reports to the IAGS or the HUGS and assists with the management of the IHP. The HUTL does this to deliver housing disaster aid in the form of lodging expense reimbursement, rental assistance, and repair and replacement assistance to individuals and families affected by disasters. The HUTL also assists with the management and coordination of the Stafford Act authorized ONA. Primary duties include the following:

- Review the *IHP Unified Guidance*, and identify disaster-specific issues that may need to be addressed; and
- Review preliminary damage assessment (PDA) data, news releases, and other data (e.g., damage assessment reports) to identify severely impacted and/or isolated communities.

## ***Housing Crew Leader (HUCL)***

The HUCL reports to the HUTL and assists with the implementation of IHP. The HUCL coordinates and supervises assigned specialists in providing specific IA information to registrants/survivors in support of IA's IHP. Other duties include the following:

- Ensure that survivors' cases are thoroughly reviewed, issues that need to be addressed are identified, and courses of action recommended;

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- Ensure staff provides survivors with appropriate referrals, when applicable and with outstanding customer service; and
- Train and supervise personnel on reviewing and submitting completed documentation to the processing centers and ensuring documents are scanned into the survivor's file.

### ***Other Needs Assistance Crew Leader (ONCL)***

The ONCL reports to the HUTL and assists with the management and coordination of the Stafford Act authorized ONA. ONA may be provided to assist with expenses such as personal property, transportation, medical and dental, moving and storage, and funeral. Primary duties include the following:

- Ensure that ONA programs are accessible to all members of the whole community, properly implemented and executed;
- Ensure that NEMIS setup, IHP configuration, and letter setup for ONA have been implemented, if applicable;
- Ensure case processing training is completed for state or tribal staff in a joint processing option disaster, if applicable.

### ***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 (HS) program. Primary duties include the following:

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- Provide management and oversight of the Crisis Counseling (CC), Disaster Unemployment Assistance (DUA), Disaster Legal Services (DLS), and Disaster Case Management programs;
- Review outgoing press releases and other media messages related to CC/DUA/DLS to ensure accuracy of program information;
- Participate in IA senior staff meetings, as required, and report on significant ONA/CC/DUA/DLS events, milestones, and/or issues during the reporting period;
- Ensure that leadership is made aware of emerging issues that may escalate and require their intervention; and
- Maintain coordination with the State Coordinating Officer (SCO), Tribal Coordinating Officer (TCO), or Territorial Coordinating Officer to ensure that adequate support is provided to the state, tribe, or territory as required, for the ONA joint processing option when a combination of entities is responsible for implementing each functional element (e.g., both FEMA and state or tribal/territorial government).

### ***Human Services Manager (HSMG)***

The HSMG reports to the HSGS and is responsible for helping to manage activities associated with the HS function. Primary duties include providing technical assistance to the HSGS and on issues related to ONA/CC/DUA/DLS, and access and functional needs (AFN).

## Infrastructure Branch

The Infrastructure Branch, staffed by FEMA PA Cadre members, coordinates the following:

- Actions of Emergency Support Function (ESF) agencies, when assigned to the Infrastructure Branch; and
- Delivery of the PA Program, including the provision of financial and technical assistance for:
  - Repair, replacement, or restoration of disaster-damaged, publicly-owned facilities and the facilities of certain private nonprofit (PNP) organizations;
  - Debris removal;
  - Emergency protective measures; and
  - Hazard mitigation efforts funded by Section 406 of the Stafford Act.

The Infrastructure Branch also assists SLTT governments and select PNP entities restore necessary infrastructure systems and ensure that these systems are more resilient to future incident impacts.

### **Updated PA Delivery Model**

FEMA implemented an updated PA delivery model following a complete internal diagnostic review and analysis that began in 2014. The updated program delivery model streamlines processes, specializes roles and responsibilities, and consolidates resources resulting in changes to PA Infrastructure Branch positions.

As a result of the active 2017 hurricane season response and recovery efforts, full-scale implementation of the updated delivery model went into effect in September 2017. Content describing the Infrastructure Branch roles and responsibilities in this section reflect the most recently available information on updated delivery model positions.

Figure 26 shows the Infrastructure Branch position structure under the Infrastructure Branch Director (NPBD).



**Figure 26: Infrastructure Branch Position Structure**

**Note:** Continued streamlining of the updated delivery model will consolidate the duties of the Resource, Planning, and Administrative Specialists within the Operations Support Task Force into re-titled Operations Support Specialist positions.

***Infrastructure Branch Director (NPBD) Type 1 and 2 (NPBD1, NPBD2)***

The NPBD position is typed 1 and 2 to correspond to the appropriate incident level. The NPBD reports to the OSC and

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is responsible for coordination of infrastructure-related activities performed by staff assigned to the Infrastructure Branch, and field leadership of the PA Program. In Level 1 incidents, Deputy NPDBs may support the NPBD. Primary duties include the following:

- Set operational objectives and priorities for staff;
- Conduct a brief daily huddle with subordinate staff to discuss operational objectives and related activities;
- Develop an organizational structure;
- Ensure sufficient resources are available to support high-quality customer service to the Recipient and Applicants;
- Balance staff workload to maximize efficiency and ensure high-quality customer service;
- Motivate and mentor subordinate staff including conducting periodic one-on-one feedback coaching sessions;
- Develop and implement tactics to meet incident strategies and objectives relating to infrastructure;
- Ensure the development of the PA plan and timelines, including milestones that meet established standards;
- Serve as a subject matter expert and policy advisor to senior-level federal officials;
- Coordinate federal interagency partners in performance of infrastructure-related activities and assessments of critical infrastructure impacts;
- Coordinate with SLTT officials, starting with a Disaster Overview Briefing, to maintain unity of effort;
- Ensure performance goals and milestones are met within established timeframes; and



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- Coordinate with the Federal Disaster Recovery Coordinator (FDRC) on long-term recovery issues.

Level 1 incidents require NPBDs to adjust leadership style. Large, complex incidents require NPBDs to delegate responsibility for policy and tactical decisions to concentrate on communication and leadership—especially objective and priority setting, SLTT coordination, and resourcing. It is important that NPBDs recognize the characteristics of larger incidents and adjust leadership styles accordingly to ensure success.

### ***PA Group Supervisor (NPAGS)***

The NPAGS reports to the NPBD and is responsible for the implementation and management of the PA Program. In Level 1 and 2 incidents, the NPAGS reports to the NPBD and is responsible for specific geographic or other subsets of PA Applicants. In Level 3 incidents, the NPAGS serves as the senior leader responsible for the delivery of PA throughout the disaster area. Primary duties include the following:

- Set operational objectives and priorities for staff;
- Conduct a brief daily huddle with subordinate staff to discuss operational objectives and related activities;
- Develop an organizational structure and ensure sufficient resources are available to support high-quality customer service to the Recipient and Applicants;
- Balance staff workload to maximize efficiency and ensure high-quality customer service;

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- Motivate and mentor subordinate staff including conducting periodic one-on-one feedback coaching sessions;
- Coordinate with SLTT officials to maintain unity of effort; and
- Ensure performance goals and milestones are met within established timeframes.

### ***PA Site Inspector Task Force Leader (STTL)***

The STTL reports to the NPAGS and supervises the PA Site Inspector Specialists (STSP) or, if span of control requires, Site Inspector Crew Leaders (STCL). The STTL is responsible for overseeing the site inspection process and the development of the Damage Description and Dimensions (DDD), which support project development. Primary duties include the following:

- Develop site inspector staffing requirements;
- Communicate operational objectives and priorities to staff;
- Conduct a brief daily huddle with subordinate staff to discuss operational objectives and related activities;
- Motivate and mentor subordinate staff including conducting periodic one-on-one meetings;
- Prepare and deliver a Site Inspector's Briefing to prepare staff for site inspections;
- Coordinate Environmental Planning and Historic Preservation (EHP) and Mitigation participation in the site inspection; and
- Ensure site inspectors conduct inspections and complete DDDs in a timely and accurate manner.

### ***PA Site Inspector Crew Leader (STCL)***

The STCL reports to the STTL. STCLs are activated only in disasters where span of control requires crew leader positions. The STCL supervises the STSPs throughout the site inspection process. Primary duties include the following:

- Provide oversight regarding personnel, administrative, and resource needs; and
- Manage STSPs to ensure the entire site inspection work order cycle is completed, to include:
  - Preparing and performing quality and timely site inspections; and
  - Developing accurate DDDs with supporting photos, sketches, and calculations.

### ***PA Site Inspector Specialist (STSP)***

The STSP reports to the STTL, or the STCL when activated. The STSP conducts site inspections, completes Site Inspection Reports (SIR), ensures the Site Inspector's calendar is updated, and drafts DDDs based on photographs, site sketches, and damage assessed during the site inspection.

### ***PA Program Delivery Task Force Leader (PDTL)***

The PDTL reports to the NPAGS. The PDTL facilitates the work of Program Delivery Managers (PDMG) and coordinates issue resolution with other Task Force Leaders. Primary duties include the following:

- Communicate operational objectives and priorities to PDMGs;

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- Conduct a brief daily huddle with subordinate staff to discuss operational objectives and related activities;
- Motivate and mentor subordinate staff including conducting periodic one-on-one meetings;
- Review PDMG program eligibility decisions;
- Coordinate PA project development with the Consolidated Resource Center (CRC); and
- Ensure PDMGs are executing the following duties in an accurate, timely, and customer service oriented fashion by:
  - Conducting appropriate meetings with Applicants throughout the process;
  - Scheduling site inspections in a timely manner;
  - Explaining DDDs, Scope of Work (SOW), and cost estimates to Applicants; and
  - Facilitating communication between Applicants and the CRC.

### ***PA Program Delivery Manager (PDMG)***

The PDMG reports to the PDTL. The PDMG serves as a liaison to the Applicant and provides direct customer service to ensure effective, efficient, and accurate delivery of grant funding. Primary duties include the following:

- Schedule and conduct multiple meetings with the Applicant (i.e. Exploratory Call, Recovery Scoping Meeting [RSM], and the Recovery Transition Meeting [RTM]);
- Work with the Applicant to identify damages, gather documentation, provide Essential Elements of Information (EEI), logically group damages into

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projects, and request the work order for a site inspection;

- Coordinate with CRC staff to develop DDDs, SOW and cost estimates; and
- Serve as the facilitator of information and requests between the CRC and the Applicant concerning the SOW and DDDs.

### ***PA Operations Support Task Force Leader (OSTL)***

The OSTL reports to the NPAGS. The OSTL is responsible for providing support to the NPAGS in managing administrative operations (e.g., reporting, planning, staffing), and supervising and mentoring the PA Operations Support staff to ensure that day-to-day administrative operations function efficiently.

Primary duties include the following:

- Manage the daily functions of the staff, including:
  - Duty assignments, staff rotation, mission assignments (MA), Technical Assistance Contractor request, and distribution of work;
  - Overtime justifications;
  - Check-in/check-out procedures and accountability;
  - Review of any deliverables from staff for accuracy and timelines;
  - Training;
- Coordinate delivery of onsite training with Disaster Field Training Operations;
- Facilitate PA staff equipment and supply needs;
- Communicate operational objectives and priorities to staff;

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- Conduct a brief daily huddle with subordinate staff to discuss operational objectives and related activities; and
- Motivate and mentor subordinate staff.

### ***PA Operations Support Crew Leader (OSCL)***

The OSCL reports to the OSTL and manages the Resource Specialists (NRCSP), Planning Specialists (NPPSP), and Administrative Specialist (NAMSP). The OSCL assists the OSTL in overseeing the administrative, budgetary, logistical, planning, and reporting requirements to support PA management and field staff.

### ***PA Resource Specialist (NRCSP)***

The NRCSP reports to the OSCL. The NRCSP orders and tracks PA personnel, maintains the PA organization chart, assists in determining training, coordinates the submission of time sheets, and maintains the PA calendar, including applicant briefings, kickoff meetings, and staff meetings.

### ***PA Planning Specialist (NPPSP)***

The NPPSP reports to the OSCL. The NPPSP assists the OSCL with inputs to the PA planning and incident action planning processes.

### ***PA Administrative Specialist (NAMSP)***

The NAMSP reports to the OSCL and provides administrative support.

### **Operations Support Specialist**

FEMA intends to create a new position that will consolidate existing responsibilities of the Resource, Planning, and Administrative Specialist positions into a new Operations Support Specialist role. This planned position will further streamline and increase efficiency of the updated delivery model.

The Operations Support Specialist will report to the OSCL and perform administrative, resource management, and planning-related duties, including:

- Support data processing needs;
- Assist with staffing needs;
- Maintain supplies and equipment;
- Track of Requests for Public Assistance, RSMs and RTMs;
- Maintain supplies and equipment; and
- Assist with PA spend plan trackers, reports, and Management Plans.

### ***PA Specialized Project Manager (SLMG)***

Level 1 and 2 incidents may produce significant numbers of PA projects that require technical expertise for project development (e.g., embankment or slope failure; significant structural, electrical, or mechanical damage; significant bridge damage). The SLMG is responsible for coordination of specialized projects activities. The SLMG supervises PA Technical Specialists (NPAEX). Primary duties include the following:

- Coordinate site inspections with PDMGs;
- Prepare Technical Specialists for work assignments and communicate site inspection status to all stakeholders;
- Coordinate EHP and Mitigation participation in site inspections;
- Review SIRs and draft DDDs from Technical Specialists;
- Combine work products of multiple technical specialist skill sets; and
- Communicate with Applicant's technical experts to coordinate project development.

### ***PA Technical Specialist (NPAEX)***

The NPAEX reports to the SLMG, or to the STTL if a SLMG is not activated. The NPAEX develops the DDD, SOW, and cost estimate for specialized projects.

The nature of the tasks the NPAEX will perform on any project will be specific to the damaged infrastructure, event, and skill sets available at the time. Due to the specialized skill



requirements and the need to consolidate these skills so they are available across events, the position may be staffed by available qualified staff from the JFO, region, or CRC. Primary duties include the following:

- Conduct site inspections, as assigned;
- Provide excellent customer service to the Applicant representative at the site inspection;
- Provide SIR to STTL or SLMG and brief findings;
- Develop or validate consistent, quality DDDs, SOW, and cost estimates; and
- Ensure Applicant–provided documentation supports claims and meets PA compliance requirements.

### **Consolidated Resource Centers**

PA field operations are supported by one of three CRCs. Following a federal disaster declaration, incidents are assigned a CRC to support the delivery of the PA Program. These centers congregate subject matter experts and specialized resources for consistent processing of grant applications across multiple disaster operations. Eligibility decision making still occurs with field staff, who best understand local conditions and circumstances, but is supported by experts to ensure initial decisions are sustained by consistent analysis and documentation.

# Hazard Mitigation (HM) Branch

The HM Branch identifies risks and vulnerabilities associated with natural disasters and develops mitigation strategies to reduce or eliminate long-term risks.

Figure 27 shows the HM position structure.

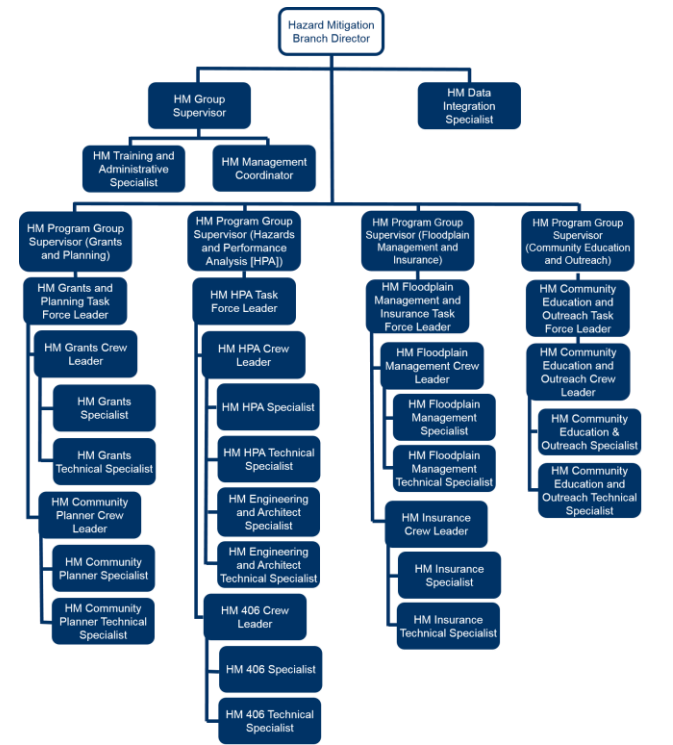


Figure 27: Hazard Mitigation Position Structure

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**Note:** When the scale of the event does not require support from a task force leader the crew leader reports directly to the group supervisor.

### ***Hazard Mitigation Branch Director (HBD) Type 1 and 2 (HBD1, HBD2)***

The HBD position is typed 1 and 2 to correspond to the appropriate incident level. The HBD reports to the OSC. The HBD duties include the following:

- Serve as the senior management lead for all mitigation programmatic and operational activities in the JFO during Level I, II, or III activations;
- Coordinate with the OSC and the State Hazard Mitigation Officer or (SHMO) or Tribal Hazard Mitigation Officer, or designee, as required, to ensure FCO and state, tribal, or territorial objectives are achieved;
- Develop mitigation strategy, and direct all mitigation activities, special projects, and programs in partnership with all federal, state, tribal, local levels, and private sector stakeholders to achieve objectives; and
- Serve as the central point of communication between the HM Branch, other JFO operational program areas, and the regional office.

### ***HM Group Supervisor (HMGS)***

The HMGS serves as the HM Branch Director during a Level III event. Primary duties include the following:

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- Oversee execution of the Hazard Mitigation Strategy, and coordinate HM activities, including PDA, Emergency Support Function (ESF) liaison, administrative support, data integration, and HM training;
- Coordinate with state, tribal, or territorial counterpart;
- Develop a tactical plan to implement functional objectives;
- Establish work assignments and performance expectations in support of incident objectives;
- Analyze operations, and recommend adjustments, as required; and
- Manage the group and other personnel, as directed.

### ***HM Training and Administrative Specialist (TASP)***

The TASP reports to the HBD or HMGS as appropriate for the disaster. Primary duties include the following:

- Organize technical training for mitigation/insurance staff by specific specialty area, as requested;
- Coordinate logistics and curriculum with the JFO training staff, as appropriate, to develop and deliver disaster-specific components to the Hazard Mitigation JFO staff; and
- Provide administrative and clerical support to the HM Branch to support general programmatic and operational activities and initiatives.

### ***HM Data Integration Specialist (DISP)***

The DISP reports to the HBD or HMGS as appropriate for the disaster. Primary duties include the following:

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- Coordinate data retrieval and storage for all HM branches;
- Analyze effectiveness of data integration within the HM Branch, and recommend improvements, as needed;
- Coordinate geospatial data gathering from research and data needs;
- Coordinate clearinghouse activities; and
- Manage transition of information to the region.

### ***HM Management Coordinator (HMMC)***

The HMMC reports to the HBD or HMGS as appropriate for the disaster. Primary duties include the following:

- Assist the HM Branch Director and Group Supervisor with development and implementation of special projects;
- Analyze and interpret program policy;
- Manage contracts, interagency agreements, and mission assignments;
- Work closely with the FEMA Emergency Operations Center (EOC) liaison, Regional Response Coordination Center, Incident Management Assistance Teams (IMAT), ESFs, and the Regional Mitigation Division Director to maintain situational awareness and ensure mitigation programmatic integration; and
- Coordinate with the HM staff to provide mitigation technical assistance and resources in support of ESF activities, and assist ESFs in promoting mitigation in workshops, publications, and press releases.

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### ***HM Program Group Supervisor (Grants and Planning) (MPGS)***

The MPGS reports to the HBD or HMGS as appropriate for the disaster. Primary duties include the following:

- Supervise HM Grant Program (HMGP) and mitigation planning task forces and crews;
- Ensure coordination of mitigation planning with HM grants projects;
- Coordinate with state or tribal counterpart;
- Oversee assistance to state, tribal, territorial, and local entities in development of multi-hazard mitigation plans and use of HM funding;
- Perform the review and request function to process allocations and obligations (i.e., project allocations and Hazard Mitigation Technical Assistance Program [HMTAP]); and
- Work in cooperation with the Branch Director, other HM group supervisors, and the state or tribe to accomplish FEMA and state mitigation priorities in support of the Hazard Mitigation Strategy.

### ***HM Grants and Planning Task Force Leader (GPTL)***

The GPTL reports to the MPGS. Primary duties include the following:

- Oversee the execution of the HM grants strategy;
- Develop a functional plan, and oversee the integration of all task force outreach and technical assistance activities and the way they are delivered to communities;

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- Coordinate with state or tribal counterpart;
- Review PDAs and other disaster data to determine the extent and location of damage and the type of projects that may need to be developed;
- Provide oversight, and help build the capacity for the state for financial management of HMGP;
- Develop a functional plan in support of the FEMA-state HM strategy by identifying activities that will directly contribute to the achieving HM strategy objectives established mutually by the affected state, tribes, territory, and FEMA as applicable;
- Oversee the integration of all task force outreach and technical assistance activities and the way they are delivered to communities; and
- Coordinate with the regional mitigation planner to identify needs and ensure appropriate technical assistance is provided to states, tribes, and local communities on HM planning.

### ***HM Grants Crew Leader (GRCL)***

The GRCL reports to the GPTL. Primary duties include the following:

- Supervise HM grants specialists to carry out identified HM grants objectives;
- Provide overall supervision, direction, and guidance to the crew;
- Assist in preparing or revising the HMGP Administrative Plan;
- Provide technical assistance to local, tribal, territorial, and/or state governments as applicable for the full life-cycle implementation of grants, consistent with

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applicable laws, regulations, policies, and precedents;  
and

- Assist in the development and evaluation of HM projects consistent with state and local priorities.

### ***HM Grants Specialist (GRSP)***

The GRSP reports to the GRCL. Primary duties include the following:

- Provide basic technical assistance to internal and external stakeholders for implementation of the HMGP, consistent with applicable laws, regulations, policies, and precedents;
- Assist in the development and evaluation of mitigation projects consistent with state and local priorities identified in the multi-hazard mitigation plans; and
- Ensure NEMIS activities required to perform HMGP management include project development, eligibility reviews, project approvals and denials, obligations and financial management, appeals, and project monitoring.

### ***HM Grants Technical Specialist (GREX)***

The GREX reports to the GRCL. In addition to the duties of the GRSP, primary duties include the following:

- Provide HM program subject matter and operational technical expertise to internal and external stakeholders on complex and controversial matters, implement advanced program processes, analyze



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and interpret program policy, and manage multiple complex projects and assignments;

- Provide hazard program advice and guidance in multiple different hazards;
- Propose resolution to project application development issues in conjunction with the state and sub-grantees;
- Advise state HMGP staff, and provide guidance on FEMA's eligibility determinations; and
- Assist with preparing, revising, and reviewing the Administrative Plan process for HMGP.

### ***HM Community Planner Crew Leader (CPCL)***

The CPCL reports to the GPTL. Primary duties include the following:

- Supervise HM community planner specialists;
- Provide technical assistance to communities in mitigation plan preparation, revision, and review;
- Provide ongoing follow-up to affected state, local, and tribal staff during revisions; and
- Manage integration of plans and planning requirements among mitigation programs and other JFO program areas.

### ***HM Community Planner Specialist (CPSP)***

The CPSP reports to the CPCL. Primary duties include the following:

- Coordinate and provide technical assistance to state, local, tribal, and/or territorial officials as applicable on the preparation, revision, or updating of mitigation

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- plans to comply with federal requirements, regulations, policies, and guidance;
- Provide written recommendations for plan improvements; and
- Track assigned plans through all elements of the review process, including data entry and drafting of review and approval letters.

### ***HM Community Planner Technical Specialist (CPEX)***

The CPEX reports to the CPCL. In addition to the duties of the CPEX, primary duties include the following:

- Provide HM program subject matter and operational technical expertise to internal and external stakeholders on complex and controversial matters, implement advanced program processes, analyze and interpret program policy, and manage multiple complex projects and assignments;
- Provide hazard program advice and guidance in multiple different hazards on issues impacting community recovery planning;
- Train and mentor team members;
- Review HM plans and comments drafted by specialists, and recommend changes; and
- Develop thorough written recommendations (i.e., crosswalks), and provide effective written feedback to facilitate HM plan compliance.

## ***Hazards and Performance Analysis (HPA) Group***

### ***HM Program Group Supervisor (HPA) (MPGS)***

The MPGS reports to the HBD or HMGS as appropriate for the disaster. Primary duties include the following:

- Work in cooperation with the Branch Director and other HM supervisors to accomplish FEMA and state mitigation priorities;
- Develop HPA strategies in support of FCO operational priorities;
- Ensure collaborative engagement of internal JFO partners (e.g., EA, IA, PA, and EHP) in implementing strategies that support disaster recovery;
- Coordinate with state or tribal counterpart;
- Initiate, develop, and manage contract task orders;
- Provide leadership, direction, and coordination for technical support activities, including coordination, collection, analysis, and application of technical data;
- Oversee the integration of all task force outreach and technical assistance activities and the way they are delivered to communities; and
- Support FEMA HQ-led mitigation assessment team building performance studies.

### ***HM HPA Task Force Leader (HPTL)***

The HPTL reports to the MPGS or the HMGS. Primary duties include the following:

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- Develop an HPA Group functional plan to advance HM strategy in coordination with other task force leaders;
- Coordinate with state, tribal, and/or territorial counterpart as applicable;
- Disseminate the HPA Group functional plan to crew leaders;
- Manage the workload, staffing, and resources required of crews;
- Direct the presentation of hazards, risk, and building performance information to community officials and media; and
- Coordinate group activities with the Regional Branch Chief, as necessary (e.g., risk analysis, risk reduction, and floodplain management).

### ***HM HPA Crew Leader (HPCL)***

The HPCL reports to the HPTL. Primary duties include the following:

- Oversee the staff in implementing technical assistance (engineering, architecture, and benefit-cost analysis) to state, tribal, territorial, or local government, and other JFO programs in support of HM Grants programs;
- Identify and address immediate, disaster-related HM grants support issues;
- Develop work plans for an expedited technical review (e.g., architecture and engineering) of HMGP applications in coordination with the technical review team (e.g., FEMA, state, local, and tribal);

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- Guide in the evaluation of HMGP applications for technical viability, feasibility, and mitigation effectiveness;
- Manage the economic analysis process to assess disaster impacts and support long-term recovery efforts;
- Manage losses avoided studies;
- Provide training in and conduct benefit-cost analyses (BCA);
- Implement technical assistance to the state, local, and tribal governments, and other JFO programs in support of HM HPA research goals;
- Evaluate and present engineering analyses of disaster-impacted infrastructure and residences;
- Manage the preparation and presentation of research results to diverse audiences on disaster damage assessments, construction techniques, and engineering analyses using various tools (e.g., Geographic Information System [GIS], Hazards-United States [HAZUS] reports, and economic analyses).

### ***HM HPA Specialist (HPSP)***

The HPSP reports to the HPCL. Primary duties include the following:

- Provide technical assistance in the GIS, hazards risk analysis for loss avoidance studies, and building codes and performance;
- Translate technical data for both technical and non-technical audiences;

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- Provide technical assistance on HMGP applications and mitigation projects under Section 406 of the Stafford Act, as assigned by the crew leader;
- Produce maps based on hazard/risk assessments; and
- Produce technical reports based on hazard/risk assessments.

### ***HM HPA Technical Specialist (HPEX)***

The HM HPA Technical Specialist reports to the HPCL. Primary duties include the following:

- Perform the duties of the HPSP, but also provide expert capability to provide HM Program subject matter and/or operational technical expertise to internal and external stakeholders on complex and controversial matters;
- Provide advance technical assistance on GIS;
- Conduct complex comprehensive and complex risk analysis;
- Provide complex BCA assistance and expert technical assistance for loss avoidance studies;
- Analyze and interpret program policy;
- Manage multiple complex projects and assignments;
- Track the grant review development process, and work with the regional office and SHMO to resolve issues regarding application development;
- Provide regular status reports for FEMA management and SHMO regarding HMGP application development and technical assistance progress through the immediate supervisor; and

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- Identify overlapping areas of interest between various stakeholders, and facilitate collaborative use of data to deliver effective, integrated mitigation program efforts.

### ***HM Engineering and Architect Specialist (EASP)***

The EASP reports to the HPCL. Primary duties include the following:

- Review and possibly conduct engineering studies and analyses;
- Collect critical perishable data (such as high water marks) required for later analysis, as assigned;
- Develop technical reports for internal and external distribution;
- Provide technical support and review of Hazard Mitigation projects;
- Provide basic HPA technical assistance to internal and external stakeholders in the JFO;
- Inspect and evaluate damaged structures and infrastructure; and
- Assist as a technical monitor with HMTAP and technical assistance research contract task orders and interagency agreements.

### ***HM Engineering and Architect Technical Specialist (EAEX)***

The EAEX reports to the HPCL. Primary duties include the following:

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- Provide expert-level engineering or architecture advisory services to HM and PA teams on complex, highly controversial, and unprecedented disaster-specific mitigation issues;
- Provide expert-level BCA, and complex technical assistance to the HM Branch
- Use verified, validated, current data (e.g., most current multi-hazard frequency data [flood, ice, seismic, and wind], elevation data, and relevant local cost data);
- Mentor staff in the use of all applicable risk analysis tools and systems;
- Develop and prepare justification and narrative on outcome of analysis that may be politically charged or unpopular;
- Reviews complex and non-routine architectural and/or engineering studies and analyses;
- Serve as technical monitor with HMTAP and technical assistance research contract task orders and interagency agreements; and
- Coach and mentor less experienced HM HPA staff.

### ***HM 406 Crew Leader (HACL)***

The HACL reports to the HPTL. Primary duties include the following:

- Provide staff and technical support to the PA 406 Mitigation Group;
- Provide programmatic and/or technical assistance to internal and external stakeholders;



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- Provide technical support to PA for 406 projects, as requested, keeping sound mitigation techniques in mind;
- Conduct and analyze engineering and technical data, including HAZUS, to support appropriate development of mitigation opportunities to assist in the development of HMGP projects and multi-hazard planning;
- Monitor HMTAPs and interagency agreements;
- Provide technical training to state/FEMA staff and applicants;
- Develop and implement 406 mitigation strategies for the operation; and
- Ensure consistency of mitigation between the HM Branch and PA Branch.

### ***HM 406 Specialist (HASP)***

The HASP reports to the HACL. Primary duties include the following:

- Provide basic HM 406 technical assistance to internal and external stakeholders in the JFO;
- Apply mitigation techniques to public works projects;
- Develop the Hazard Mitigation Proposal (HMP) and cost proposal for HMP;
- Complete the BCA justification, and reports, when appropriate;
- Provide 406 mitigation overview and/or training when requested by PA or state; and
- Support and collaborate with PA staff in identifying, developing, and/or reviewing 406 mitigation projects for sound mitigation techniques, as requested by PA.

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### ***HM 406 Technical Specialist (HAEX)***

The HAEX reports to the HACL. Primary duties include the following:

- Perform the duties of the HASP but also provide expert capability to provide HM Program subject matter and/or operational technical expertise to internal and external stakeholders on complex and controversial matters;
- Provide 406 mitigation overview and/or training when directed by the crew leader;
- Support and collaborate with PA, state, and applicant personnel in 406 Mitigation and HMP development;
- Approve HMPs; and
- Review and evaluate HM 406 Specialist BCA analysis.

### ***Floodplain Management and Insurance Group***

#### ***HM Program Group Supervisor (Flood Plain Management and Insurance) (MPGS)***

The MPGS reports to the HBD or HMGS as appropriate for the disaster. Primary duties include the following:

- Supervise floodplain management and HM insurance task force leaders;
- Coordinate with state or tribal counterpart;
- Develop and implement the Floodplain Management (FPM) and Insurance Group functional plan in support of the FEMA-state HM strategy;

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- Identify activities that will directly contribute to the achieving objectives established mutually with the state, tribes, and FEMA;
- Initiate and delegate the formation and operation of the JFO insurance hotline;
- Coordinate floodplain management and insurance activities with the JFO Interagency Recovery Coordination component;
- Establish and maintain coordination with the state's insurance industry and commissioner, as appropriate; and
- Encourage and provide support to communities to update and adopt ordinances in support of National Flood Insurance Program (NFIP) requirements.

### ***HM Floodplain Management and Insurance Task Force Leader (FITL)***

The FITL reports to the MPGS. Primary duties include the following:

- Oversee the implementation and execution of the HM FPM and insurance strategy;
- Coordinate with state or tribal counterpart;
- Supervise and lead FPM and insurance staff to carry out plans in support of HM strategy;
- Oversee the integration, coordination, and provision of technical assistance to facilitate floodplain management in support of NFIP program objectives and requirements;
- Ensure compliance with NFIP and insurance regulations; and

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- Disseminate flood insurance information, and serve as a resource for addressing other insurance issues.

### ***HM Floodplain Management Crew Leader (FPCL)***

The FPCL reports to the FITL. Primary duties include the following:

- Supervise staff in the tactical execution of the floodplain management and substantial damage objectives;
- Serve as a technical resource for insurance coordination with the insurance industry; and
- Serve as a technical expert on substantial damage standards, and interpret complex policy and options related to NFIP requirements for substantial damage and substantial improvement and determinations.

### ***HM Floodplain Management Specialist (FPSP)***

The FPSP reports to the FPCL. Primary duties include the following:

- Serve as a subject matter specialist on floodplain management issues;
- Coordinate, advise, and provide technical assistance to internal and external partners on floodplain management;
- Promote and advance enrollment of non-participating communities in the NFIP; and
- Work collaboratively with the IA and PA to advance community resiliency and recovery.

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### ***HM Floodplain Management Technical Specialist (FPEX)***

The FPEX reports to the FPCL. In addition to performing the duties of the FPSP, primary duties include the following:

- Provide HM Program and operational technical expertise to internal and external stakeholders on complex and controversial matters, implement advanced program processes, analyze and interpret program policy, and manage multiple complex projects and assignments; and
- Provide hazard program advice and guidance in multiple different hazards.

### ***HM Insurance Crew Leader (INCL)***

The INCL reports to the FITL. Primary duties include the following:

- Serve as a technical expert on insurance standards, and interpret complex policy and options related to NFIP requirements;
- Use updated policy and claim information for designated disaster area to prioritize planning initiatives and allocate resources;
- Coordinate activities with the state national flood insurance program coordinator and local officials on insurance management issues;
- Coordinates with Flood Recovery Office on flood insurance issues;

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- Coordinate between the JFO and the state insurance commissioner's office, the Institute for Business and Home Safety, and insurance industry interests; and
- Coordinate operational and logistical requirements to support implementation and execution of insurance hotline activities.

### ***HM Insurance Specialist (HISP)***

The HISP reports to the INCL. Primary duties include the following:

- Serve as a subject matter specialist, to provide technical assistance to internal and external partners on insurance issues;
- Provide basic technical advice and information to HM and other staff concerning the process for flood insurance claims and the relationship of flood insurance to disaster assistance programs; and
- Conduct outreach to agents and lenders to promote growth of NFIP policies, and assist with insurance-related issues.

### ***HM Insurance Technical Specialist (INEX)***

The INEX reports to the INCL. Primary duties include the following:

- Serve as a multi-hazard subject matter expert providing technical expertise to disaster field staff on NFIP issues, including claims and underwriting policies during high visibility, complex events;

- In addition to performing the duties of the HISP, provide HM program and operational technical expertise to internal and external stakeholders on complex and controversial matters, implement advanced program processes, analyze and interpret program policy, and manage multiple complex projects and assignments; and
- Provide hazard program advice and guidance in multiple different hazards.

### ***Community Education and Outreach (CEO) Group***

#### ***HM Program Group Supervisor (CEO) (MPGS)***

The MPGS reports to the HBD or HMGS as appropriate for the disaster. Primary duties include the following:

- Lead all CEO activities, and develop the CEO group functional plan to advance the HM strategy;
- Coordinate with state or tribal counterpart;
- Provide supervision, guidance, and oversight for CEO task force leaders and crews in the planning and implementation of CEO goals, objectives, and innovative strategies in support of FEMA and state mitigation priorities (e.g., education and outreach activities); and
- Promote the integration and implementation of CEO activities within mitigation for immediate and long-term recovery activities.

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### ***HM Community Education and Outreach Task Force Leader (COTL)***

The COTL reports to the MPGS or the HMGS. Primary duties include the following:

- Develop CEO Group functional plan to advance HM strategy, in coordination with other task force leaders;
- Coordinate with state or tribal counterpart;
- Oversee the implementation of HM CEO strategy;
- Ensure tactical execution of disaster-specific, community-based education and outreach initiatives for internal and external stakeholders;
- Establish and maintain internal and external strategic partnerships to advance mitigation outreach goals and objectives;
- Coordinate and supervise staffing, logistical, design, and operational requirements to support CEO initiatives and activities in mobile and fixed DRC; and
- Coordinate the deployment, training, and resource allocation of HM CEO specialists with an HM Advisor specialty to support CEO special projects and other outreach initiatives and programs.

### ***HM Community Education and Outreach Crew Leader (COCL)***

The COCL reports to the COTL. Primary duties include the following:

- Coordinate and supervise staffing, logistical, design, and operational requirements to support CEO initiatives and activities in mobile and fixed DRC;



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- Coordinate the deployment, training, and resource allocation of HM CEO specialists with an HM Advisor specialty to support CEO special projects and other outreach initiatives and programs;
- Provide crew members programmatic direction, and facilitate information sharing among crews;
- Coordinate and supervise staffing, logistical, design, and operational requirements to support CEO initiatives in the development and implementation of disaster-specific, community-based education plans in coordination with mitigation crew leaders; and
- Identify broad scope delivery opportunities, and manage associated logistics to market mitigation in the form of displays, publications, signage, presentations, and exhibits.

### ***HM Community Education and Outreach Specialist (CESP)***

The CESP reports to the COCL. Primary duties include the following:

- Provide HM program information in the JFO, DRCs, box stores (e.g., Target, Wal-Mart, and Ace Hardware), community meetings, and other outreach venues;
- Identify outreach activities to support the state/tribe and local hazard mitigation priorities;
- Collect mitigation-specific disaster data to support HM CEO Group operations, and develop outreach strategies;
- Work with internal partners (e.g., EA, IA, PA, and the Small Business Administration) to provide HM

program information and maintain awareness of venues for outreach activities;

- Develop products and initiatives to market mitigation;
- Advise on and analyze program-related data to make recommendations and identify problems; and
- Provide basic CEO technical assistance to internal and external stakeholders.

### ***HM Community Education and Outreach Technical Specialist (EOEX)***

The EOEX reports to the COCL. Use of this position is typically in larger events or those that require a comprehensive knowledge of building codes, retrofitting, and rebuilding techniques applicable to the given geographical area or hazard type. Primary duties include the following:

- Identify potentially controversial state/tribe and local hazard mitigation priority activities to make recommendations and identify problems;
- Provide guidance on complex CEO issues at internal (e.g., JFO program areas) and external meetings (e.g., state/tribal and local briefings, town hall meetings, and speaker's bureau meetings);
- Analyze complex program policy and related data to make recommendations and identify problems;
- Serve as HM Branch expert-level HM advisor, and provide multi-hazard subject matter expertise on complex mitigation issues;
- Serve as focal information resource for HM CEO staff working in DRCs and other outreach venues, and address unique or complicated inquiries;

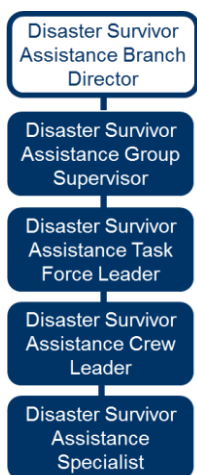
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- Serve as HM Branch resource on the appropriate use and location of publications, guides, brochures, flyers, booklets, factsheets, and other resources on risk reduction and rebuilding techniques;
- Mentor staff; and
- Present HM CEO information in public forums and to the media on multiple types of hazard, as directed.

## **Disaster Survivor Assistance (DSA) Branch**

In a disaster, the DSA Branch establishes a timely presence on the ground in the affected areas to address disaster survivors' immediate and emerging needs at their homes or in their communities.

Figure 28 shows the DSA position structure.



**Figure 28: Disaster Survivor Assistance Position Structure**

***Disaster Survivor Assistance (DSA) Branch Director (DBD)  
Type 1 and 2 (DBD1, DBD2)***

The DBD position is typed 1 and 2 to correspond to the appropriate incident level. The DBD reports to the OSC. The DBD is responsible for providing supervision of the Disaster Survivor Assistance program on the incident. The DBD works closely with the OSC, the IA program, and other program areas to support field operations. Primary duties include the following:

- Assess, inform, and report, which should be immediately initiated on arrival at a disaster location:
  - **Assess:** Obtain ground truth information on the most critical and emerging needs of disaster survivors as well as issues related

- to infrastructure and other wrap-around services;
- **Inform:** Pre and post-disaster declaration, provide timely reports relaying ground truth; and
- **Report:** Provide timely, actionable, and comprehensive summaries that identify survivor needs and describe any broad-based trends or need for increased support.
- Coordinate effectively with EA, IA, Voluntary Agency Liaisons (VAL), and Operations, and Planning to ensure proper coordination and timely information exchange;
- Develop and maintain a DSA functional plan; and
- Coordinate DSA activities, and establish strategies to reach survivors.

### ***Disaster Survivor Assistance Group Supervisor (DSGS)***

The DSA Group Supervisor (DSGS) reports to the DBD, when activated, or the OSC when no DBD is required to manage span of control. The DSGS works closely with the DBD or OSC in the implementation of the IA program and other program areas to support field operations. Primary duties include those listed for the DBD.

### ***Disaster Survivor Assistance Task Force Leader (DSTL)***

The DSTL reports to the DBD or DSGS (depending on organizational structure) and works closely with the IA program and other field operations. Primary duties include the following:

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- Monitor internal and external relationships to ensure effective communication;
- Respond to internal and external requests, keeping all stakeholders informed on the resolution and progress of requests;
- Oversee the dissemination of disaster-specific information products to the community;
- Analyze daily field reports that subordinates provide to identify emerging trends and issues; and
- Create a daily summary based on analysis of information provided in daily summary reports, and submit it to the immediate supervisor.

### ***Disaster Survivor Assistance Crew Leader (SVCL)***

The SVCL reports to the DSTL and supervises DSA Specialists in field activities. Primary duties include the following:

- Ensure that DSA Specialists (DSAS) have tested operational communications equipment for their assigned areas;
- Resolve communications and equipment-related issues;
- Coordinate with appropriate program group supervisors and division supervisors when assigned to their division;
- Oversee DSAS in establishing appropriate communications channels;
- Analyze requests to ensure the availability of resources and personnel;
- Assign DSAS to handle requests,

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- Verify the accuracy of completed areas of the responsibility map; and
- Confirm that disseminated materials are reaching the appropriate audience.

### ***Disaster Survivor Assistance Specialist (DSAS)***

The DSAS reports to the SVCL and disseminates disaster-specific information to individuals and the community, collects and submits information through appropriate channels, registers survivors for FEMA assistance, and provides case status and updates. The DSAS must build working relationships with local- and community-based organizations and operations personnel. The DSAS also has specific additional qualifications for events and multilingual specialties.

## **Mission Assignment Branch**

A mission assignment (MA) is a “work order” that FEMA issues to another federal agency, directing the other agency to complete specified tasks and setting forth funding, other managerial controls, and guidance. MAs can be written in support of the federal, state, tribe, or territory response effort. Figure 29 shows the MA position structure.



**Figure 29: Mission Assignment Position Structure**

### ***Mission Assignment Manager (MAMG)***

The MAMG reports to the OSC and is responsible for preparing, tracking, and monitoring mission assignments and tasking ESFs and other agencies to provide resources, services, and equipment. Primary duties include the following:

- Manage MA documentation and staff;
- Identify cross-programmatic issues, and work cooperatively with other program areas to resolve the issues;
- Initiate appropriate requests of the NEMIS, FEIMS for NEMIS rights for FEMA and state, tribal, or territorial staff, and for electronic signatures in eCAPS;
- Monitor the approval process to ensure that MAs are obligated and appropriately distributed; and
- Monitor the MA Financial Information Tool Report to ensure adequate funding and de-obligation of excess funds.



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### ***Mission Assignment Specialist (MASP)***

The MASP reports to the MAMG and is responsible for assisting the MAMG in preparing, tracking, and monitoring MAs.

## **Disaster Emergency Communications (DEC) Group**

This group deploys, installs, operates, maintains, and protects telecommunications and operations assets in response to all-hazards disasters and in support of planned special events. Additional duties include supporting the disaster emergency communications needs of state/tribal/territorial and local governments and ensuring continuity of disaster emergency communications through FEMA regional fixed facilities.

positioned throughout the Nation. Figure 30 shows the DEC position structure.



Figure 30: DEC Position Structure

***Disaster Emergency Communications Group Supervisor (DEGS)***

The DEGS reports to the OSC and is responsible for 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:

- Provide oversight and direction for tactical communications, public safety, and restoration operations;

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- Identify critical communications assets in danger of failing, which would affect national security/emergency preparedness services;
- Notify local communications carriers of potential new calling patterns because of relocations or evacuations;
- Ensure the development and maintenance of a communications Common Operating Picture (COP);
- Approve acquisition requests for equipment, goods, or services; and
- Provide information to federal, state, tribal, local, nongovernmental organization (NGO), and private sector personnel on DEC roles, capabilities, and responsibilities.

### ***Tactical Communications Task Force Leader (TCTL)***

The TCTL reports to the DEGS and is responsible for developing operability and interoperability strategies to ensure that responders from all levels of government and the private sector can communicate effectively during response to an incident. Primary duties include the following:

- Provide oversight and direction for emergency communications, public safety, and temporary restoration operations;
- Advise the immediate supervisor of emergency communications assets in danger of failing;
- Coordinate the temporary restoration of emergency communications infrastructure and systems;
- Recommend tactical and emergency communications requirements to the immediate supervisor; and

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- Assess the adequacy and interoperability of the tactical and emergency communication networks.

### ***Mobile Emergency Response Support Coordinator (MECO)***

The MECO reports to the TCTL, represents the Mobile Emergency Response Support Chief at an incident site, and serves as the focal point for integrated emergency communications during response activities. The MECO may deploy with operations, logistics, security, and disaster preparedness capabilities. The MECO is responsible for the safety, security, and mission success of all assigned Mobile Emergency Response Support resources. Additional MECO responsibilities include the following:

- Maintain accountability, and ensure safety of assigned personnel and equipment;
- Be the single point of contact for the provision of Mobile Emergency Response Support services, reporting, documentation, and administrative support for the incident;
- In the absence of a DEC Group Supervisor, be the single point of contact for the provision of ESF #2 services, reporting, and documentation for the incident;
- Provide Tactical Emergency Communications and ESF #2 support to the OSC or designated representative, as requested and authorized;
- Provide facility and logistical support to the Logistics Section Chief (LSC) or designated representative, as requested and authorized;

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- Coordinate Mobile Emergency Response Support to federal, tribal, state, and local agencies, as directed, to ensure unity of effort; and
- Conduct daily mission analysis for changes in specified and implied tasks, and ensure that Mobile Emergency Response Support resources are adequate to meet current and projected requirements.

### ***Mobile Emergency Response Support Specialist (MERS)***

The MERS is assigned to a Mobile Emergency Response Support detachment and reports to the MECO during deployments. The MERS provides emergency communications, logistics, operations, security, and/or disaster preparedness support during incident response. The MERS works to support the Regional Administrator (RA), IMAT Chief, or the FCO in meeting the needs of the state/tribal leaders, as identified in the IAP.

### ***Communications Planning Manager (PLMG)***

The PLMG reports to the TCTL and assists in the development of plans by identifying communications-related requirements and assets. Primary duties include the following:

- Develop and manage the incident communications COP;
- Identify federal assets, their status, and vulnerabilities, including asset owners;
- Identify radio frequency (RF) transmitter locations, coverage, and frequencies;
- Identify RF cross-banding devices;

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- Identify bandwidth utilization, including satellite, terrestrial, and wireless;
- Identify communications-related initiatives implemented by state, tribal, territorial, and local governments and NGOs;
- Document in a common database or spreadsheet POC information, resources the stakeholders can contribute to resolve issues, and assistance the stakeholders need from the DEC Group; and
- Track requests for communication services.

### ***Wireless Communications Manager (WIMG)***

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

- Process requests for frequency assignments;
- Resolve frequency use conflicts;
- Coordinate frequency management for the Federal Communications Commission, National Telecommunications and Information Administration, and SLTT governments;
- Consolidate frequency use assignments and approvals;
- Coordinate with spectrum managers to update the frequency inventory;
- Provide technical guidance for tactical communications networks;
- Ensure federal, state, tribal, territorial, and local interoperability; and
- Create and maintain the radio frequency assignment on ICS- Form 205.

### ***Mobile Communications Office Vehicle Manager (MBMG)***

The MBMG reports to the TCTL and is responsible for managing and supporting the Mobile Communications Operations Vehicles (MCOV) assigned to the incident. Primary duties include the following:

- Arrange for and schedule major repairs for non-mission capable units;
- Replace non-mission capable units;
- Participate in planning activities, including the External Support Branch, IA, and the incident action planning process;
- Participate in MCOV site-selection suitability;
- Assign the MCOV to specific sites, as directed;
- Provide logistical support to MCOVs, as necessary.

### ***Mobile Communications Office Vehicle Operator (MBOP)***

The MBOP reports to the MBMG and is responsible for the setup and operation of the MCOV. Primary duties include the following:

- Prepare the MCOVs and operational systems for deployment, as directed;
- Conduct a chassis pre-trip inspection using the MCOV weekly log;
- Establish satellite configuration and connectivity;
- Conduct a connectivity test of the computer, printer, and fax machines;

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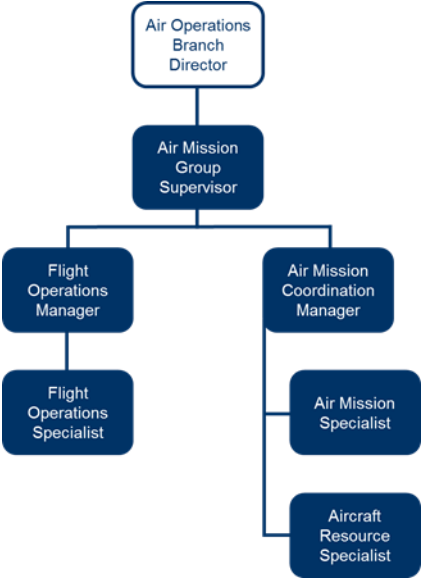
- Move the MCOV to a designated location, keeping the MCOV Program Office and MBMG apprised of travel status;
- Inform the MCOV Program Coordinator, Regional Liaison, and the MBMG of arrival at the designated MCOV location; and
- Operate the MCOV safely and in accordance with federal and state or tribal regulations.

## Air Operations Branch (AOB)

FEMA is responsible for the unified coordination of federal air missions during domestic disasters. Air operations requirements vary but include missions to support evacuation, search and rescue, firefighting, and damage assessment. Staffing of the AOB is situation-dependent and could include representatives from federal, state, tribal, territorial, and local agencies and NGOs.

Figure 31 shows the basic air operations position structure and outlines only the portion of the AOB that can be staffed by FEMA Qualification System (FQS) qualified, FEMA Air Operations personnel. There is an additional component of the AOB that provides air support functions and is staffed by personnel from other federal agencies and response partners. (The *FEMA Air Operations Guide* [March 2015], p. 12, Figure 2, “AOB Organization at the Incident Level,” provides further information).





**Figure 31: Air Operations Position Structure**

***Air Operations Branch Director (AOBD)***

The AOBD reports to the OSC and is responsible for the unified coordination of air missions during domestic disasters. The AOB is responsible for supporting state, tribal, or territorial needs by providing a unified planning and operations mechanism that coordinates the use of aviation resources with multi-modal support provided by the Logistics Section.

The AOBD assigns operational aviation missions, allocates aircraft and other resources, tracks mission results, provides briefings, collects cost information, and identifies and

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coordinates the resolution of flight safety issues. The AOBD is responsible for air mission management (identification, procurement, tasking, and operational coordination of available air resources and assets to support incident operations). The AOBD coordinates air activities and aviation information flow among agencies with aviation assets in the disaster area. Primary duties include the following:

- Establish AOB requirements to meet incident strategies and objectives;
- Develop a plan for meeting immediate air response needs based on state, tribal, or territorial requests or federal operational support;
- Resolve conflicting aviation priorities, and assign response resources, as appropriate; and
- Coordinate with the Federal Aviation Administration to establish a temporary flight restriction over the incident area, when needed.

### ***Air Mission Group Supervisor (AMGS)***

The AMGS (typically staffed by personnel holding an Air Operations Coordinator FQS title, or an AOBD title) 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 for execution. The AMGS will keep the AOBD informed of all missions that are prioritized based on importance by those requesting aviation missions. Primary duties include the following:

- Coordinate the location of aviation facilities with federal, state, tribal, territorial, and local partners;

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- Coordinate with the Logistics Section regarding receipts for commodities, equipment, and other supplies distributed to the disaster area;
- Obtain current information on the availability and status of aviation resources assigned or ordered for the incident;
- Assess the need for additional aviation operational sites and facilities; and
- Monitor the estimated time of arrival of aircraft or equipment to ensure support on arrival.

### ***Flight Operations Manager***

The Flight Operations Manager sources mission requests that are beyond the capabilities of staged air assets or outside of a reasonable radius from the affected disaster area. The Flight Operations Manager works with the planner to further define flight requests. This coordination and planning may result in the use of resource requests and MAs to fulfill the requests. These types of flight requests require close coordination and consultation with the Air Support Group Supervisor (non-FEMA position, see FEMA Air Operations Guide for position description) for both aviation facility and aviation services support. The Flight Operations Manager should have an understanding of FEMA processes and procedures and interagency roles and responsibilities.

### ***Flight Operations Specialist***

The Flight Operations Specialist conducts all administrative work in the AOB, making personnel directories and assisting wherever needed. The Flight Operations Specialist should have some previous experience with aviation.

### ***Air Mission Coordination Manager (AMMG)***

The AMMG manages ongoing aviation missions, orchestrates airspace management, acquires aviation assets, develops MAs, and coordinates with other functional area planners and organizations to determine the appropriate aviation assets and federal aviation airframes to accomplish the mission. The task of individual missions will be the responsibility of the assigned federal agency. Mission and flight information will be entered into a master sortie tracker and communicated back to the original requester through established channels or a common COP. The AMMG should understand FEMA processes and procedures and interagency roles and responsibilities.

### ***Air Mission Specialist (ARSP)***

The ARSP assists with ongoing aviation missions and airspace management and coordinates with other functional area planners and organizations. The task of individual missions will be the responsibility of the assigned federal agency. Mission and flight information will be entered into a master sortie tracker and communicated back to the original requester through established channels or a COP.

### ***Aircraft Resource Specialist***

The Aircraft Resource Specialist acquires aviation assets and coordinates with other functional area planners and organizations to determine the appropriate aviation assets and federal aviation airframes to accomplish the mission. Mission and flight information will be entered into a master sortie tracker and communicated back to the original requester through established channels or a COP.

## Emergency Services Branch

During the response phase of an incident, an OSC may direct the establishment of an emergency services component to ensure the timely identification, organization, and deployment of life-saving resources. ESFs 4, 8, 9, 10, and 13 are assigned to the Emergency Services Branch or Group for Level I and Level II incidents. Figure 32 shows the emergency services position structure.



**Figure 32: Emergency Services Position Structure**

### ***Emergency Services Branch Director (ESBD)***

The ESBD reports to the OSC and is responsible for organizing and coordinating emergency services within the incident. The ESBD serves as the focal point for tasking, coordination of plans, and the special considerations of each ESF assigned to the Emergency Services Branch. The ESBD position is filled by a person with the FQS qualification of Operations Branch Director (OPBD) or higher and may have deputies or assistants, as required. Primary duties include the following:

- Deconflict ESF authorities and responsibilities from disaster tasks;

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- Coordinate with ESF representatives to ensure integrated response operations;
- Ensure information is rapidly and effectively shared throughout the Emergency Services Branch and to/from the disaster staff;
- Validate ESF-identified requirements, and coordinate with JFO staff to ensure they are met;
- Coordinate with ESF representatives to ensure the delivery of support is consistent, meets customer needs, and is implemented in accordance with Stafford Act requirements and FEMA policy; and
- Ensure the Resources Unit Leader is apprised of all operational resource status changes.

### ***Emergency Services Group Supervisor***

The Emergency Services Group Supervisor reports to the OSC or ESB, if activated. The Emergency Services Group Supervisor performs the same duties as the ESB if an ESB is not activated, coordinating with applicable ESF liaisons to ensure integration of operations. When ESB is staffed, group supervisors manage ad hoc groups (e.g., decontamination or responder access) to obtain ESF inputs and requirements for operational planning purposes. Each ESF has its own ESF group supervisor when activated.

### ***ESF #4 Group Supervisor***

The ESF 4 Group Supervisor coordinates firefighting activities, including the detection and suppression of fires on federal lands, and provides personnel, equipment, and supplies in support of state, tribal, territorial, and local agencies involved in wildland, rural, and urban firefighting operations.

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### ***ESF #8 Group Supervisor***

The ESF 8 Group Supervisor coordinates federal assistance to supplement state, tribal, territorial, and local resources in response to public health and medical disasters and potential or actual incidents during a developing potential health and medical emergency.

### ***ESF #10 Group Supervisor***

The ESF 10 Group Supervisor coordinates the provision of support to and the overall management of the various response sites to ensure actions are taken to mitigate, clean up, and dispose of oil and hazardous materials and minimize the impact of the incident.

### ***ESF #13 Group Supervisor***

The ESF 13 Group Supervisor coordinates law enforcement, public safety, and security capabilities and resource support to federal-to-federal agencies; federal support to state, tribal, territorial, and local authorities; and/or support to other ESFs during potential or actual incidents.

## **Geographic Operations Branch Positions**

The geographic component's Geographic Operations Branch consists of divisions. After divisions have been identified and if the number of divisions reporting directly to the OSC results in the OSC span of control being exceeded, geographic operations branches should be activated. Geographic operations branches typically contain three to five divisions.

Select divisions that adjoin one another are included in the same branch when possible. Figure 33 shows the Geographic Operations position structure.



**Figure 33: Geographic Operations Position Structure**

### ***Geographic Operations Branch Director***

The Geographic Operations Branch Director reports to the OSC; ensures that their branch carries out its duties, as described in the IAP; and coordinates with JFO staff on behalf of the DIVS.

In FEMA, a person with the FQS qualification of Operations Branch Director (OPBD) or OSC fills the Geographic Operations Branch Director's position. A Geographic Operations Branch Director may have deputies or assistants. Primary duties include the following:

- Coordinate with SLTT agencies to ensure integrated response and recovery operations;



- Coordinate with FEMA program representatives to ensure the delivery of programs is consistent, meets customer needs, and is implemented in accordance with Stafford Act requirements and FEMA policy;
- Ensure information is rapidly and effectively shared throughout the Geographic Branch and to/from the disaster staff;
- Develop strategies and tactics in support of incident objectives; and
- Assess the workload, and request the appropriate numbers and types of resources.

### ***Division Supervisor***

The DIVS reports to the OSC or a Geographic Operations Branch Director, if activated. The DIVS is the UCG representative within a division, accountable for the accomplishment of all work assignments specified in the IAP for the respective division. A division supervisor may have deputies or assistants that are assigned, as needed. Primary duties include the following:

- Serve as a POC between the local jurisdiction and the incident management organization;
- Ensure that assigned personnel and equipment get to and from assignments in a timely and orderly manner;
- Ensure that the concerns of SLTT officials are being heard by FEMA; and
- Provide for safety, security, welfare, and accountability of subordinates.

## ***Operations Task Force Leader (OPTL)***

The OPTL reports to a division supervisor or group supervisor. When reporting to a division supervisor, the OPTL assists with sharing of information between the local government, the Operations Staff, and the state/tribe. The OPTL also assists with overseeing IAP execution in the division and may be assigned oversight of a specific work task (e.g., power, debris, and DRC tasks or to a specific local jurisdiction in a division [e.g., city or borough] where additional supervision or assistance is needed).

## **Staging Area Branch**

In addition to acting as a location where resources can be placed, the staging area is also a functional branch within the Operations Section.

The OSC in coordination with the LSC may direct the establishment of FSAs to enable the positioning of and accounting for available resources. The LSC is responsible for the execution of all staging area resource movements identified and approved by the OSC. The LSC assigns a manager and all related support staff for each staging area. A staging area can be any location in which personnel, supplies, and equipment are temporarily housed or parked while awaiting operational assignment. Staging areas may include temporary feeding, fueling, and sanitation services.

There is requirement to have clear lines of communication and coordination between the OSC and LSC for staging area operations. Direction to the final destination for resource orders is under the purview of the OSC. The execution and movement

of the resource is under the purview of the LSC and Staging Area Group Supervisor (STGS).

Figure 34 shows the staging area position structure. Depending on the scale, scope, and complexity of the incident, the Operations Section may include a Staging Area Branch Director (STBD) to provide direction and coordination for multiple staging areas in an incident.

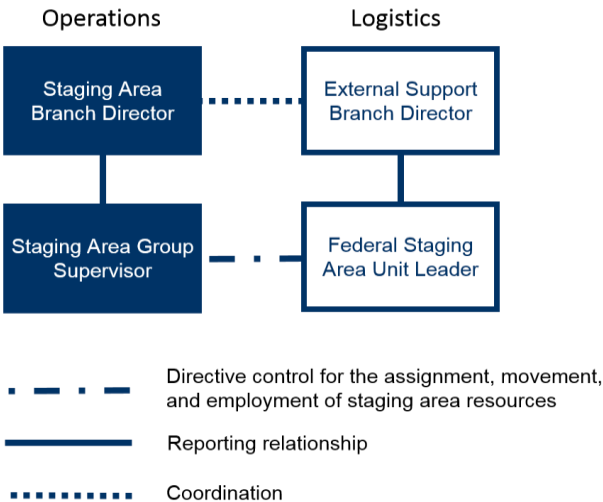


Figure 34: Staging Area Position Structure and Coordination

**Staging Area Branch Director (STBD)**

The STBD (typically staffed by identified personnel from the OSC with coordination from Logistics) reports to the OSC and is responsible for providing direction and coordination for

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multiple staging areas in an incident. The STBD works closely with the Logistics External Support Branch Director (LXB) to address staging area operational issues. Primary duties include the following:

- Direct resource assignment, movement, or employment from staging areas;
- Coordinate among staging areas, deconflict competing requirements, and allocate resources to incident priorities;
- Provide current and projected operational requirements to staging area leadership and the LXB;
- Develop an incident-wide COP of resource use and consumption rates in coordination with the LXB; and
- Ensure staging areas are capable of meeting the next 48 hours of projected resource requirements.

### ***Staging Area Group Supervisor (STGS)***

The STGS reports to the STBD and is responsible for staging area operations. The STGS assigns or commits staged resources in support of incident priorities, as directed by the Operations Section. Primary duties include the following:

- Establish the staging area and manage staging area activities, personnel, facilities, equipment, and support services;
- Ensure the staging area is capable of meeting current, emerging, or anticipated operational resource requirements;
- Coordinate with the property owner or designated official on expectations, restrictions, responsibilities for repairs, and geographic boundaries;

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- Approve the site layout;
- Ensure support services are provided (i.e., portable toilets, wash stations, dumpsters, fuel, and medical services);
- Coordinate security needs with the site security representative or military installation;
- Coordinate with the Safety Officer to ensure oversight and compliance with all safety regulations;
- Provide the status of available resources to the STBD and designated authorities;
- Dispatch available resources in response OSC or STBD requirements;
- Manage empty trailers and unused commodities with unbroken seals, and coordinate retrograde with FEMA HQ Logistics;
- Ensure adequate meetings and briefings are conducted to provide personnel on the staging area with situational awareness;
- Represent the staging area in meetings and conference calls as a subject matter expert to provide guidance and situational awareness; and
- Approve and execute the site closure and Demobilization Plan.

## **Environmental Planning and Historic Preservation (EHP)**

EHP works under the direction of the Operations Section with the EHP Manager reporting directly to the OSC. The EHP Manager and the positions below it coordinate closely with the EHP Advisor under the Chief of Staff COS. See Environmental

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Planning and Historic Preservation (Chapter 4) for position descriptions and additional information.

# CHAPTER 6: PLANNING

## SECTION

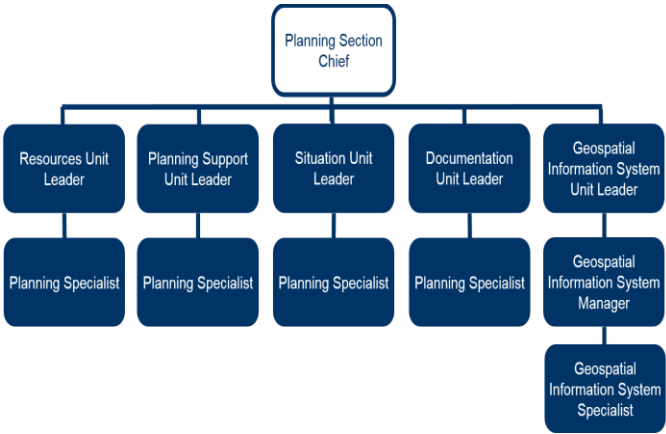
### Introduction

The Planning Section is responsible for managing incident information and developing incident plans. The Planning Section collects and evaluates incident-specific operational metrics to conduct analysis and provide feedback to the Unified Command Staff (UCS) as to the operations efficiency, effectiveness, and milestones within the incident life cycle. The Planning Section does the following:

- Collects and evaluates incident situational information and disseminates it to the Federal Coordinating Officer (FCO), Unified Coordination Group (UCG), and Command and General Staff (C&GS);
- Prepares status reports, displays situation information, and maintains information regarding the status of resources assigned to the incident;
- Prepares, assembles, publishes, and distributes the Incident Action Plan (IAP) based on Operations Section input and guidance from the FCO/UCG;
- Coordinates with counterparts in the state/tribe/territory planning section; and
- Facilitates the development of incident management plans.

# Organizational Structure

Figure 35 shows the Planning Section position structure.



**Figure 35: Planning Section Position Structure**

**Note:** The Planning Section does not require branch directors to manage span of control.

## Position Descriptions, Roles, and Responsibilities

### *Planning Section Chief (PSC) Type 1, 2, and 3 (PSC1, PSC2, PSC3)*

The PSC position is typed 1, 2, and 3 to correspond to the appropriate incident level. The PSC is a member of the General Staff reporting to the FCO and is responsible for the



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collection, evaluation, verification, and dissemination of information about the incident and status of resources. The PSC is also responsible for managing the development of assigned plans and the incident action planning process.

As with all other C&GS positions, the PSC coordinates directly with its state, tribal, or territorial counterpart. Primary duties include the following:

- Coordinate with the state/tribe/territory PSC to establish a unified planning effort;
- Lead incident management planning efforts;
- Ensure the IAP is developed, approved by the UCG, published, and distributed within established guidelines and timeframes;
- Ensure the collection and analysis of relevant information and all required or requested reports, briefings, and situational and geospatial information products are complete, accurate, and distributed properly; and
- Establish a knowledge management program for the incident to store record documents and capture lessons learned and areas for improvement.

### ***Planning Specialist (PLSP)***

The PLSP works under the supervision of a unit leader in the Planning Section. Primary duties include the following:

- Attend and take notes at meetings, as assigned;
- Gather and analyze information;
- Publish and distribute reports and other information, as instructed;

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- Establish and maintain the Planning Section's files;
- Gather and report information to satisfy Requests for Information (RFI), as directed;
- Maintain current information displays;
- Set up and maintain the Situation Room for meetings; and
- Participate in the development of plans.

## Resources Unit

### *Resources Unit Leader (RESL)*

The RESL reports to the PSC and is responsible for maintaining the status of all assigned resources at appropriate incident locations. The RESL also prepares assigned portions of the IAP. Primary duties include the following:

- Provide guidance and training to Operations Section elements (e.g., Emergency Support Functions [ESFs] and Federal Emergency Management Agency [FEMA] programs) in the preparation of Operational Planning Worksheets when needed or requested;
- Track and analyze resources assigned to the operation;
- Develop and maintain the Incident Telephone Communication Plan (ICS 205A) and the Organization Chart(s) (ICS 207);
- Produce the IAP using the IAP builder or another similar system/process; and
- Transfer the information on the Approved Operational Planning Worksheet (FEMA 215) to the Assignment List (Incident Command System [ICS] 204).

## Planning Support Unit

### *Planning Support Unit Leader (PLSL)*

The PLSL reports to the PSC and is responsible for preparing plans for the incident. Primary duties include the following:

- Synchronize incident management planning efforts with Incident Support Future Planning Unit counterparts in the Regional Response Center Staff (RRCS) and National Response Center Staff (NRCS);
- Aid in the assembly of the IAP;
- Manage the development of plans, including the Incident Strategic Plan (ISP), Continuity of Operations Plan (COOP), the Demobilization or Transition Plan and other Advance Operations Planning (AOP) for functional topics or contingency scenarios; and
- Provide technical assistance, guidance and training to other functional elements such as Individual Assistance (IA), Public Assistance (PA), and Hazard Mitigation (HM) in the development of functional plans when requested or directed.

## Situation Unit

### *Situation Unit Leader (SITL)*

The SITL reports to the PSC and is responsible for situational awareness, including the collection, processing, and organization of all incident information. Primary duties include the following:

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- Prepare, implement, and maintain the information collection plan;
- Identify and gather the appropriate Critical Information Requirements (CIR) and Essential Elements of Information (EEI);
- Produces the Situation Report (SITREP) in coordination with the Documentation Unit;
- Gather, analyze, update, and prepare situational information relevant to the incident;
- Prepare the Field Operating Report (FOR);
- Maintain the Situation Room, and coordinate the scheduling of its use;
- Coordinate with the state's situation unit leader and other appropriate state planning section members;
- Produce the IAP Cover Sheet (ICS 200), the Incident Objectives (ICS 202), and the Meeting Schedule (ICS 230); and
- Develop the Incident Map with the assistance of the Geospatial Information System Unit Leader (GIUL).

## Documentation Unit

### *Documentation Unit Leader (DOCL)*

The DOCL reports to the PSC and is responsible for maintaining accurate, up-to-date incident files stored for legal, analytical, and historical purposes. Primary duties include the following:

- Set up the Documentation Unit work area;
- Ensure establishment of adequate duplication and destruction services for the Planning Section;

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- Produce the SITREP in coordination with the Situation Unit;
- Ensure the completeness and accuracy of incident information products prepared by the Documentation Unit;
- Coordinate with the PSC to evaluate the need to designate reports or documents as For Official Use Only;
- Establish and maintain electronic files and the filing system within the Planning Section;
- Finalize and distribute Planning Section products, as directed; and
- Develop and maintain the Incident Chronology.

## **Geospatial Information System (GIS) Unit**

### ***Geospatial Information System Unit Leader (GIUL)***

The GIUL 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, and the acquisition and dissemination of remote sensing data.

Primary duties include the following:

- Provide spatially referenced information, products, and services to enhance decision making;
- Coordinate with appropriate geospatial stakeholders to prevent duplication of effort and to promote information sharing;

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- Maintain close coordination with the FEMA National Response Coordination Center (NRCC) and Regional Response Coordination Center (RRCC) geospatial staff;
- Brief customers on geospatial capabilities and activities; and
- Set geospatial priorities based on incident requirements.

### ***Geospatial Information System Manager (GIMG)***

The GIMG reports to the GIUL and is responsible for the production of spatial products, the collection and dissemination of spatial data and analysis, and the acquisition and dissemination of remote sensing data. Primary duties include the following:

- Manage workflow production and distribution of geospatial products;
- Implement the data management process, and ensure staff adheres to procedures;
- Ensure that plans and procedures are established for data backup in coordination with IT; and
- Adhere to copyright, disclaimer, licensing, and other sensitive product and data distribution protocols.

### ***Geospatial Information System Specialist (GISP)***

The GISP reports to the GIMG and conducts basic geo-processing; develops geospatial products; uses specialized geospatial software to create, maintain, and update geospatial databases; and supports customers, as needed.

# **CHAPTER 7: LOGISTICS**

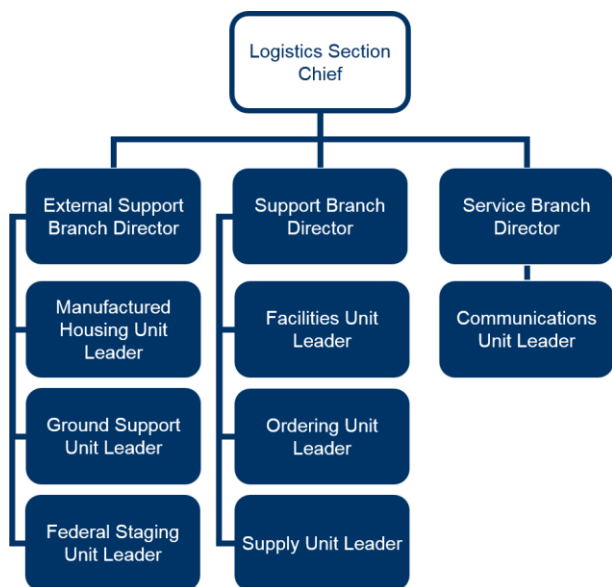
## **SECTION**

### **Introduction**

The Logistics Section is responsible for supporting the incident management organization and responding to state requests. The Logistics Section coordinates logistics support and provides facilities, equipment, supplies, and services to the incident in response to incident priorities and requirements. The Logistics Section orders, tracks, and delivers resources to meet the requirements of the incident management organization. This includes providing logistical support for establishing and maintaining incident facilities, such as the Joint Field Office (JFO), Area Field Offices (AFO), and Disaster Recovery Centers (DRC).

### **Organizational Structure**

Figure 36 shows the Logistics Section position structure.



**Figure 36: Logistics Section Position Structure**

## **Position Descriptions, Roles, and Responsibilities**

### ***Logistics Section Chief (LSC) Type 1, 2, and 3 (LSC1, LSC2, LSC3)***

The LSC position is typed 1, 2, and 3 to correspond to the appropriate incident level. The LSC reports to the Federal Coordinating Officer (FCO). The LSC is responsible for providing facilities, services, material, and equipment in support of the incident. The LSC participates in the



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development and implementation of the Incident Action Plan (IAP) and activates and supervises the branches and units in the Logistics Section. As with all other Command and General Staff (C&GS) positions, the LSC coordinates directly with its state, tribal, or territorial counterpart to support the Unified Coordination Group (UCG).

Primary duties include the following:

- Plan, implement, lead, and oversee the Logistics Section organization;
- Provide leadership and direction to the Logistics Section, and assign work locations and tasks;
- Notify the Planning Section/Resources Unit of the Logistics Section units activated, including names and locations of assigned personnel;
- Coordinate space requirements with Operations Section, External Affairs, and Planning Section for identification and establishment of JFO, AFO, and DRC locations;
- Keep subordinates informed, and provide advice and input to the FCO and C&GS as the subject matter expert for Logistics;
- Participate in the incident action planning process;
- Develop an incident-wide common operating picture (COP) of resource use and consumption rates;
- Translate current and projected operational requirements into a Logistics Concept of Support, in coordination with the Operations Section or the Staging Area Branch Director (STBD), if activated;
- Identify logistics requirements for planned and expected operations, and ensure adequate resources are available for operational employment; and

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- Coordinate with the Operations and Planning Sections and FEMA Headquarters (HQ) Logistics to develop the Demobilization Plan, including timelines, staffing levels, and facilities closeout.

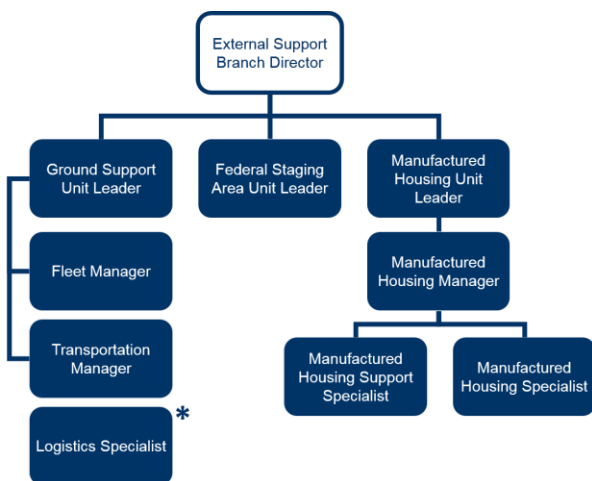
### ***Logistics Specialist (LGSP)***

The LGSP is used throughout the Logistics Section, as needed, for assisting with the receiving, storing, inventorying, and distributing of supplies while maintaining security and accountability.

## **External Support Branch**

### ***External Support Branch Director (LXB) Type 1 and 2 (LXB1, LXB2)***

The LXB position is typed 1 and 2 to correspond to the appropriate incident level. The LXB reports to the LSC and is responsible for providing logistical support for external operations. Figure 37 shows the LXB position structure.



\* This position may be utilized by any position, manager and above, for staff augmentation based upon needs of the incident.

**Figure 37: External Support Branch Position Structure**

The LXB supervises Ground Support, Federal Staging Area, and Manufactured Housing activities and Unit Leaders.

Primary duties include the following:

- Work closely with the STBD or Staging Area Group Supervisor (STGS), as applicable, to address staging area operational issues;
- Oversee Staging Area support functions, Manufactured Housing Unit (MHU) operations, and External Facilities, such as DRCs, Mass Care Facilities, Responder Support Camps, or other facilities outside of the JFO;

- Structure, staff, equip, and sustain staging area operations;
- Maintain running estimates to ensure adequate resources are available for operational requirements, and ensure the staging area is capable of meeting current, emerging, or anticipated operational resource requirements;
- Determine initial staging requirements to support the incident objectives in coordination with section chiefs, branch directors, and state partners;
- Work with the Operations Section to project the state's requirements, and adjust accordingly to include mobile and fixed DRCs, AFOs, and MHUs;
- Determine external facility requirements to support the incident objectives in coordination with section chiefs, branch directors, and state partners; and
- Collect, analyze, and apply situational information to develop and coordinate branch demobilization.

### ***Manufactured Housing Unit Leader (MHUL)***

The MHUL reports to the LXB (when activated) and is responsible for the overall project management of the Logistics MHU organization. The MHUL assesses and oversees staffing requirements, coordinates deployment of staff, and identifies MHU supply chain requirements with the Logistics Support Services Branch at FEMA HQ. Primary duties include the following:

- Coordinate with the Individual Assistance (IA) Housing Group Supervisor (HUGS) to ensure that initial MHU allocations have been approved;

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- Coordinate with IA HUGS to gather number and type of units required from national storage sites for the MHU mission;
- Assist with new MHU procurement activities;
- Define and oversee contract support requirements for the MHU Unit;
- Determine funding requirements (procurement, pad leases, installation, maintenance, and deactivation);
- Coordinate with the Contract Officer Representatives (COR) to ensure contractual requirements are fully covered;
- Complete environmental planning, historic preservation, and floodplain management reviews before site preparation and MHU placement; and
- Ensure pertinent files and records are completed and turned over to the regional office.

### ***Manufactured Housing Manager (MHMG)***

The MHMG reports to the MHUL and coordinates contract oversight and documentation for private, commercial, and group site MHU operations. The MHMG duties include but are not limited to the following:

- Serve as the COR based on the scope and complexity of the MHU mission;
- Identify available commercial and group sites within a reasonable commuting distance of displaced survivors in coordination with IA HUGS;
- Coordinate permit compliance, permit fees, and inspection activities with appropriate authorities;

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- Request deployment of Manufactured Housing Specialists (MHSP) to MHU storage sites or staging areas, as required;
- Conduct joint program acceptance of MHUs;
- Monitor use of FEMA's MHU information system of record;
- Ensure site inspection requests, work orders, and record management are accurate and complete;
- Oversee site inspection requests;
- Review completed site inspection requests;
- Coordinate with utility companies to activate electrical service connections for FEMA MHUs; and
- Monitor the inspection, installation, and maintenance of MHUs on private, commercial, and group sites.

### ***Manufactured Housing Specialist (MHSP)***

The MHSP deploys to field locations as technical monitors and will assist the COR with verifying that MHU installation, maintenance, deactivation, group site, and commercial park expansion contractor performance are completed. The MHSP duties include but are not limited to the following:

- Assist immediate supervisor with identifying available commercial pads/group sites with wraparound services;
- Assist immediate supervisor with verifying manufactured housing unit setup permit and inspection requirements;
- Identify potential waivers for permits and inspections, to include identifying potential transportation restrictions;
- Complete Ready for Occupancy (RFO) inspections;

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- Perform commercial and private site inspections;
- Assist with land use assessments to determine feasibility of potential group site locations, to include existing utilities, capabilities, and capacity using appropriately skilled people;
- Conduct site visits of unit installations in order to verify and document the contractor's work progress;
- Conduct site visits of commercial site upgrades;
- Conduct site visits of group sites under construction using appropriately skilled people (e.g., U.S. Army Core of Engineers [USACE]) in order to verify and document work progress;
- Conduct site visits of private or commercial site deactivations; and
- Conduct turnover of keys to IA for lease-in to survivor.

### ***Manufactured Housing Support Specialist (MHSS)***

The MHSS reports to the MHMG, operates and updates the MHU automated information system of record, and consolidates documentation in support of the MHU housing mission. The MHSS duties include but are not limited to the following:

- Prepare Unit Installation Work Order (FEMA Form 90-26);
- Record MHU receipt and dispatch actions;
- Enter private, commercial, and group site pads;
- Review submitted Manufactured Housing Unit Inspection Report (FEMA Form 90-13) and accompanying RFO Status (FEMA form and record);
- Assist COR personnel with maintenance of the contract/COR files;

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- Compile records of all Environmental Planning and Historic Preservation reviews;
- Compile records of all abbreviated eight-step process actions for floodplain management regulatory compliance;
- Maintain paper copies of all FEMA forms pertinent to manufactured housing;
- Maintain all documentation;
- Create and forward a site request back to the COR, and, in return, the COR gives the site request to the Contractor;
- Receive completed site inspection reports and/or work orders from the COR;
- Maintain utility accounts for commercial and group sites, if designated as COR; and
- Retain all maintenance records of MHUs repaired by the contractor, and ensure maintenance records information is logged into the agency system of record.

### ***Ground Support Unit Leader (GSUL)***

The GSUL reports to the LSC or LXB, when activated, and is responsible for transportation services. The GSUL oversees fueling, service, maintenance, and repair of vehicles and other ground support equipment, including incident traffic plans. Primary duties include the following:

- Establish the Ground Support Unit, and oversee its activities;
- Coordinate with the Facilities Unit Leader (FACL) to establish the facilities layout, such as parking, fueling,



- maintenance, loading/unloading heavy equipment, shelter, traffic flow, and space for expansion;
- Provide multi-modal transportation of resources and supplies based on anticipated needs, priorities, and requests;
- Maintain a support vehicle inventory (FEMA Incident Command System [ICS] Form 218) of all transportation vehicles;
- Notify the Resources Unit of all status changes of vehicles;
- Ensure that accident and incident reports are completed accurately and forwarded to the appropriate authority;
- Collect and record information on rental, contract, and agency equipment;
- Ensure that Fleet Mobile Communication Office Vehicle Managers have needed resources;
- Coordinate with other units to manage hazardous materials, like petroleum, according to applicable regulations, including environmental regulations; and
- Ensure that pre- and post-inspections are completed.

### ***Fleet Manager (FTMG)***

The FTMG reports to the GSUL and is responsible for obtaining, maintaining, assigning, and scheduling incident fleet vehicles. The FTMG is also responsible for fueling, service, maintenance, and repair of vehicles and other ground support equipment in support of staging area operations. The FTMG must have COR qualifications. Primary duties include the following:

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- Identify and obtain vehicles to meet incident requirements;
- Coordinate with incident management (C&GS elements) to identify vehicle requirements;
- Maintain systems for the effective control and accountability of all motor vehicle fleet assets;
- Track and monitor fleet usage and expenditures;
- Coordinate with the Supply Unit to order parts and services for ground support equipment using exact specifications; and
- Assess the site for support service requirements, including fuel, maintenance, onsite transport services, driver needs, and onsite personnel.

### ***Transportation Manager (TSMG)***

The TSMG reports to the GSUL to coordinate and provide transportation management functions in support of incident management operations. TSMGs are responsible for all aspects of transportation management functions, which encompass deployment, movement tracking, and redeployment operations. Primary duties include the following:

- Deploy and retrograde all equipment and commodities destined for distribution centers and strategic partners' home sites;
- Coordinate with the Check-In and Check-Out Logistics Specialist to ensure trailers are logged as they enter and exit the site and processed through the Receiving and Distribution Manager;
- Host/participate in daily transportation synchronization boards (National Response Coordination Center [NRCC] hosts and the Regional Response

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Coordination Center [RCC] participates) to provide a common operational picture to the field, reporting on the status of inbound shipments and other transportation-related issues;

- Ensure transportation platforms have proper transportation documentation (Bill of Lading) for authorization to move resources for both response and retrograde requirements;
- Responsible for tracking transportation platforms moving resources in response and retrograde to include mission-assigned and contracted resources; and
- Ensure all strategic partner shipment data is received from the applicable agency and uploaded into the Logistics Supply Chain Management System (LSCMS).

### ***Federal Staging Area Unit Leader (FSUL)***

The FSUL reports to the LSC or the LXB, depending on which entity is in control of the staging area. When activated, the FSUL is responsible for establishing and managing a staging area.

Primary duties include the following:

- Work closely with the STGS to address staging area operational issues;
- Establish the staging area, and manage staging area activities, personnel, facilities, equipment, and support services;
- Ensure the staging area has adequate resources to meet current, emerging, or anticipated operational

requirements, in coordination with the controlling entity;

- The controlling entity may be in a number of organizations, depending on incident characteristics. The controlling entity will be defined in an operations order. For example: NRCS, RRCS, state officials, STBD, Operations Section Chief (OSC), LXB, or LSC;
- Ensure accountability and business processes are implemented, followed, and documented;
- Coordinate with the landlord or designated official on expectations, restrictions, responsibilities for repairs, and geographic boundaries;
- Approve the site layout;
- Ensure support services are provided (i.e., portable toilets, wash stations, dumpsters, fuel, and medical services);
- Coordinate security needs with the site security representative or military installation;
- Coordinate with the Safety Officer to ensure oversight and compliance with all safety regulations;
- Provide status of staged resources to the controlling entity and designated authorities;
- Dispatch available resources in response to OSC or STBD requirements;
- Manage empty trailers, and coordinate retrograde with FEMA HQ Logistics;
- Ensure adequate meetings and briefings are conducted to provide personnel on the staging area with situational awareness;

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- Participate in the incident action planning process, as directed;
- Participate in the Operations Tactics Meeting;
- Represent the staging area in meetings and conference calls as a subject matter expert to provide guidance and situational awareness; and
- Approve and execute the site closure and Demobilization Plan.

# Support Branch

Figure 38 shows the Support Branch position structure.



\* Position is utilized throughout the Logistics Section to fill general purpose staffing requirements

**Figure 38: Support Branch Position Structure**

## ***Support Branch Director (LSB) Type 1 and 2 (LSB1, LSB2)***

The LSB position is typed 1 and 2 to correspond to the appropriate incident level. The LSB reports to the LSC and is responsible for providing logistical support (including receiving, storing, distributing, and accounting) for all FEMA operations. The LSB supervises and supports the Ordering Unit Leader (ORDL), Supply Unit Leader (SPUL), and FACL. Primary duties include the following:

- Ensure accountability for government-owned equipment and materials in accordance with Federal Property Management Regulations and FEMA property management policies;
- Ensure the implementation of the Single Point Order Tracking (SPOT) process;
- Provide spend plan projections to the LSC;
- Oversee JFO set up and build-out, including lease, safety, security, parking, storage, communications requirements, network infrastructure, utilities, copiers, custodial service, and other responsibilities; and
- Coordinate the closeout of the JFO.

## ***Ordering Unit Leader (ORDL)***

The ORDL reports to the LSB, when activated, and is responsible for establishing a SPOT system for ordering and tracking all resources (e.g., supplies, equipment, services, personnel, and/or teams) for the incident (Appendix G). The ORDL also ensures the implementation and maintenance of the logistics supply chain system of record. Primary duties include the following:

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- Oversee the activities of the Ordering Unit;
- Ensure usage of the approved automated logistics supply chain system of record to request, order, ship, retrograde, receive, and report on logistics supply chain resources (commodities/assets);
- Oversee the execution of orders under the micro purchase threshold on purchase cards;
- Coordinate with the Finance/Administration Section Chief to request and manage funds, execute contracting authority, and validate the receipt of items or services received to ensure prompt payment to vendors;
- Initiate Form 146-0-2 to support the purchase of supplies, equipment, and/or services, as required; and
- Implement and maintain a standard system for transferring order information to the Procurement Unit Leader to validate payment of recurring orders.

### ***Ordering Manager (ORMG)***

The ORMG reports to the ORDL and is responsible for ordering equipment, supplies, and personnel. Primary duties include the following:

- Manage the process for ordering supplies, equipment, personnel, teams, services, or commodities;
- Oversee the execution of orders under the micro purchase threshold on purchase cards;
- Ensure that funding is available to make purchases and process requests for additional funds;
- Validate additional funding requests generated by subordinates; and



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- Verify that all vendor payments are processed and closed out in accordance with policies and procedures.

### ***Ordering Specialist (ORSP)***

The ORSP reports to the ORMG and is responsible for establishing the best source of supply, identifying vendors, and ordering supplies, equipment, personnel, teams, and commodities.

### ***Logistics Systems Manager (LYMG)***

The LYMGM reports to the ORDL and is responsible for the set-up, use, and maintenance of FEMA-approved automated logistics systems. Primary duties include the following:

- Maintain an inventory of commodities as the system of record;
- Manage FEMA-approved automated logistics systems setup and use;
- Make required requests to the approving authority, such as system access rights, site code, and new item identifiers;
- Ensure that all system processes are complete, including archive file maintenance and order closeout;
- Supervise FEMA-approved automated systems used for tracking, ordering, shipping, receiving, inventory management, and requesting resources;
- Familiarize staff on techniques and approaches used in creating accurate and applicable reports; and

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- Initiate corrective actions, report discrepancies to the immediate supervisor, adjust system data, and direct subordinates to take appropriate action.

### ***Logistics Systems Specialist (LYSP)***

The LYSP reports to the LYMG and is responsible for the correct and appropriate use of FEMA-approved automated logistic systems.

### ***Supply Unit Leader (SPUL)***

The SPUL reports to the LSC or LSB, when activated, and is responsible for receiving, storing, and distributing supplies on the incident. The SPUL maintains adequate inventories and accountability of supplies, material, and equipment. Primary duties include the following:

- Maintain a status of inventory, and adjust stock levels, as needed;
- Provide spend plan projections to the LSB, as requested;
- Ensure a centralized mail distribution and pickup center is established;
- Establish and oversee a receiving and distribution operation;
- Resolve customer complaints and internal issues in a timely manner;
- Supervise the activities of the Supply Unit: ensure supplies and materials are available when needed, mail delivery is timely and accurate, and accountable property is distributed and tracked; and

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- Ensure that unit operations are accurately documented (e.g., hand receipts, inventory records, and mail logs).

### ***Supply Manager (SPMG)***

The SPMG reports to the SPUL and is responsible for the establishment and management of the supply room, including receiving, storing, inventorying, and distributing supplies for the incident. Primary duties include the following:

- Develop a plan to organize the supply room, including the efficient use of space, easy user access, and adequate security;
- Establish the inventory process;
- Analyze and adjust the supply inventory and restock levels;
- Communicate stocking levels and inventories to subordinates;
- Ensure subordinates use appropriate sources of supply;
- Manage materials and supplies receipt while ensuring security and accountability;
- Ensure subordinates provide efficient and courteous customer service;
- Monitor open order status;
- Coach subordinates on best practices in documentation for tracking open orders; and
- Oversee distribution of received items to proper recipients while maintaining accountability.

### ***Receiving and Distribution Manager (RDMG)***

The RDMG reports to the SPUL and is responsible for warehouse management (including receiving, storing, inventorying, and distributing supplies and equipment) and establishing a centralized mail distribution and pickup center to include courier service, if required. Primary duties include the following:

- Organize the physical layout of the warehouse area;
- Set up a filing system for receiving and distributing supplies and equipment;
- Notify the ORDL of supplies and equipment received, and provide required paperwork, including receiving reports and receipts; and
- Coordinate with the Accountable Property Manager (APMG) to assign barcodes to all accountable property.

### ***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 executes the Property Management Strategy developed by the Property Management Officer (PMO). The APMG assigns Accountable Property Specialists (APSP) to facilities and locations, as appropriate, to ensure property accountability. Primary duties include the following:

- Ensure that items are accurately received and input into the Inventory System of Record (ISR);

- Ensure that dictionary definitions for new information are created;
- Ensure that all accountable property is bar coded in accordance with the National Incident Management System (NIMS), ICS, and the *Field Operations Guide* (FOG);
- Ensure that the receiving documentation process is followed;
- Ensure that hand receipts are complete and accurate;
- Coordinate asset removal procedures with security;
- Ensure that all assets are organized, stored, and secured;
- Determine the appropriate inventory type;
- Review discrepancy reports to identify corrective actions;
- Generate an annual inventory certification memorandum, as required;
- Oversee the Report of Survey processes;
- Process excess accountable property;
- Forward the excess property list to the PMO;
- Ensure that internal and external agency materials are received in the ISR;
- Coordinate property distribution, as directed by the National Utilization Officer (NUO);
- Consolidate all property documents for record retention in accordance with the FOG; and
- Ensure that all processes adhere to FEMA Manual 119-7-1, *Personal Property Management*.

### ***Accountable Property Specialist (APSP)***

The APSP reports to the APMG and 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.

### ***Facilities Unit Leader (FACL)***

The FACL reports to the LSB and is responsible for the layout and setup of facilities. The FACL supervises and supports the Facilities Manager. Primary duties include the following:

- Establish and staff the Facilities Unit based on the immediate supervisor's direction;
- Determine space and other requirements for the JFO based on staffing levels; and
- Coordinate with relevant partners such as the General Services Administration (GSA), USACE, and state and local agencies to identify potential locations for facilities (JFO and AFOs, if needed) based on requirements;
- Participate in the site selection, and coordinate with the Logistics supervisor, Communications Unit Leader (COML), Safety, Security, and other relevant parties to identify available and suitable sites;
- Supervise build-out office setup to ensure they are in accordance with plans and mission requirements;
- Document complete facilities points of contact (owner, manager, janitor, and emergency contact);

- Prepare facilities' layouts, and reallocate space and resources on the plan as requirements change;
- Communicate with lessor regarding problems with the facility;
- Coordinate with the Security Manager, the Disability Integration Advisor, safety officers, and Environmental Planning and Historic Preservation on topics particular to each office;
- Provide facility maintenance services (e.g., sanitation, lighting, cleanup, and other services);
- Maintain facility records; and
- Provide a Demobilization Plan to the LSC.

### ***Facilities Manager (FLMG)***

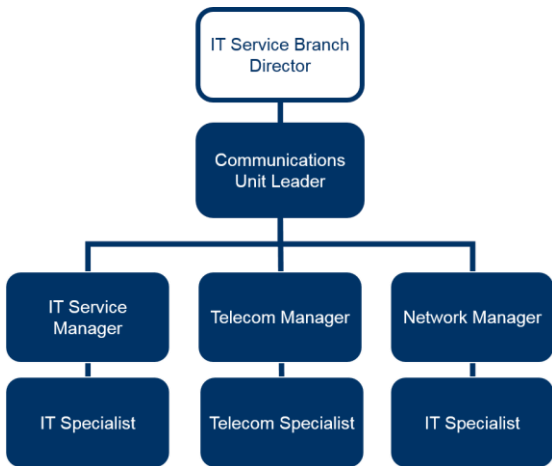
The FLMG reports to the FACL and is responsible for establishing a JFO and providing for the facility management services for the assigned facility. Primary duties include the following:

- Ensure that all facilities and equipment are set up and functioning properly;
- Supervise office facility setup;
- Develop a safety plan, including an evacuation plan, for the facility in coordination with the safety officer while adhering to all applicable safety regulations;
- Act as a contracting officer representative for leases, as required, or assign a subordinate; and
- Prepare a Demobilization Plan for all equipment and services and present to FACL.

# Service Branch

The Logistics Information Technology (IT) Service Branch is ultimately responsible for establishing and providing communications, connectivity and support at all federal field response personnel and facilities, and should not be confused with the Disaster Emergency Communications (DEC) Branch in Operations, which provides communications to the state, local, tribal, and territorial entities. DEC Mobile Emergency Response Support (MERS) assets may be requested to provide communication resources (personnel and equipment) in support of the Logistics Service Branch in establishing telecommunications and data systems for field operations.

Figure 39 shows the IT Service Branch position structure.



**Figure 39: IT Service Branch Position Structure**



## ***IT Service Branch Director (LVB) Type 1 and 2 (LVB1, LVB2)***

The LVB position is typed 1 and 2 to correspond to the appropriate incident level. The LVB, when activated, reports to the LSC and is responsible for the management of all IT service activities at the incident, including data, telecom, wireless and user support for all federal field personnel and facilities. Primary duties include the following:

- Evaluate potential site communications capabilities, and provide recommendations;
- Participate in the incident action planning process, as requested;
- Coordinate with IT Disaster Operations and IT Cadre Management to request IT assets (equipment, personnel, circuits, spectrum) and reporting situational awareness;
- Ensure the set-up and build-out of the JFO network infrastructure;
- Review and submit cost estimate for IT Infrastructure to the ORDL for inclusion in the overall spend plan;
- Direct and oversee Communication Unit(s) activities for communications infrastructure and end user support;
- Ensure IT end user support function is established through COML;
- Coordinate with the LSC to establish a Demobilization Plan and timeline for JFO closeout;
- Ensure that all FEMA IT equipment is recovered, staged, secured and prepared for transportation;

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- Coordinate the deployment of the Disaster Response Team (DRT) to demobilize and recover Disaster Response (DR) network equipment and return;
- Ensure circuit contracts are properly documented and terminated; and
- Approve or submit Network Inventory and Optimization Solution (NiOS) orders, if responsibility to do so is delegated by Regional IT Branch Chief (ITBC).

### ***Communications Unit Leader (COML)***

The COML reports to the LSC or LVB when activated and is responsible for identifying and providing data and voice connectivity and end user support for all field personnel and facilities. Primary duties include:

- Participate in pre-deployment conference call to specify communications requirements; ensure FEMA HQ Logistics and IT (Office of the Chief Information Officer [OCIO]) are included;
- Initiate a Communications Unit conference call to establish detailed communication requirements;
- Determine IT Communications Unit personnel needs;
- Participate in the incident action planning process, as requested;
- Provide technical expertise regarding all forms of IT, both wired and wireless, management and leadership;
- Manage and coordinate internal facilities' communications entities MERS and DRTs;
- Develop plans for the effective use of voice and data communications equipment and facilities;

- Provide input and expertise to aid in the search for a facility;
- Recommend communications facility requirements to support operational needs;
- Provide for interim communications as required, and develop a communications continuity plan;
- Notify ORDL or Resource Support Section of all requests for communications services or equipment and provide contractual documents in a timely manner;
- Coordinate or submit appropriate requests for required equipment, supplies and services through NiOS;
- Review and direct the implementation of the communications infrastructure design plan, as approved by the LVB;
- Ensure installation and testing of connectivity, infrastructure and networked devices;
- Ensure coordination with Enterprise Service Desk (ESD) on remote and onsite end user support;
- Coordinate with the Network Manager (NEMG), Telecom Manager (TEMG), IT Service Manager (ITSM), MERS, and the DRT to develop a cost estimate for IT infrastructure, both wired and wireless, and submit to the LVB for spend plan inclusion;
- Oversee IT customer service to FEMA and interagency (federal, state, tribal, and territorial) end-users;
- Prepare and/or review and approve the Radio Communications Plan (FEMA ICS Form 205) when needed in coordination with the DEC Group Supervisor;
- Oversee the recovery of communications equipment—both FEMA's and those leased from the sites; and

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- Ensure the termination of all circuits at all locations with Map Service Center (MSC), in coordination with the Regional ITBC.

### ***IT Service Manager (ITSM)***

The ITSM reports to the COML and is responsible for managing end user support requirements, Tiered Support and escalation, ESD coordination, and all forms of IT customer service to FEMA and interagency end-users at all levels. Primary duties include the following:

- Supervise the establishment and operation of the IT Help Desk;
- Coordinate with ESD for creation and management of disaster specific Remedy Groups;
- Submit support staff and update customer information and location in Remedy;
- Collaborate with the ESD on Remedy requests;
- Collaborate with NEMG and TEMG on effective use of IT support assets;
- Supervise IT Specialists providing end user support;
- Verify incoming IT Specialist EP accounts and facilitate submission when required;
- Supervise verification of customer account status;
- Supervise, evaluate, assign and escalate IT requests;
- Follow up with end users and requestors on resolved Remedy tickets to validate resolution and close or escalate;
- Provide Remedy, planning and situational awareness reports to COML and LVB;
- Notify COML and LVB of IT alerts, outages, and notifications as posted on the ESD SharePoint;

- Coordinate, collaborate and document trend analysis and best practices to COML and LVB for leadership situational awareness, reports, briefings and after actions;
- Manage collection, submission, completion and securing of network access forms;
- Ensure IT equipment is ready for distribution with current versions, patches and updates;
- Coordinate with Reception, Staging, Onward Movement, and Integration (RSOI) IT point of contact to prepare for incoming users, reporting and tracking purposes;
- Supervise email distribution list creation and population;
- Coordinate creation and management of disaster specific shared resources (SharePoint);
- Coordinate with the NEMG, TEMG, MERS, and the DRT to develop a cost estimate for IT infrastructure, both wired and wireless, and submit to the LVB for spend plan inclusion;
- Provide phone numbers to Planning and review the Incident Telephone Communications Plan (FEMA ICS Form 205A) for the IAP;
- Coordinate support and requests for IT assistance from remote field offices;
- Validate hardware and software requests for compliance with the Department of Homeland Security (DHS) and FEMA enterprise architecture standards (e.g., Technical Reference Model [TRM]);
- Escalate requests for nonstandard software to the COML, LVB and Regional IT Branch Chief for

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submission to the Enterprise Architect for approval;  
and

- Ensure personnel disaster check-in and check-out process is completed.

### ***Telecom Manager (TEMG)***

The TEMG reports to the COML and is responsible for the installation, monitoring, support, and maintenance of telephony hardware and wired/wireless connectivity for all federal field personnel and incident facilities. Primary duties include the following:

- Provide input and expertise to aid in the search for a facility;
- Identify the demarcation point (DMARC) location, accessibility, capacity, proximity to central office, existing telecommunication infrastructure, and heating ventilation, and air conditioning (HVAC) conditions;
- Identify and document existing plain old telephone service (POTS) number, and Circuit ID number for FEMA vendor liaison communications check;
- Verify cellular voice and data service capability, and identify the best wireless service provider for each location;
- Provide recommendations on network layout design plan, identifying device placement and secured locations telecom equipment;
- Provide input of telephone numbers assigned to staff for the Communications Plan (FEMA ICS Form 205A);
- Coordinate with the NEMG to create the design plan for the immediate supervisor's review;

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- Identify and mitigate potential design issues related to telecom;
- Coordinate and provide recommendations for telecom asset ordering;
- Implement initial site set up based on the design Netplan;
- Coordinate with the NEMG, ITSM, MERS, and DRT to develop a cost estimate for IT infrastructure, both wired and wireless, and submit to the LVB for spend plan inclusion;
- Conduct telephone switch installation;
- Oversee installation and testing of the voice and data cable infrastructure;
- Perform and direct cable terminations to end-point designation with proper labeling in accordance with the design plan;
- Oversee and direct the installation, configuration, testing and labeling of telephony infrastructure and devices;
- Manage initial set-up and configuration of end-user hardware;
- Analyze and investigate assigned Remedy tickets;
- Oversee the monitoring of alarms and alerts for telephone switches;
- Oversee the assignment of Digital ID (DID) and analog phone numbers;
- Coordinate troubleshooting and maintenance with the National Operations Center (NOC); and
- Direct IT equipment recovery.

## ***Network Manager (NEMG)***

The NEMG reports to the COML and manages the establishment, maintenance, troubleshooting, and support of network communications and personnel for all FEMA field personnel and incident facilities. Primary duties include the following:

- Provide recommendations for facility selections based on site survey;
- Identify the DMARC location, accessibility, capacity, proximity to central office, existing network infrastructure, and potential connectivity and security issues;
- Identify and document existing POTS number, and Circuit ID number for FEMA vendor liaison communications check;
- Provide recommendations network layout design plan, identifying IP device placement and secured locations for DR equipment (server room, managed switches, etc.);
- Identify and mitigate potential design issues;
- Coordinate with the ITSM, TEMG, MERS, and the DRT to develop a cost estimate for IT infrastructure, both wired and wireless, and submit to the LVB for spend plan inclusion;
- Identify and mitigate potential design issues;
- Implement initial site set-up based on the design plan;
- Conduct the server pre-installation activities—rights, file share, print queues, domain local groups;
- Assist the DRT with server kit installation;
- Install and configure AV equipment for video teleconferencing (VTC);



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- Establish server backup routine;
- Validate the Active Directory (AD) Organizational Unit (OU);
- Manage network infrastructure installation;
- Coordinate with vendors for voice and data service delivery;
- Ensure that the workstation configuration is in accordance with current FEMA standards;
- Supervise initial set-up, installation, and configuration of agency-approved customer hardware and software;
- Analyze and investigate assigned Remedy tickets;
- Ensure network connectivity and server operation;
- Comply with DHS/FEMA network Cyber Security standards and requirements;
- Perform and verify daily backup functions and backup library;
- Coordinate troubleshooting and maintenance with the NOC; and
- Confirm IT equipment recovery.

### ***IT Specialist (ITSP)***

The ITSP reports to either the ITSM (as customer support) or the NEMG (as facility infrastructure installation and maintenance) and provides IT services as directed. Primary duties include the following:

- Run, terminate and test cables and wiring in accordance with the design plan;
- Install, configure and label Internet Protocol (IP) based devices in accordance with the design plan and security protocols;

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- Verify computers have latest FEMA Image prior to issuance;
- Update computers based on operational requirements in compliance with the TRM;
- Assist with setup and maintenance of audio visual equipment;
- Utilize the Remedy Service Desk system for ticket assignment;
- Provide Tier 1 support through Remedy to include first contact resolution, Logon/Login issues, Password issues, Domain group membership, TRM compliance;
- Provide Tier 2 customer support as assigned through Remedy;
- Escalate to Tier 2 customer support through Remedy to include onsite troubleshooting/resolution, relocation of IT/Telecom equipment, customer education on IT devices and services, desktop/desk side support;
- Access systems administration tools that are pertinent to user support;
- Provide updates to ITSM on outstanding/unresolved IT requests; and
- Document installation and configuration details for future reference.

### ***Telecom Specialist (TESP)***

The TESP reports to the TEMG and provides support and maintenance of telephony hardware and wired/wireless connectivity as detailed and under the direction of the TEMG.

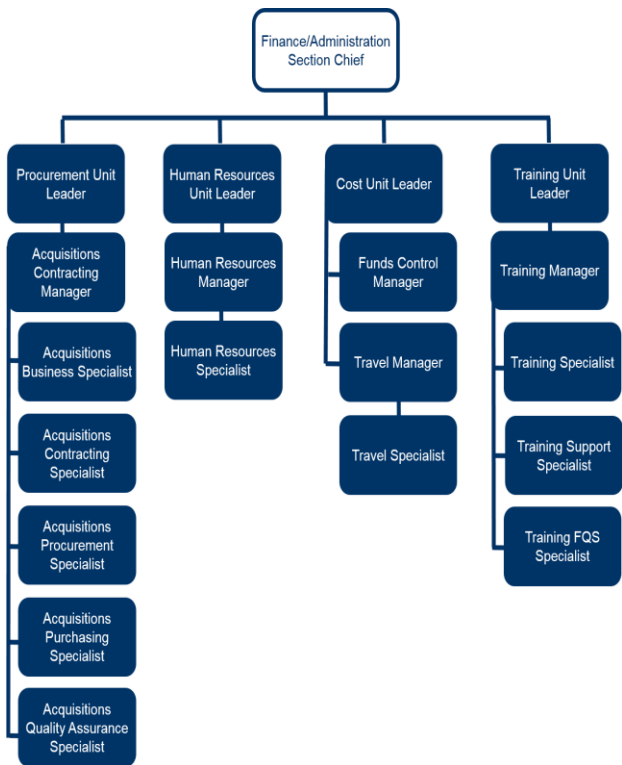
# **CHAPTER 8: FINANCE/ ADMINISTRATION SECTION**

## **Introduction**

The Finance/Administration Section provides financial and/or administrative services to support incident management activities, monitors multiple funding sources, and tracks and reports the accrued cost of incident operations to forecast the need for additional funds before operations are negatively impacted and to ensure appropriateness of expenditures.

## **Organizational Structure**

Figure 40 shows the Finance/Administration Section position structure.



**Figure 40: Finance/Administration Section Position Structure**

**Note:** The Finance/Administration Section does not require branch directors to manage span of control.

## **Position Descriptions, Roles, and Responsibilities**

### ***Finance/Administration Section Chief (FSC) Type 1, 2, and 3 (FSC1, FSC2, FSC3)***

The FSC position is typed 1, 2, and 3 to correspond to the appropriate incident level. The FSC reports to the Federal Coordinating Officer (FCO) and is responsible for all financial, administrative, and cost-analysis aspects of the incident while adhering to all federal laws and regulations as the Federal Emergency Management Agency's (FEMA) internal controls, as well as other processes and procedures. The FSC resolves, corrects, or reports issues with internal controls or instances of fraud, waste, or mismanagement. The FSC coordinates with the Logistics Section Chief (LSC), Operations Section Chief (OSC), Individual Assistance (IA), Public Assistance (PA), and Hazard Mitigation (HM) Branch Directors to ensure funding requirements are executed in accordance with established laws, regulations, Executive Orders, and Department of Homeland Security and FEMA policies.

Functional responsibilities include funds control, document control, personnel actions, travel voucher preparation, acquisitions, and the financial aspects of mission assignments. The FSC is a certified comptroller.

As with all other Command and General Staff (C&GS) positions, the Finance/Administration Section must enlist coordination and support among federal and state, local, territorial, and tribal staff to ensure mission success. Primary duties include the following:

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- Supervise human resources, procurement, training, travel, and cost units for the incident;
- Provide guidance, expertise, and analysis on financial and administrative management to the FCO and the C&GS;
- Use system-generated and ad hoc reports to oversee, analyze, reconcile, and manage financial activities;
- Ensure the preparation of periodic reports to the FCO and the Office of Chief Financial Officer (OCFO) on the financial status of the incident;
- Establish joint protocols for the review, approval, and commitment of requisitions, allocations, requests for commitment of funds, and mission assignments;
- Maintain communications and awareness with the Regional Comptroller, and follow the chain of escalation within the OCFO for reporting and issue resolution;
- Maintain communications with regional personnel and follow the chain of escalation within the region for information sharing and issue resolution;
- Direct the review of every funding document to ensure correct fund coding, proper authorization, justification, and appropriateness of expenditures;
- Ensure that all funding conforms to federal appropriations law, specifically with respect to the provisions of the Stafford Act and the Disaster Relief Fund;
- Supervise human resources, procurement, training, travel, and cost units for the incident;
- Establish and maintain a succession and management plan for the Finance/Administration

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Section, and delegate the authorities necessary to execute that plan; and

- Provide input to the Demobilization Plan.

## **Procurement Unit**

### ***Acquisition Procurement Unit Leader (PROC)***

The PROC reports to the FSC and is responsible for the coordination of all procurement activities and the management of two or more procurement units. All procurement activities are directed in accordance with the Federal Acquisitions Regulations (FAR) and Homeland Security Acquisitions Regulations (HSAR). Primary duties include the following:

- Manage multiple Acquisition Contracting Managers (CRMG);
- Serve as the acquisitions liaison to FEMA program offices and the C&GS;
- Provide subject matter expert advice to the Procurement Units on the development and review of procurement strategies and best practices to source and acquire goods and services;
- Perform contract actions, when required, for complex or specialized requirements; and
- Provide expert procurement advice, guidance, and information to coworkers, customers, and/or appropriate stakeholders.

### ***Acquisition Contracting Manager (CRMG)***

The CRMG may report to the FSC or the PROC and is responsible for the coordination and management of a single

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procurement unit consisting of three to seven Acquisitions personnel. All procurement activities are managed in accordance with the FAR and HSAR. Primary duties include the following:

- Manage multiple specialists;
- Coordinate with customers to determine and prioritize procurement unit requirements;
- Manage procurement unit planning, contract negotiation, award, administration, termination, and closeout activities;
- Perform contract actions, including complex or specialized requirements; and
- Provide procurement advice, guidance, and information to coworkers, customers, and/or appropriate stakeholders.

### ***Acquisition Purchasing Specialist (APRS)***

The APRS reports to the CRMG. All procurement activities are executed in accordance with the requirements of the FAR and HSAR. Primary duties include the following:

- Coordinate with customers to determine and prioritize procurement requirements;
- Conduct Simplified Acquisition Procedures (SAP) procurement planning, contract negotiation, award, administration, termination, and closeout activities; and
- Provide procurement advice, guidance, and information to coworkers, customers, and/or appropriate stakeholders.



### ***Acquisition Contracting Specialist (CRSP)***

The CRSP reports to the CRMG. All procurement activities are executed in accordance with the requirements of the FAR and HSAR. Primary duties include the following:

- Manage one Acquisition Procurement Specialist (PRSP), if necessary;
- Coordinate with customers to determine and prioritize procurement requirements;
- Conduct SAP procurement planning, contract negotiation, award, administration, termination, and closeout activities; and
- Provide procurement advice, guidance, and information to coworkers, customers, and/or appropriate stakeholders.

### ***Acquisition Procurement Specialist (PRSP)***

The PRSP may report to an APRS, CRSP, or CRMG. The PRSP conducts the collection, entry, tracking, and maintenance of procurement-related data from multiple agency systems; creates and distributes financial reports, as required; and collects, prepares, and organizes documents and information required for contract files.

### ***Acquisition Business Specialist (AQSP)***

The AQSP reports to the CRMG and is responsible for executing Local Business Transition Team (LBTT) activities, coordinating vendor inquiry and outreach efforts and vendor education events, and conducting market research.

## ***Acquisitions Quality Assurance Specialist (AQAS)***

The AQAS reports to the CRMG and provides quality assurance, technical monitoring, and administration of contracts to ensure precise delivery of negotiated goods or services in compliance with federal regulations.

## **Human Resources Unit**

### ***Human Resources Unit Leader (HRUL)***

The HRUL reports to the FSC and is responsible for managing payroll, the Deployment Tracking System (DTS), and local hiring. Additional HRUL duties include the following:

- Ensure compliance with Privacy Act requirements to maintain the confidentiality of all human resources (HR) documents, including personal notes;
- Coordinate with Information Technology (IT) and Logistics for space and equipment to set up the payroll operations;
- Ensure the collection, review, and calculation of timesheets from FEMA personnel;
- Coordinate with the region to obtain staffing point of contact (SPOC) rights for the DTS function;
- Verify data compiled from DTS reports into the Situation Report (SITREP) template before submission to the Planning Section;
- Manage recruitment and hiring activities to include assessing staffing requirements and monitoring the selection of local hires; and

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- Oversee the evaluation of resumes/applications against job order requirements to determine eligibility.

### ***Human Resources Manager (HRMG)***

The HRMG reports to the HRUL and is responsible for managing payroll, the DTS, and local hiring. Primary duties include the following:

- Ensure compliance with Privacy Act requirements to maintain the confidentiality of all HR documents, including personal notes;
- Ensure the collection, review, and calculation of timesheets from FEMA personnel;
- Provide WebTA training, as needed, and monitor DTS reports for accuracy, status of requests, and completeness;
- Verify data compiled from DTS reports into the SITREP template before submission to the Planning Section;
- Manage recruitment and hiring activities, to include assessing staffing requirements and monitoring the selection of local hires; and
- Oversee the evaluation of resumes/applications against job order requirements to determine eligibility.

### ***Human Resources Specialist (HRSP)***

The HRSP reports to the HRMG and is responsible for reviewing and submitting approved deployment requests through the agency deployment system. Additionally, the HRSP validates staffing reports for accuracy and completeness on agency disaster responders and other

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government agencies. Other HRSP duties include the following:

- Provide guidance and assistance to disaster reservist employees for insurance and health benefits enrollment;
- Provide guidance and assistance to disaster supervisors and employees in filing the Office of Workers' Compensation Program (OWCP) claims and accident reports, providing advice and guidance on documentation and filing requirements;
- Receive, log, and evaluate resumes/applications against job order requirements to determine eligibility;
- Compare and reconcile time and attendance (T&A) information with the deployment staffing report, ensuring WebTA has been validated and certified for every assigned disaster employee; and
- Check the time records for accuracy, and troubleshoot various pay issues.

## Cost Unit

### *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, and maintaining cost records. Primary duties include the following:

- Ensure that prescribed internal control processes are executed correctly, including but not limited to the travel voucher/expense report quality assurance review, and adherence to self-inspection program

principles and other protocols established by the OCFO;

- Provide guidance, expertise, and analysis on financial and administrative management to incident personnel and Cost Unit staff;
- Establish joint protocols for the review, approval, and commitment of requisitions, requests for commitment of funds, and mission assignments;
- Oversee the review of financial information and reports on a daily basis;
- Direct the review of every funding document to ensure correct fund coding, proper authorization, justification, and appropriateness of expenditures;
- Ensure that all funding is in conformance with federal appropriations law, specifically with respect to the provisions of the Stafford Act; and
- Ensure the maintenance and preparation for transition to the region of financial files in conformance with the Self-Inspection Program Standard Operating Procedure (2600-014).

### ***Funds Control Manager (FCMG)***

The FCMG is responsible for supporting financial management activities in support of federally declared declarations. Primary duties include the following:

- Review fund requests, and determine validity and availability of funds;
- Provide approval of expenditure requests;
- Provide assistance to incident employees on travel policies, regulations, documents, forms, and procedures;

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- Communicate with appropriate elements involved in the FEMA financial process;
- Establish communication with regional or FEMA Headquarters (HQ) personnel involved in the financial management process, as directed;
- Execute transactions in the financial management processing systems;
- Perform financial management activities;
- Monitor and review financial information and reports, and make recommendations for the resolution of issues;
- Prepare or assist in the preparation of financial reports;
- Prepare the FCO report;
- Establish and maintain financial files; and
- Oversee performance and financial management activities.

### ***Travel Manager (TVMG)***

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

- Ensure communication with FEMA HQ and regional elements involved in the traveling program area, to include the Travel Payment Center, Regional Travel Specialist, and OCFO Travel Policy section;
- Ensure the availability of travel services to all deployed personnel;
- Correctly interpret and apply Federal Travel Regulations and FEMA travel policies;

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- Oversee Travel Specialists (TVSP) in the preparation of travel vouchers to ensure quality assurance;
- Execute quality assurance process on all travel vouchers;
- Reconcile current and pending travel expenditures to the available obligation balance, and make recommendations for additional funding; and
- Oversee the preparation of travel-related waivers and the process for the travel voucher/expense report batch logs.

### ***Travel Specialist (TVSP)***

The TVSP reports to the TVMG and is responsible for assisting travelers prepare travel vouchers in compliance with appropriate regulations using the travel manager software (e.g., Concur software).

## **Training Unit**

### ***Disaster Field Training Operations (DFTO) Training Unit Leader (TRNL)***

The TRNL reports to the FSC and is responsible for developing and implementing incident training and overseeing the administration of FEMA Qualification System (FQS) Position Task Books (PTB) on the incident. Primary duties include the following:

- Develop a training plan in alignment with incident strategic plan and incident objectives;
- Oversee the development of guidance and training products, including a training needs assessment,

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- training plans, training calendar, weekly training reports, FQS reports, and closeout reports;
- Brief senior leadership to inform their decision making regarding the Training Plan;
- Oversee the delivery and evaluation of training;
- Manage the implementation of FQS during the incident; and
- Resolve emergent issues regarding training and FQS.

### ***Training Manager (TRMG)***

The TRMG reports to the TRNL and is responsible for assisting the TRNL in implementing incident training and overseeing the administration of the FQS PTBs on the incident. Primary duties include the following:

- Assist cadre managers/program representatives with training needs assessments to determine additional trainee opportunities;
- Produce reports, as directed, including training plans, training needs assessment, the FQS report, the weekly training report, and closeout reports;
- Coordinate with the Regional Training Manager, as directed;
- Determine FQS needs for assigned staff;
- Provide guidance on the FEMA Learning Management System (LMS) and other related tools; and
- Monitor the process, and address emergent issues and concerns in FQS.



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### ***Training Specialist (TRSP)***

The TRSP reports to the TRMG and assists with planning, coordinating, and delivering training activities.

### ***Training FQS Specialist (TQSP)***

The TQSP reports to the TRMG and provides support and guidance for FQS activities on the incident, including identifying and matching trainees with coaches/evaluators, confirming trainees and coaches/evaluators, helping coaches/evaluators to understand their roles and responsibilities in the FQS process, conducting the final incident FQS trainee interview, and submitting the final FQS packages at closeout.

### ***Training Support Specialist (TSSP)***

The TSSP reports to the TRMG and supports Training Unit activities, such as maintaining the training calendar and training schedules, entering Training Unit-related data into FEMA data systems, setting up the training room, supporting the FEMA Employee Knowledge Center (FEKC), and providing support and guidance for the FQS.

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# CHAPTER 9: INTELLIGENCE/ INVESTIGATIONS FUNCTION AND SECTION

## Introduction

The Intelligence/Investigations (I/I) function is established to determine the source or cause of the incident to control its impact and/or help prevent the occurrence of similar incidents. The I/I function may be placed in the Planning Section, Operations Section, Command Staff, as a separate General Staff section, or in some combination of these locations. Because the configuration of the Incident Command System (ICS) organization is flexible, the Unified

### **I/I Information Sharing**

The nature and specifics of an incident, in addition to legal constraints, could restrict the type and scope of information that may be readily shared. When information affects or threatens life-safety of the responders and/or public, the information should be shared with appropriate staff.

Coordination Group (UCG) may choose to utilize the (I/I) section based on the scope, scale, and complexity of the incident. This is especially important during chemical, biological, radiological, and nuclear (CBRN) incidents. Represented within this section of the Incident Management Handbook (IMH) is an organizational framework consistent with National Response Framework (NRF) and Federal Emergency Management Agency (FEMA) guidance provided for reference only. The establishment of the (I/I) function must be coordinated with the Senior Federal Law Enforcement Official in the UCG and the Federal Bureau of Investigation's (FBI) Joint Operations Center (JOC) Consequence Management Group. The JOC Consequence Management Group is staffed, as needed, by response mission area representatives from federal, military, state, local, and private sector agencies and organizations with expertise in consequence management, emergency management, and related technical matters. These representatives ensure law enforcement and consequence management activities are coordinated, joint priorities are set, and communication to and from appropriate recipients and decision makers is made in a timely manner. Appendix E provides details on FEMA's role in responding to a CBRN incidents.

## Organizational Structure

Figure 41 shows the I/I position structure when used as a Command and General Staff section.



**Figure 41: Intelligence/Investigations Section Position Structure**

## Position Descriptions, Roles, and Responsibilities

### **I/I Positions**

The positions comprising the function may or may not be filled by FEMA personnel.

### ***Intelligence Group Supervisor***

The Intelligence Group Supervisor is responsible for the following:

- Information intake and assessment;
- Operations security, operational security, and information security; and
- Information/intelligence management.

### ***Investigative Operations Group Supervisor***

The Investigative Operations Group Supervisor is responsible for the following:

- Managing and directing the overall investigative effort;
- Using the information that all other groups and the I/I Operations Center produce to accomplish the mission of the I/I Section; and
- Depending on the scope, complexity, and size of the I/I Section, the Investigative Operations Group Supervisor may activate one or more of the following positions:
  - Assignment Manager;
  - Recorder;
  - Evidence Manager;
  - Physical Surveillance Coordinator;
  - Electronic Surveillance Coordinator;
  - Electronic Communication Records; Coordinator; and
  - Tactical Operations Coordinator.

### ***Forensics Group Supervisor***

The Forensic Group Supervisor is responsible for the following:

- Managing crime scenes, and directing the processing of forensic evidence (e.g., digital, multimedia, and decedents);
- Ensuring that the proper types of examinations, analyses, comparisons, and enhancements are performed on the forensic evidence, digital and multimedia evidence, and decedents in the proper

- sequence by the appropriate laboratories, analytical service providers, and morgues;
- Coordinating with the Mass Fatality Management Group and the medical examiner/coroner on matters related to the examination, recovery, and movement of decedents; and
- Depending on the size, complexity, and scope of the I/I Section, the Forensic Group Supervisor may activate one or more of the following positions:
  - Crime Scene Coordinator;
  - Bomb Operations Coordinator;
  - CBRN/Hazardous Materials Evidence Coordinator; and
  - Forensic Evidence Analysis Manager (including digital and multimedia evidence).

### ***Missing Persons Group Supervisor***

The Missing Persons Group Supervisor is responsible for the following:

- Directing missing persons operations and activities, as well as Family Assistance Center activities involving missing persons;
- Ensuring that coordination and information sharing are established with the Forensic Group, the Mass Fatality Management Group, the medical examiner/coroner, and the Mass Fatality Branch in the Operations Section, when activated;
- Depending on the size, complexity, and scope of the I/I Section, the Missing Persons Group Supervisor may activate one or more of the following positions:
  - Missing Persons Coordinator; and

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- Family Assistance Center Coordinator.

### ***Mass Fatality Management Group Supervisor***

The Mass Fatality Management Group Supervisor is responsible for the following:

- Ensuring that coordination and information sharing are established between the Missing Persons Group and the Forensic Group;
- Directing intelligence/investigations activities involving mass fatality management operations, which includes the intelligence/investigations-related Family Assistance Center activities involving decedents and unidentified persons;
- Depending on the size, complexity, and scope of the I/I Section, the Mass Fatality Management Group Supervisor may activate one or more of the following positions:
  - Mass Fatality Management Coordinator;
  - Field Site/Recovery Coordinator;
  - Morgue/Postmortem Examinations Coordinator;
  - Victim Identification Coordinator;
  - Family Assistance Center Coordinator; and
  - Quality Assurance Coordinator.

### ***Investigative Support Group Supervisor***

The Investigative Support Group Supervisor is responsible for the following:



- Working closely with the Command and General Staff, particularly the Logistics Section and Planning Section, to ensure that necessary resources, services, and support are obtained for the I/I Section;
- Depending on the size, complexity, and scope of the I/I Section, the Investigative Support Group Supervisor may activate one or more of the following positions:
  - One or more Staging Area Managers;
  - I/I Section Work Area Manager;
  - Resource Coordinator;
  - Communications Coordinator; and
  - Physical Security Coordinator.

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# Appendix A: Emergency and Recovery Support Functions

## Introduction

This appendix provides an overview of the Emergency Support Function (ESF) and Recovery Support Function (RSF) structures, as well as the processes through which agencies are activated to execute them and the common elements of each. These structures can be used independently but often overlap.

## ESF and RSF Overview

ESFs fall under the direction of disaster response and the National Response Framework (NRF), whereas RSFs fall under the direction of disaster recovery and the National Disaster Recovery Framework (NDRF).

RSFs differ from ESFs in that they have separate mission objectives, partnerships, approaches, time spans, and organizational structures. However, the RSF structure coexists with and builds on the ESFs because of the natural relationship between response and recovery efforts. The responsibilities of

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some ESFs overlap with or transition to the responsibilities of RSFs. For example, to ensure health and social services (H&SS) needs are addressed during response and recovery. It is critical that the H&SS RSF coordinate with ESF #8 (Public Health and Medical Services), ESF #6 (Mass Care, Emergency Assistance, Temporary Housing, and Human Services), ESF #3 (Public Works and Engineering), and ESF #11 (Agriculture and Natural Resources).

## **Emergency Support Functions**

Under the NRF, ESFs are federal coordinating structures for building, sustaining, and delivering the response core capabilities to both Stafford Act and non-Stafford Act incidents. ESFs are implemented through the activation of specific departments and agencies, depending on the capability requested by the Secretary of Homeland Security. Not all incidents requiring federal support result in the activation of agencies to support ESFs.

## **ESFs and Associated Response Core Capabilities**

Table 3 lists all ESFs and their corresponding core capabilities.

**Table 3: Emergency Support Functions and the Corresponding Response Core Capabilities**

<b>Emergency Support Function (ESF)</b>	<b>Key Response Core Capabilities</b>
ESF #1 – Transportation	Critical Transportation
ESF #2 – Communications	Operational Communications
ESF #3 – Public Works and Engineering	Infrastructure Systems, Critical Transportation, Environmental Response/Health and Safety, Logistics and Supply Chain Management, Fatality Management, Mass Care Services, Mass Search and Rescue Operations
ESF #4 – Firefighting	Fire Management and Suppression, Situational Assessment, Infrastructure Systems, Operational Communications
ESF #5 – Information and Planning	Planning, Situational Assessment, Public Information and Warning
ESF #6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services	Mass Care Services, Logistics and Supply Chain Management, Public Health, Healthcare, and Emergency Medical Services, Critical Transportation, and Fatality Management Services
ESF #7 – Logistics	Mass Care Services, Critical Transportation, Infrastructure Systems, Operational Communications, and Logistics and Supply Chain Management

<b>Emergency Support Function (ESF)</b>	<b>Key Response Core Capabilities</b>
ESF #8 – Public Health and Medical Services	Public Information and Warning, Critical Transportation, Environmental Response/Health and Safety, Fatality Management Services, Mass Care Services, Logistics and Supply Chain Management, and Public Health, Healthcare, and Emergency Medical Services
ESF #9 – Search and Rescue	Mass Search and Rescue Operations
ESF #10 – Oil and Hazardous Materials Response	Environmental Response/Health and Safety, Critical Transportation, Infrastructure Systems, Public Information and Warning
ESF #11 – Agriculture and Natural Resources	Logistics and Supply Chain Management, Mass Care Services, Critical Transportation, Environmental Response/Health and Safety, Public Health, Healthcare, and Emergency Medical Services, and Infrastructure Systems
ESF #12 – Energy	Infrastructure Systems, Logistics and Supply Chain Management, and Situational Assessment
ESF #13 – Public Safety and Security	On-scene Security, Protection, and Law Enforcement

Emergency Support Function (ESF)	Key Response Core Capabilities
ESF #14 – Superseded by National Disaster Recovery Framework	N/A
ESF #15 – External Affairs	Public Information and Warning

## Recovery Support Functions

The RSFs comprise the NDRF coordinating structure for key functional areas of recovery assistance. The RSFs serve to integrate interagency resources and support local governments by bringing together the core recovery capabilities of federal departments and agencies and other supporting organizations.

When coordinating agencies are activated to lead an RSF, primary agencies and supporting organizations are expected to be responsive to RSF-related communication and coordination needs. Each RSF has a designated coordinating agency, along with primary agencies and supporting organizations with programs relevant to the functional area. An RSF primary agency is a federal agency with significant authorities, roles, resources, or capabilities for a particular function within an RSF. Support organizations are those entities with specific capabilities or resources that support the primary agency in executing the mission of the RSF.

# RSFs and Core Capability Description

Table 4 lists RSFs and corresponding core capability descriptions.

**Table 4: Recovery Support Functions and Corresponding Core Capability Descriptions**

Recovery Support Function (RSF)	Core Capability Description
Community Planning and Capacity Building RSF	Conduct a systematic process engaging the whole community, as appropriate, in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.
Economic RSF	Return economic and business activities (including food and agriculture) to a healthy state, and develop new business and employment opportunities that result in a sustainable and economically viable community.
Health and Social Services RSF	Restore and improve health and social services networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.
Housing RSF	Implement housing solutions that effectively support the needs of the



Recovery Support Function (RSF)	Core Capability Description
	whole community and contribute to its sustainability and resilience.
Infrastructure Systems RSF	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
Natural and Cultural Resources (NCR) RSF	Protect NCR and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore the properties consistent with post-disaster community priorities and effective practices and in compliance with appropriate Environmental Planning and Historic Preservation laws and Executive Orders.

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# Appendix B: Incident Support

## Overview

FEMA Incident Support (IS) is the coordination of federal resources to support incident response, recovery, and mitigation. FEMA provides IS from the regional and national headquarters levels. Responsibilities include the deployment of federal resources to support incident, regional, and national objectives; the provision of policy assistance regarding disaster assistance programs; the support of incident operations with expertise, information, and guidance; and the building and maintenance of a common operating picture.

## National Response Coordination Staff

The National Response Coordination Staff (NRCS) coordinates the overall federal support for major disasters and emergencies, including catastrophic incidents and emergency management program implementation. FEMA maintains the National Response Coordination Center (NRCC) as a multiagency center supporting operations at the regional level.

The FEMA Administrator or their delegate activates the NRCC in anticipation of or in response to an incident by activating the NRCS. The NRCS includes FEMA personnel, the appropriate

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Emergency Support Function (ESF) primary and supporting federal agencies, and other appropriate personnel (including nongovernmental organizations and private sector representatives). During the initial stages of a response, FEMA will, as a part of the whole community, focus on projected, potential, or escalating critical incident activities.

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

- Provide emergency management coordination, conduct planning, and deploy national assets and/or resources;
- Maintain situational awareness of specific potential threats, events, or incidents;
- Collect, validate, analyze, and distribute incident information;
- Coordinate the use of other federal agency (OFA) resources through mission assignments and interagency agreements;
- Develop the National Support Plan (NSP) and crisis action plans to source and address identified resource shortfalls;
- Coordinate with the affected region(s) to determine initial requirements for federal assistance;
- Coordinate support and situational reporting with the Regional Response Coordination Center(s) (RRCC);
- Deploy initial response resources and other disaster commodities, when required; and
- Assume, when directed, responsibility for regional incident support if a regional office is not operational.

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## **Emergency Support Functions**

FEMA coordinates incident response support from across the Federal Government by activating ESF primary and supporting federal agencies, as needed. ESF personnel may be assigned to the incident, the Regional Response Coordination Staff (RRCS), and the NRCS. Within the various operations, ESF personnel may be assigned anywhere within the organization and to multiple locations, as required.

Appendix A provides more information on ESFs.

## **National Organization Structure for Response**

The national response structure of the NRCS is organized into functional sections. The functions of the organization are determined by grouping related responsibilities within a section. This functional organization enhances coordination, communications, and facilitation by focusing NRCS efforts to achieve its essential functions.

## **Organizational Relationships**

The response organizational structure ensures support for all levels of incident response: The NRCS supports the RRCS, and the RRCS supports the Federal Coordinating Officer (FCO)/ Joint Field Office (JFO). The RRCS for each region is organized into the same four functional sections as the NRCS. This common organizational structure across the NRCS and the RRCS enables the NRCS to coordinate closely with the RRCS to provide support to the incident and also to receive information on the status of the incident.

## **Communication and Information Sharing**

A vital component of effective IS is communication and information sharing across sections and between the incident, regional, national levels. Information sharing is critical for resources to be effectively ordered, tracked, and delivered; plans to be compiled, developed, distributed, and followed; and situational awareness information to be collected, analyzed, and disseminated.

## Regional Response Coordination Center

FEMA operates RRCCs (multi-agency coordination centers) in each of the 10 regional FEMA offices. When activated, an RRCC is staffed by an RRCS comprised of FEMA personnel, as well as individuals from other federal departments and agencies, who are activated as required. The RRCS is the primary source of situational awareness and coordination support to FEMA's incident management (IM) at the Unified Coordination Group (UCG) level. The RRCC is the focal point for regional resource coordination.

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

Before the FCO assumes control of the federal response and the management of the incident, the RRCS will do the following:

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

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

After the FCO has assumed control and the JFO is established, the RRCS will do the following:

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

The decision to stand down the RRCS will be made by the RA when there is a fully functional IM organization. The NRCS will then provide primary support to the incident in consultation with



the region. Situational awareness for the RA will then be coordinated by the Regional Watch Center.

## Coordination of Incident Management and Incident Support Activities

As incidents escalate, formalized FEMA IS activities are conducted at the FEMA regional and national headquarters levels through applicable IS structures. As field operations begin, these functions are transitioned to the JFO in whole or in part, based on incident staffing and other factors.

As deployments and transitions occur, information sharing between IM and IS leadership and support functions is critical to establish an effective initial response and begin to set a solid foundation for recovery actions. Key transition points that require clear communication between IM and IS are as follows:

- Transition from the region to the JFO;
- Transition from the

### Incident Coordination

Coordination of an incident and initiation of IM activities begins and ends within the impacted FEMA region(s), with regional leadership making initial decisions regarding use of federal resources to support incident response, recovery, and mitigation.

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FCO to the Federal Disaster Recovery Coordinator;  
and

- Transition of operations back to the region.

## Authority and Control of Resources

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

Delegating control of federal resources enables officials at various levels to plan, organize, and use the resources necessary to accomplish incident objectives. Agencies retain statutory and regulatory control of their assigned resources throughout the incident response. The FEMA Administrator and RAs delegate control of FEMA-assigned resources to the FCO when they are mission-capable.

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

# Appendix C: Incident Management Planning

## Introduction

The incident management (IM) planning process is intended to scope, integrate, and guide operations through the life-cycle of an incident. Designed as a suite of short-, mid-, and long-range planning products, the IM planning process does the following:

- Communicates the intent of senior leaders (e.g., governor, State Coordinating Officer [SCO], the tribal/territorial chair/council through the Tribal Coordinating Officer [TCO] or Territorial Coordinating Officer, and the Federal Coordinating Officer [FCO]) and provides clear guidance to those managing an incident;
- Establishes a collaborative process amongst field leadership to ensure integration of efforts;
- Provides short-term objectives and tasks around which work and available resources can be organized;
- Projects mid-term operational resource needs to identify potential gaps and allow for deconfliction of over tasked resources;
- Captures long-term operational objectives, projecting anticipated logistical support requirements for future operations; and

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- Can be used to address specific functional problems, providing a collaborative method to pull non-traditional stakeholders together to discuss the issue and document the solution.

## Overview

IM planning begins with deliberate plans designed to address specific issues (e.g., earthquakes and hurricanes) and provide operational frameworks, which do the following:

- Incorporate the most recent risk, threat, and hazard assessment data;
- Identify anticipated IM and incident support (IS) force structure requirements; and
- Include tools such as geographic information systems -based maps and visualizations, checklists, courses of action, tables, and charts.

IS staff use these to quickly gain initial situational awareness, determine initial resource needs, and create an initial Regional or National Support Plan (RSP/NSP). IM staff also use these to gain situational awareness of potential impacts they may be addressing and resources being “pushed” to the field through Regional Response Coordination Center/National Response Coordination Center actions.

Once established, the Unified Coordination Group (UCG) utilizes a combination of initial ground truth (supplied through state and local reporting), RSP/NSP products, and deliberate plans to begin the incident management planning process. Characteristically, the process is as follows:

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- Owned by the UCG, which approves operational priorities and objectives, establishing leadership intent;
- Driven by the Operations Section, which coordinates and establishes operational priorities and objectives;
- Supported by contributions from responsible Command and General Staff members, who provide input regarding field-based operations and operational support needs; and
- Facilitated by the Planning Section, which manages the process, establishes planning schedules, and ensures documentation, tracking, and analysis of results.

As a process, IM planning will focus first on immediate operational needs. As operations mature, IM planning will also address specific functional operational needs, longer-term logistical support requirements, and holistic incident life cycle goals and objectives.

# IM Planning Process and Products

Consistent with FEMA guidance, the IM planning process is built on the following steps:

- Form a collaborative planning team;
- Understand the situation;
- Determine goals and objectives;
- Develop a plan;
- Develop plan preparation, review, and approval; and
- Develop plan implementation and maintenance.

These steps create a framework but should not constrain planning efforts. Compressed timelines necessitate adapting the actions within each step to fit plan-specific requirements.

Additionally, the intent of the steps is to serve as a platform to facilitate cross-functional collaboration in problem solving. Not all crisis action planning efforts will initially result in a formal plan. Some initial decisions are captured and communicated rapidly, based on need, either orally or electronically, with the planning document maturing after the fact.

The Incident Action Plan (IAP) is the primary product of the IM planning process. The IAP acts as follows:

- A primary tool for managing incidents;
- A written plan that contains incident objectives;
- A written plan that details work assignments; and

- A written plan that contains essential information regarding incident organization, resource allocation, safety, and weather necessary to manage an incident during a specific operational period.

### **Operational Period**

Early in the incident, the duration of operational periods is typically 12 to 24 hours, as the pace the incident requires frequent changes in objectives. Later, when the incident is more stabilized and objectives are applicable for longer periods of time, then operational periods are lengthened. The planning process is followed during each operational period, including the monitoring of progress and verification that objectives are valid. Consequently, objectives and tactical assignments evolve over the course of an incident and each IAP is consistent with the incident's progress.

The Planning “P” (Figure 42) shows the six steps and supporting activities used to support the incident action planning process.

A complete IAP always includes at least the forms listed in Table 5, with the exception of Incident Command System (ICS) Form 201 and ICS Form 215. These forms are used in the IAP

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Process but not in the final IAP. Additional forms may be used, depending on the incident.

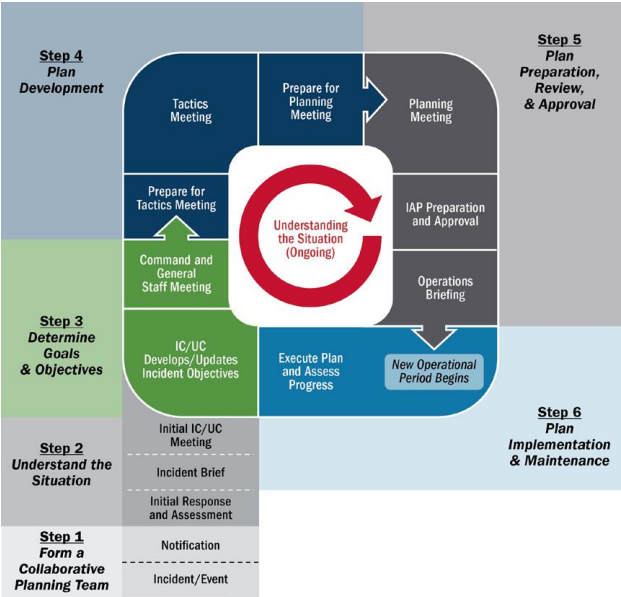


Figure 42: Planning “P” Incident Action Planning Process

(The forms are available at the following Website:  
<https://training.fema.gov/emiweb/is/icsresource/icsforms.htm>.)



**Table 5: Commonly Used ICS Forms and Corresponding Descriptions**

<b>Form</b>	<b>Description</b>
FEMA Incident Command System (ICS) Form 200 (Cover Sheet)	Provides the plan number, incident name, declaration number, initial operating facility/Joint Field Office address, and approval blocks.
FEMA ICS Form 201 (Incident Briefing)	Describes the current situation.
FEMA ICS Form 202 (Incident Objectives)	Describes the Unified Coordination Group's incident objectives and provides weather and safety considerations for use during the next operational period.
FEMA ICS Form 204 (Assignment List)	Informs field staff about their assignments, duties, responsibilities, and key personnel contact information for an operational period.
FEMA ICS Form 205 A (Incident Telephone Communications Plan)	Lists positions, names, and telephone numbers of Unified Coordination Staff.
FEMA ICS Form 206 (Medical Plan)	Provides important information on medical emergency procedures and the locations and telephone numbers of medical aid facilities, emergency medical transportation, and hospitals in the incident area.
FEMA ICS Form 207 (Incident Organization Chart)	Shows how the incident is organized, what positions are filled, what the reporting structures are, and who is filling these positions. On Level I and II incidents, the organizational charts include

Form	Description
	unit leaders, group/division supervisors, and their superiors. Organizations are configured according to incident needs and the current accepted program structure. These charts will accurately reflect the organization.
FEMA ICS Form 215 (Operational Planning Worksheet)	Aids operations personnel in capturing their tactics and in identifying resource assignments before the operations tactics meeting.
FEMA ICS Form 230 (Meeting Schedule)	Schedule of all incident action planning process meetings.

Using the six-step process also supports development of other IM planning products, including the following:

- **Advance Support Planning** (synonymous with Incident Support Future Planning): Focuses exclusively on a particular function, programmatic issue or contingency scenario within a single or across multiple operational periods. Advance Operations Planning supports, complements, or implements the IAP.
- **Incident Strategic Plan:** Provides overall direction for incident management and specifies milestones projected over time, outlining goals, operational priorities, and the desired end state, enabling the UCG to determine where it stands in the life cycle of the incident.

- **Recovery Support Strategy:** Identifies how the FDRC and RSFs will contribute to each jurisdiction's attainment of the capacity to develop, coordinate, manage, lead, and implement its own community recovery plans and help bridge resource shortfalls.
- **Continuity of Operations Planning:** Identifies the Emergency Relocation Group as well as procedures for the continuation of Mission Essential Functions and devolution.

Figure 43 shows the relationships and stakeholder responsibilities between each planning product.

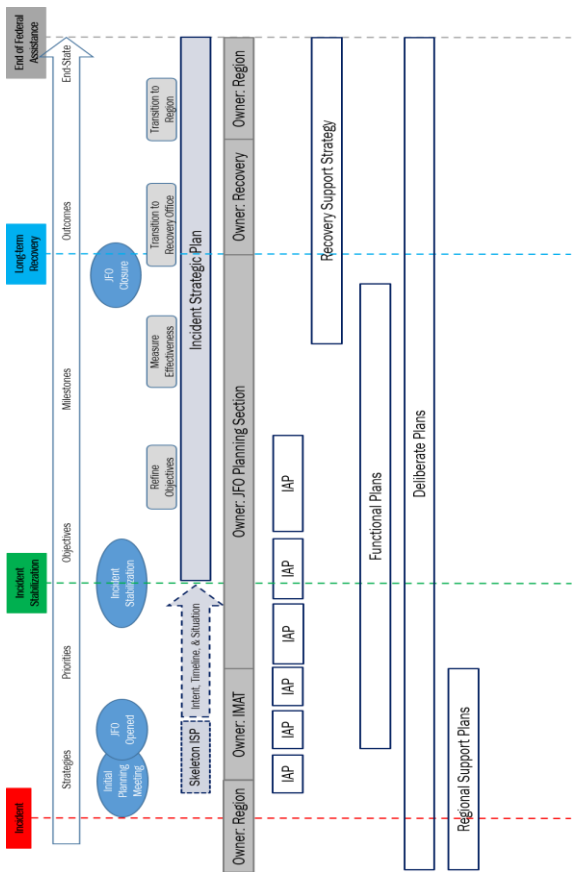


Figure 43: Planning Relationships and Stakeholder Responsibilities

# Appendix D: Mission Assignments

## Introduction

The mission assignment (MA) process is the mechanism that FEMA uses to task other federal agencies (OFA) to provide support under the Stafford Act. While most MAs are issued at the field level, certain MAs can be issued by the Regional Response Coordination Center (RRCC) and National Response Coordination Center (NRCC) to support response operations.

## Overview

An MA is a work order that FEMA issues to another federal agency directing the completion of a specific request for assistance. An MA includes funding, other managerial controls, and guidance. MAs are given in anticipation of or in response to a Presidential declaration of an emergency or a major disaster and are authorized by the Stafford Act. MAs are distinct because they allow for immediate deployment and assistance from the full range of federal resources to support incident needs. Given this condensed timeline, prompt approval of MAs is often necessary for their successful implementation. Initially, MAs are used for short-term, life-saving, life-sustaining, property-protecting, and incident-stabilizing needs of survivors and responders. However, as the

incident progresses, MAs can be used for activities that support longer-term recovery efforts of affected communities.

## **Mission Assignment Categories and Requirements**

There are two categories of MAs established by FEMA policy and federal regulations: Federal Operations Support (FOS) and Direct Federal Assistance (DFA). Table 6 shows these categories and guidance for use.

### **Federal Operations Support**

The primary purpose of FOS is delivering or augmenting the federal capability to execute the federal disaster response mission through federal-to-federal support. For example, FEMA may issue an FOS MA to an OFA to activate an agency to the NRCC or to the Department of Defense to provide air transportation to FEMA personnel in disaster areas.

For response support, FOS MAs can be issued pre-declaration for an incident in which a declaration is reasonably likely and imminent, as well as throughout a declared incident; whereas, MAs for recovery support will only be issued once there is a major disaster declaration.

# Direct Federal Assistance

DFA MAs are the primary tool for using OFAs during incident operations to provide goods and services to state, local, tribal, and territorial (SLTT) governments. These MAs are generally used when an SLTT government has exceeded its own capability to provide eligible emergency work or goods and services. DFA MAs are subject to a cost share with the SLTT governments requesting assistance and the SLTT government must request the assistance before FEMA issues the MA. Table 6 provides a description of the MA category that requested the MA and the types of funding applicable to each.

**Table 6: Mission Assignment Categories and Guidance for Use**

MA Category	Requested by	Surge Funded Pre-Declaration	DRF Funded Post-Declaration	Subject to Cost Share
FOS	FEMA/ OFA	•	•	No
DFA	SLTT Government		•	Yes

## **Roles and Responsibilities**

The following positions play prominent roles in the MA process:

### **Federal Approving Official**

The Federal Approving Official (FAO) is the FEMA official with the authority to sign MAs and authorize federal funds for an MA.

### **Associate Administrator, Office of Response and Recovery**

During major disasters or emergency activations the role of the Associate Administrator, Office of Response and Recovery (AA ORR) is to synchronize all FEMA HQ response operations and related activities. The AA ORR ensures information flow and coordination among all FEMA operational levels: national, regional, and incident(s); provides appropriate incident support to the Regional Administrators (RA) and Federal Coordinating Officers (FCO); directs deployment of national teams, as needed; and advises the FEMA Administrator on program and policy issues related to incident management (IM) and incident support.

### **State/Tribal Approving Official**

The designated state/tribal approving official (SAO/TAO) has the authority to sign FEMA resource request forms (RRF) outlining requests for federal assistance and MAs committing the state/tribal government to pay the applicable cost share.



## **Incident Management Roles**

### ***Disaster Recovery Manager***

The Disaster Recovery Manager (DRM) is the person appointed to exercise the authority of an RA for a particular emergency or major disaster. The DRM possesses not only the independent authority to “coordinate” disaster relief but also the RA’s authority to expend funds from the Disaster Relief Fund (DRF) and, thus, is able to approve Public Assistance, Individual Assistance, and Hazard Mitigation and issue MAs to OFAs.

### ***Federal Coordinating Officer***

The FCO exercises the legal authorities delegated by the President through the FEMA Administrator and RA to coordinate federal assistance in an affected disaster area. This DRM authority grants the FCO legal authorization to issue MAs to OFAs and expend funds from the DRF. This authority may be re-delegated to other positions. The delegation of DRM authority is necessary to expedite MA processing by establishing a direct line of approval within the Operations Section, which may have DRM authority.

### ***Federal Disaster Recovery Coordinator***

The Federal Disaster Recovery Coordinator (FDRC) coordinates the IM disaster recovery activities. The FDRC is responsible for facilitating disaster recovery coordination and collaboration among the federal and SLTT governments, the private sector, and voluntary, faith-based and community organizations. When delegated DRM, the FDRC exercises the

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legal authorities of the RA to issue MAs to other federal agencies and to expend funds from the DRF.

### ***Operations Section Chief***

The Operations Section Chief (OSC) may have delegated FAO authority for approving MAs at the IM level. Primary duties related to the MA process include the following:

- Reviewing and approving RRFs and MAs;
- Determining eligibility, and ensuring Essential Elements of Information are included in the RRF;
- Signing the completed MA for execution; and
- Sourcing.

As requirements are generated and identified and disaster operations personnel decide to use MAs to fulfill them, the OSCs continue in their role coordinating and supporting the requirements.

### ***Branch Directors***

Branch Directors work in support of the OSC to define and meet resource requirements. Branch Directors coordinate OFA support to ensure resource assignments are recorded in the Incident Action Plan 204 assignment list. Branch Directors can also perform the role of the MA Project Manager (PM) at the incident level.

### ***Mission Assignment Manager***

The Mission Assignment Manager (MAMG) coordinates MAs from issuance and execution to closeout. The MAMG may provide assistance to the PM and OFAs in the preparation of

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MA statements of work, may conduct programmatic reviews of billing, and may coordinate with the PM, SAO, and FAO to maintain MA documentation and obtain necessary signatures.

### ***Finance/Administration Section Chief***

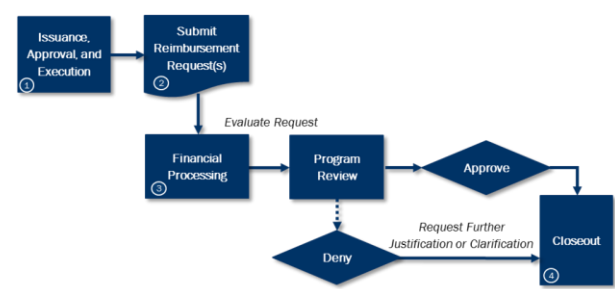
The Finance/Administration Section Chief (FSC) serves as the senior financial advisor to the FAO. The FSC coordinates with the MAMG, as necessary, to ensure the financial obligation and recording of MAs following approval of an MA by the FAO.

## **Resource Request Process**

The MA process is one method for meeting resource requirements. MAs provide a unique federal capability and are part of the overall resource request process in support of incident action planning. In this process, step 1 is to identify the need for a federal resource, step 2 is for requestors to submit requests in WebEOC, and step 3 is to evaluate the request and determine a course of action. If the request is approved, it is routed back to WebEOC for final approval. If the request is denied, it is sent back to the requestor.

## **Mission Assignment Process**

After the decision is made to fulfill a resource request using an MA, the OSC (at the IM level) follows a standard process for issuing an MA. Most MAs will be initiated at the IM level. Figure 44 shows the major steps in the MA process, from issuance to closeout, while Table 7 and Table 8 describe roles, responsibilities, and tasks associated with MAs.



**Figure 44: Mission Assignment Process**

Table 7 lists the tasks necessary to execute the MA process during incident management. Table 8 lists the positions responsible for executing each step of the MA process during IM.

**Table 7: Mission Assignment Process Tasks**

Step	Task	Responsible Positions
1	Issuance, Approval, and Execution	OSC/MAMG/OFA/PM/FAO
2	Submit Reimbursement Request	OFA/FFC
3	Approval of Expenditures	MAMG/PM/FAO
4	Closeout	MAMG/PM/FFC/OFA

**Table 8: MA Process Task and Responsible Position**

Step	Task	Responsible Position(s)
1	Enter RRF into eCAPS	MAMG/MASP
1	Approve MA	FAO/SAO (if DFA)
1	Progress and Financial Reporting	OFA
1	MA Operational Completion	OFA/PM
2	OFA Submits Reimbursement Request	OFA
2	FEMA Finance Center Conducts Financial Processing	FFC
3	Program Review	MAMG/PM
3	Approval/Denial	FAO
4	Closeout	FFC/PM/OFA

## Deactivation and Stand-down

When the assigned federal agency stands down, the Joint Field Office/RRCC/NRCC representatives are released from the facility; however, remaining administrative responsibilities under an existing MA are transferred to the assigned federal agency's regional or national headquarters. The assigned OFA may be recalled under an existing MA if the work required falls within the scope and period of performance of the MA.

OFA personnel assigned to the MA will transition to the next location that their agency assigns them. The MAMG at the IM level transitions all records pertaining to MAs to regional office staff. Records for MAs generated at the NRCC will be maintained by the National Response Coordination Staff MA Unit Leader.

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Deactivation occurs when all MA operational responsibilities have been completed. After the OFA is deactivated, the MA is operationally closed and no more task orders can be written for that MA. OFA personnel assigned to the MA will transition back to their normal duty stations.

# Appendix E: Non-Standard Incidents

## Introduction

During chemical, biological, radiological, and nuclear (CBRN) incidents and non-Stafford act support, FEMA adjusts incident coordination efforts based on incident complexity and differences in authorities. For CBRN, the focus on onsite contamination and control, increased intelligence monitoring, and law enforcement investigations adds multiple organizational layers, each with authority over specific areas. Non-Stafford incident support (IS) places FEMA staff in a coordinating role, supporting other federal agency initiatives. This appendix addresses some of these complexities.

## CBRN Incidents

CBRN events, while generally very rare in occurrence, have the capacity to create enormous political, humanitarian, and ecological impacts. Because of this, the Federal Government's collaborative approach to Stafford Act declarations uses FEMA as the principal coordinating agency, working closely during CBRN incidents with agencies to:

- Rapidly build a multi-agency team,
- Develop unified objectives, and
- Coordinate the response to impacted infrastructure.

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During response to terrorist incidents involving CBRN, contamination control, investigation/intelligence gathering/analysis, and life-saving/life-sustaining operations. To that end, while the aspects of CBRN events are often categorized under the same title (CBRN), each aspect (chemical, biological, radiological, and nuclear) requires differing types of response and incident management (IM) resources from agencies, as outlined in Table 9, which identifies key federal agencies, by incident type, with responsibilities in coordinating response and recovery actions.



**Table 9: Key Coordinating Agencies by CBRN Incident Type**

Incident Type	Incident Description	Key Federal Agency
Oil/ Chemical	<p>Range in size and magnitude of the impact upon public health and the environment, including:</p> <ul style="list-style-type: none"> <li>• Clandestine dumping of intact drums of oil or hazardous chemicals;</li> <li>• Transportation accidents involving oil or hazardous materials;</li> <li>• Fires at chemical facilities;</li> <li>• Terrorist attacks or criminal acts of sabotage; and</li> <li>• Incidents caused by natural disasters.</li> </ul>	<ul style="list-style-type: none"> <li>• Health and Human Services (HHS)</li> <li>• Environmental Protection Agency (EPA)</li> <li>• US Department of Agriculture (USDA [food contamination])</li> <li>• Department of Justice (DOJ)</li> <li>• Federal Bureau of Investigations (FBI)</li> <li>• Department of Homeland Security (DHS)</li> <li>• Federal Emergency Management Agency (FEMA)</li> <li>• US Coast Guard (USCG)</li> </ul>

Incident Type	Incident Description	Key Federal Agency
Biological	<p>Novel and re-emerging pathogens posing public health emergencies and national security issues, recently including:</p> <ul style="list-style-type: none"> <li>• Spread of H1N1 influenza;</li> <li>• Emergence of MERS-CoV;</li> <li>• Outbreak of Ebola Virus Disease in West Africa;</li> <li>• Zika Virus Disease; and</li> <li>• A range of natural disasters with public health consequences (e.g., Haiti earthquake).</li> </ul>	<ul style="list-style-type: none"> <li>• HHS</li> <li>• Center for Disease Control (CDC)</li> <li>• USDA (food contamination)</li> <li>• DOJ</li> <li>• FBI</li> <li>• DHS</li> <li>• FEMA</li> <li>• Department of State (DOS)</li> <li>• EPA</li> <li>• General Services Administration (GSA)</li> <li>• Department of Transportation (DOT)</li> <li>• Department of the Interior (DOI)</li> <li>• Department of Commerce (DOC)</li> <li>• Department of Labor (DOL)</li> <li>• Office of Personnel Management (OPM)</li> <li>• Veterans Affairs (VA)</li> </ul>

Incident Type	Incident Description	Key Federal Agency
Radiological and Nuclear	<p>Range significantly in scope and severity including:</p> <ul style="list-style-type: none"> <li>• Loss, theft, or mismanagement of relatively minor or low-level radioactive sources or technologically enhanced, naturally occurring radioactive material;</li> <li>• Natural hazards such as fires and severe weather impacting nuclear or radiological facilities; and</li> <li>• Nuclear proliferation and nuclear terrorism.</li> </ul>	<ul style="list-style-type: none"> <li>• Department of Defense (DOD)</li> <li>• DOJ</li> <li>• FBI</li> <li>• Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF)</li> <li>• DHS</li> <li>• FEMA</li> <li>• Department of Energy (DOE)</li> <li>• EPA</li> <li>• Nuclear Regulatory Commission (NRC)</li> <li>• USCG</li> <li>• National Aeronautics and Space Administration (NASA)</li> <li>• DOS</li> <li>• US Agency for International Development (USAID)</li> <li>• Customs and Border Patrol (CBP)</li> <li>• USDA</li> <li>• HHS</li> <li>• DOL</li> <li>• DOT</li> <li>• VA</li> </ul>

In the context of a Stafford Act declaration, FEMA will also need to determine reimbursement eligibility for each agency

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based upon that agency's funded authorities and the incident specifics.

## **Operational Phases for CBRN Events**

Operational phases for the response to and recovery from a CBRN incident vary based upon the size, scope, and complexity of the incident. The operational phases identified in the Response and Recovery Federal Interagency Operations Plans serve as the default posture for achieving CBRN response and recovery objectives. Catastrophic CBRN incident response and recovery activities are interdependent and often concurrent. Decisions made and priorities set early in the response will have a cascading effect on the nature and speed of recovery.

## **FEMA ORR Response Directorate CBRN Program Office**

The FEMA CBRN Program Office develops and maintains programs that inform and support the National Preparedness and Response to consequences of a CBRN incident. The office supports FEMA's all-hazards mission to improve the readiness and capability to respond to CBRN threats or incidents through interagency coordination, the development of guidance to national and regional planning efforts, and management of pre-incident support assets.

The CBRN Program Office is responsible for the development and execution operational programs that support FEMA's roles and responsibilities within the CBRN mission space. Some of the major programs and components include:

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- Chemical/Biological Program;
- Consequence Management Coordination Unit;
- Domestic Emergency Response Team;
- Nuclear Incident Response Team Program;
- RadResponder (CBRN Responder) Program;
- Interagency Modeling, Atmospheric Assessment Center Program;
- Nuclear Radiological Incident Task Force;
- Radiological Operations Support Specialist; and
- Other support to the FEMA Regional CBRN Coordinators.

## CBRN Incident Support

The FEMA CBRN Office is responsible for programmatic management and staffing of IS-level CBRN Tasks Forces within the National Response Coordination Center, when established, to support CBRN incidents which result in a Stafford Act declaration. Based on the incident type, the FEMA CBRN Program Office will recommend a Task Force Unit Leader to the Chief of the National Response Coordination Center and/or Associate Administrator, Office of Response and Recovery (ORR).

CBRN Task Forces are a key component to the national response to a CBRN incident by consolidating subject matter expertise and providing threat-specific response recommendations to all aspects of strategic IS operations. The CBRN Task Forces also serve as the touch point for IM field coordination element, i.e. personnel requests for information for CBRN-related questions before authoritative, hazard-specific, CBRN IM resources (such as the DOE and EPA's

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Federal Radiological Monitoring and Assessment Center) are established and also as the interagency body that can be leveraged during an national CBRN response.

## **CBRN Incident Management**

Over the course of a CBRN incident, nearly every IM function will have the execution of their routine roles and responsibilities complicated by the impacts of the hazard in the response. Effective IM in a CBRN incident must include integration of CBRN technical specialists with traditional all-hazards IM personnel throughout the entire organization.

### ***Unified Coordination Group***

During a CBRN incident, many of the priorities, objectives, and key decisions from the Unified Coordination Group (UCG) will have a CBRN nexus to them. As such, it is highly recommended that a senior member of the federal interagency with subject matter expertise in the hazard serve in the UCG.

### ***Operations Section***

The cornerstone of CBRN operations is the establishment of a CBRN Response Branch in the Operations Section. The CBRN Response Branch will serve as a functional branch responsible for coordinating federal CBRN response operations and federal CBRN support to an affected state.

The CBRN Response Branch may include:

- Environmental Monitoring Group,
- Population Monitoring Group,

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- Decontamination Support Group,
- Waste Management Support Group, and
- Health & Safety Support Group.

It will be important to assign a qualified Operations Branch Director, likely an Emergency Services Branch Director, to work alongside a technically qualified CBRN Response Branch Director. Either the Emergency Services Branch Director, or the technically qualified CBRN Response Branch Director, can serve as CBRN Branch Director, with the other serving as Deputy.

The CBRN Response Branch will respond to a number of resource requests, and subsequently will be generating many Mission Assignments. The CBRN Branch will be responsible for developing detailed scopes of work for mission assignments to be distributed through established business practices to the Mission Assignment Manager to be issued to resource providers.

Almost all organizational elements of the Operations Section may require CBRN expertise. CBRN technical specialists may be required to address CBRN impacts to other functions of the response, including, but not limited to:

- Search & Rescue;
- Worker Safety;
- Hazardous Materials;
- Fatality Management;
- Debris Management; and
- Infrastructure Restoration.

## ***Logistics Section***

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Federal CBRN response resources will require considerable logistics, communications, and information technology support from FEMA. The federal interagency response community will require FEMA support to rapidly identify and establish field office locations, which may be co-located with other response facilities. These locations should facilitate interaction and coordination between federal, state, and local CBRN response resources.

### ***Planning Section***

Effective planning and information management in a CBRN incident cannot be achieved without CBRN technical specialist integrated into the Situation, Geospatial Information Systems, Resources, and Planning Support Units. The Planning Section, through the CBRN technical specialists, is also responsible for coordinating requests for information to the IS CBRN Task Forces and maintaining a common operating picture for incident management personnel of CBRN incident characterization and hazard information.

The Advisory Team is a nuclear and radiological specific resource that includes representatives from EPA, USDA, FDA, CDC, and other federal agencies and works in the Planning Section. The Advisory Team develops coordinated advice and recommendations on environmental, food, health, and animal health matters and advises with recommendations, when requested, to functional elements of the IM organization.

### ***Command Staff***

Given the importance of the CBRN hazard, it is recommended that an Assistant Safety Officer be assigned to address the



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CBRN hazard and the impacts of the hazard on all-hazards response operations.

### ***External Affairs***

A CBRN Public Communications Specialist may be assigned to the Joint Information Center to aid in public messages and external communications as it relates to communicating about the CBRN hazard, health and safety information, and CBRN response considerations.

## **CBRN Planning and Guidance**

The respective oil/chemical, nuclear and radiological, and biological incident annexes to the Response Federal Interagency Operational Plan provide more detail regarding federal CBRN response. Each of the following documents address the unique issues or requirements that need to be considered as a result of the incident type:

- *Oil/Chemical Incident Annex*, June 2016
- *Biological Incident Annex*, January 2017
- *Nuclear/Radiological Incident Annex*, October 2016
- *Executive Guide to Domestic Incident Management and Support*, March 2017

## **Support to non-Stafford Act Incidents**

### **Overview**

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Presidential Policy Directive 44 provides clarification on non-Stafford incidents. In short, during incidents of extreme complexity but not warranting a Presidential declaration under the Stafford Act, the President may designate a lead federal agency to coordinate response efforts and ensure cohesive unity of effort within the Federal Government approach.

Under such circumstances, the designated federal agency may request DHS assistance to coordinate the effort. In such cases, FEMA coordinates assistance using the procedures and structures within the National Response Framework and National Disaster Recovery Framework and in accordance with the National Incident Management System.

Through this coordination mechanism, federal agencies request and provide federal-to-federal support by executing interagency or intra-agency reimbursable agreements, in accordance with the Economy Act or other applicable authorities. Federal agencies providing mutual aid support may request reimbursement from the requesting agency for eligible expenditures.

For these non-Stafford Act incidents, key coordination centers may be activated, including the National Response Coordination Center, Regional Response Coordination Center, and Joint Field Office. In addition, Emergency Support Functions could be activated. Under “surge” funding, without a declaration, non-Stafford incident response activities may include pre-incident actions.

In addition, Voluntary Organizations Active in Disaster (VOAD) can provide fundraising support in non-Stafford Act incidents. VOAD member organizations can provide outside resources

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and training to help local nonprofit, faith-based, and community-based organizations maximize the support they provide to affected communities in non-Stafford Act incidents.

Further questions about FEMA's role in non-Stafford Act incidents may be directed to the ORR Field Operations Directorate.

### ***Federal Resource Coordinator***

In non-Stafford Act situations, when a federal department or agency acting under its own authority has requested the assistance of the Secretary of Homeland Security to obtain support from other federal departments and agencies, DHS may designate a Federal Resource Coordinator (FRC).

The FRC performs essentially the same functions as an FCO but without the specific authorities defined by the Stafford Act. In these non-Stafford Act incidents, the FRC coordinates support through interagency agreements and memoranda of understanding; through senior federal, state, local, and tribal officials; and with representatives of relevant private organizations and nongovernmental organizations.

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# **Appendix F: Standard Incident Management Resources and Procedures**

## **Introduction**

This appendix gives an overview of what teams, facilities, and resources are available to support incident management operations. As a field reference, this appendix provides a descriptive narrative of resource purposes.

## **Resources**

### **Initial Response Resources**

FEMA can provide Initial Response Resources (IRR) commodities in pre-positioned packages or bulk quantities from FEMA HQ Distribution Centers (DC) and/or a joint DC location. These commodities are supplied directly from DCs, an Incidents Support Base (ISB), Federal Staging Areas (FSA), or purchased. Usually, the requested commodities are delivered to State Staging Areas (SSA) and then forwarded to local Points of Distribution (POD).

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The Logistics Management Directorate (LMD) coordinates with Regional Response Coordination Center (RRCC) to dispatch push packages to meet initial response requirements until the validated response requirements can be determined.

Examples of continental United States (CONUS) (four packages called Alpha, Bravo, Charlie, and Delta) and outside the continental United States (OCONUS) (two packages called Alpha and Bravo) IRR packages are described in Table 10 and Table 11. For LMD (ESF#7), Resource Support Section dispatches IRR packages to meet initial response requirements until the validated response requirements can be determined. The packages are defined as follows:

- **Alpha** provides meals and water for 120,000 people for 1 day (about 63 trailers).
- **Bravo** provides meals and water for 60,000 people for 1 day (about 43 trailers).
- **Charlie** provides meals and water for 30,000 people for 1 day (about 16 trailers); no generators.
- **Delta** provides meals and water for 15,000 people for 1 day (about 12 trailers); no generators.

**Table 10: CONUS IRR Package Example**

IRR Package	Alpha	Bravo	Charlie	Delta
Meals (trailer loads)	12	6	3	2
Water (trailer loads)	28	14	7	4
Cots (trailer loads)	3	3	3	3
Blankets (trailer loads)	1	1	1	1
Infant and Toddler Kits (trailer loads)	1	1	1	1
Durable Medical Equipment (DME) and Durable Medical Supply (DMS) Kits (same trailers load)	1	1	1	1
Generators (trailer loads)	9	9	N/A	N/A
IRR Package	Alpha	Bravo	Charlie	Delta
Meals	250,000	125,000	60,000	30,000
Water	400,000	200,000	90,000	45,000
Cots	2,100	2,100	2,100	2,100
Blankets	4,500	4,500	4,500	4,500
Infant and Toddler Kits	20	10	5	3
DME and DMS Kits	1 & 1	1 & 1	1 & 1	1 & 1
Generators	30	30	N/A	N/A

The Resource Support Section dispatches OCONUS IRR packages to meet initial response requirements until the validated response requirements can be determined. The packages are defined as follows:

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- **Alpha** provides meals and water for 30,000 people for 1 day.
- **Bravo** provides meals and water for 15,000 people for 1 day.

In addition:

1. Containers are the standard 40-foot shipping containers.
2. An asterisk (\*) indicates that Durable Medical Equipment (DME) and Durable Medical Supplies (DMS) will be co-located in the same 40-foot container (one each per container).
3. Generators will be provided from the OCONUS DCs for the initial requirements.
4. Humanitarian Daily Ration (HDR) meals are double-stacked:
  - a. HDR meals – Alpha: 60,000 meals is equal to 125 pallets of 480 EA.
  - b. Water – 90,000 liters is equal to 100 pallets of 900 EA.



Table 11: OCONUS IRR Package Example

OCONUS IRR Package in trailer loads (TL)	Alpha (TL)	Alpha (containers)	Bravo (TL)	Bravo (containers)
Meals	4	4	2	2
Water	6	6	3	3
Cots	4	4	4	4
Blankets	1	1	1	1
Infant and Toddler Kits	1	1	1	1
Durable Medical Equipment (DME) and Durable Medical Supply (DMS) Kits (same trailers load)	1 & 1	1*	1 & 1	1*
OCONUS IRR Package quantities	Alpha		Bravo	
Meals	30,000		15,000	
Water (liters)	60,000		30,000	
Cots	2,100		2,100	
Blankets	4,500		4,500	
Infant and Toddler Kits	1		1	
DME and DMS Kits	1		1	

### **OCONUS IRR Package Example**

HDRs are prepositioned at DC Guam. In the event that commercial meals are used, 120,000 will be used for the Alpha package and 60,000 to will be used for the Bravo package.

## **Teams**

## **Force Packages**

Force packages assemble standardized predefined groupings of teams, personnel, and or equipment to provide a specific incident management capability. The Workforce Management Division (WMD) coordinates with FEMA HQ, regions, Field Operations Directorate (FOD), and other Federal Qualification System (FQS) authorities to develop and maintain force packages that are prepared and available for immediate deployment to support a time-phased response to all-hazards incidents.

The Associate Administrator, Office of Response and Recovery assumes the authority to deploy force packages for a Level I event based on actual or anticipated needs. In a standard deployment, the Regional Administrator (RA) may submit a standard deployment request to FOD-WMD for a specific FQS position or force package in the event staffing of available regional full-time employees is insufficient. The FOD-WMD deployment unit coordinates force package deployment based on the operational requirements of the types of

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personnel, geographic proximity to the disaster, and incident workforce development and qualifications requirements. Requests to deviate from the standard deployment process must be approved by the requesting RA, Federal Coordinating Officer (FCO), or Federal Disaster Recovery Coordinator (FDRC) and submitted for approval to FOD-WMD or delegated authority.

## **Incident Management Assistance Team (IMAT)**

National Incident Management System/Incident Command System compliant (management) teams that can rapidly deploy to an incident or incident-threatened venue and become part of a unified command to lead a prompt, effective, and coordinated federal response in support of state, tribal, and local emergency management officials. The teams consist of interagency subject matter experts and incident management professionals and are not limited to the pre-identified full time staff in the FEMA region. IMATs make preliminary arrangements to set up federal field facilities and initiate establishment of the Joint Field Office (JFO).

## **Disaster Survivor Assistance Team (DSAT)**

DSA teams are deployed at the request of an FCO or SLTT entity or, on rare occasions, as a push-package. The Disaster Survivor Assistance (DSA) mission may begin pre-declaration and, at a minimum, extend through the initial Individual Assistance (IA) registration period.

DSATs devote the preliminary days of an incident to assess, inform, and report (AIR) and perform onsite applicant registration. The DSA AIR function provides the ability to obtain actionable situational awareness of critical and emerging issues in the affected area. Onsite applicant registration through the Survivor Mobile Application Reporting Tool (SMART) allows DSA to provide guidance on available disaster assistance and register survivors for assistance programs wherever they may be. AIR data points and survivor registration information collected in SMART generates live data sets of critical information, such as infrastructure disruption, affected household by zone, impacted population demographics, immediate and unmet needs, shelter status, and the availability of food and water to support the operational coordination of multiple program areas within the JFO.

As the incident timeline progresses, DSATs assist survivors with case inquiries and updates, survivor needs assessments, and referrals to whole community partners. DSA teams operate as a force multiplier and may support additional recovery functions when deployed, as necessary. Additional information on the DSA mission in support of disaster operations can be

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found in the *Disaster Survivor Assistance Field Operations Guide*.

There are multiple factors that influence leadership decision making on DSA deployments, including the following:

- Staffing levels and timeline for deployments (these are dependent on the needs of the impacted area);
- Anticipated IA requirements;
- Preliminary damage assessment information;
- Requests from applicable leadership (i.e., affected SLTT entity, IMAT, FCO, or others);
- Size, scope, and complexity of the incident;
- Functional or geographic organization of field operations for the incident; and
- Mission objectives and priorities.

After the decision to deploy a DSAT has been made, the DSA Regional Representative works with regional leadership and the affected SLTT entity to identify the initial requirements for the affected community and develops an initial execution plan.

## **Mitigation Assessment Teams (MAT)**

MATs conduct field inspections and technical evaluations of the performance of buildings impacted by an incident. The primary purpose of MATs is to identify design practices, construction methods, and building materials that either failed or were successful in resisting forces of an incident. Additionally, MATs evaluate land use management and planning practices and perform natural hazard identification and risk assessments to determine factors outside of design and construction that contribute to minimizing damage. MAT

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reports provide assessment observations, conclusions, and recommendations for improving building performance to mitigate future damage caused by natural disasters.

## **Preliminary Damage Assessment Teams**

Preliminary Damage Assessment (PDA) Teams conduct a joint assessment that is used to determine the magnitude and impact of an incident's damage. A FEMA/state team will usually visit local applicants and view their damage firsthand to assess the scope of damage and estimate repair costs. The state uses the results of the PDA to determine if the situation is beyond the combined capabilities of the state and local resources and to verify the need for supplemental federal assistance. The PDA also identifies unmet needs that may require immediate attention.

## **Building Inspection Teams**

Building Inspection Teams support locating and approving federally leased facilities. The team is composed of the following:

- Logistics Facility Unit Leader;
- Equal Rights Advisor;
- Security Manager;
- IT Manager;
- Safety Manager; and
- Disability Integration Advisor.

## FEMA Hurricane Liaison Team (HLT)

The HLT is designed to enhance hurricane disaster response by facilitating information exchange between the National Hurricane Center in Miami, FL, and other National Oceanic and Atmospheric Administration components, as well as federal, state, and local government officials.

## FEMA Urban Search and Rescue Task Forces (US&R)

Task forces are involved in operations to locate victims and manage recovery operations. Specifically, US&R 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** – Make rescues safe for the rescuers (leveraging structural specialists).
- **Medical** – Care for the victims before and after a rescue.

### ***US&R Incident Support Team (IST)***

The US&R IST is composed of a group of highly qualified specialists readily available for rapid assembly and deployment to a disaster area. The US&R IST provides federal and SLTT officials with technical assistance in acquiring and using US&R resources. The IST also provides advice, incident command assurance, management and coordination of US&R task forces, and US&R logistics support.

## **Mobile Emergency Response Support (MERS)**

The mission of the MERS capability is to rapidly deploy and provide operable and interoperable secure and non-secure voice, video, and information systems, operations, logistics, life support, security, and safety teams across all levels of government to ensure mission-critical information, situational awareness, and sustainment for emergency management decision makers and response support elements before, during, and after an incident or planned event.

Each MERS detachment is self-sufficient and has a standalone capability to support emergency responders for 10 days with communications, operations, logistics, and life support capabilities, including food, water, shelter, sleeping bags, and cots.

Resources may be driven or airlifted to event locations. The Forward Communications Vehicle and pre-positioned equipment pallets can be airlifted.



## **Facilities**

### **Branch/Division Office**

A branch/division office is a federally leased facility supporting geographical operations.

### **Joint Field Office**

The JFO is a temporary federal facility for working with the impacted SLTT Coordinating Officer to meet state, local, tribal, territorial, and insular area assistance requirements and priorities. The JFO provides a central location, either a single facility or multiple facilities, for multiagency coordination among federal, state, tribal, and local governments; the private sector; and non-governmental organizations with primary responsibility for response and recovery. When an incident impacts multiple regions and states, a separate JFO may be established for each declared state.

### **Reception, Staging, Onward Movement, and Integration (RSOI)**

RSOI locations are where personnel that have been mobilized to respond to a mission are trained and equipped before deployment. At these areas, mobilized personnel are activated, in-processed, trained, equipped, and accounted for by FEMA before deployment into the incident theater and assignment to incident duty.

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RSOI operations are conducted by an RSOI team of personnel from the Information Technology, Human Resources, Logistics, Security, and Safety cadres supported by personnel from other cadres such as Acquisitions, as necessary. Full-time equivalent or reservist FEMA personnel experienced in managing RSOI operations manage the RSOI team. An RSOI force module, full or partial, is available for deployment. RSOI will downsize and close out when the initial surge of personnel is processed, and the JFO will provide mobilization support as a part of normal operations.

## Staging Areas

### ***Federal Staging Area (FSA)***

An FSA is a location where personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment. FSAs may include temporary feeding, fueling, and sanitation services to support staged teams.

An Operations Section Chief, in coordination with the Logistics Section Chief, directs the establishment of staging areas to enable the positioning of, accounting for, and onward movement of requested and available resources. The Operations Section has directive control for the assignment, movement, and employment of all resources staged in the staging area(s). The Logistics Section is responsible for execution and movement of the resource order and for ensuring the staging team is capable of meeting current, emerging, or anticipated operational resource requirements.

## ***Incident Support Base (ISB)***

In anticipation of an incident occurrence or in the immediate aftermath, FEMA may establish one or more ISBs near the incident area by pre-positioning commodities from a FEMA Distribution Logistics Center in anticipation of requests from state partners. The FEMA HQ LMD or the Resource Support Section of the National Response Coordination Staff controls ISBs. An ISB may be converted to a staging area after a declaration is made if the ISB is located within the incident boundaries. Once stocked, ISBs primarily distribute resources to FSAs but could send them to a state staging area or to points of distribution when requested. An ISB may also provide temporary support services, such as food and billeting, for personnel before their assignment, release, or reassignment. In addition, the ISB may serve as a place for out-processing following demobilization as personnel await transportation.

## **Disaster Recovery Center (DRC)**

A DRC is a readily accessible facility or mobile office where survivors may go for information about FEMA's programs or other disaster assistance programs and to ask questions related to their case. Representatives from the SLTT governments, FEMA, the U.S. Small Business Administration, volunteer groups, and other agencies are at the centers to answer questions about disaster assistance and low-interest disaster loans for homeowners, renters and businesses. Representatives can also help survivors apply for federal disaster assistance.

## Initial Operating Facility (IOF)

When FEMA takes actions in anticipation of a Presidential declaration under the Stafford Act and during the period between a declaration and the opening of a JFO, FEMA operates from an IOF. Only key personnel critical to immediate incident management functions, such as an IMAT, are deployed to an IOF. The IOF could be located at the state emergency operation center or at another facility that eventually becomes the JFO. The IOF closes when the JFO opens.

## Recovery Office

The Recovery Office, the temporary facility used for facilitating disaster recovery coordination and collaboration, is often located in the same building as a JFO. The lease agreement is amended to reflect the anticipated space needed for the FDRC and the associated partners and personnel. When an incident has necessitated multiple JFOs in different states, the Recovery Office sometimes consolidates the multiple JFOs into a single recovery office. The decision is based on the anticipated program priorities and needs.

## Processing Centers

Processing centers are facilities the RA oversees that are used to facilitate coordination of work between federal and SLTT partners in the management and closeout of disaster assistance grants. Processing centers can be permanently leased facilities (non-incident specific) such as those currently present in Regions I, II, III, VI, and VII or a temporary facility leased in close proximity to the standing regional office or impacted state, tribe, or territory.

FEMA also uses IA processing centers, which are permanent disaster assistance processing facilities responsible for registering individuals for assistance by telephone. IA processing centers assist in providing support for damage assessments of homes and personal property, process registrations, and respond to registrant questions throughout the assistance process. There are currently three national IA processing centers located in Hyattsville, MD; Denton, TX; and Winchester, VA

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# Appendix G: Single Point Order Tracking

## Introduction

Single Point Order Tracking (SPOT) is defined as a FEMA-wide integrated and standardized process to manage and track all resource orders for disaster supplies, equipment, services, personnel, and teams from order through delivery to the end-user or recipient. The Logistics Section is responsible for the implementation of SPOT. SPOT and the system of use is mandated through FEMA Directive 145-2, dated October 1, 2015. Figure 45 shows the SPOT process.

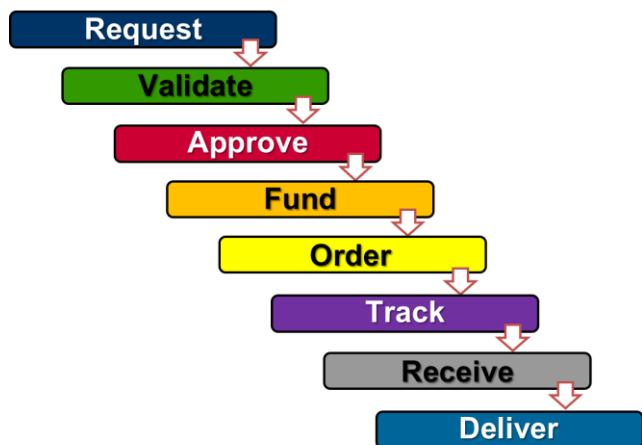
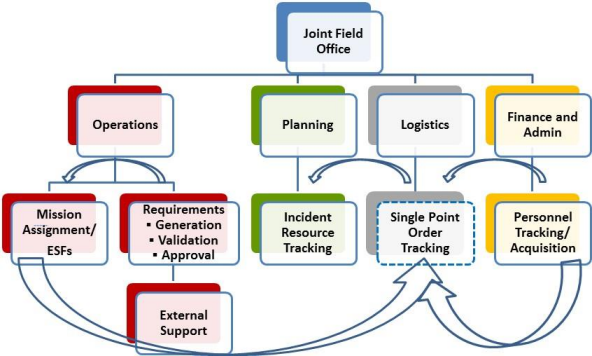


Figure 45: SPOT Ordering Process

## Overview

Resource ordering can occur at multiple echelons simultaneously; therefore, SPOT business rules and processes are imperative to help avoid the duplication and loss of visibility of critical resource orders during a disaster. SPOT will fully support the Unified Coordination Group and the incident action planning process. Figure 46 shows ordering roles and responsibilities.





**Figure 46: Ordering Roles and Responsibilities**

The Logistics Section is responsible for the SPOT mission, but it is executed in close coordination with the other sections, functional areas, and Emergency Support Functions. In some cases, critical functions may have to co-locate with the Logistics Section, Ordering Unit, particularly in the absence of an enterprise automated system.

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# Appendix H: Authorities and Foundational Documents

## Incident Management Handbook (IMH) Doctrinal Family

Figure 47 shows the IMH doctrinal family grouping. Generally, doctrinal family groupings show doctrinal products and interdependencies. In this instance, the IMH doctrinal family grouping shows the connections between the doctrine that informed IMH development and the doctrine that currently aligns with the IMH. As revisions occur within the related doctrinal products, the impact on the IMH should be analyzed and captured for use in future IMH revisions.

Within Figure 47, solid lines indicate where a high-level piece of doctrine has been directly expanded on (e.g., the *Incident Management Manual* expanded on concepts described in the *Incident Management and Support Keystone*) to create a new, more detailed piece of doctrine. Dashed lines represent relationships where existing information within doctrinal products was used to inform sections within the IMH (e.g., elements of the *FEMA Mission Assignment Guide* were used to describe MA operations within the IMH). The documents that directly feed into and influence the guidance in the IMH include the:

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- FEMA *Operational Planning Manual*;
- *Incident Management Manual*; and
- *Incident Action Planning Guide*.

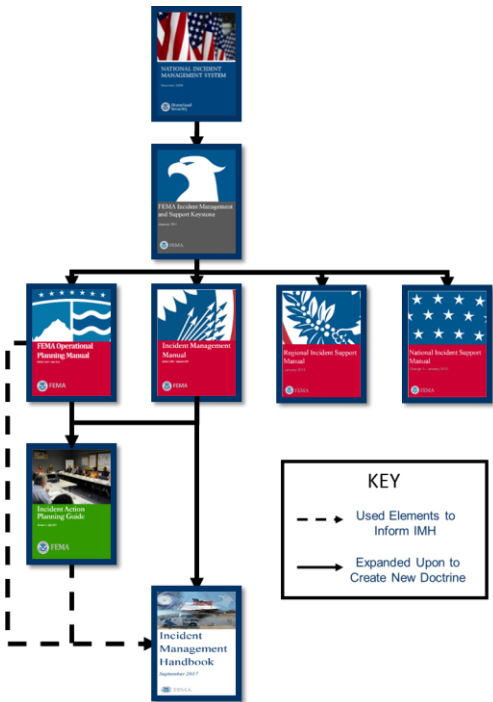


Figure 47: IMH Doctrinal Family

## Laws

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

The Stafford Act, signed into law on November 23, 1988, amended the *Disaster Relief Act of 1974* (Public Law 93-288). The Stafford Act constitutes the statutory authority by which the Federal Government provides disaster and emergency assistance to state and local governments, tribal nations, eligible private nonprofit organizations, and individuals affected by a declared major disaster or emergency. The Stafford Act covers all hazards, including natural disasters and terrorist events.

### **Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295)**

The *Post-Katrina Emergency Management Reform Act of 2006* (PKEMRA) clarified and modified the *Homeland Security Act of 2002* with respect to the organizational structure, authorities, and responsibilities of FEMA and the FEMA Administrator. PKEMRA enhanced FEMA's responsibilities and its autonomy within the Department of Homeland Security. Per PKEMRA, FEMA is to lead and support the Nation in a risk-based, comprehensive emergency management system of

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preparedness, protection, mitigation, response, and recovery. The FEMA Administrator, with Stafford Act responsibilities delegated by the Secretary of Homeland Security and additional authorities under the Homeland Security Act of 2002 as amended by PKEMRA, coordinates response operations and tasks and funds other federal departments and agencies that would not otherwise have been authorized to provide support to save lives and protect property.

## **Sandy Recovery Improvement Act of 2013 (Public Law 113-2)**

The *Sandy Recovery Improvement Act* (SRIA), signed into law on January 29, 2013, amended the *Robert T. Stafford Disaster Relief and Emergency Assistance Act* (Public Law 100-707). The SRIA authorizes the most significant changes to the way FEMA may deliver federal disaster assistance to state, local, tribal, and territorial governments, as well as disaster survivors since the passage of the Stafford Act. The SRIA amended the Stafford Act to provide federally-recognized Indian tribal governments the option to make their own request for a major presidential emergency or major disaster declaration independently of a state or to seek assistance under a declaration for a state. The SRIA includes processes for streamlining Public Assistance program delivery, including labor costs, permanent work, and debris removal. For Individual Assistance, the SRIA directed FEMA to provide more objective criteria for evaluating the need for assistance to individuals, a lease and repair program option for housing for disaster survivors, and coverage for child care expenses under Other Needs Assistance. The SRIA also streamlines the Hazard Mitigation Grant Program. Finally, the SRIA mandates

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that Public Assistance grants and mission assignments in excess of \$1 million be posted on the Internet within 24 hours of award or issuance.

## **Rehabilitation Act of 1973**

The *Rehabilitation Act of 1973* (often called the “Rehab Act”) prohibits discrimination on the basis of disability in programs run by federal agencies, programs that receive federal financial assistance, in federal employment, and in the employment practices of federal contractors.

## **Americans with Disabilities Act of 1990, As Amended (ADA)**

The ADA makes it illegal to discriminate against a qualified person with a disability in the private sector and in state and local governments. The ADA also makes it illegal to retaliate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit.

## **Architectural Barriers Act of 1968, As Amended (ABA)**

The ABA requires access to facilities designed, built, altered, or leased with federal funds. Passed by Congress in 1968, the ABA marks one of the first efforts to ensure access to the built environment. The Access Board develops and maintains accessibility guidelines under the ABA. These guidelines serve as the basis for the standards used to enforce the ABA.

## Regulations

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

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

## Policies

### **National Incident Management System (NIMS), December 2008**

The NIMS is a set of principles that provides a systematic, proactive approach to guide government agencies at all levels, nongovernmental organizations (NGO), and the private sector. NIMS works seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity to reduce the loss of life or property and harm to the environment.



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## **National Response Framework (NRF) (Third Edition), June 2016**

The *National Response Framework* (NRF) is an essential component of the National Preparedness System mandated in PPD-8 and supersedes the original NRF released in 2008. The framework sets the doctrine for how the Nation builds, sustains, and delivers the response core capabilities identified in the National Preparedness Goal. The NRF is built on scalable, flexible, and adaptable coordinating structures identified in the NIMS to align key roles and responsibilities across the Nation, linking all levels of government, NGOs, and the private sector. The term “response,” as used in the NRF, includes actions to save lives, protect property and the environment, stabilize communities, and meet basic human needs following an incident. Response also includes the execution of emergency plans and actions to support short-term recovery.

## **National Disaster Recovery Framework (NDRF) (Second Edition), June 2016**

The *National Disaster Recovery Framework* (NDRF) is a guide that enables effective recovery support to disaster-impacted states, tribes, territorial and local jurisdictions. The NDRF provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. The NDRF also focuses on how best to restore, redevelop, and revitalize the health, social, economic, natural, and

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environmental fabric of the community and build a more resilient Nation.

The NDRF is consistent with the vision set forth in Presidential Policy Directive (PPD)-8, *National Preparedness*, which directs FEMA to work with interagency partners to publish a recovery framework. The NDRF is the first framework published under PPD-8 reflecting the core recovery capabilities by supporting operational plans as an integral element of a National Preparedness System. The NDRF is a first step toward the PPD-8 objective to achieve a shared understanding and a common, integrated perspective across all mission areas (Prevention, Protection, Mitigation, Response, and Recovery) to achieve unity of effort and make the most effective use of the Nation's limited resources.

## **National Mitigation Framework (Second Edition), June 2016**

The *National Mitigation Framework* sets the strategy and doctrine for how the whole community builds, sustains, and delivers the mitigation core capabilities identified in the National Preparedness Goal in an integrated manner with the other mission areas. The National Mitigation Framework is one of the five documents in the suite of National Planning Frameworks.

## **FEMA Publication 1, April 2016**

*FEMA Publication 1* (Pub 1) serves as FEMA's capstone doctrine. Pub 1 defines FEMA's principles and culture and describes its history, mission, purpose, and ethos.

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## ***FEMA Incident Management and Support Keystone (IMSK), January 2011***

The *Incident Management and Support Keystone (IMSK)* is the primary document from which all other FEMA disaster response directives and policies are derived. The IMSK describes how the response doctrine, articulated in the NRF, is implemented in FEMA disaster response operations.

## ***FEMA Incident Management Manual (IMM), September 2015***

The IMM bridges between the IMSK, which provides overarching guidance for all of FEMA, and the tactical-level descriptions of how FEMA conducts incident management found in the IMH. The IMM is a companion document to the *National Incident Support Manual (NISM)* and the *Regional Incident Support Manual (RISM)*. The *Incident Support Manual's* focus on delivering support to the incident level, while the IMM focuses on incident management and receipt of support from the regional and national level. Together, the IMM, RISM, and NISM provide a composite picture of FEMA's role in incident management and incident support.

## ***FEMA National Incident Support Manual (NISM), January 2013***

The FEMA NISM describes how FEMA national staff support FEMA incident operations and briefly discusses steady-state

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activities pertinent to incident operations. The NISM defines the activities of federal assistance across the Nation and within FEMA's statutory authority supporting citizens and first responders in responding to, recovering from, and mitigating all hazards. The NISM includes definitions and descriptions of roles and responsibilities, functions, and organizational structures for those conducting FEMA incident support duties, thus forming the basis from which FEMA personnel plan and execute their assigned missions. Moreover, the NISM serves as the basis for developing related guidance (e.g., procedures, handbooks, incident guides, and training materials). The NISM discusses how National Response Coordination Staff (NRCS) procedures are relevant to all personnel (FEMA, other federal agencies, nongovernmental organizations, and the private sector) who are either assigned to or coordinating with the NRCS.

## ***FEMA Regional Incident Support Manual (RISM), January 2013***

The FEMA RISM describes how the FEMA regional staff supports FEMA incident operations. The RISM discusses steady-state activities pertinent to incident operations and defines the activities of federal assistance across the region and within FEMA's statutory authority supporting citizens and first responders in responding to, recovering from, and mitigating all hazards. The RISM includes definitions and descriptions of roles and responsibilities, functions, and organizational structures for those conducting FEMA incident support duties. The RISM also describes the basis from which FEMA personnel plan and execute their assigned missions. The RISM serves as the basis for developing related guidance

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(e.g., procedures, handbooks, incident guides, and training materials) and discusses how Regional Response Coordination Staff (RRCS) procedures are relevant to all personnel (FEMA, other federal agencies, nongovernmental organizations, and the private sector) who are either assigned to or coordinating with the RRCS.

## ***FEMA Operational Planning Manual (FOPM), June 2014***

The FOPM describes how FEMA conducts operational planning activities. To maximize interoperability within FEMA, it is important to standardize the approach to operational planning. The FOPM identifies and describes common types of planning, the operational planning method, the use of the operational planning method for deliberate planning, how to operationalize deliberate plans through crisis action planning, and how to transition plans from the planners to those who execute plans.

## ***FEMA Incident Action Planning Guide, Revision 1, July 2015***

The *Incident Action Planning Guide* is intended to promote the effectiveness of incident operations by standardizing the incident action planning process. The Incident Action Plan (IAP) describes how FEMA applies the Incident Command System incident action planning process. The IAP defines the specific roles and responsibilities of the various organizations and establishes standards for incident action planning on FEMA incidents. The IAP also communicates to partners the

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details of how FEMA conducts the incident action planning process. In addition, the IAP serves as a reference for incident management personnel and provides the basis for incident action planning staffing and exercising. Finally, the IAP informs required training, position task books, and development of courses in alignment with the FEMA Qualification System

# Appendix I: List of Acronyms

ABA	Architectural Barriers Act
ACQ	Acquisitions
AD	Active Directory
ADA	Americans with Disabilities Act
ADAD	Alternative Dispute Resolution Advisor
ADR	Alternative Dispute Resolution
AE	Advance Evaluation
AEAC	Assistant External Affairs Officer – Congressional Affairs
AEAO	Assistant External Affairs Officer
AEIC	Assistant External Affairs Officer – Joint Information Center
AEIG	Assistant External Affairs Officer – Intergovernmental Affairs
AEPP	Assistant External Affairs Officer – Planning and Products
AEPS	Assistant External Affairs Officer – Private Sector
AFN	Access and Functional Needs
AIR	Assess, Inform, and Report
AMGS	Air Mission Group Supervisor

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AMMG	Air Mission Coordination Manager
AA ORR	Associate Administrator, Office of Response and Recovery
AOB	Air Operations Branch
AOBD	Air Operations Branch Director
AOP	Advanced Operational Plan
AOR	Area of Responsibility
APMG	Accountable Property Manager
APO	Accountable Property Officer
APRS	Acquisition Purchasing Specialist
APSP	Accountable Property Specialist
AQAS	Acquisitions Quality Assurance Specialist
AQSP	Acquisition Business Specialist
AREP	Agency Representative
ARSP	Air Mission Specialist
ASL	American Sign Language
ASLS	American Sign Language Interpreter Technical Specialist
ASSP	Applicant Services Program Specialist
ATF	Bureau of Alcohol, Tobacco, Firearms, and Explosives
AV	Audiovisual
BD	Branch Director



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BCA	Benefit-Cost Analysis
BCMG	Broadcast Manager
CART	Computer Aided Real-Time Translation
CASP	Community Planning and Capacity Building Specialist
CBRN	Chemical, Biological, Radiological, and Nuclear
CC	Crisis Counseling
CDC	Center for Disease Control
CDI	Certified Deaf Interpreter
CDIS	Certified Deaf Interpreter Technical Specialist
CDPX	Community Planning and Capacity Building Specialist – Community Planning Expert
CDSX	Community Planning and Capacity Building Specialist – Community Design Expert
CDVX	Community Planning and Capacity Building Specialist – Community Development Expert
CEO	Community Education and Outreach
CESP	Community Education and Outreach Specialist
CFR	Code of Federal Regulations
CGMG	Congressional Affairs Manager
C&GS	Command and General Staff
CGSP	Congressional Affairs Specialist
CIR	Critical Information Requirements

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CLGX	Community Planning and Capacity Building Specialist – Local Government Administration Expert
COA	Course of Action
COCL	Community Education and Outreach Crew Leader
COML	Communications Unit Leader
CONUS	Continental United States
COOP	Continuity of Operations Plan
COP	Common Operating Picture
COR	Contract Officer Representative
COS	Chief of Staff Officer
COST	Cost Unit Leader
COTL	Community Education and Outreach Task Force Leader
CPCB	Community Planning and Capacity Building
CPCB RSF	Community Planning and Capacity Building Recovery Support Function
CPCL	Community Planner Crew Leader
CPEX	Community Planner Specialist
CPSP	Hazard Mitigation Community Planner Specialist
CRCL	Community Planning and Capacity Building Crew Leader

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CRGS	Community Planning and Capacity Building Group Supervisor
CRMG	Contracting Manager
CRSP	Acquisition Contracting Specialist
CRTL	Community Planning and Capacity Building Task Force Leader
CRTS	Computer Aided Real-Time Translation Technical Specialist
CTMG	Creative Service Manager
DBD	Disaster Survivor Assistance Branch Director
DC	Distribution Center
DCM	Disaster Case Management
DCO	Defense Coordinating Officer
DCSP	Digital Communications Specialist
DDD	Damage, Description, and Dimensions
DEC	Disaster Emergency Communications
DEGS	Disaster Emergency Communications Group Supervisor
DFA	Direct Federal Assistance
DFTO	Disaster Field Training Operations
DHS	Department of Homeland Security
DI	Disability Integration
DISL	Disability Integration Advisor

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DISA	Disability Integration Advisor Manager
DIAS	Disability Integration Advisor Specialist
DID	Digital Identification
DISP	Data Integration Specialist
DISS	Disability Integration Resource Support Specialist
DIVS	Division Supervisor
DLS	Disaster Legal Services
DMARC	Demarcation Point
DME	Durable Medical Equipment
DMS	Durable Medical Supplies
DOCL	Documentation Unit Leader
DoD	Department of Defense
DOE	Department of Energy
DOJ	Department of Justice
DR	Disaster Response
DRC	Disaster Recovery Center
DREO	Deputy Regional Environmental Officer
DRF	Disaster Relief Fund
DRGS	Disaster Recovery Center Group Supervisor
DRM	Disaster Recovery Manager
DRMG	Disaster Recovery Center Manager
DRT	Disaster Response Team

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DRTL	Disaster Recovery Center Task Force Leader
DSA	Disaster Survivor Assistance
DSAS	Disaster Survivor Assistance Specialist
DSAT	Disaster Survivor Assistance Team
DSGS	Disaster Survivor Assistance Group Supervisor
DSTL	Disaster Survivor Assistance Task Force Leader
DTS	Deployment Tracking System
DUA	Disaster Unemployment Assistance
EA	External Affairs
EAEX	Engineering and Architect Technical Specialist
EAO	External Affairs Officer
EASP	Engineering and Architect Specialist
ECSP	Environmental Planning and Historic Preservation Environmental Compliance Review Specialist
eCAPS	Enterprise Coordination and Approval Processing System
EEI	Essential Elements of Information
EFSP	Environmental Planning and Historic Preservation Environmental Floodplain Specialist
EHAD	Environmental Planning and Historic Preservation Advisor
EHMG	Environmental Planning and Historic Preservation Manager

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EHP	Environmental Planning and Historic Preservation
EMMIE	Emergency Management Mission Integrated Environment
ENS	Emergency Notification System
ENSP	Environmental Planning and Historic Preservation Environmental Specialist
EOC	Emergency Operations Center
EOEX	Community Education and Outreach Technical Specialist
EPA	Environmental Protection Agency
ERAD	Equal Rights Advisor
ERLD	Lead Equal Rights Advisor
ESBD	Emergency Services Branch Director
ESD	Enterprise Service Desk
ESF	Emergency Support Function
EXEC	Federal Coordinating Officer Executive Specialist
FACL	Facilities Unit Leader
FAO	Federal Approving Official
FAR	Federal Acquisitions Regulations
FBI	Federal Bureau of Investigation
FCMG	Funds Control Manager
FCO	Federal Coordinating Officer

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FCV	Forward Communications Vehicle
FDRC	Federal Disaster Recovery Coordinator
FDRO	Federal Disaster Recovery Officer
FEIMS	FEMA Enterprise Identity Management System
FEKC	FEMA Employee Knowledge Center
FEMA	Federal Emergency Management Agency
FIOP	Federal Interagency Operational Plan
FITL	Floodplain Management and Insurance Task Force Leader
FM	Financial Management
FLMG	Facilities Manager
FMAG	Fire Management Assistance Grant Program
FOD	Field Operations Directorate
FOG	Field Operations Guide
FOH	Federal Occupational Health
FOPM	FEMA Operational Planning Manual
FOR	Field Operating Report
FOS	Federal Operations Support
FPCL	Floodplain Management Crew Leader
FPEx	Floodplain Management Technical Specialist
FPM	Floodplain Management
FPSP	Floodplain Management Specialist

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FQS	FEMA Qualifications System
FRC	Federal Resource Coordinator
FRMAC	Federal Radiological Monitoring and Assessment Center
FSA	Federal Staging Area
FSC	Finance/Administration Section Chief
FSUL	Federal Staging Area Unit Leader
FTA	FEMA-Tribal Agreement
FTE	Full-Time Equivalent
FTMG	Fleet Manager
GAR	Governor's Authorized Representative
GIMG	Geospatial Information System Manager
GIS	Geospatial Information System
GISP	Geospatial Information System Specialist
GIUL	Geospatial Information System Unit Leader
GPTL	Grants and Planning Task Force Leader
GRCL	Grants Crew Leader
GREX	Grants Technical Specialist
GRPS	Group Supervisor
GRSP	Grants Specialist
GSA	General Services Administration
GSUL	Ground Support Unit Leader



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HACL	406 Crew Leader
HAEX	406 Technical Specialist
HASP	406 Specialist
HAZUS	Hazards-United States
HDHHS	Houston Department of Health and Human Services
HELP	Help Desk Specialist
HHS	Department of Health and Human Services
HISP	Insurance Specialist
HLT	Hurricane Liaison Team
HM	Hazard Mitigation
HBD	Hazard Mitigation Branch Director
HDR	Humanitarian Daily Ration
HMGP	Hazard Mitigation Grant Program
HMGS	Hazard Mitigation Group Supervisor
HMMC	Hazard Mitigation Management Coordinator
HMMG	Hazard Mitigation Management Coordinator
HMP	Hazard Mitigation Proposal
HMTAP	Hazard Mitigation Technical Assistance Program
HPA	Hazard and Performance Analysis
HPCL	Hazard and Performance Analysis Crew Leader
HPEX	Hazard and Performance Analysis Technical Specialist

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HPSP	Hazard and Performance Analysis Specialist
HPTL	Hazard and Performance Analysis Task Force Leader
HQ	Headquarters
HR	Human Resources
HRMG	Human Resources Manager
HRSP	Human Resources Specialist
HRUL	Human Resources Unit Leader
HS	Human Services
HSAR	Homeland Security Acquisitions Regulations
HS GS	Human Services Group Supervisor
HSMG	Human Services Manager
HSSP	Environmental Planning and Historic Preservation Specialist
H&SS	Health and Social Services
HUCL	Housing Crew Leader
HUGS	Individual and Households Program Group Supervisor
HUTL	Individuals and Households Program Task Force Leader
HVAC	Heating, Ventilating, and Air Conditioning
IA	Individual Assistance
IAA	Interagency Agreement

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IABD	Individual Assistance Branch Director
IAGS	Individual Assistance Group Supervisor
IAP	Incident Action Plan
ICS	Incident Command System
IGA	Intergovernmental Affairs
IGMG	Intergovernmental Affairs Manager
IGSP	Intergovernmental Affairs Specialist
IHP	Individuals and Households Program
I/I	Intelligence/Investigations
IM	Incident Management
IMAAC	Interagency Modeling and Atmospheric Assessment Center
IMAT	Incident Management Assistance Team
IMGS	Information Management Group Supervisor
IMH	Incident Management Handbook
IMM	Incident Management Manual
IMMG	Information Management Reports and Planning Manager
IMSK	Incident Management and Support Keystone
INCL	Insurance Crew Leader
INEX	Insurance Technical Specialist
IOF	Initial Operating Facility
IP	Internet Protocol

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IRC	Interagency Recovery Coordination
IRR	Initial Response Resources
IS	Incident Support
ISB	Incident Support Base
ISP	Incident Strategic Plan
ISR	Inventory System of Record
IST	Incident Support Team
IT	Information Technology
ITBC	Regional Information Technology Branch Chief
ITMG	Information Technology Manager
ITSM	Information Technology Service Manager
ITSP	Information Technology Specialist
JFO	Joint Field Office
JHA	Job Hazards Analyses
JIC	Joint Information Center
JIT	Just-In-Time
JOC	Joint Operations Center
LASP	Limited English Proficiency/Additional Communication Needs Specialist
LBTT	Local Business Transition Team
LEP/CAN	Limited English Proficiency/Additional Communication Needs
LEAD	Lead Legal Advisor

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LGAD	Legal Advisor
LGSP	Logistics Specialist
LIP	Linguistically Isolated Populations
LMD	Logistics Management Directorate
LMS	Learning Management Systems
LNO	Liaison Officer
LOG	Logistics
LSB	Support Branch Director
LSC	Logistics Section Chief
LSCMS	Logistics Supply Chain Management System
LVB	Service Branch Director
LXB	External Support Branch Director
LYMG	Logistics Systems Manager
LYSP	Logistics Systems Specialist
MA	Mission Assignment
MACS	Multiagency Coordination System
MAMG	Mission Assignment Manager
MASP	Mission Assignment Specialist
MAT	Mitigation Assessment Team
MBMG	Mobile Communications Office Vehicle Manager
MBOP	Mobile Communications Office Vehicle Operator
MCCL	Mass Care/Emergency Assistance Crew Leader

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MC/EA	Mass Care/Emergency Assistance
MGCS	Mass Care/Emergency Assistance Group Supervisor
MCOV	Mobile Communications Operations Vehicle
MCTL	Mass Care/Emergency Assistance Task Force Leader
MDSP	Media Analysis Specialist
MECO	Mobile Emergency Response Support Coordinator
MERS	Mobile Emergency Response Support Specialist
MGPS	Program Group Supervisor
MHMG	Manufactured Housing Manager
MHSP	Manufactured Housing Specialist
MHSS	Manufactured Housing Support Specialist
MHU	Manufactured Housing Unit
MHUL	Manufactured Housing Unit Leader
MPGS	Hazard Mitigation Program Group Supervisor
MRMG	Media Relations Manager
MRSP	Media Relations Specialist
MSA	Mission Scoping Assessment
MSC	Map Service Center
NAMSP	Public Assistance Administrative Specialist
NCR	Natural and Cultural Resources

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NCSP	Recovery Coordination Specialist
NDRF	National Disaster Recovery Framework
NDRS	National Disaster Resource Support
NDT	National Decontamination Team
NEMG	Network Manager
NEMIS	National Emergency Management Information System
NFIP	National Flood Insurance Program
NGO	Nongovernmental Organization
NHPA	National Historic Preservation Act
NICCL	National Incident Communication Conference Line
NIMS	National Incident Management System
NiOS	Network Inventory and Optimization Solution
NISM	National Incident Support Manual
NMSP	Recovery Mission Support Specialist
NOC	National Operations Center
NPAGS	Public Assistance Group Supervisor
NPAEX	Public Assistance Technical Specialist
NPBD	Infrastructure Branch Director
NPPSP	Public Assistance Planning Specialist
NRSCP	Public Assistance Resource Specialist
NRCC	National Response Coordination Center

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NRCS	National Response Coordination Staff
NRF	National Response Framework
NRIPP	Nuclear/Radiological Incident Prevention Program
NSP	National Support Plan
NUO	National Utilization Officer
OCC	Office of Chief Counsel
OCFO	Office of Chief Financial Officer
OCIO	Office of Chief Information Officer
OCONUS	Outside the Continental United States
ODIC	Office of Disability Integration and Coordination
OFA	Other Federal Agency
ONA	Other Needs Assistance
ONCL	Other Needs Assistance Crew Leader
OPBD	Operations Branch Director
OPORD	Operations Order
OPS	Operations Section Chief
OPTL	Operations Task Force Leader
OSCL	Public Assistance Operations Support Crew Leader
OSTL	Public Assistance Operations Support Task Force Leader
ORDL	Ordering Unit Leader



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ORMG	Ordering Manager
ORR	Office of Response and Recovery
ORSP	Ordering Specialist
OSC	Operations Section Chief
OU	Organizational Unit
OWCP	Office of Workers' Compensation Program
PA	Public Assistance
PDA	Preliminary Damage Assessment
PDMG	Public Assistance Program Delivery Manager
PDTL	Public Assistance Program Delivery Task Force Leader
PICCL	Private Sector Incident Communications Conference Line
PIO	Public Information Officer
PKEMRA	Post-Katrina Emergency Management Reform Act
PL	Planning
PLMG	Communications Planning Manager
PLSL	Planning Support Unit Leader
PLSP	Planning Specialist
PM	Personnel Mobilization
PMC	Personnel Mobilization Center
PMMG	Program Liaison Manager

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PMO	Property Management Officer
PMSP	Program Liaison Specialist
POC	Point of Contact
POD	Point of Distribution
POTS	Plain Old Telephone Service
PPM	Processing Procedures Manual
PROC	Acquisition Procurement Unit Leader
PRSP	Acquisition Procurement Specialist
PSC	Planning Section Chief
PSMG	Private Sector Manager
PSP	Project Specialist
PSSP	Private Sector Specialist
PTB	Position Task Book
PW	Project Worksheet
QA/QC	Quality Assurance/Quality Control
RA	Regional Administrator
RCCL	Recovery Coordination Crew Leader
RCG	Recovery Coordination Group
RCGS	Recovery Coordination Group Supervisor
RCTL	Recovery Coordination Task Force Leader
RDIS	Regional Disability Integration Specialist
RDMG	Receiving and Distribution Manager

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REC	Record of Environmental Consideration
REO	Regional Environmental Officer
RERT	Radiological Emergency Response Team
RESL	Resources Unit Leader
RF	Radio Frequency
RFI	Request for Information
RFO	Ready for Occupancy
RISM	Regional Incident Support Manual
ROCL	Recovery Outreach Support Crew Leader
ROSP	Recovery Outreach Support Specialist
RPSP	Reports Specialist
RRCC	Regional Response Coordination Center
RRCS	Regional Response Coordination Staff
RRF	Resource Request Form
RSCL	Recovery Mission Support Crew Leader
RSF	Recovery Support Function
RSGS	Recovery Mission Support Group Supervisor
RSM	Recovery Support Meeting
RSOI	Reception, Staging, Onward Movement, and Integration
RSP	Regional Support Plan
RSS	Recovery Support Strategy

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RSTL	Recovery Mission Support Task Force Leader
RTM	Recovery Transition Meeting
RTMG	Resource Support Manager
RTSP	Resource Support Specialist
RWSP	Research and Writing Specialist
SAAD	Safety Advisor
SAF	Safety
SALT	Solution-oriented, Articulate, Legally sufficient, and Timely
SAO	State Approving Official
SAP	Simplified Acquisition Procedure
SBA	Small Business Administration
SBSP	Speakers Bureau Specialist
SCO	State Coordinating Officer
SDRC	State Disaster Recovery Coordinator
SEC	Security
SEMG	Security Manager
SFO	Safety Officer
SHMO	State Hazard Mitigation Officer
SICCL	State Incident Communication Conference Line
SIR	Site Inspection Report
SITL	Situation Unit Leader

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SITREP	Situation Report
SLMG	Public Assistance Specialized Project Manager
SLTT	State, Local, Tribal, and Territorial
SMART	Survivor Mobile Application Reporting Tool
SMSP	Strategy and Messaging Specialist
SOP	Standard Operating Procedure
SOW	Statement of Work
SPMG	Supply Manager
SPOC	Staffing Point of Contact
SPOT	Single Point Order Tracking
SPUL	Supply Unit Leader
SRIA	Sandy Recovery Improvement Act
SSA	State Staging Area
ST	State and Tribal
STBD	Staging Area Branch Director
STCL	Public Assistance Site Inspector Crew Leader
STGS	Staging Area Group Supervisor
STSP	Public Assistance Site Inspector Specialist
STTL	Public Assistance Site Inspector Task Force Leader
SVCL	Disaster Survivor Assistance Crew Leader
T&A	Time and Attendance

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TASP	Training and Administrative Specialist
TBSP	Tribal Affairs Specialist
TCO	Tribal Coordinating Officer
TCTL	Tactical Communications Task Force Leader
TEMG	Telecom Manager
TESP	Telecom Specialist
TFLD	Task Force Leader
TQSP	Training FEMA Qualification System Specialist
TRM	Technical Reference Model
TRMG	Training Manager
TRNL	Training Unit Leader
TRSP	Training Specialist
TSMG	Transportation Manager
TSSP	Training Support Specialist
TVMG	Travel Manager
TVSP	Travel Specialist
UACG	Unified Area Coordination Group
UCG	Unified Coordination Group
UFR	Unified Federal Review
USACE	United States Army Corps of Engineers
USDA	United States Department of Agriculture
US&R	Urban Search and Rescue

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VACL	Voluntary Agency Liaison Crew Leader
VAGS	Voluntary Agency Liaison Group Supervisor
VAL	Voluntary Agency Liaison
VATL	Voluntary Agency Liaison Task Force Leader
VIMG	Visual Imaging Manager
VOAD	Voluntary Organizations Active in Disaster
VTC	Video Teleconferencing
WIMG	Wireless Communications Manager
WMD	Workforce Management Division

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# Appendix J: Glossary

**Access and Functional Needs:** The needs of an individual who, under usual circumstances, is able to function on their own or with support systems. However, during an emergency, the individual's level of independence is challenged.

**Associate Administrator, Office of Response and Recovery (AA ORR):** During major disaster or emergency activations, their role is to coordinate and synchronize all headquarters activities for credible threats. The AA ORR provides operational guidance and direction to the Chief of the National Response Coordination Staff (C-NRCS) for the National Response Coordination Staff (NRCS) to implement.

**Agency Representative:** A person assigned by a primary, supporting, 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.

**Assistant:** The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions.

**Branch:** The organizational level with functional or geographic responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section and between the Section and Units in the Logistics Section.

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Branches are identified by the use of Roman numerals or by functional area.

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

**Common Operating Picture (COP):** The COP is both a product and a tool. The COP is established and maintained for all personnel involved in response to ensure multiple organizations are able to successfully and safely work together by having the same situational awareness. The COP may not be real-time information and must be qualified as such so it is understood that aspects of the incident may have changed or developed further.

**Consumable Medical Supplies:** Medical supplies (medications, diapers, bandages, etc.) that are ingested, injected, or applied and/or are one time use only.

**Cooperating Agency:** Consistent with the National Response Framework (NRF), entities that have specific expertise and capabilities to assist the coordinating agency in executing incident-related tasks or processes within a National Response Framework Support Annex.

**Coordinating Agency:** An agency that supports the Department of Homeland Security (DHS) incident management mission by providing the leadership, expertise, and authorities to implement critical and specific aspects of the response. Coordinating agencies are responsible for implementation of processes detailed in the NRF Support Annexes.

**Command Staff:** The Command Staff consists of the Chief of Staff, External Affairs Officer, Federal Disaster Recovery

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Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an Assistant or Assistants, as needed.

**Deputy:** A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or to perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

**Durable Medical Equipment:** Multiuse medical equipment for the benefit of a person who has an illness, injury, disability, or functional need to maintain their level of independence.

**Emergency:** An incident, whether natural or manmade, that requires responsive action to protect life or property. Under the *Robert T. Stafford Disaster Relief and Emergency Assistance Act*, an emergency means an occasion or instance for which, in the determination of the President, federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety or to lessen or avert the threat of a catastrophe in the United States.

**Emergency Support Function (ESF):** FEMA coordinates response support from across the Federal Government and certain nongovernmental organizations (NGOs) by calling up, as needed, one or more of the 14 ESFs. The ESFs are coordinated by FEMA through its National Response Coordination Center (NRCC). During a response, ESFs are a critical mechanism to coordinate functional capabilities and

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resources provided by federal departments and agencies, along with certain private sector organizations and NGOs. ESFs represent an effective way to bundle and funnel resources and capabilities to state, local, tribal, territorial, and other involved entities. These functions are coordinated by a single agency but may rely on several agencies that provide resources for each functional area.

The mission of the ESFs (which are listed in Appendix A) is to provide the greatest possible access to capabilities of the Federal Government, regardless of which agency has those capabilities. While ESFs are typically assigned to a specific section at the Joint Field Officer (JFO), Regional Response Coordination Center (RRCC), or NRCC for management purposes, resources may be assigned anywhere within the unified coordination structure. Regardless of the section in which an ESF may reside, that entity works in conjunction with other JFO sections to ensure the appropriate planning and execution of missions. The ESFs serve as the primary operational-level mechanism to provide assistance in functional areas.

**Essential Elements of Information (EEI):** A comprehensive list of information requirements, derived from deliberate plans, needed to promote informed decision making. EEIs are prioritized to answer the essential questions of the Federal Coordinating Officer (FCO) or Unified Coordination Group (UCG) needed at that time in the incident.

**Federal Operations Support (FOS):** A type of resource provided to FEMA or other responding federal agencies when logistical or technical support is required for their operations. This may include ESF activation, personnel for preparing

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damage survey reports, and supplies or equipment for the Joint Field Office or other operating facilities. FOS is totally federally funded and may be provided to a Presidential declaration of a major disaster or emergency.

**Federal Resource Coordinator (FRC):** The official who may be designated by DHS in non-Stafford Act situations when a federal department or agency acting under its own authority has requested the assistance of the Secretary of Homeland Security to obtain support from other federal departments and agencies. In these situations, the FRC coordinates support through interagency agreements and memorandums of understanding. The FRC is responsible for coordinating the timely delivery of resources to the requesting agency.

**FEMA Administrator:** As the principal advisor to the President, the Secretary of Homeland Security, and the National Security Staff on all matters regarding emergency management, the FEMA Administrator has overall responsibility for FEMA's response operations. When FEMA is engaged in a specific incident or potential incident, the FEMA Administrator ensures effective information sharing and coordination between FEMA and DHS HQ. The FEMA Administrator keeps the Secretary of Homeland Security informed of the incident status, activities, and issues and resolves incident response problems or issues that cannot be resolved at lower levels.

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

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equipment/commodities) and the incident level (committed equipment/commodities).

**General Staff:** The group of incident management personnel organized by function and reporting to the FCO, normally including the Operations Section Chief (OSC), Planning Section Chief (PSC), Logistics Section Chief (LSC), and the Finance/Administration Section Chief (FSC), and sometimes an Intelligence/Investigations 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):** An individual empowered by a governor in the FEMA-state agreement to execute all necessary documents for disaster assistance on behalf of the state, including certification of applications for Public Assistance; represent the governor of the impacted state in the UCG, when required; coordinate and supervise the state disaster assistance program, to include serving as its grant administrator; and identify, in coordination with the State Coordinating Officer (SCO), the state's critical information requirements for incorporation into a list of Essential Elements of Information.

**Hazard Mitigation (HM):** A cost-effective measure that will reduce the potential for damage to a facility from a disaster.

**Incident:** An occurrence or event, natural or man-made, which requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wild land and urban fires, floods, hazardous material spills, nuclear accidents, aircraft

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accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident Action Plan (IAP):** A written plan containing general objectives reflecting the priorities 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. The IAP is produced for each operational period. FEMA only has one IAP, and that is created at the incident level.

**Incident Command System (ICS):** A standardized emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents without being hindered by jurisdictional boundaries. ICS is a management system designed to enable effective incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. ICS is used for all kinds of emergencies and is applicable to small as well as large, complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

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

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delivery of Federal assistance through all phases of incident response.

**Incident Management Assistance Team (IMAT):** National Incident Management System/Incident Command System-compliant (management) teams that can rapidly deploy to an incident or incident-threatened venue and become part of a unified command to lead a prompt, effective, and coordinated federal response in support of state, tribal, and local emergency management officials. IMATs consist of interagency subject matter experts and incident management professionals and are not limited to the pre-identified full-time staff in the FEMA region. IMATs make preliminary arrangements to set up federal field facilities and initiate establishment of the Joint Field Office (JFO).

**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:** The coordination of all federal resources that support emergency response, recovery, logistics, and mitigation. Responsibilities include the deployment of national level assets, support of national objectives and programs affected during the disaster, and support of incident operations with resources, expertise, information, and guidance.

**Incident Support Base (ISB):** The location where uncommitted equipment and commodities are pre-staged,



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generally in anticipation of a disaster declaration. The FEMA Logistics Management Directorate establishes and manages the ISBs, directing their location, movement, staffing and operation. The ISB can support the JFO, state staging areas, or points of distribution.

**Initial Response Resources (IRR):** Life-saving, life-sustaining, or other high priority resources (including water, emergency meals, plastic sheeting, tarps, generators, cots, and blankets) stocked at FEMA Distribution Centers or acquired from logistics supply chain partners that are provided to survivors after a disaster occurs.

**Interoperability:** Ability of systems to work more effectively together by allowing emergency management/response personnel and their affiliated organizations to communicate within and across agencies and jurisdictions by voice, data, or video-on-demand in real time, when needed, and when authorized. Interoperability includes equipment and the ability to communicate.

**Joint Field Office (JFO):** A temporary federal facility established to provide a central point for federal, state, local, tribal, and territorial governments; private-sector organizations; and NGOs with responsibility for incident oversight, direction, and/or assistance to effectively coordinate and direct prevention, preparedness, response, and recovery actions. Typically, the JFO is located at or near the incident area of operations.

**Joint Information Center (JIC):** A facility established to coordinate all incident-related public information activities. The JIC is the central point of contact for all news media. Public

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information officials from all participating agencies should co-locate 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 geographic (e.g., federal, state, tribal, and local boundary lines) or functional (e.g., law enforcement and public health).

**Local Government:** A county, parish, municipality, city, town, township, local public authority, school district (special of whether the council of governments is incorporated as a nonprofit corporation under state law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or in Alaska a native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. Section 2 (10), *Homeland Security Act of 2002*, P.L. 107–296, 116 Stat. 2135 (2002) provides more information.

**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. An MACS assists agencies and organizations responding to an incident. The elements of an MACS include facilities, equipment, personnel, procedures, and communications.

**National Response Coordination Center (NRCC):** The NRCC is a multiagency center operated by the National Response Coordination Staff (NRCS), which provides overall federal response coordination. During an incident, the NRCS

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may, depending on the number, size, or complexity of the incident(s), operate on a 24/7 basis or, as required, in coordination with other elements of the National Operations Center (NOC). FEMA maintains the NRCC as a functional component of the NOC in support of incident management operations. If required, the NRCS activates and deploys national-level entities such as the National Disaster Medical System, Urban Search and Rescue Task Forces, Mobile Emergency Response Support, and National IMAT.

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

**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.

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

**Operational Period:** The time scheduled for executing a given set of operation actions as specified in the Incident Action Plan. Operational periods can be of various lengths although usually they last 12 to 24 hours.

**Personnel Mobilization:** The deployment of incident workforce personnel that includes delivery of coordinated

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responder services and in-transit support en-route to disaster operations, emergency manager orientations, or training events.

**Personnel Mobilization Center:** The location where Reception, Staging, Onward Movement, and Integration (RSOI) support functions are implemented. Examples include a room at the JFO, a ballroom at a local hotel, a conference center, a military installation, the National Emergency Training Center (NETC), or the Center for Domestic Preparedness (CDP).

**Recovery:** The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

**Recovery Support Function (RSF):** RSFs are derived from the National Disaster Recovery Framework's coordinating structure for key functional areas of assistance. The RSFs are six groupings of core recovery capabilities (listed in Appendix A) that provide a structure to facilitate problem solving, improve access to resources, and foster coordination among state and federal agencies, nongovernmental partners, and stakeholders. Each RSF has coordinating and primary federal agencies and supporting organizations that operate

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together with state, local, tribal, and territorial government officials, NGOs, and private sector partners.

**Regional Administrator (RA):** Primary FEMA representative to state governors, other federal departments and agencies, and local, tribal, and territorial authorities during day-to-day operations within their region. In the event of a Stafford Act declaration, the RA of the affected region has control of FEMA resources within the region. The RA delegates authority for incident management and control of assigned federal resources to the FCO when the FCO has established operational capability.

**Regional Response Coordination Center (RRCC):** A standing multiagency center that FEMA operates in each of the 10 regional offices. Staffed by a Regional Response Coordination Staff (RRCS), the RRCC is the primary situational awareness and coordination center for support to FEMA's incident management at the UCG level. The RRCCs are the focal point for regional resource coordination.

**Regional Response Coordination Staff (RRCS):** The RRCS mission is, on activation, to provide regional-level emergency management by coordinating and integrating resources, policy guidance, situational awareness, and planning to support the incident.

**Regional Support Plan (RSP):** The RSP provides a concise and coherent means of capturing and communicating the overall incident priorities, objectives, and tasks in the context of initial response support activities from the RRCS.

**Resources:** All personnel and major items of equipment, supplies, and commodities available or potentially available for

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assignment on which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an emergency operations center.

**Response:** Immediate actions to save lives, protect property and the environment, and meet basic human needs. Response also includes the execution of emergency plans and actions to support short-term recovery.

**Reception, Staging, Onward Movement, and Integration:** Setup and operation of on- or off-incident locations at which incident workforce personnel are processed, trained, and equipped prior to assuming their assigned incident roles and responsibilities.

**Span of Control:** The number of resources for which a supervisor is directly responsible, usually expressed as the ratio of supervisors to individuals. (Under the National Incident Management System, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5, or between 1:8 and 1:10 for many large-scale law enforcement operations.)

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

**Staging Area:** That location to which committed incident personnel, equipment, and commodities are assigned awaiting

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tactical assignment. The region's or the JFO's Operations Section manages staging areas.

**State:** A state, territory, or tribal land of or in the United States. States, territories, and tribal governments have responsibility for the public health and welfare of the people in their jurisdiction. State and local governments are closest to those impacted by incidents and have always had the lead in response and recovery. During response, states play a key role coordinating resources and capabilities throughout the state and obtaining resources and capabilities from other states. States are sovereign entities, and the governor has responsibility for public safety and welfare. While U.S. territories, possessions, freely associated states, and tribal governments also have sovereign rights, there are unique factors involved in working with these entities.

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

**Unified Coordination Group (UCG):** The structure that executes unified command and leads incident activities at the field level to achieve unity of effort. The UCG's purpose is to establish and achieve shared objectives. The UCG comprises senior leaders representing state and federal interests and, in certain circumstances, tribal governments, local jurisdictions, territorial governments, or the private sector. The FCO is responsible for establishing the UCG.

**WebEOC:** FEMA's standardized platform to support incident management and incident support activities.

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**WebTA:** FEMA's standardized time and attendance system for employees.







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**FEMA B-761**