



FEMA National Incident Support Manual

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FEMA

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CHAPTER 1: INTRODUCTION

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

PURPOSE

The FEMA National Incident Support Manual describes how FEMA national staff support FEMA incident operations and briefly discusses steady-state activities pertinent to incident operations. This manual defines the activities of Federal assistance—across the nation and within FEMA’s statutory authority—supporting citizens and first responders in responding to, recovering from, and mitigating all hazards. It includes definitions and descriptions of roles and responsibilities, functions, and organizational structures for those conducting FEMA incident support duties, thus forming the basis from which FEMA personnel plan and execute their assigned missions. This manual also serves as the basis for developing related guidance (procedures, handbooks, incident guides, training materials, etc.). This manual will also discuss how 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.

The NRCS is aligned by the functions it performs to meet the FEMA mission. This has the following advantages:

- NRCC structure is aligned to its primary missions.
- Planning support, situational awareness, resources support, and National Response Center and Staff support are addressed as separate functions.
- No redundancy of function exists between incident, the regional-level, and the national-level.
- The alignment makes resource support efficient.
- The alignment promotes unity of effort

FEMA Mission

To support our citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

APPLICABILITY AND SCOPE

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

SUPERSESSSION

This document supersedes the 2009 National Response Coordination Center Standard Operating Procedure and all previous related procedures.

AUTHORITIES AND FOUNDATIONAL DOCUMENTS

Foundational documents provide statutory, regulatory, and executive guidance for FEMA incident management and support. More information about these documents can be found in Appendix G.

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

CHAPTER 2: NATIONAL-LEVEL INCIDENT SUPPORT

The National Response Framework (NRF) defines “emergency management” as the coordination and integration of all activities necessary to build, sustain, and improve the capability to prepare for, protect against, respond to, recover from, or mitigate threatened or actual natural disasters, acts of terrorism, or other man-made disasters. FEMA is the Federal agency responsible for supporting our citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards. The National Response Coordination Staff (NRCS) plays a critical role in ensuring that FEMA meets its emergency management responsibilities. Understanding where the NRCS fits in the National emergency management effort and its relationships with all levels of emergency management is essential in defining the NRCS mission.

NATIONAL RESPONSE COORDINATION CENTER

The National Response Coordination Center (NRCC) is a multiagency center that coordinates the overall Federal support for major disasters and emergencies, including catastrophic incidents and emergency management program implementation. DHS/FEMA maintains the NRCC—which the NRCS staffs—as a functional component of the National Operations Center supporting incident support operations at the regional-level.

National Operations Center

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

The FEMA Administrator, or his or her delegate, activates the NRCC in anticipation of, or in response to, an incident by activating the NRCS, which includes FEMA personnel, the appropriate Emergency Support Functions, and other appropriate personnel (including nongovernmental organization and private sector representatives). During the initial stages of a response FEMA will, as part of the whole community, focus on projected, potential, or escalating critical incident activities, such as the following:

- Situational Assessment
- Public Messaging
- Command, Control and Coordination
- Critical Communications
- Environmental Health and Safety
- Critical Transportation

- On-Scene Security and Protection
- Mass Search and Rescue Operations
- Health and Medical Treatment
- Mass Care Services
- Public and Private Services and Resources
- Stabilize and Repair Essential Infrastructure
- Fatality Management Services

The NRCC is activated to coordinate with the affected region(s) and provides needed resources and policy guidance in support of incident-level operations. The NRCS provides emergency management coordination, conducts planning, deploys resources, and collects and disseminates incident information as it builds and maintains situational awareness—all at the national-level. The NRCS does the following:

- Maintains situational awareness of specific potential threats, events, or incidents.
- Collects, validates, analyzes and distributes incident information.
- Coordinates the use of other Federal agencies resources through mission assignments and interagency agreements.
- Develops the National Support Plan, National Advanced Operational Plan, and Functional Plans to source and address identified resource shortfalls.
- Coordinates with the affected region(s) to determine initial requirements for federal assistance.
- Coordinates support and situational reporting with the Regional Response Coordination Center(s).
- Activates and deploys national teams
- Deploys initial response resources and other disaster commodities when required.
- When directed, assume responsibility for Regional incident support if a Regional Office is not operational.

The decision to stand down the NRCS will be made by the Director of Disaster Operations (DDO) in consultation with the affected Region and program areas. When the adjudication of national-level resources is no longer needed and decision support and situational awareness can be handled by the National Watch Center the NRCS will demobilize.

REGIONAL RESPONSE COORDINATION CENTER

The Regional Response Coordination Center (RRCC) is a standing multiagency center that FEMA operates in each of the ten regional offices. Staffed by Regional Response Coordination Staffs (RRCS), the RRCCs are the primary situational awareness and coordination centers for support to FEMA's incident management at the Unified Coordination Group level. The RRCCs are the focal point for regional resource coordination.

The Regional Administrator or designee stands up the RRCC by activating the RRCS, which includes FEMA personnel, the appropriate Emergency Support Functions, and other personnel (including nongovernmental organizations and private sector representatives) when appropriate, to provide needed resources and policy guidance to support an incident and coordinate with the NRCC. The RRCS provides overall emergency management coordination, coordinates federal regional response and support efforts, conducts planning, deploys regional-level entities, collects and disseminates incident information, and maintains connectivity with State Emergency Operations Centers, State fusion centers, and other Federal and State operations and coordination centers. The RRCCs build and maintain a situational awareness of incidents at the regional-level.

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

- Establish and maintain all RRCS positions needed, including Emergency Support Function coordinators.
- Contact the Emergency Operations Center in the affected state(s) to identify capabilities and anticipate shortfalls to determine initial response and support requirements.
- Implement processes for gathering, collating, analyzing, and disseminating incident information to all appropriate parties.
- Provide the NRCC with information necessary to make critical national-level incident management decisions.
- Acquire other Federal agencies' resources through the use of mission assignments and interagency agreements.
- Establish mobilization centers and staging areas as needed.
- Deploy Regional Incident Management Assistance Teams (IMATs) and incident staff.
- Request the deployment of a National IMAT(s) or additional Regional IMATs from other Regions when needed.

Joint Field Office (JFO)

The JFO is a temporary Federal facility that provides a central location for the coordination of Federal, State, tribal, local governments, and private-sector and nongovernmental organizations with primary responsibility for response and recovery. The JFO structure is organized, staffed, and managed in a manner consistent with National Incident Management System principles and is led by the Unified Coordination Group. Although the JFO uses an Incident Command System structure, the JFO does not manage on-scene operations. Instead, the JFO focuses on providing support to on-scene efforts and conducting broader support operations that may extend beyond the incident site.

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

- Maintain situational awareness of the incident to support the Regional Administrator’s incident management oversight role.
- 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 Regional Administrator when there is a fully functional incident management organization. The NRCS will then provide primary support to the incident in consultation with the Region. Situational awareness for the Regional Administrator will then be handled by the Regional Watch Center.

UNIFIED COORDINATION GROUP

The Unified Coordination Group (UCG), comprised of senior leaders representing State and Federal interests and, in certain circumstances, tribal governments, local jurisdictions, private sector, and/or nongovernmental organizations, leads FEMA incident management operations at the incident-level. The UCG typically consists of the Federal Coordinating Officer (FCO), the State Coordinating Officer (SCO), and senior officials from other agencies or organizations with primary statutory or jurisdictional responsibility—as well as significant operational responsibility for one or more functions of an incident response.

Within the UCG, the FCO is the primary Federal official responsible for coordinating, integrating, and synchronizing Federal response activities in support of, and in coordination with, State, tribal, and local government officials.

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

UNIFIED AREA COORDINATION GROUP

The FEMA Administrator delegates responsibility for incident response to Regional Administrators for incidents within their regions. On large and very complex events with multiple State disaster declarations with multiple Federal Coordinating Officers (FCOs) assigned, providing adequate oversight and strategic direction will quickly rise to the national level. The ability of RAs to ensure that incident objectives, operational actions, allocation of resources, and media messaging are coordinated among the multiple assigned FCOs can exceed or, at a minimum, stretch the ability of any one Region to support. The situation is dramatically more challenging when a large/complex or catastrophic event occurs involving multiple regions.

During these situations the FEMA Administrator retains all authority and responsibility for overall incident response oversight and direction for the incident (event). The FEMA Administrator may delegate this authority or choose to retain it. If the FEMA Administrator retains this authority and Unified Area Coordination is implemented, the FEMA Administrator will fill the role as the FEMA Area Coordinator in the Unified Area Coordination Group. If this authority is delegated and Unified Area Coordination is implemented, the person to whom the FEMA Administrator delegates this authority will fill the role as the FEMA Area Coordinator.

Unified Area Coordination is an Incident Command System (ICS) application to oversee the management of multiple assigned Unified Coordination Groups (FCOs/SCOs, etc.). The establishment of a Unified Area Coordination Group allows the FEMA Administrator, the governor's representatives, and other Unified Area Coordination member agency representatives the ability to coordinate and provide direction to a single incident management coordination and command structure. When filling the role of FEMA Area Coordinator in Unified Area Coordination, the FEMA Administrator will coordinate and receive direction from the President of the United States and the Secretary of Homeland Security. The Unified Area Coordination approach facilitates the ability of Federal, State, and other area coordinators to work together to establish a common set of priorities, objectives, and strategies. Such coordination ensures that those priorities, objectives, and strategies are aligned with or complementary to the UCGs under their supervision. Unified Area Coordination provides a vital means of coordinating the allocation or reallocation of scarce resources across the entire incident according to a common set of priorities. It also enables effective coordination and management of public information activities.

AUTHORITY AND CONTROL OF RESOURCES

FEMA Administrator

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

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

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 Regional Administrator to the FCO.

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

Following delegation of control to the FCO, he or she 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.

Control of Federal Resources During an Incident

- Control of Federal resources flows from the authority of the President to the FEMA Administrator.
- The FEMA Administrator delegates control of disaster operations to the Regional Administrator (RA).
- RAs routinely have control of Federal disaster operations within their respective regions. This includes control of FEMA resources assigned or committed within their regions.
- The RA delegates control of FEMA incident operations, including the Federal resources deployed to an incident to the FCO.
- The FCO may delegate control of Federal assets as necessary to achieve incident objectives.
- The FEMA Administrator's control can supersede that of the RAs when deemed necessary by the FEMA Administrator.

Organizational Relationships

The FEMA response organizational structure is designed to ensure support for the subordinate levels (i.e., the NRCC supports the RRCC; the RRCC supports the Joint Field Office). While only the FCO at the Joint Field Office is managing the incident, the role of the NRCS is to support the RRCS and the role of the RRCS is to support the FCO.

Emergency Support Functions

FEMA coordinates incident response support from across the Federal government by activating, as needed, one or more of the 15 ESFs. Federal ESFs are the primary mechanism for grouping Federal functions most frequently used in emergency management. ESFs provide the structure for organizing, planning, and deploying Federal interagency support to domestic disasters and emergencies. Each ESF is composed of one or more primary agencies and supporting agencies and organizations.

ESF resources may be assigned to the command and general staff, as well as staff resources to the Regional Response Coordination Staff and the National Response

Multiagency Coordination Systems

Multiagency coordination is a process that allows all levels of government and all disciplines to work together more efficiently and effectively. Multiagency coordination occurs across the different disciplines involved in incident management, across jurisdictional lines, or across levels of government. Multiagency coordination can and does occur regularly whenever personnel from different agencies interact in such activities as preparedness, prevention, response, recovery, and mitigation.

The primary function of Multiagency Coordination Systems (MACS) as defined in the National Incident Management System (NIMS) is to coordinate activities above the incident-level and to prioritize incident demands for critical or competing resources, thereby assisting the coordination of the operations in the field. MACS consist of a combination of elements; personnel (e.g., NRCS), procedures, protocols, facilities (e.g., NRCC), business practices, and communications integrated into a common system.

The MACS provides the following:

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

A fully implemented MACS is critical for seamless multiagency coordination activities and essential to the success and safety of the response whenever more than one jurisdictional agency responds.

Coordination Staff. While the primary agency representatives of given ESFs are typically assigned to specific sections for management purposes, ESF resources may be assigned anywhere and to multiple locations, as required, within incident management and support structures.

Incident Management and Incident Support

Each level of response has unique responsibilities that are based on management or support. At the incident-level efforts are focused on managing the incident. The regional-level coordinates resources and situational awareness across numerous Unified Coordination Groups in a region. The NRCC focuses on providing resources required to support the regional-level incident support and developing national-level situational awareness to ensure that the senior national leadership has all the tools necessary to make needed policy decisions. This system ensures that all efforts are focused on empowering and enabling incident managers to make decisions and employ resources. Therefore, all actions should be focused on the outcome and support of those who are directly conducting incident management and incident support.

Why Not an Incident Command System Structure for the NRCC?

The Incident Command System (ICS) was developed to manage incidents at the incident-level. ICS is inherently operational in nature and is designed to focus tactics, actions, planning, and support to meet established incident objectives. The requirements for ICS at the incident management level are significantly different than the support coordination requirements of the NRCS.

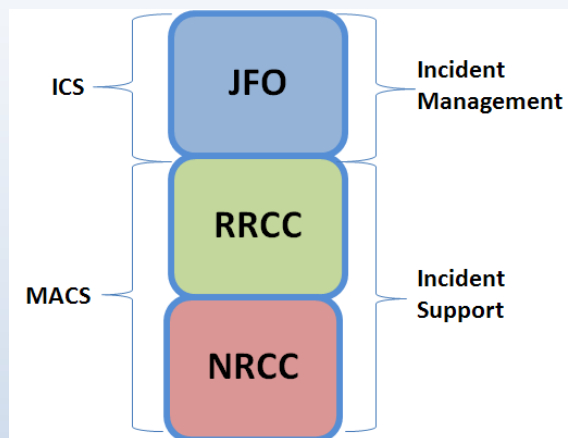


Figure 1: Support and Management Roles

Although similar tasks are found in ICS, they are not in the same context and are scattered throughout different functional areas in the organization. Adopting an organizational structure developed with different essential tasks and missions would result in a less effective organization. However, many of ICS's management characteristics such as manageable span of control, chain of command/unity of command, management by objectives, action planning, and modular organization are applicable in any emergency management organization.

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

Incident Support: 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.

NRCS incident support conducts multiagency coordination by strategically allocating and prioritizing national resources in the case of multiple incidents or potential multiple incidents. The national-level does not perform functions of incident management unless there is no lower level of control. The national-level will identify assets for a disaster and preposition materials to appropriate strategic locations in coordination with the region(s). Through its work with the region(s), the national-level identifies, orders, and deploys national initial response resources based on the specific needs of the disaster.

ACTIVATION OF NATIONAL RESPONSE COORDINATION CENTER AND STAFF

All personnel in FEMA have a response role and should be prepared to assume additional responsibilities during the support of an event or incident. Relatively few incidents reach the threshold of a Presidential major disaster or emergency declaration, and even fewer reach the threshold of a catastrophic¹ disaster; however, the NRCS must be prepared to support the response to all potential threats and hazards. The structure of the NRCS is able to expand and contract to meet the needs of the incident. The NRCS stands ready to assist with incidents that vary in type, duration, and complexity. They must also be prepared to support multiple concurrent incidents, which may be wholly contained within a jurisdiction, or may have cross-jurisdictional State, tribal and/or local boundaries.

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

¹ Catastrophic incident: Any natural or manmade incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions.

Table 1: National Response Coordination Center and Staff activation levels

Activation Level ²	Conditions	Staffing Guidelines
Level I	<ul style="list-style-type: none"> An incident of such magnitude that the available assets that were designed and put in place for the response are completely overwhelmed or broken at the local, regional, or national-level. Due to its severity, size, location, actual or potential impact on public health, welfare, and infrastructure, the incident requires an <i>extreme</i> amount of direct Federal assistance for response and recovery efforts for which the capabilities to support it do not exist at any level of government. A Level I disaster requires extraordinary coordination among Federal, State, tribal, and local entities due to massive levels and breadth of damage, severe impact or multi-State scope. Major involvement of FEMA (full activation of RRCC and NRCC), other Federal agencies (all primary ESF agencies activated), and deployment of initial response resources are required to support requirements of the affected State. 	<ul style="list-style-type: none"> Full staffing, including all or most Emergency Support Functions (ESFs) required <ul style="list-style-type: none"> Approximately 130 staff Organized by <ul style="list-style-type: none"> Sections Branches Groups and units
Level II	<ul style="list-style-type: none"> A disaster which, due to its severity, size, location, actual or potential impact on public health, welfare, and infrastructure requires a <i>high</i> amount of direct Federal assistance for response and recovery efforts. A Level II disaster requires elevated coordination among Federal, State, tribal, and local entities due to moderate levels and breadth of damage. Significant involvement of FEMA (RRCC activation, possible NRCC activation), other Federal agencies (some ESF primary agencies activated to support the RRCC), and possible deployment of initial response resources are required to support the requirements of the affected State. 	<ul style="list-style-type: none"> Mid-level staffing required <ul style="list-style-type: none"> Approximately 65 staff Organized by <ul style="list-style-type: none"> Sections Select branches Groups and units
Level III	<ul style="list-style-type: none"> A disaster which, due to its severity, size, location, actual or potential impact on public health, welfare, and infrastructure requires a moderate amount of direct Federal assistance. Typically this is primarily a recovery effort with minimal response requirements and existing Federal regional resources will meet requests. A Level III disaster requires coordination among involved Federal, State, tribal, and local entities due to minor-to-average levels and breadth of damage. Federal assistance may be limited to activation of only one or two ESF primary agencies. 	<ul style="list-style-type: none"> Minimal staff required <ul style="list-style-type: none"> Approximately 30 staff Organized by <ul style="list-style-type: none"> Sections Select units Specialists
Watch Steady State	<ul style="list-style-type: none"> No event or incident anticipated National Watch maintains situation awareness 	<ul style="list-style-type: none"> Normal office staffing required

² NRCC levels equal disaster type (e.g., in a Type I Incident, the NRCC will be stood up at a Level I).

Activation Organization Structure

The Director of Disaster Operations

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

- ensures information flow and coordination among all FEMA levels (national, regional, and incident[s]);
- coordinates and synchronizes all Headquarters disaster response, recovery, and mitigation operations, programs, and related activities;
- provides appropriate incident support to the Regional Administrators and FCO(s);
- directs the deployment of national-level teams as needed;
- approves and signs plans developed by the NRCS Planning Support Section; and
- advises the FEMA Administrator on program and policy issues related to incident management and support and provides recommended courses of action.

National Response Coordination Staff

National incident support is conducted from the NRCC, which the National Response Coordination Staff (NRCS) operates. The NRCS is organized into four functional sections coordinated by the Chief of the NRCS. These sections are Situational Awareness, Planning Support, Resources Support, and Center and Staff Support. Through these areas the NRCS is able to coordinate with the RRCC to provide support to the incident, and also to receive information on the status of the incident. Figure 2 depicts the top-level organization structure of the national-level during activation.

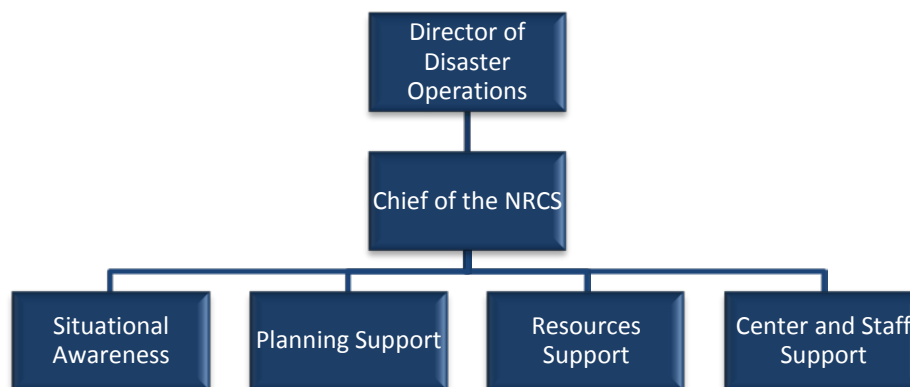


Figure 2: Organization Chart for the National Response Coordination Staff

Organizing by functional sections provides the opportunity to better align the NRCS with its mission. Functions are determined by grouping related responsibilities within a section. This functional-organization approach enhances coordination, communications, and facilitation by focusing NRCS efforts to achieve its essential tasks.

CHAPTER 3: CHIEF OF THE NATIONAL RESPONSE COORDINATION STAFF (NRCS)

CHIEF OF NRCS AND ADVISORY STAFF STRUCTURE



Figure 3: Organization Chart for the Staff of the Chief of the NRCS and the NRCS's Advisory Staff

PURPOSE

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

ESSENTIAL TASKS

Chief of the NRCS (C-NRCS)

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

Provide Leadership to and Supervise the NRCS

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

In a leadership capacity, the C-NRCS also reviews and approves activation and demobilization requests in relation to incident complexity and scope. In doing so, he or she determines the staffing levels, based on recommendations by section chiefs. The objective of such determination is to ensure the NRCS maintains staffing levels at quantities optimum for effectiveness. As part of this function, the C-NRCS also approves Emergency Support Function (ESF) activation and staffing plans by evaluating functional requirements of incident support as they relate to ESF capabilities.

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

Execute Orders

The Chief of the NRCS has the authority and responsibility to issue orders and to ensure the coordinated and satisfactory execution of those orders to facilitate unity of effort between the NRCS and the regional and incident staffs. The C-NRCS reviews and approves the National Support Plan, which is the primary mechanism to execute orders for the NRCS. The C-NRCS reviews (but has no approval authority for) all incident and regional plans to ensure that national plans and priorities are in support of regional and incident efforts. In connection with these responsibilities, the C-NRCS also coordinates with the RRCS for the

timely delivery of Federal assistance to affected State, tribal, and local governments and disaster survivors by ensuring the effective processing of national-level resource requests.

The C-NRCS informs the FEMA Administrator, DDO, Regional Administrators, and other key stakeholders about emerging national-level tasks and developments by approving and updating essential elements of information, critical information requirements, and answering key requests for information. Another cross-cutting responsibility for the C-NRCS is continually identifying and capturing emerging issues, corrective actions, and potential lessons learned and best practices.

Prioritize, Anticipate, and Allocate

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

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

It is also the responsibility of the C-NRCS to approve requests for national resources, and to review and approve valid requests to issue national-level mission assignments.

Policy Guidance

The Chief of the NRCS is responsible for identifying actual and potential policy issues and raising them to the DDO for resolution in coordination with appropriate stakeholders. He or she is also responsible for disseminating all of these items in support of the affected region(s). The C-NRCS is also responsible for supervising all activities of the NRCS to assure compliance with the intent of both the DDO and the supported Regional Administrator, and the needs of the incident.

In this supervisory role—and as a steward of the public trust—the C-NRCS maintains financial oversight to ensure that operations are cost effective. The effectiveness of disaster operations is confirmed by reviewing financial reports and budget information and providing guidance regarding contracting and the Federal Acquisition Regulation. As part of this responsibility the C-NRCS ensures that funds are being allocated, committed, and obligated for their intended purpose by implementing appropriate controls to provide sound financial

management. The C-NRCS is responsible for making certain that the NRCC is an efficient and effective work environment. The C-NRCS accomplishes this by providing policy guidance on all personnel management and pay issues related to the NRCS.

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

Chief of the NRCS's Advisory Staff

Liaisons

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

Legal Advisor

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

Emergency Support Function 15/External Affairs Advisor

The Emergency Support Function (ESF) 15/External Affairs Advisor acts as the FEMA representative for congressional, intergovernmental, international, media, and private sector requests, provides a summary of External Affairs operations, and coordinates on community relations.

Disability Integration and Coordination Advisor

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

Lessons Learned Advisor

The Lessons Learned Advisor and his or her staff collects data concerning emerging issues, corrective actions, and lessons learned during NRCC activations. In carrying out this responsibility, the Lessons Learned Advisor coordinates with each activated section to observe activities and assist with identifying emerging issues, corrective actions, and potential lessons learned. They also prepare, distribute, and gather data to identify emerging issues, corrective actions, and potential lessons learned.

The Lessons Learned Advisor also conducts after-action debriefings with managers and FEMA senior leadership to identify and prioritize emerging issues. The Lessons Learned

Advisor also conducts NRCS section hot-wash meetings as requested, either during operations or as sections stand down for data collection.

The Lessons Learned Advisor compiles status and emerging issue reports. As needed, they can also assist in development of the after-action report and the Improvement Plan.

Action Center

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

Appendix A contains detailed descriptions of positions for the Chief of the NRCS and the NRCS's advisory staff.

CHAPTER 4: SITUATIONAL AWARENESS SECTION

NATIONAL SITUATIONAL AWARENESS STRUCTURE

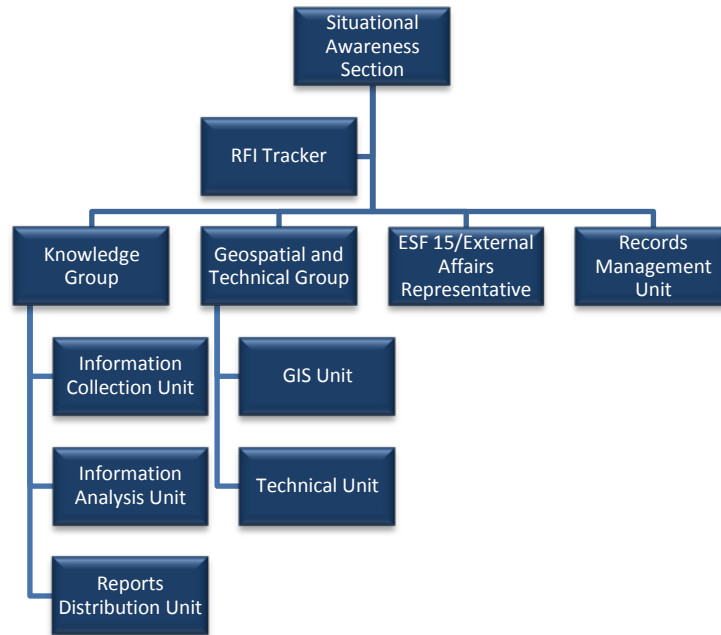


Figure 4: Organization Chart for the Situational Awareness Section

PURPOSE

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

Situational Awareness: the National Response Framework defines it as "the ability to identify, process, and comprehend the critical information about an incident—knowing what is going on around you—[requiring] continuous monitoring of relevant sources of information regarding actual incidents and developing hazards."

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

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

To accomplish their functions of collection, analysis, and dissemination, the SAS processes requests for information; manages records; develops reports, briefings, and presentation products; collects information; performs information analysis; develops and integrates geospatial and technical information; and develops material to support public messages.

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

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

For FEMA purposes, the *common operating picture* focuses on the needs of the Unified Coordination Group, the Regional Response Coordination Staff, the Regional Watches, the National Response Coordination Staff, the National Watch, and deployed teams.

- reviewing and analyzing information that may impact NRCS-level response to incident or regional operations;
- examining how actual or potential effects from the incident, or subsequent incidents, may affect other jurisdictions; and
- creating and distributing comprehensive products (e.g., NRCC situation report, spot report, and other reports) that give an accurate assessment of the NRCS-level response to senior leadership, internal NRCS and external stakeholders, and incident-level staff

They also promote communication and management of expectations by:

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

The SAS assists the region by:

- informing the RRCS of required information through a tailored Information Collection Plan so that requests for information are minimized;
- providing information requested by the RRCS in the Regional Information Collection Plan; and
- fulfilling requests for information.

ESSENTIAL TASKS

The Situational Awareness Section compiles and analyzes information and data collected through their specific functions and produces relevant products from which the NRCS, senior leadership, and other stakeholders (internal or external) can make decisions affecting their specific support to an incident. The sources of this information may include incident reports, meteorological information, modeling and geospatial intelligence products, news media, and specialized or technical information.

The SAS supports informed decision making through the development of a COP and serves as the single point of reference for incident information management at the NRCS level. The SAS facilitates and assists the NRCS Planning Support Section by providing critical documentation or information for developing plans.

The following section outlines each of the Situational Awareness Section's special functions and the specific tasks designated to them.

Request for Information Tracker

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

Knowledge Group

The Knowledge Group contains three units: the Information Collection Unit, the Information Analysis Unit and the Reports Distribution Unit. This Group executes the Information Collection Plan in accordance with the published National Support Plan; the National Advanced Operational Plan, and functional plans. They ensure the timely collection and analysis of all information relevant to the NRCS response.

Information Collection Unit

This Unit executes the Information Collection Plan (ICP) which tasks responsible entities to provide current situation information needed to develop the COP (and other products). Additionally, this Unit communicates additional/emerging critical information requirements or essential elements of information to all internal and external stakeholders. The unit also monitors pertinent social media sites.

Information Analysis Unit

This Unit analyzes the current situation information, as provided by the ICP, needed to develop the COP by reviewing incident information and related sources to determine how actual or potential impacts on the incident, or subsequent incidents, will affect NRCS

response capabilities. The Information Analysis Unit does this by applying risk analysis and intelligence data against ongoing and future NRCS-level incident support activities. The resulting analysis is critical to facilitating the development of NRCS-level plans.

Reports Distribution Unit

The Reports Distribution Unit prepares timely, accurate, and clearly written situational awareness reports and presentations (senior leadership briefings, talking points, video teleconferences, etc.) as required. They maintain the COP by conducting staff briefings on the incident situation, the changing mission, maturing objectives, and the status of NRCS support activities. This Unit is also responsible for assisting the ESF 15/External Affairs Specialist in developing external messaging and providing information on the current security situation or its potential impact on the incident.

Geospatial and Technical Group

The Geospatial and Technical Group contain two units: the Geospatial Information System Unit and the Technical Unit. This Group provides the technical and mapping expertise required to support other NRCS members and to facilitate plan development. This Group also serves as the link to sources discussing other technologies, to include Federal agencies, universities, and information and warning centers. The Geospatial and Technical Group provides specialized reports, analyses, and presentations as needed and coordinates with other situational awareness functions to produce products for COP development. This Group also provides geospatial and remote sensing display and analysis and creates and analyzes geospatial intelligence.

Geospatial Information System Unit

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

Technical Unit

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

Emergency Support Function 15/External Affairs Specialist

The ESF 15/External Affairs Specialist facilitates the development of timely, pertinent, and accurate public messaging and assists External Affairs, developing press releases, background information, fact sheets, talking points, congressional briefings, and other external affairs products. The specialist provides situational awareness updates on FEMA external affairs to Congress and to the NRCS Planning Support Section, to support current or

future planning. The ESF 15/External Affairs Specialist also coordinates messages with Federal, State, tribal, and local governments; monitors news media to ensure that accurate information is being reported; proactively identifies potential issues that may impact and facilitate developing plans or create the need for updated messages; and coordinates community relations outreach.

Records Management Unit

The Records Management Unit maintains historical files and records pertaining to all NRCS incident support activities or operations. This Unit documents, in writing, all significant decisions and facts relative to incident activities, it also maintains records of all policy and direction that occurred within the National Response Coordination Center during an event. This information ensures that an accurate record of each event is compiled and archived.

Appendix B1 contains detailed information on the processes that the Situational Awareness Section uses to develop the Information Collection Plan, along with the information they collect and the reports they produce. Appendix B2 contains detailed descriptions of all of the positions within the Situational Awareness Section.

CHAPTER 5: PLANNING SUPPORT SECTION

NRCS PLANNING SUPPORT STRUCTURE

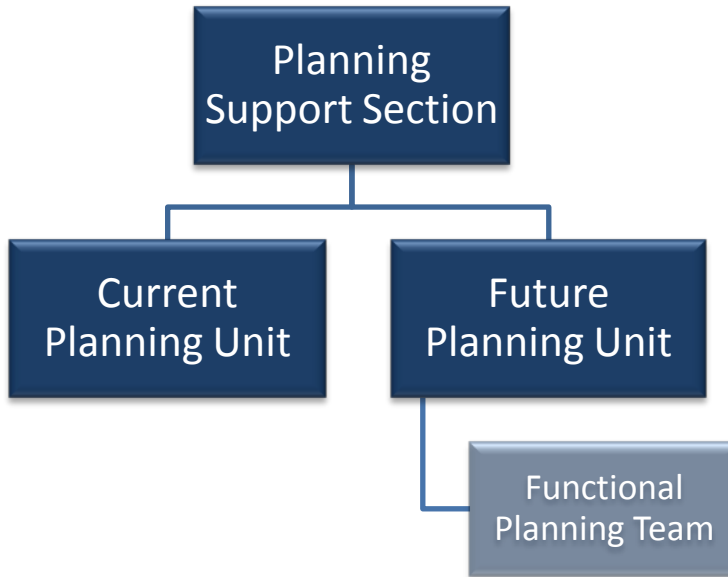


Figure 5: NRCS Planning Support Section

PURPOSE

The purpose of the NRCS Planning Support Section is to assist national-level efforts to support one or more FEMA incidents and ensure that FEMA is prepared, in the face of current activities, to deal with new incidents. The Planning Support Section staff does this by providing a range of planning services to address present or known requirements and to anticipate and devise means to deal with future needs. The Planning Support Section (1) addresses incident requirements—for response resources, services, and program/policy decisions that cannot be resolved at the incident or regional-levels; and, (2) deals with incident consequences or requirements that affect multiple FEMA regions and/or the entire nation.

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

Although the focus of NRCS planning may be different from incident management planning, the basic reason for planning remains the same. Planning helps to ensure that efforts of response, recovery, and mitigation are well coordinated and that they support jointly developed objectives and the priorities of leadership at all levels.

The function and organizational structure of the Planning Support Section in the NRCC also differs from that of the Planning Section at the incident-level. In the NRCC, planning is separated organizationally from the situational awareness function. At the incident-level, the planning and situational awareness functions are combined in the Planning Section. While these functions continue to be inextricably linked, in the NRCS, the Planning Support Section staff focuses exclusively on their planning and problem-solving roles while relying on the Situational Awareness Section to provide the needed information and analytic products.

For FEMA response doctrine purposes, two fundamental types of emergency planning are established as follows:

- **Deliberate planning** is accomplished under nonemergency conditions, developing general procedures for responding to future threats or scenarios.
- **Incident planning** is associated with an actual or potential incident, likely under emergency conditions, developing procedures for responding to actual or projected effects. This includes Incident Action Planning and planning efforts described by terms such as crisis action planning, strategic planning, and adaptive/advanced planning.

ESSENTIAL TASKS

The Planning Support Section has two essential tasks.

1. Lead development of a recurring *National Support Plan* (NSP), usually prepared daily, that tees up issues to be addressed, tasks to be accomplished, and activities that will occur during the specific period it covers.³
2. Develop or support the development of *functional plans* that address specific requirements or issues, both large and small.

Details on these plans are provided below in a section entitled, *Planning Support Section Products*.

³ The period covered by the NSP is not referred to as an operational period to avoid confusion with the operation schedule at incidents. The period covered by the NSP will usually be a 24-hour day; however, this period is established by the NRCS Chief and may be longer or shorter than a day based on mission requirements.

Current Planning Unit

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

The Current Planning Unit leads an NRCS-wide team in development of the NSP. To do this, the team must understand incident objectives and leadership priorities and develop NRCS objectives and tasks to support those objectives and priorities. Current Planning Unit staff coordinates the team's work in reviewing and resolving issues associated with NRCS support and describing those solutions and other pertinent information in the NSP.

For major and/or multiple incidents where national resource support is required, the Current Planning Unit may also develop a national version of the Advance Operational Plan (AOP) to plan for national resource requirements five to seven days in the future.

Future Planning Unit

The Future Planning Unit anticipates future requirements and issues from a national perspective. To do this, staff must consider (1) the long-term impact of all incidents that FEMA is currently managing and the potential new resource requirement or policy issues from these incidents; and, (2) the potential for additional incidents and the cascading effect of new requirements and issues on national resource supplies and national programs. The Future Planning Unit develops or facilitates the development of functional plans to address these requirements and issues.

Functional Planning Team

In the course of supporting incidents, FEMA HQ elements and NRCS components routinely address problems and develop ad hoc functional plans to deal with these problems. The Future Planning Unit supports these efforts. To develop functional plans, the Future Planning Unit includes personnel who are trained and equipped to facilitate the various components of the NRCS in developing functional plans to deal with specific requirements or programmatic issues in their areas of responsibility. These functional planning facilitators are assigned to assist other sections of the NRCS by applying the six-step functional planning process and develop functional plans that are consistent with NRCS objectives and leadership priorities and the FEMA functional planning format.

Planning Support Section Products

As indicated above, the NRCS Planning Support Section is responsible for producing two types of plans, the NSP (Current Planning Unit) and functional plans (Future Planning Unit).

The National Support Plan (NSP)

The NSP helps to integrate incident support efforts at the national-level including response, recovery, and mitigation activities. The NSP provides a snapshot of the NRCS objectives and activities for the day. For leadership, it provides a to-do list of what must get accomplished that day. It also helps to ensure national-level efforts address incident objectives and the priorities of leadership at all levels. The NSP's iterative process provides the NRCS with an operational tempo. Characteristics of the NSP are as follows; the NSP:

- is primarily intended to inform the individuals assigned to the NRCS;
- is a tool that shows that tells the who, what, when and whereof NRCS activities;
- is not a situation report;
- describes specific, measurable, achievable, realistic, and time-bound objectives and leadership priorities for the NRCS;
- may include specific supporting tasks—if included, tasks map back to NSP objectives and priorities; and
- describes significant constraints and functional plans that address constraints and support NRCS objectives and priorities.

To develop the NSP, the Current Planning Unit coordinates an NRCS-wide effort each day (or other period designated by NRCS management) to: (1) jointly develop a single NRCS understanding of incident objectives, requirements, and constraints as well as leadership priorities and other national-level considerations; (2) integrate all stakeholders' capabilities and expertise in addressing incident objectives, requirements, constraints, leadership priorities, and other national-level considerations; (3) propose NRCS objectives (and tasks, if appropriate) for the next day; (4) track and update the status of the objectives and tasks from the previous NSP; and (5) identify and include information on other pertinent activities by NRCS elements.

Once the group develops the required information, the Current Planning Unit consolidates the information and prepares a draft NSP. The C-NRCS reviews and approves the draft plan and forwards it to the DDO for approval and signature.

Functional Plans

The Future Planning Unit conducts functional planning as required to address specific functional or programmatic requirements such as housing assets allocation or power restoration. Functional plans are not confined to the period covered by the NSP. They may or may not directly support the NSP.

A functional plan typically includes five sections. These sections include the situation; the mission; the execution; the administration, resources, and funding; and the oversight, coordinating instructions, and communications.

The NRCS Advanced Operational Plan (N-AOP)

If developed, the N-AOP identifies and quantifies anticipated short-term, national-level resource requirements, such as initial response resources, specialized teams, or aviation assets for the next five to seven days. The N-AOP is based on and supports incident objectives and it complements incident action planning. The N-AOP includes short-term milestones to ensure resources are available when and where needed. The N-AOP is updated as necessary.

Six appendices here address more on planning. Appendix C1 contains detailed information on the processes the Planning Support Section uses to develop the NSP and the N-AOP. Appendix C2 contains information on the processes for developing functional plans. Appendix C3 contains information on how to develop courses of action. Appendix C4 contains information on the NRCS operational period. Finally, Appendix C5 contains detailed descriptions of all of the positions within the Planning Support Section.

CHAPTER 6: RESOURCES SUPPORT SECTION

NATIONAL RESOURCES SUPPORT STRUCTURE

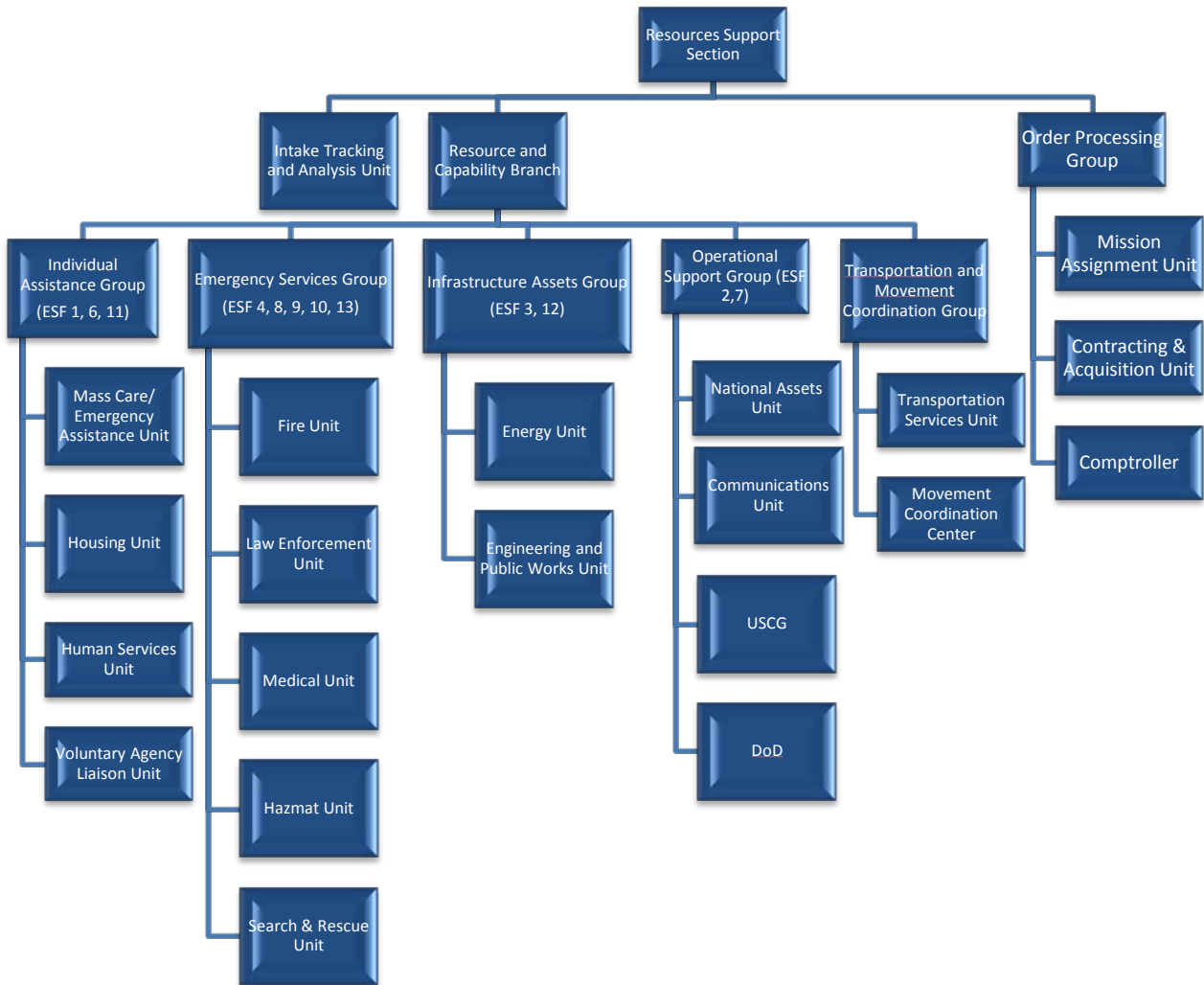


Figure 6: Organization Chart for Resources Support Section

PURPOSE

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

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

The National Response Coordination Staff provides national-level support to incident management by directing and integrating Federal efforts to identify and deploy requested resources to support the affected region(s). The Resources Support Section, within the NRCC, performs resource management functions for Federal incident responses. The Resources Support Section ensures that emergency response personnel at the incident have the supplies, equipment, people, facilities, and services they need to respond to the incident effectively. It is composed of the Intake Tracking and Analysis Unit, the Resource and Capability Branch, and the Order Processing Group. By developing and following a centralized order processing and tracking system, these branches work together to address incident resource needs in a timely and efficient manner. The process is linear, yet often these steps occur concurrently.

During Federal disaster operations, numerous departments, agencies, and organizations are involved in the coordination and provisioning of critical resources. These resources may include emergency teams or personnel, supplies in the forms of predetermined push packages, commodities, or equipment, as well as aiding in supplementary financial assistance. The Resources Support Section (RSS) analyzes and anticipates resource requirements, coordinates the effective issuance of support, tracks items of support from origin to delivery, and streamlines the process for the provision of resources. The Resources Support Section will make every effort to coordinate with other Federal partners to ensure a unified federal response. The RSS is also responsible for providing timely, detailed up to date information to the RSS Chief who is responsible for keeping the Chief of the NRCS updated.

Centralized Order Management and Tracking Process

FEMA response operations routinely involve multiple entities and organizations as FEMA Headquarters needs to bring a wide range of assets from these groups to bear on the incident quickly and effectively. FEMA continually works to make its resource coordination systems as efficient and effective as possible, with the goal of a single system to support the process. It is the job of the NRCS to support incident management operations by identifying, acquiring, and deploying the necessary assets from across the Federal Government, the private sector, nongovernmental organizations and other partners. As such, the NRCS provides the core functions of multiagency coordination to ensure that agencies do not duplicate efforts and that everyone involved is aware of the status of efforts. Described here at a high level in figure 7, this standard process consists of the following four steps:

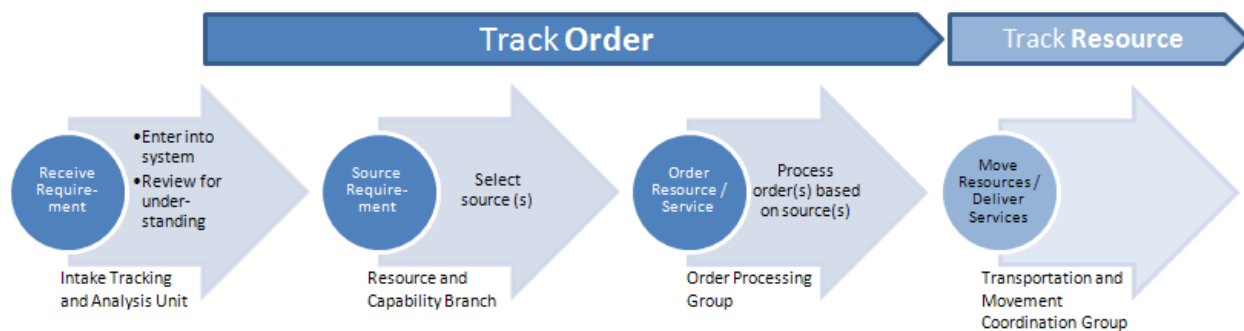


Figure 7: Centralized Order Management and Tracking Process

Receive the Requirement. When the Resources Support Section receives a requirement (for resources such as supplies, equipment, services, personnel and teams), the requirement first goes to Intake Tracking and Analysis Unit (ITAU), where the ITAU reviews the requirement for clarity and completeness. The requirement will most likely be generated by a request from the incident, although requirements based off planning efforts and/or forecasted needs will also be sent to the IATU. The requirement is not questioned for validity, nor does the NRCS change it. However, if the requirement is lacking critical details that could impede timely processing (quantity and specifics of the resource requested, timeline requested, location of delivery, priority, cost estimate, etc.), ITAU personnel contact the ordering entity for further information.

The ITAU serves as the single entry point into the ordering and tracking process and provides end-to-end tracking of resource requests. This central process of resource management ensures the accessibility, accuracy, and reliability of the tracking information that the rest of the NRCS, as well as incident-level officials, need. The ability to track the resources and follow the status of the requirements placed enables the personnel at the incident not only to plan for response and recovery operations in a timely and effective manner, but also to successfully manage expectations among government officials, partners, and, perhaps most importantly, disaster survivors.

Source the Requirement. Once the Intake Tracking and Analysis Unit logs the request, they forward it to the Resource and Capability Branch (RCB) for sourcing and to the Planning Support Section and Situational Awareness Section for incorporation into applicable plans and products.

The RCB serves as an interagency group of response partners including Federal, nongovernmental, and commercial entities focused on developing sourcing recommendations to fulfill disaster requests. Composition of the RCB will be incident specific. Some of these partners may be “dual-hatted” as Emergency Support Function

representatives, depending on the nature of the incident, or may be specific representatives of an ESF. The RCB is composed of the Individual Assistance Group, the Operational Support Group, the Emergency Service Group, and the Infrastructure Assets Group.

The Resource and Capability Branch's mission is to focus on developing sourcing recommendations to satisfy resource requests from the incident-level. The RCB is responsible for analyzing a resource request to ensure: (1) complete understanding of the resource capability, (2) coordinating any issues of uncertainty with the RRCC and the Operations Section Chief at the incident-level, (3) collaborating to determine the most efficient internal and external sourcing methods while avoiding redundancy, (4) ensuring the request supports the National Support Plan objectives, and (5) identifying the most appropriate courses of action to fulfill the resource request. (The RCB ensures that the *who*, *what*, *where*, *when*, and *why* are understood in each request [see appendix D2], and provides the *how* for the resourcing process.) The Transportation and Movement Coordination Group will coordinate with the incident-level as part of the sourcing process on the timing of resource delivery and to ensure that resources do not arrive *before* conditions on the ground can support them.

The Resource and Capability Branch takes into account critical factors such as time, cost, and delivery mechanism in its analysis and coordination. For example, even though a resource may be available through internal FEMA sources, the RCB may deem another external sourcing option (e.g., local purchase) more appropriate for the incident, based upon its analysis. The Resource and Capability Branch identifies requests that the RCB can meet and approves them. The RCB Director submits the recommended sourcing action in a timely manner to the Order Processing Group for action.

Unmet Requirements It is possible that a single requirement is fulfilled by multiple orders sourced by different sourcing entities. Similarly, the Resource and Capability Branch may have difficulty fulfilling a requirement due to shortages associated with a particular resource. The RCB forwards any requests that they cannot meet to the RCB Director who, in conjunction with the Resources Support Section Chief, may request the convention of a Functional Planning Team to formulate courses of action for fulfilling the order. The Functional Planning Team then presents the courses of actions to the RSS Chief for decision. Once the decision is made, the RCB communicates with the Order Processing Group to process the order. In the event that a chosen course of action would result in a shortage or delay of ordered resources, the RCB Director would communicate the course of action to the appropriate staff at the incident-level.

Order the Required Resource or Service Once the RCB completes its analysis of available sources of supply; it provides its recommendation(s) to the Order Processing Group, who order the required resources or services according to the established procedure and processes. There are two main steps involved in order processing:

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

Deliver the Resource or Service The Transportation and Movement Coordination Group (TMCG) coordinates and tracks movement of commodities, equipment, teams, and personnel supporting incident management operations until they are checked-in at an incident. The group also provides or brokers air, marine, or ground transportation services when requested. The TMCG synchronizes the utilization and scheduling of all incident support transportation. TMCG demands close and continuous interaction between those who plan and execute incident management and incident support operations.

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

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

The Movement Coordination Center relies heavily on personnel in the Situational Awareness Section, the Intake Tracking and Analysis Unit, the Order Processing Group, the ESFs, and all groups within the Resource and Capability Branch to levy requirements for, and gather movement-related data from, appropriate FEMA and partner information sources. MCC members analyze this data to develop a clear, up-to-date understanding of operational priorities, support conditions, and available transportation capabilities. This knowledge enables MCC personnel to recognize emerging movement problems and opportunities, and to recommend appropriate courses of action to ensure that incident personnel gain the maximum value from available movement capabilities. These recommendations affect the MCC-developed master movement schedule. Except in extraordinary circumstances, the MCC coordinates the movement of national-level resources into and out of the theater—with applicable FEMA, partner, and incident-level organizations retaining control of their transportation assets.

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

ESSENTIAL TASKS

Intake Tracking and Analysis Unit

The ITAU serves as the single-entry point into the ordering and tracking process and provides end-to-end tracking of resource requests. The ITAU reviews requirements for clarity and completeness, and communicates with the requester for more information if necessary. It fills out an action request form for those requirements that come via personal, phone, or email communications; assigns a tracking number and logs the request. The ITAU updates the status of the orders and responds to inquiries from incident personnel, as necessary, throughout the life cycle of order processing and management.

Resource and Capability Branch

The Resource and Capability Branch (RCB) serves as an interagency group of response partners including Federal, nongovernmental, and commercial entities focused on developing sourcing recommendations to fulfill disaster requests in support of RRCC and/or JFO operations.

Individual Assistance Group

The Individual Assistance Group provides national coordination of resources and develops sourcing plans to meet mass care needs (sheltering, feeding, emergency first aid, bulk distribution of emergency items, etc.) identified by the region. At the direction of the RCB Director, the Individual Assistance Group develops pre-scripted sourcing plans to meet anticipated mass care needs, as well as sourcing plans to address a specific mass care request forwarded by the ITAU to the RCB. These needs include, but are not limited to, mass care coordination of sheltering, feeding and pet evacuation and sheltering, voluntary agency coordination, donations management coordination, information management, planning reports, and liaison capabilities. In the development of the sourcing plans, the Individual Assistance Group coordinates with State governments, tribal governments, and voluntary agencies in the management of spontaneous and unsolicited donations of money, services, or interim housing. The Individual Assistance Group also coordinates with ESF-11 (United States Department of Agriculture [USDA]) in the development of national sourcing plans related to agriculture or national resources. The group forwards all mass care sourcing plans to the RCB Director for approval. The Individual Assistance Group also updates the status of mass care sourcing requests, including those requests for emergency assistance, housing, human services, and agriculture and natural resources, in the automated tracking system.

Emergency Services Group

The Emergency Services Group provides national coordination of resources and develops sourcing plans to meet emergency services needs (law enforcement, fire fighting, search and rescue, etc.) and Federal lifesaving and life-sustaining activities identified by the region. At the direction of the RCB Director, the Emergency Services Group develops pre-scripted sourcing plans to meet anticipated emergency services needs, as well as sourcing plans to address a specific emergency services request forwarded by the ITAU to the RCB. In the development of the sourcing plans, the Emergency Services Group coordinates with ESFs 4, 8, 9, 10, and 13 to de-conflict competing sourcing demands. The Emergency Services Group forwards all emergency services sourcing plans to the RCB Director for approval. The group also updates the status of emergency services sourcing requests in the automated tracking system.

Infrastructure Assets Group

The Infrastructure Assets Group provides national coordination of resources and develops sourcing plans to meet infrastructure needs (public works, engineering support, etc.). This group addresses requests for national-level support for removal of debris to facilitate both entry of emergency workers and the evacuation and return of the public. In addition, this group addresses requests for national-level support for the restoration of public and private nonprofit facilities. At the direction of the RCB Director, the Infrastructure Assets Group develops pre-scripted sourcing plans to meet anticipated infrastructure needs, as well as sourcing plans to address a specific infrastructure request forwarded by the ITAU. In the development of the sourcing plans, the Infrastructure Assets Group coordinates with public and private entities responsible for operating and maintaining infrastructure components. This Group also coordinates with ESFs 3 and 12 to de-conflict competing sourcing demands. The Infrastructure Assets Group forwards all infrastructure sourcing plans to the RCB Director for approval. The Infrastructure Assets Group updates the status of infrastructure sourcing requests in the automated tracking system.

Operational Support Group

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

Transportation and Movement Coordination Group

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

Order Processing Group

The Order Processing Group processes orders based on the sourcing method identified by the RCB. This is done by filling out the paperwork necessary for the sourcing method determined and acquiring the necessary approvals to execute the order.

Comptroller

The Comptroller manages, monitors, and tracks all Federal costs relating to the incident and the functioning of the NRCC, RRCC, and Joint Field Office while adhering to all Federal laws, acts, and regulations. In addition, the Comptroller provides guidance to ensure that funds are provided expeditiously and that financial operations are conducted in accordance with established laws, regulations, and standards. The Comptroller serves as the financial advisor to both the Chief of the National Response Coordination Staff and the Regional Response Coordination Staff, and will be accountable to the Director, Field Based Operations for financial management and reporting. Specific Comptroller responsibilities include, but are not limited to the following:

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

Appendices D1, D2, D3, and D4 contain detailed information on the processes used for resource intake, resource sourcing, resource ordering, and resource movement, respectively. Appendix D5 contains detailed descriptions of all of the positions within the Resources Support Section.

CHAPTER 7: CENTER AND STAFF SUPPORT

SECTION

NRCC CENTER AND STAFF SUPPORT STRUCTURE

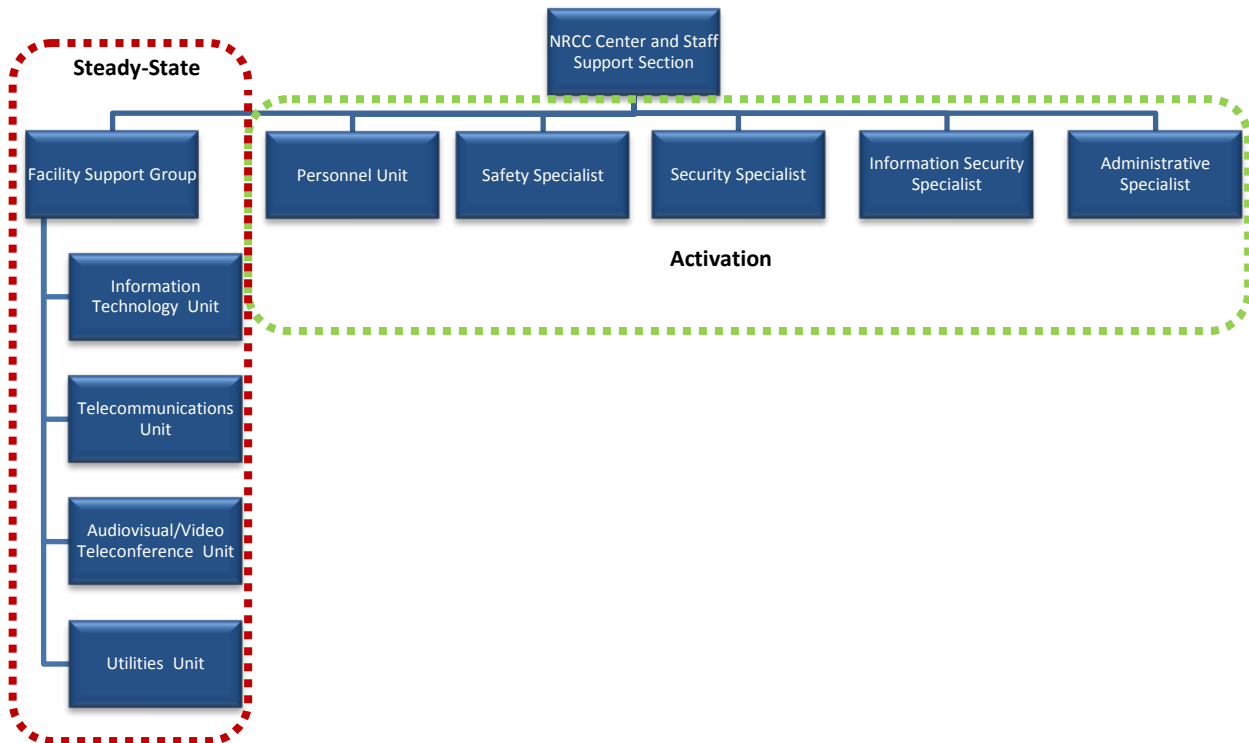


Figure 8: Organization Chart for Center and Staff Support

PURPOSE

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

The Center and Staff Support Section is composed of the Facility Support Group, the Personnel/Human Resource Support Unit, and the Safety, Security, Information Security, and Administrative Specialists (see figure 8). The Facility Support Group remains active during both steady-state and activation. All other support functions are activated dependent upon the activation level of the NRCC.

ESSENTIAL TASKS

The Center and Staff Support Section of the NRCS ensures that the NRCC remains in an operational state for immediate activation by coordinating the maintenance and readiness of the NRCC and its environmental conditions. To do this, the Center and Staff Support Section provides support for all technology used during activation, assisting staff members with administrative- and human resources-related policies and procedures as well as maintaining the status of staff and providing travel documentation for NRCS personnel. The Center and Staff Support Section ensures that all NRCS personnel conduct activities/operations in a safe and healthy environment by providing safety- and health-related recommendations to the NRCC Center and Staff Support Chief. The Center and Staff Support Section maintains physical security for the NRCC by including access controls and other security measures. FEMA trains staff members to properly handle, protect, and manage sensitive and classified information. The CSSS publishes and updates the operational tempo as needed and maintains the activation roster, contact information, and other pertinent information.

Facility Support Group

The Facility Support Group manages all facility-related support including information technology, telecommunications, audiovisuals and video teleconferences, and utilities.

Information Technology Unit

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

Telecommunications Unit

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

Audiovisual/Video Teleconference Unit

The Audiovisual/Video Teleconference Unit provides audiovisual, video teleconferencing (VTC), and multimedia support to the NRCS for events held in the conference rooms and task areas.

Utilities Unit

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

Personnel/Human Resource Support Unit

The Personnel/Human Resource Support Unit reviews activation and demobilization requests to assist the NRCS in determining and making recommendations for staffing levels. This Unit also provides travel policies, regulations, documents, forms, and procedures and acquires emergency lodging agreements when needed.

Safety Specialist

The Safety Specialist monitors NRCS operations to ensure that staff conducts all activities in a safe environment. They provide recommendations to the NRCC Center and Staff Support Chief to improve safety and/or health conditions for the staff.

Security Specialist

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

Information Security Specialist

The Information Security Specialist implements information security procedures and reports the status of those procedures to the Center and Staff Support Section Chief.

Administrative Specialist

The Administrative Specialist provides administrative support to the NRCS.

Appendix E contains detailed descriptions of all of the positions within the Center and Staff Support Section.

ANNEX 1: ACRONYMS

ADD	Automated Deployment Database
ARF	Action Request Form
BPA	Blanket Purchasing Agreement
CBP	Customs and Border Protection
CBRNE	Chemical, Biological, Radiological, Nuclear, and high yield Explosives
CIKR	Critical Infrastructure and Key Resources
CIR	Critical Information Requirement
CIS	Catastrophic Incident Supplement
CFR	Code of Federal Regulations
CFO	Chief Financial Officer
C-NRCS	Chief of the National Response Coordination Staff
COA	Course of Action
COI	Communities of Interest
COP	Common Operating Picture
COTR	Contracting Officer's Technical Representative
DDO	Director of Disaster Operations
DHS	Department of Homeland Security
DLA	Defense Logistics Agency
DLS	Disaster Legal Services
DOD	Department of Defense
DRF	Disaster Relief Fund
eCAPS	Enterprise Coordination and Approval Processing System
EI	Essential Element of Information
EMAC	Emergency Management Assistance Compact

EOC	Emergency Operations Center
EPA	Environmental Protection Agency
ESF	Emergency Support Function
FAR	Federal Acquisition Regulation
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
FFC	FEMA Finance Center
FOIA	Freedom of Information Act
FOG	Field Operations Guide
FPT	Functional Planning Team
FRC	Federal Resource Coordinator
GIS	Geospatial Information System
GSA	General Services Administration
HHS	Department of Health and Human Services
HQ	Headquarters
HSA	Homeland Security Act
HSIN	Homeland Security Information Network
HSPD	Homeland Security Presidential Directive
IA	Individual Assistance
IAP	Incident Action Plan
ICP	Information Collection Plan
ICS	Incident Command System
IDIQ	Indefinite Delivery /Indefinite Quantity
IMAT	Incident Management Assistance Team
IMH	Incident Management Handbook

IOR	Initial Operating Report
IRR	Initial Response Resources
ISB	Incident Support Base
IST	Incident Support Team
IT	Information Technology
ITAU	Intake Tracking and Analysis Unit
JDOMS	Joint Director of Military Support
JFO	Joint Field Office
LFA	Lead Federal Agency
LSCMS	Logistics Supply Chain Management System
MA	Mission Assignment
MC/EA	Mass Care/Emergency Assistance
MCC	Movement Coordination Center
MCOV	Mobile Communication Office Vehicle
MERS	Mobile Emergency Response System
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
N-AOP	National Advanced Operational Plan
NDMN	National Donations Management Network
NFIP	National Flood Insurance Program
NGIA	National Geospatial Intelligence Agency
NGO	Nongovernmental Organizations
NIDR	National Incident Data Repository
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Agency

NOC	National Operations Center
NPD	National Preparedness Directorate
NRCC	National Response Coordination Center
NRCS	National Response Coordination Staff
NRF	National Response Framework
NRP	National Response Plan
NSP	National Support Plan
NSSE	National Special Security Events
OASD-HA	Office of the Assistant Secretary of Defense for Health Affairs
OCFO	Office of the Chief Financial Officer
OHA	Office of Health Affairs
OPG	Order Processing Group
OPTEMPO	Operational Tempo
OS	Operational Support
OSM	Operational Synch Matrix
PCT	Planning Collaborative Team
PKEMRA	Post Katrina Emergency Management Reform Act
PL	Public Law
ProTrac	Procurement Tracking System
PSS	Planning Support Section
RA	Regional Administrator
RCB	Resource and Capability Branch
RFI	Request for Information
RMG	Resource Management Group
RRCC	Regional Response Coordination Center

RRCS	Regional Response Coordination Staff
RSP	Regional Support Plan
RSS	Resources Support Section
SA	Situational Awareness
SAS	Situational Awareness Section
SCO	State Coordination Officer
SITREP	Situation Report
SLB	Senior Leader Briefing
SME	Subject Matter Expert
SOP	Standard Operating Procedure
SOW	Statement of Work
SPOT	Single Point Order Tracking
SPOTREP	Spot Report
THU	Temporary Housing Units
TMCG	Transportation and Movement Coordination Group
TSA	Transportation Security Administration
UCG	Unified Coordination Group
US&R	Urban Search & Rescue
USACE	United States Army Corps of Engineers
USC	United States Code
USDA	United States Department of Agriculture
VOLAG	Voluntary Agencies
VTC	Video Teleconferencing
WMD	Weapons of Mass Destruction

ANNEX 2: GLOSSARY

Action Request Form (ARF): FEMA Form 90-136. This form is used to request national-level resources from FEMA.

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

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

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

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

Critical Information Requirements (CIRs): items of information regarding the situation and environment, needed by senior leaders by a specified time to assist in reaching decisions.

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

Emergency Support Functions (ESFs): While ESFs are typically assigned to a specific section at the NRCC or in the Joint Field Office/RRCC 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 Joint Field Office 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 such as transportation, communications, public works and engineering, firefighting, mass care, housing, human services, public health and medical services, search and rescue, agriculture and natural resources, and energy.

Essential Elements of Information (EElIs): a comprehensive list of information requirements, derived from deliberate plans that are also needed to promote informed decision making. Essential elements of information are prioritized to answer the essential questions of the FCO or UCG needed at that time in the incident.

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

Homeland Security Information Network (HSIN): specific maps, reports, and briefings shall be posted to assist in developing the COP. The Emergency Management portal shall be designated as the primary posting portal on the HSIN for development of the COP.

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

Incident Management Assistance Team (IMAT): interagency teams composed of subject matter experts and incident management professionals. IMAT personnel may be drawn from national or Federal departments and agency staff according to established protocols. IMAT teams make preliminary arrangements to set up Federal field facilities and initiate establishment of the Joint Field Office.

Incident Support: 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.

Limitations: a factor or condition that either temporarily or permanently impedes mission accomplishment.

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

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

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

National-Level Incident Management: identify assets for that type of disaster and preposition materials to appropriate strategic locations in coordination with the region. In the absence of control, the national-level will not perform roles of incident management.

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

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

National Response Coordination Center (NRCC): supports the RRCC. At the NRCC, the view is larger still, taking into account resources required to support all ten FEMA regions. They also have a national-level situational awareness responsibility to ensure that senior national leadership has all the tools necessary to make needed policy decisions. The NRCC's primary role is this support.

National Response Coordination Staff (NRCS): The NRCS mission is, upon activation, to provide national-level emergency management by coordinating and integrating resources, policy guidance, situational awareness, and planning in order to support the affected region(s).

NRCS Action Center: the point of entry to the NRCC, incorporating the general email box and phone number as well as interacting with the Request for Information (RFI) Tracker and Mission Assignment Action Tracker. The center tracks, distributes, and maintains visibility of actions. Although physically located in the management area, the center is part of the Information Management and Analysis organization.

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

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

Priorities: ranked so that things given or meriting attention are listed before competing things; critical activities (life, safety), for example, are ranked to be accomplished first.

Request for Information (RFI) Tracking: not to be confused with CIRs, RFIs are questions or requests that come from various sources and vary in importance relative to the incident.

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

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

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

APPENDIX A: CHIEF OF THE NRCS POSITIONS AND FUNCTIONS

Chief of the NRCS	
Positions	Responsibilities
Chief of the National Response Coordination Staff	<ul style="list-style-type: none"> • Provides operational oversight of the NRCS • Exercises executive management authority; leads, directs, and supervises the NRCS • Passes pertinent data, information, and insight from the staff to the FEMA Administrator and from the Administrator to the staff • Monitors readiness status of FEMA resources and directs actions to manage national resources • Understands and conveys the FEMA Administrator’s guidance and intent • Approves the meeting and briefing schedule; provides timelines to the staff, establishes “back-briefing” times and locations • Identifies actual and potential policy issues and raises them to the DDO for resolution in coordination with appropriate stakeholders • Ensures that adequate safety measures are in place • Participates in the development of and approves the NSP, the N-AOP, and functional plans • Monitors staff response to valid inquiries to ensure efficiency and promptness • Implements quality control measures for information and resource management • Develops national priorities, objectives, and CIRs • Obtains an initial briefing from the Director of Disaster Operations and supported Regional Administrator to gain guidance and ensure a clear understanding of the DDO’s intent (purpose, key tasks, end state), the RA’s requirements, and CIRs • Reviews regional and incident objectives to assist in recommending clear, supportable, and executable national objectives; anticipates potential and compounding events; and synchronizes the action of the NRCS with regional and incident efforts • Obtains and shares information pertaining to the actual or potential event, including State/local profile, predictive modeling, activations, prepositioning of

Chief of the NRCS	
Positions	Responsibilities
	<ul style="list-style-type: none"> assets, and demographics • Provides briefings to press and intergovernmental partners as needed
Liaisons (could include DoD, Department of State, Canada Public Safety, etc.)	<ul style="list-style-type: none"> • Advises FEMA senior leadership on matters related to their Federal agency or organization • Monitors and supports the desk for their Federal agency or organization during NRCC activations • Provides accurate and timely information regarding FEMA's plan of action and other activities to their Federal agency • Participates in planning sessions and activities <p><i>If a representative of another Federal agency or other organization commits resources or provides critical incident information, he or she should fill the role of a specialist under the Resources Support or the Situational Awareness Section</i></p>
Legal Advisor	<ul style="list-style-type: none"> • Ensures that all NRCS actual or potential tasks and activities are in compliance with the law • Recommends alternatives/waivers/exceptions as required to accomplish missions • Provides policy guidance
ESF 15/External Affairs Advisor	<ul style="list-style-type: none"> • Develops talking points for NRCS staff • Acts as the FEMA representative for congressional, intergovernmental, international, media, and private sector requests • Provides Chief of the NRCS with an accurate picture of all External Affairs operations • Reviews situation and other reports to stay informed on the activity of the total Federal support and distribute pertinent information from those reports to External Affairs • Directs calls from the media to the External Affairs News Desk • Arranges External Affairs' use of the NRCC facility for press conferences as well as photo opportunities as the press requests • Coordinates press events and escorts media at all times during any scheduled press event • Provides national guidance on External Affairs (congressional, etc.) issues or questions exceeding regional area of responsibility. • Provides Community Relations coordination
Disability Integration and Coordination Advisor	<ul style="list-style-type: none"> • Provides national guidance on disability issues or questions exceeding regional area of responsibility. • Ensures that all NRCS actual or potential tasks and

Chief of the NRCS	
Positions	Responsibilities
	<p>activities are in alignment with disability inclusive practices.</p> <ul style="list-style-type: none"> • Recommends strategies, resources, alternatives and solutions utilizing inclusive practices to accomplish missions. • Provides Chief of the NRCS with an accurate picture of disability access and functional needs. • Provides policy guidance. • Provides input into talking points. • Coordinates disability, access and functional needs related requests with Regional Disability Integration Specialists. • Reviews Situation Reports and other reports to stay informed on the activity of the total federal support and distribute pertinent information from those reports to HQ Leadership, Regional Disability Integration Specialists and the Interagency Coordinating Council on Emergency Preparedness and Individuals with Disabilities. • Advises on disability accessibility to include physical/architectural, programmatic and effective communications access.
Lessons Learned Advisor	<ul style="list-style-type: none"> • Oversees the Lessons Learned Specialist • Prepares and updates the Data Collection Plan • Analyzes event observations and provides remedial action management program/corrective action program process guidance • Assists with development of the after-action report /Improvement Plan
Lessons Learned Specialist	<ul style="list-style-type: none"> • Identifies corrective actions and potential lessons learned • Assists with development of the after-action report /Improvement Plan, and captures potential lessons learned and best practices • Coordinates with each activated section to observe activities and assist with identifying emerging issues, corrective actions, and potential lessons learned • Prepares, distributes, and collects data collection forms to identify emerging issues, corrective actions, and potential lessons learned • Conducts section hot-wash meetings—as requested during operations or as sections stand down—for data

Chief of the NRCS	
Positions	Responsibilities
	<ul style="list-style-type: none"> collection • Conducts after-action debriefings with managers and FEMA senior leadership to identify and prioritize emerging issues • Submits data to the Response Directorate Office of Training, Exercises, and Doctrine, and the National Preparedness Directorate Corrective Actions and Lessons Learned Branch for analysis • Drafts status and emerging issue reports • Assists in development of the after-action report and the Improvement Plan as needed
Action Center Unit Leader	<ul style="list-style-type: none"> • Oversees Action Center Specialists
Action Center Specialist	<ul style="list-style-type: none"> • Provides 24/7 coverage of NRCS main telephone lines and email addresses • Directs inquiries and information to proper sections • Maintains a log of all communication activity

APPENDIX B1: SITUATIONAL AWARENESS

INTRODUCTION

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

INFORMATION MANAGEMENT PROCESS

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

The decision support products generated, discussed in detail later in this appendix, are designed to help the NRCS, all internal and external stakeholders, and senior leaders determine priorities of needed support, incident complexity and severity, and the impact of the incident on the region. The NRCS and senior leaders are better able to affect the correct kind and amount of support with the most current and accurate situational awareness information available.

Figure 9 illustrates the information management process and how multiple sources of information can be input into the Information Collection Plan. FEMA personnel analyze and disseminate this information to senior leaders to enable them to make informed decisions. Additionally, the Information Collection Plan and analytic documents can be used to develop incident plans (Advance Operations Plan, Incident Strategic Plan, Functional Plan, etc).

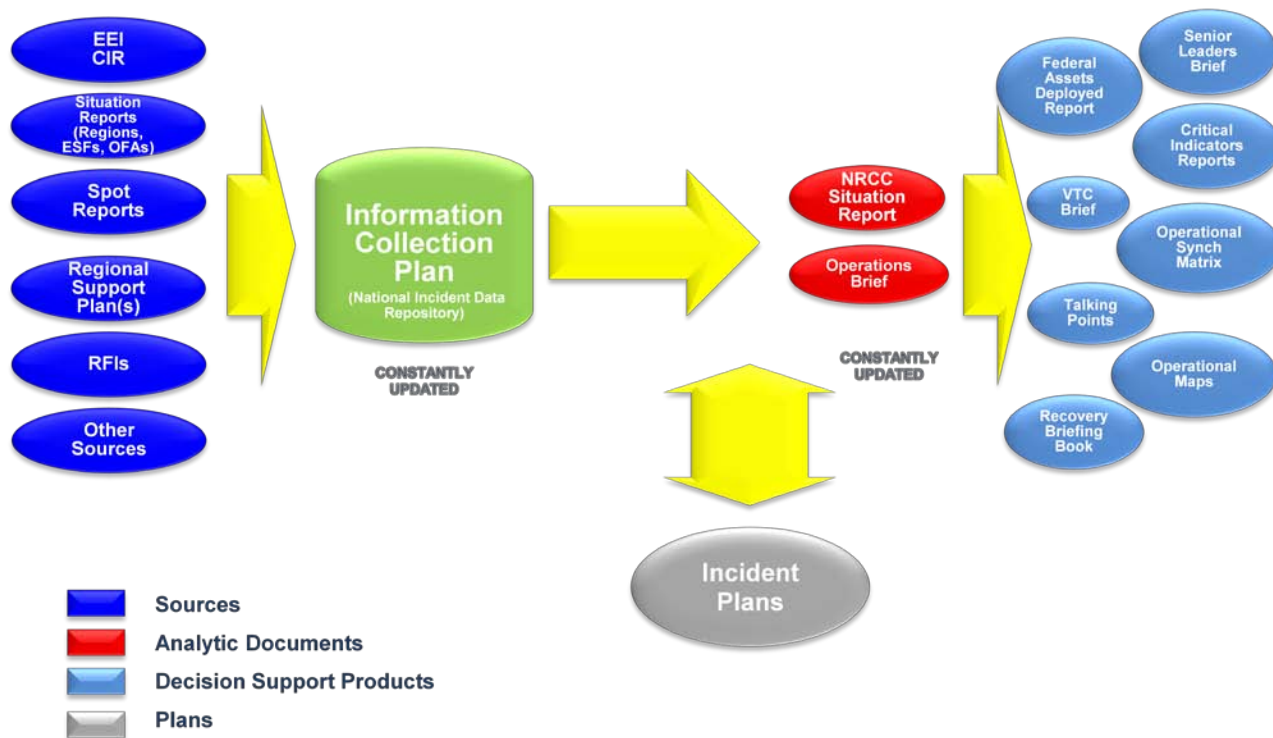


Figure 9: The Information Management Process

Each of the sections of the Information Management Process work flow is described briefly below. Details regarding the sources of information and their relationship to incident management and response can be found in table 2 later in this appendix.

Collecting National-Level Information

Below are some examples of sources of information that are used to create reports and plans at the national-level.

Essential Elements of Information

EELs are lists of essential information requirements that are needed for informed decision making. EELs provide context, inform decision making, and contribute to analysis, as well as populate the Information Collection Plan. EELs are required to plan and execute an operation and to support timely, logical decisions. Situation reports should address EELs, which are developed throughout the response and recovery to an event.

Critical Information Requirements

CIRs are critical elements of information needed to make an informed decision. A CIR can be initiated either by leadership or at the incident-level for an event that occurred and wasn't anticipated (e.g., a dam failure or levee breach). CIRs require immediate leadership notification and involvement if initiated.

Incident and Regional Situation Reports

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

Spot Reports

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

Regional Support Plan

The RSP identifies the resources required to support the incident objectives and priorities. The RRCC provides the RSP.

Requests for Information

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

Populating the Information Database

This database is the collection point of information that the Information Collection Plan deems critical. It includes EEs and CIRs. Staff at all levels of an incident should be inputting the appropriate information for their section or function. Staff should also monitor social media posts to gain better situational awareness before, during, and after a disaster.

Information Collection Plan

The ICP is a list of required information about an incident—information that needs to be collected and put into the repository. It directs the entire situational awareness specific to that incident.

Information Vetting

This is the process by which conflicting information is reviewed and resolved. For example, if there are conflicting shelter numbers, this is where the information owner contacts all information suppliers and identifies valid information.

Creating Situational Awareness Reports

NRCC Situation Report

The NRCC Situation Report is a high level report describing everything of importance that is happening or has happened in an incident. The NRCC Situation Report analyzes the information contained in the Information Collection Plan and provides information to the decision support products.

Operations Brief

The Operations Brief is a high-level report on situational awareness that informs decisions and planning and is sent to the National Operations Center, the Secretary, and many times the President and National Security Staff. This briefing analyzes the information contained in the Information Collection Plan and provides information to the decision support products.

Analysis

This is the point in which the relevance of the information provided is determined (answering the “So what?” question). All information is examined and analyzed for things such as trending information (whether the situation is getting better or worse) and requirements for planning assumptions (i.e., running out of a particular resource).

Creating Plans

Once the required analysis is complete, planning products and processes are started or continued to support the response. These planning products include the National Support Plan, National Advance Operational Plan, functional plans, etc. Incident plans draw source information from the ICP, NRCC Situation Report, and the Operations Brief.

Decision Support Products

Decision support products are based off of analyzed information. Below are some examples of those products:

Senior Leadership Brief

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

Operational Synch Matrix

The Operational Synch Matrix is a two-dimensional matrix that depicts how operational resources are focused to respond to an incident. This matrix draws source information from the ICP through the NRCC Situation Report and the Operations Brief.

Talking Points

Talking points provide senior leadership with accurate incident information and are created in conjunction with External Affairs to be used for congressional briefings, media interviews, etc. Talking points draw source information from the ICP.

Video Teleconference Brief

The Video Teleconference Brief is a daily incident response status update of major issues initiated by the Federal Coordinating Officer and used to brief the RRCC and NRCC. The Video Teleconference Brief draws source information from the ICP through the Operations Brief.

Operational Maps

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

APPENDIX B2: SITUATIONAL AWARENESS

POSITIONS AND FUNCTIONS

Situational Awareness	
Positions	Responsibilities
Situational Awareness Section Chief	<ul style="list-style-type: none"> • Serves as primary representative for situational awareness to senior leadership and provides guidance to staff • Provides oversight of collection, analysis, and distribution of critical information through reports, presentations, and contributions to build Common Operating Pictures • Ensures IT systems support situational awareness • Monitors and adjusts work assignments within SAS • Determines and recommends staffing levels in accordance with incident-level to ensure that activities are supported by reviewing activation and demobilization requests • Ensures necessary technical specialists are activated • Ensures External Affairs messaging is accurate • Establishes national information requirements and reporting schedules
RFI Tracker	<ul style="list-style-type: none"> • Accepts and assigns RFIs from -incident and regional-levels for adjudication at national-level • Serves as main point of contact for incoming RFIs • Assigns each RFI a number and enters into a tracking spreadsheet • Assigns RFI to the appropriate party for an answer • Receives answer to RFI, provides it to the requester, and follows up to ensure that the requester has received an answer • Closes out RFI once answered on the spreadsheet and archives it to the designated location • Coordinates with the Information Collection Specialist to determine if an RFI is a potential CIR
Knowledge Group Supervisor	<ul style="list-style-type: none"> • Ensures the ICP is executed through the National Support Plan • Provides unclassified intelligence on the current situation • Ensures the timely collection and analysis of all response-relevant information

Situational Awareness	
Positions	Responsibilities
	<ul style="list-style-type: none"> • Oversees collection of information and intelligence from primary and open sources that may impact operations • Oversees adjudication of RFIs to ensure a timely and complete response • Ensures the posting of analysis on required knowledge management portals (e.g., HSIN)
Information Collection Unit Leader	<ul style="list-style-type: none"> • Oversees the Information Collection Specialists
Information Collection Specialist	<ul style="list-style-type: none"> • Collects current situational information for the development of the COP • Communicates additional/emerging CIRs or EEIs to all relevant partners • Compiles, consolidates, and analyzes situation reports, spot reports, incident plans, and briefings to answer EEI/CIRs • Identifies potential impacts of new information to aid in the formulation, addition, or adjustment of the EEI/CIRs and sends to the Information Analysis group for further research • Coordinates with External Affairs to identify critical open source information or media considerations • Develops and implements an effective ICP, a critical role in providing the NRCC and others with the information they need for decision making • Adjusts internal CIRs and EEIs as recommended by the Information Analysis Unit • Monitor social media sites
Information Collection Specialist (Office of Infrastructure Protection Liaison Officer)	<ul style="list-style-type: none"> • Maintains real-time communications with the National Protection and Programs Directorate Watch • Coordinates information flow between the National Protection and Programs Directorate and the NRCS • Reconciles National Protection and Programs Directorate Critical Infrastructure and Key Resources (CIKR) data with that received through FEMA's ESF structure • Coordinates CIKR RFIs to and from the Regional Support Team, State, and local emergency operations centers • Prepares and assists in the preparation of all required

Situational Awareness	
Positions	Responsibilities
	<p>deliverables during all National Operations Center phases and NRCS activations by populating the COP with incident information</p> <ul style="list-style-type: none"> • Participates in NRCS training and exercises to ensure mission preparedness • Maintains operational knowledge of FEMA's disaster response technologies and processes • Maintains personal contacts and up-to-date knowledge of the emergency management community
Information Analysis Unit Leader	<ul style="list-style-type: none"> • Oversees the Information Analysis Specialists, Risk Analysts, Intelligence Analysts, and Information Specialists
Information Analysis Specialist	<ul style="list-style-type: none"> • Formulates the internal CIRs and associated EEIs for approval, based on Chief of the NRCS's guidance • Coordinates with the RFI Tracker to determine if an RFI is a potential EEI/CIR
Risk Analyst	<ul style="list-style-type: none"> • Provides analytical information from FEMA systems and modeling • Obtains hazard-specific analytical assessments of damage or potential damage from FEMA, other Federal agencies, universities, and other sources
Intelligence Analyst	<ul style="list-style-type: none"> • Provides FEMA senior leadership with classified and unclassified intelligence regarding the current security situation and its impacts on the incident • Monitors national security situation and assesses potential impacts of outside risk to the incident • Interacts with other agencies to gather intelligence • Develops intelligence reports
Information Specialist	<ul style="list-style-type: none"> • Validates, collects, and clarifies situational awareness information from NRCS members when necessary • Serves as a conduit for information validation and collection within the NRCS • De-conflicts contradictory information
Reports Distribution Unit Leader	<ul style="list-style-type: none"> • Ensures reporting products (i.e. Senior Leadership Briefs, talking points, video teleconferences, presentations, etc.) are accurate, timely, and well-written • Provides 24-hour alert and notification of incidents or potential incidents that could impact ongoing Joint Field Office operations • Communicates information on national or regional

Situational Awareness	
Positions	Responsibilities
	incidents or potential incidents that could impact ongoing joint State/Federal operations
Reports Specialist	<ul style="list-style-type: none"> • Provides comprehensive reports that give an accurate assessment of the national situation for senior leadership, NRCC, and incident-level staff • Posts NRCC documents on the HSIN and HSIN/COP and, where necessary, for establishing file architecture in accordance with the FEMA HSIN User's Guide • Develops NRCC Initial Operating Report, which should be sent out upon activation for the NRCC as required • Works with Briefing Specialist to ensure information synchronization • Validates information for External Affairs press releases • Develops 24-hour alert and notification of incidents or potential incidents that could impact ongoing Joint Field Office operations (supported by Watch Office)
Reports Specialist (NOC)	<ul style="list-style-type: none"> • Responds to taskings from the Chief of the NRCS as required • Supports information sharing and collection • Ensures adherence to reporting requirements • Supports the NRCC and ESF personnel in the use of HSIN and the COP • Authorizes COP access and data entry rights to ESF and FEMA personnel as required • Provides COP data entry training as required • Maintains close contact with the National Operations Center Senior Watch Officer and NOC Knowledge Management Officer • Maintains operational knowledge of FEMA's disaster response technologies and processes • Maintains personal contacts and up-to-date knowledge of the emergency management community especially about information sharing practices during disaster response
Briefing Specialist	<ul style="list-style-type: none"> • Develops and delivers presentations for the morning brief and scrolls NRCC briefings to provide a succinct snapshot of the situation • Establishes and maintains information displays and maps in the NRCC, and completes special projects, as required

Situational Awareness	
Positions	Responsibilities
	<ul style="list-style-type: none"> • Maintains talking points for senior leadership • Works with Reports Specialist to ensure information synchronization • Develops briefing books as needed to support NRCC operations
Geospatial and Technical Group Supervisor	<ul style="list-style-type: none"> • Oversees incorporation of all relevant data to produce map products, statistical data for reports, and/or analysis. • Provides technical and mapping expertise required to support NRCS members. • Serves as the link to other technology sources, such as, Federal agencies, universities, and information and warning centers.
Geographical Information System (GIS) Unit Leader	<ul style="list-style-type: none"> • Oversees Geographical Information System Specialists.
Geographical Information System (GIS) Specialist	<ul style="list-style-type: none"> • Supports National level planning and decision-making through the development of remotely sensed and GIS products and services. • Produces maps and displays combining available data with information on the disaster. • Posts analysis on required knowledge management portals (i.e. HSIN).
Technical Unit Leader	<ul style="list-style-type: none"> • Oversees Technical Specialists.
Technical Specialist (Mitigation)	<ul style="list-style-type: none"> • Develops mitigation strategies based on flood insurance data, grants projects, sanctioned National Flood Insurance Program communities, environmental and historic preservation issues, etc. • Performs analysis of available mitigation related data, using input from State, local, and Federal stakeholders, including hazard/disaster information, perishable data collection, and damage information • Provides hazard-related technical data and assistance to FEMA partners involved in making decisions critical to the disaster recovery • Contributes to damage assessments, situational reports, and risk analysis during initial planning stages for rebuilding (which potentially support mitigation activities such as deployment of Mitigation Assessment Teams) • Advises agencies engaged in rebuilding of the

Situational Awareness	
Positions	Responsibilities
	strategies for resilient recovery
Technical Specialist (Office of Health Affairs)	<ul style="list-style-type: none"> • Serves as the principal advisor to FEMA senior leadership on medical and public health matters during all phases of an incident, including activation, response, and recovery • Monitors and supports the Office of Health Affairs desk during NRCS activations • Participates in FEMA operational planning efforts in both steady-state and incident management operations • Coordinates regularly with the Department of Health and Human Services/ESF 8 on medical and public health matters during NRCS activations and steady state
Technical Specialist (Environmental Health and Safety)	<ul style="list-style-type: none"> • Provide environmental health and safety (EHS) technical advice, direction, and guidance in conjunction with field operations, specifically: • Assess and anticipate EHS requirements of response and recovery efforts; • Maintain situational awareness of ongoing operations and emerging events for appropriate utilization EHS resources and assets; • Monitor field operations to ensure appropriate EHS protective and postures have been implemented for field operations; • Review analytical sampling results, interpret, collaborate and make recommendations based on established standards and regulations, to minimize personnel exposures. • Coordinate EHS information exchange with ESFs and other Federal, State, local EH&S resources • Responsible for reviewing all messaging pertaining to responder safety and health
Technical Specialist (National Geospatial Intelligence Agency)	<ul style="list-style-type: none"> • Serves as the principal advisor to FEMA senior leadership on national geospatial intelligence matters during all phases of an incident, including activation, response, and recovery • Monitors and supports the National Geospatial Intelligence Agency desk during NRCS activations • Participates in FEMA operational planning efforts in both steady-state and incident management operations

Situational Awareness	
Positions	Responsibilities
	<ul style="list-style-type: none"> Provides technical expertise and critical information regarding geospatial intelligence as required
Technical Specialist (National Oceanic and Atmospheric Agency)	<ul style="list-style-type: none"> Serves as the principal advisor to FEMA senior leadership on weather during all phases of an incident, including activation, response, and recovery Monitors and supports the National Oceanic and Atmospheric Agency desk during NRCS activations Participates in FEMA operational planning efforts in both steady-state and incident management operations Provides technical expertise and critical information regarding weather as required
Technical Specialist (Transportation Security Administration)	<ul style="list-style-type: none"> Serves as the principal advisor to FEMA senior leadership on transportation security during all phases of an incident, including activation, response, and recovery Monitors and supports the Transportation Security Administration desk during NRCS activations Participates in FEMA operational planning efforts in both steady-state and incident management operations Provides technical expertise and critical information regarding transportation security as required
Technical Specialist (Department of Health and Human Services)	<ul style="list-style-type: none"> Monitors and supports the Department of Health and Human Services desk during NRCS activations Participates in FEMA operational planning efforts in both steady-state and incident management operations
Technical Specialist (THD/REP)	<ul style="list-style-type: none"> Serves as the principal advisor to FEMA senior leadership on matters involving nuclear power plants during all phases of an incident, including activation, response, and recovery Monitors and provides support to the Resources Support and Planning Support sections during NRCS activations Participates in FEMA operational planning efforts in both steady-state and incident management operations Provides technical expertise and critical information regarding alert and notification capabilities, and emergency operations plans for off-site response organizations and issues as required

Situational Awareness	
Positions	Responsibilities
	<ul style="list-style-type: none"> • Performs analysis of available data, using input from State, local, and Federal stakeholders, including hazard/disaster information, perishable data collection, and damage information • Provides hazard-related technical data and assistance to FEMA partners involved in making decisions critical to the disaster recovery
Technical Specialist (THD/CSEPP)	<ul style="list-style-type: none"> • Serves as the principal advisor to FEMA senior leadership on matters involving the U.S. Army Chemical Weapons Stockpile during all phases of an incident, including activation, response, and recovery • Monitors and provides support to the Resources Support and Planning Support sections during NRCS activations • Participates in FEMA operational planning efforts in both steady-state and incident management operations • Provides technical expertise and critical information regarding all elements of emergency preparedness and response capabilities for communities adjacent to chemical weapons stockpile locations, as required • Performs analysis of available data, using input from State, local, and Federal stakeholders, including hazard/disaster information, perishable data collection, and damage information • Provides hazard-related technical data and assistance to FEMA partners involved in making decisions critical to the disaster recovery
ESF 15/External Affairs Specialist	<ul style="list-style-type: none"> • Assists regional- and incident-level External Affairs in developing coordinated messaging, including press releases, background sheets, fact sheets, talking points, congressional briefings, and other External Affairs products • Drafts press releases, fact sheets, and other External Affairs products based on current Federal support activities, and works with representatives from the other ESFs to verify information related to their operations • Supports Headquarters External Affairs with special projects such as news conferences, and assists, when needed, with broadcast studio operations • Validates and incorporates open source media and

Situational Awareness	
Positions	Responsibilities
	<p>public reporting into situational analysis and knowledge management</p> <ul style="list-style-type: none"> • Monitors news coverage to ensure that accurate information is disseminated; reports inaccuracies to the Chief of the NRCS's ESF 15/External Affairs Advisor, to be addressed • Identifies potential issues and develops messaging and strategies to proactively identify potential political and public messaging issues • Provides the latest information to congressional members of affected areas • Reviews incident-, regional-, and national-level reporting to stay informed on the activity of the total Federal support and distributes pertinent information from those reports to Headquarters External Affairs • Assists with Community Relations coordination
Records Management Unit Leader	<ul style="list-style-type: none"> • Oversees Records Management Specialist(s)
Records Management Specialist	<ul style="list-style-type: none"> • Maintains historical files and records pertaining to the NRCC operation • Documents in writing all significant decisions and facts relative to activities on the incident (a chronology should be started immediately to capture key events and decisions) • Establishes filing systems to capture the necessary records and documentation • Sets up HSIN folders and archives Microsoft Outlook (.pst) folders to ensure information is stored correctly

APPENDIX C1: NATIONAL SUPPORT PLAN AND NATIONAL ADVANCED OPERATIONAL PLAN— PLANNING AND PROCESSES

INTRODUCTION

Planning is how leaders envision a desired outcome, develop effective ways of achieving it, and communicate decisions to an organization. The outcome of planning is a document that conveys intent, describes objectives, assigns tasks, allocates resources, and directs activities to accomplish a mission.

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

The purpose of the National Support Plan (NSP) is to describe the mobilization of Federal resources to support the incident from the national-level on a day-to-day basis. The NSP is updated daily.

The National Advanced Operational Plan identifies and quantifies anticipated short-term critical resource requirements for operations (such as initial response resources, specialized teams, and aviation assets). The N-AOP is updated as needed.

PHASES OF SUPPORT AND ADVANCE PLANNING

The National Incident Management System (NIMS) outlines five primary phases of the planning process as follows:

Planning Phase 1: Understanding the Situation

Before any planning can begin, the situation for which the plan is required needs to be clearly understood. This means gathering, recording, analyzing, and displaying the situation, required resources, and additional information that facilitates the development of a plan. During this phase the Planning Support Section will gather pertinent incident information from the Situational Awareness Section (SAS) as well as the Regional Support Plan and the Incident Action Plan as sources of information in the development of the National Support

Plan and the National Advanced Operational Plan. These documents will be attached to the final plans to show the coordination process across levels.

Planning Phase 2: Establish Objectives

Building on Phase 1, the NRCS determines national support objectives, based upon the continued assessment and understanding of the situation, including any actions completed.

1. Priorities

- a. The NRCS must establish priorities quickly during the initial request for national-level resources support. Priorities guide the order in which objectives are addressed. During a large-scale or complex incident, national-level resources or capabilities may be insufficient to meet competing demands. A disciplined set of priorities is crucial to communicating with all stakeholders those objectives that must be addressed first. The NRCS, with input from the Section Chiefs, will develop priorities that are linked to outcome-based objectives.
- b. Priorities emphasize the desired result rather than the method or intervening steps to reach an objective. Although priorities are established during the initial response phase, it is appropriate for the NRCS to set new priorities or change existing priorities as the situation matures.
- c. Priorities reflect NRCS guidance and are not necessarily tied to any specific time period. They may be achievable and finite or may apply throughout the duration of the incident. Each priority may have one or more objectives tied to it.
- d. Priorities must be displayed in order of urgency.

2. Objectives

- a. Objectives are defined as a required action to be taken to enable a desired outcome. The Resources Support Section reviews all objectives to determine what resources are needed to achieve desired outcomes.
- b. Objectives must utilize the S.M.A.R.T. principle:
 - 1) Specific. They must be worded precisely and clearly describe the desired outcome. Each objective should be distinct from the others and complete in its description. An objective should not be “overly detailed” and should be distinguishable from the supporting tasks.
 - 2) Measurable. The design and statement of objectives should make it possible to conduct a final accounting as to whether the objectives have been achieved. Being measurable can take the form of either a fail/succeed type objective or a numerical metric.
 - 3) Achievable. If an objective cannot be completed by the specified time frame then the objective should be modified to fit the criteria.
 - 4) Realistic. The objective should be achievable with the resources that can be realistically allocated to the incident, even if it takes several NRCS operational periods to accomplish them.
 - 5) Time-bound. The time frame that an objective needs to be completed should be specified as a date or implied as an NRCS operational period. If a date is selected, the objective may be longer than one NRCS operational

- period. The time can be either specific, such as a date-time-group, or implied. Implied time periods will always be one NRCS operational period.
- c. Objectives will be assigned a number based on the order of creation. This number will be used to track objectives until completed, at which time they will be archived.

Planning Phase 3: Develop the Plan

Having developed objectives, the NRCS needs to decide the course (or courses) of action and tasks necessary to achieve those objectives. The courses of action identify the specific tasks to be performed during the next NRCS operational period to complete the required objectives. After the next NRCS operational period, tasks are identified and each of the NRCS sections assesses resource requirements and identifies shortfalls or constraints (obstacles) to completing the required task(s).

Planning Phase 4: Prepare and Disseminate the Plan

Plans are prepared and approved during this phase of the planning process. During this phase the approved tasks or courses of action, along with any constraints or limitations, are used to develop all the other supporting documents, such as the safety messages or the communications plan. All supporting documents are finalized and submitted to the Planning Section for inclusion in the National Support Plan, the National Advanced Operational Plan, or any functional plans being developed. The Chief of the NRCS will review and approve the National Support Plan and/or National Advanced Operational Plan and forward to the Director of Disaster Operations for final approval and signature. The plan is then ready for final preparation and dissemination to all partner agencies and stakeholders.

The Planning Support Section is primarily responsible for preparing the NSP for the approval process; however, other NRCS sections are required to provide information and supporting documents as needed. National support planning should focus on the process, not the document, but standard templates of the NSP and N-AOP can be found later in this appendix.

Planning Phase 5: Execute, Evaluate, and Revise the Plan

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

1) Plan Validation

- a. All section chiefs and stakeholders should review the final plans and correct any discrepancies. They should continually monitor and assess the effectiveness of the plans presented, based on the original measurable objectives. This process of evaluating the plans keeps the NRCS and all stakeholders on track and on task, and helps to ensure that the plans for the next NRCS operational period are based on reasonable expectation(s) of progress.

- b. Completing this critical part of the process helps to ensure that both current and developing plans are validated against actual objectives and tasks. The NRCS and stakeholders should be briefed on the operational support elements of the plans to ensure that the information aligns with the input they provided, and that they are aware of the objectives/decisions they are following and what must be accomplished. The NRCS and stakeholders will have the opportunity to ask questions related to the plan's execution, be briefed on any critical safety issues, and be updated on specific information. The plans presentation should be concise. The NRCS section chiefs and stakeholders should meet at a predetermined location with their assigned staff for a detailed briefing on their respective assignments. Any other internal or external stakeholders should also attend this meeting, as appropriate to the task(s) required. All NRCS personnel should maintain a clear understanding of the path forward for the NRCS operational period using the plans as the key reference point.

2) Evaluation and Assessment

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

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

The Chief of the NRCS will review and initial the N-AOP and forward to the Director of Disaster Operations for final approval and signature. The plan is then ready for final preparation and dissemination to all partner agencies and stakeholders.

- a. Critical information requirements
 - b. Resources required (and responsible agency)
 - c. Timeline for completion
 - d. Oversight, coordination, and communications
2. **Prepare for decision briefing on COAs.** The FPT will present their written COA recommendations to senior leaders for approval.
3. **Incorporate approved COAs into the National Functional Plan.** The FPT will incorporate the approved COAs into the functional plan. Appendix C2 details more of the national-level functional planning process.

APPENDIX C2: EXAMPLE OF NRCS OPERATIONAL TEMPO

Communication among the incident, regional, and national-levels is essential to the success of planning. Figure 11 below illustrates a snapshot of the daily operational period of the NRCS.

NRCS Daily Tempo

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

Figure 11: Example of a NRCS Daily Tempo

APPENDIX C3: PLANNING SUPPORT POSITIONS AND FUNCTIONS

Planning Support	
Positions	Responsibilities
Planning Support Section Chief	<ul style="list-style-type: none"> Leads the Planning Staff in the development of all necessary plans to include strategic, support, and functional plans in support of the objectives established by the Chief of the NRCS Facilitates the development of functional plans by convening a planning team (which will consist of representatives from all key stakeholders necessary to accomplish the mission of the plan) Determines and recommends staffing levels in accordance with incident-level to ensure that activities are supported by reviewing activation and demobilization requests Reviews all plans for submission to the Chief of the NRCS Leads the Planning Support Section Staff in the development of NSP and N-AOP, and facilitates the development of support functional plans related to the NSP and N-AOP
Functional Planning Team	<ul style="list-style-type: none"> The Planning Support Section Chief can convene a planning team to develop functional plans that the Chief of the NRCS directs Functional Planning Teams will be temporary in nature and report directly to the Planning Support Section Chief for the duration of the planning effort Planning team members must <ul style="list-style-type: none"> provide full support to the planning effort for the duration of the planning process, have the knowledge and experience necessary to develop the plan, and be able to gain support for the planning effort from their represented entity.
Current Planning Unit Leader	<ul style="list-style-type: none"> Oversees Current Planning Specialists Reviews NSP for submission to the Planning Support Section Chief

Planning Support	
Positions	Responsibilities
	<ul style="list-style-type: none"> Oversees the development of the NSP
Current Planning Specialist	<ul style="list-style-type: none"> Produces the NSP, which establishes tasks to meet national milestones and objectives based on regional requirements for national resources Reviews national-level plans to ensure familiarity and coordination with existing doctrine Coordinates with Federal interagency partners on support efforts and capabilities Develops and coordinates the schedules identifying the rotation, availability, replenishment, and status of national-level teams and assets for support activities for the current incident Conducts a mission analysis to promote the development of potential COAs for support efforts based on identified or anticipated need(s) and the availability of national-level resources Identifies and formalizes the NRCS incident objectives based on management guidance Schedules and facilitates the appropriate meetings required to develop the NSP Collects, develops, and/or consolidates input from all NRCS functions and the appropriate forms for incorporation into the NSP Produces, publishes, and maintains the N-AOP
Future Planning Unit Leader	<ul style="list-style-type: none"> Oversees Future Planning Specialists Reviews and approves future plans for submission to the Planning Support Section Chief
Future Planning Specialist	<ul style="list-style-type: none"> Produces and publishes functional plans as appropriate Conducts a mission analysis to promote the development of potential COAs for support efforts based on identified or anticipated need(s) and the availability of national-level resources Identifies and formalizes the NRCS incident objectives based on management guidance
Planning Specialist (Recovery)	<ul style="list-style-type: none"> Advises on availability and operational status of Federal recovery programs and resources, including FEMA's disaster assistance programs Advises on the long-term community recovery implications of response activities, the transition from response to recovery in incident operations, and facilitates communication regarding recovery decision

Planning Support	
Positions	Responsibilities
	<p>making</p> <ul style="list-style-type: none"> • Identifies appropriate Federal programs and agencies to support recovery planning objectives, ensures coordination, and identifies gaps in available resources •

APPENDIX D1: RESOURCE INTAKE

INTRODUCTION

The NRCC provides national-level support to incident management by directing and integrating Federal efforts to provide supplemental capabilities. Accurately identifying incident requirements and conveying the resource needs to the National Response Coordination Center (NRCC) is a critical responsibility of incident-level officials. Within the NRCC, it is the Resources Support Section’s duty to address identified incident resource needs in a timely and efficient manner by coordinating the efforts of multiple agencies, nongovernmental organizations, the private sector, and other partners. To accomplish this duty, the RSS follows the four-step process shown below (figure 12).

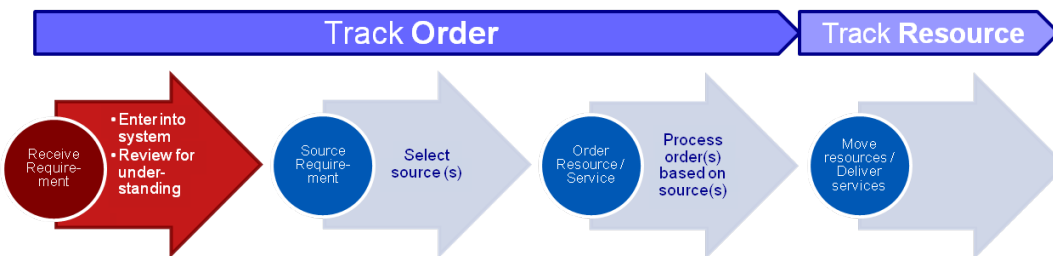


Figure 12: Centralized Resource Management and Tracking Process

The first step within the process, as shown in red in figure 12, is receipt of the resource requirement. Within the RSS, the Intake Tracking and Analysis Unit receives incident requirements by serving as the single point of contact for requests at the national-level, reviews requests for completeness, forwards requests to the Resource and Capability Branch for sourcing, and tracks requests throughout their life cycle.

PROCESSES

When the Intake Tracking and Analysis Unit (ITAU) receives a request for a resource (personnel, equipment, supplies, facilities, capabilities, etc.), they review the requirement for clarity, prepare the appropriate request form, if necessary, and log the order into the central system with a tracking number (see centralized order management and tracking process, page 30). The ITAU will use this tracking number to track the requested resource throughout its life cycle.

For resource ordering, the ITAU’s main responsibilities include initial processing of the order and the overall end-to-end tracking of the status of response and recovery requests.

Receive the requirement. Incident-level response personnel can identify and convey a requirement in many ways. Most requirements come through an Action Request Form (ARF) (Form 90-136, shown in figure 13) or some other request form (e.g., Form 143-0-1). Other requirements (for example, those involving Disaster Assistance) may come through more informal methods such as email requests, requests by phone, or other verbal communications. Regardless of where the requirements are generated or how they are conveyed, they are always to be routed through the ITAU, where they will be documented

Action Request Form : an ARF is a FEMA form (Form 90-136) used to request national-level resources. These forms include the requirement and priority of the requirement from the requestor. RSS input, such as the tracking number and the RSS priority, are also documented on the ARF.

prior to processing, and logged into the automated tracking system—where their status and tracking can be centrally managed. If an incident-level requirement comes via email, phone, or other verbal conversation, the ITAU staff documents the details of the requirements by filling out an ARF.

U.S. DEPARTMENT OF HOMELAND SECURITY FEDERAL EMERGENCY MANAGEMENT AGENCY ACTION REQUEST			See Reverse for Paperwork Disclosure Notice	OMB No. 1660-0047 Expires January 31, 2011
I. REQUESTING ASSISTANCE (To be completed by Requestor)				
1. Requestor's Name (Please Print)		2. Title		3. Phone No.
4. Requestor's Organization		5. Fax No.	6. E-Mail Address	
II. REQUESTED ASSISTANCE (To be completed by Requestor)				
1. Description of Requested Assistance:				
2. Quantity				
3. Priority		<input type="checkbox"/> Lifesaving <input type="checkbox"/> Lifesaving Sustaining <input type="checkbox"/> Normal		4. Date and Time Needed
		<input type="checkbox"/> High		
5. Delivery Site Location			6. Site Point of Contact (POC)	
			7. 24 Hour Phone No.	8. Fax No.
9. State Approving Official Signature			10. Date	
III. SOURCING THE REQUEST – REVIEW/COORDINATION (Operations Section Only)				
1. <input type="checkbox"/> OPS Review by:		2. <input type="checkbox"/> Conditions		3. Assigned to:
<input type="checkbox"/> Log Review by:		<input type="checkbox"/> Other (Explain)		ESF/IOFA
<input type="checkbox"/> Other Coordination by:		<input type="checkbox"/> Requisitions		Other
<input type="checkbox"/> Other Coordination by:		<input type="checkbox"/> Procurement		Date/Time
<input type="checkbox"/> Other Coordination by:		<input type="checkbox"/> Interagency Agreement		
<input type="checkbox"/> Other Coordination by:		<input type="checkbox"/> Mission Assignment		
3. Immediate Action Required <input type="checkbox"/> Yes <input type="checkbox"/> No		4. Date	5. Time Assigned	
6. Action Request		ESP#	7. Assigned to	
IV. STATEMENT OF WORK (Operations Section Only)				
1. OFA Action Officer		2. 24 Hour Phone No.	3. Fax No.	
4. FEMA Project Manager		5. 24 Hour Phone No.	6. Fax No.	
7. Statement of Work				
8. Estimated Completion Date		9. Cost Estimate		
V. ACTION TAKEN (Operations Section Only)				
<input type="checkbox"/> Accepted <input type="checkbox"/> Rejected <input type="checkbox"/> Requestor Notified				
Reason / Disposition				
TRACKING INFORMATION (FEMA Use Only)				
ECAPS/NEMIS Task ID:	Action Request No.	Program Code/Event No.		
Received by (Name and Organization)	State	Date/Time Submitted	<input type="checkbox"/> Originated as verbal	

Figure 13: Sample Action Request Form

Each request should define who, what, when, where, why, and how.

- **Who** is the customer (population distribution, emergency managers, disabled or elderly personnel, etc.) or the situation (e.g., blocked roads).
- **What** is the capability being requested (e.g., X needs a [resource/capability] to support [community/activity] over [time frame]).

Review the requirement. The ITAU reviews the requirement details for clarity and completeness. If the requirement is lacking critical details (quantity and specifics of the resource requested, timeline requested, location of delivery, priority, cost estimate, etc.) that could impede timely processing, ITAU personnel will contact the incident-level officials for further information.

Each request must clearly define the capability required by the requester so that the RSS can ascertain the best solution set to meet the requirement.

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

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

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

After the initial order processing, the ITAU sends the order to the Resource and Capability Branch for sourcing (step 2 of figure 12). The RCB recommends fulfilling the resources requested by the personnel at the scene in one of three ways:

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

Appendix D2 provides an in-depth review of the processes and tasks that RCB staff engages for sourcing requirements.

TASKS

Intake Tracking and Analysis Unit

The ITAU Leader establishes routine meeting and reporting timelines specific to the requirements determined by the RSS Chief.

The ITAU performs five primary tasks: (1) communicating with the requester; (2) reviewing requests; (3) conducting preliminary analysis on the request; (4) forwarding the request to the RCB for sourcing; and (5) tracking the status of the request.

Communicating with the Requester

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

Reviewing Requests

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

Conducting Preliminary Analysis on the Request

The ITAU reviews and analyzes the pre-scripted sourcing plans provided by the RCB. Once the ITAU receives a request, the unit conducts preliminary analysis to determine if the RSS can meet a request using a pre-scripted sourcing plan. Appendix D2 describes the sourcing process in greater detail.

Providing a Recommended Sourcing Option/Forwarding Request

Based on the outcome of the preliminary analysis, the ITAU either provides a recommended sourcing option based on sourcing plans already approved by the RCB and RSS Chief or forwards the request to the RCB for sourcing. If the RSS Chief approves the sourcing request, the ITAU forwards the request to the Order Processing Group through the RCB. Appendix D2 describes the sourcing process in greater detail.

Tracking the Status of the Request

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

APPENDIX D2: RESOURCE SOURCING

INTRODUCTION

The NRCC provides national-level support to incident management by directing and integrating Federal efforts to provide supplemental capabilities. Accurately identifying incident requirements and conveying the resource needs to the NRCC is a critical responsibility of incident-level officials. Within the NRCC, it is the Resources Support Section's duty to address identified incident resource needs in a timely and efficient manner by coordinating the efforts of multiple agencies, nongovernmental organizations, the private sector, and other partners. To accomplish this duty the RSS follows the four-step process shown below (figure 14).

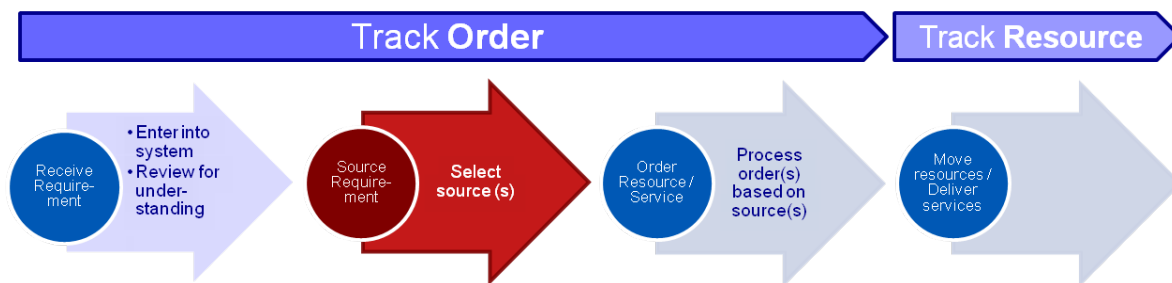


Figure 14: Centralized Resource Management and Tracking Process

PROCESSES

The second step within the process, as shown in red in figure 14 above, is the sourcing of the requirement. The RSS uses a four-step process that incorporates the following to supply national-level resources to incident response teams: (1) receive the requirement; (2) source the requirement; (3) order the appropriate resource or service; and (4) move/deliver the appropriate resources or services.

Source the Requirement

The second step of the centralized resource management and tracking process is sourcing the requirement. As discussed in appendix D1 most requirements come through an Action Request Form (Form 90-136). Additional information on requests, orders, and deliveries can be found in appendices D1, D3, and D4, respectively.

The Resource and Capabilities Branch (RCB) amends pre-scripted sourcing plans (developed prior to an incident), develops sourcing plans for requirements it receives, as well as developing sourcing plans for anticipated requirements, such as water, meals, baby food/formula, diapers, pet food/supplies, etc. The RCB develops these plans for anticipated requirements before receiving an official request from the Intake Analysis and Tracking Unit (ITAU). The RCB develops sourcing plans in coordination with interagency, commercial, and other partners. The RCB also determines potential sources, including those not yet identified in the Commodity Sourcing Capability Database, as well alternative sourcing actions.⁴ They also identify primary, secondary, and tertiary sources as options in the plans, and conduct analysis on the quantity, location, and time requirements for the source to supply the resource. The RCB identifies any agency, department, or ESF action that will have an impact on sourcing the requirement and factors this into the recommended option. Once finalized, the RCB forwards the sourcing plans to the ITAU. That unit then reviews and analyzes the sourcing plans in preparation for incoming requests.

Once the ITAU receives an Action Request Form (ARF), the ITAU assigns a tracking number and conducts a preliminary sourcing analysis on the request. This includes reviewing and analyzing pre-scripted sourcing plans, while taking into account cost, location, lead times, and logistics constraints, to quickly determine if one of the pre-scripted plans can meet the request.

If one of the pre-scripted sourcing plans can meet the request, the ITAU forwards the recommended sourcing request to the RSS Chief for approval (see the process flow chart in figure 15). Once the RSS Chief approves the recommended sourcing action, he or she prioritizes the request and the recommended sourcing action. The RSS Chief aligns the resource priorities with the incident priorities. The ITAU forwards the approved sourcing request to the Order Processing Group through the RCB. If the pre-scripted sourcing plans cannot meet the request, the ITAU forwards the request to the RCB for sourcing, as figure 15 illustrates.

Examples of Fields in the Commodity Sourcing Capability Database

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

⁴ Database currently maintained by FEMA. FEMA updates the database with partner inventory availability information upon request from FEMA. The database will ultimately be a web-based portal accessible by all RCB members to provide visibility of current partner capabilities and capacity to meet disaster-generated demands.

The RCB then identifies sourcing capabilities in coordination with partner organizations, to include interagency and commercial partners (refer to “Identify Sourcing Capabilities” in figure 15). The RCB then explores the full range of sourcing options immediately available and identifies partner and vendor capabilities. The RCB also ascertains sources not yet identified in the Commodity Sourcing Capability Database, as well as alternative sourcing actions. The RCB identifies any ongoing agency, department, or ESF action that will have an impact on sourcing the requirement and factors this into the recommended option. The RCB develops a sourcing plan that identifies critical sourcing decision points, analyzes sourcing options (to include potential issues, risks, and alternative solutions), and recommends a sourcing option. If there are unresolved issues that arise during the development of the sourcing plan, the RCB Director may seek guidance from the RSS Chief, depending upon the urgency or complexity of the issue.

After the RCB finalizes a sourcing plan, they forward this plan to the RSS Chief for approval. Once the RSS Chief approves the recommended sourcing action, the RSS Chief prioritizes the request and the recommended sourcing action and forwards the approved sourcing request to the Order Processing Group through the RCB (refer to “Approve Sourcing Plan” in figure 15). The RCB is responsible for updating the status of the request and the transmission to the Order Processing Group in the automated tracking system.

Unmet Requirements

In the event the RCB is unable to identify an immediate sourcing plan for a request, they forward the unmet requirement to the Planning Support Section to facilitate a resolution. The RCB is responsible for updating the status of the unmet request and the transmission to the Planning Support Section. The PSS would then form a Functional Planning Team with stakeholders and resource providers to develop several courses of action which would address the requirement. In addition, the RCB notifies the RSS Chief, who notifies the requester of the unmet requirement.

Continuous disaster response repeated as necessary to respond to sourcing requests

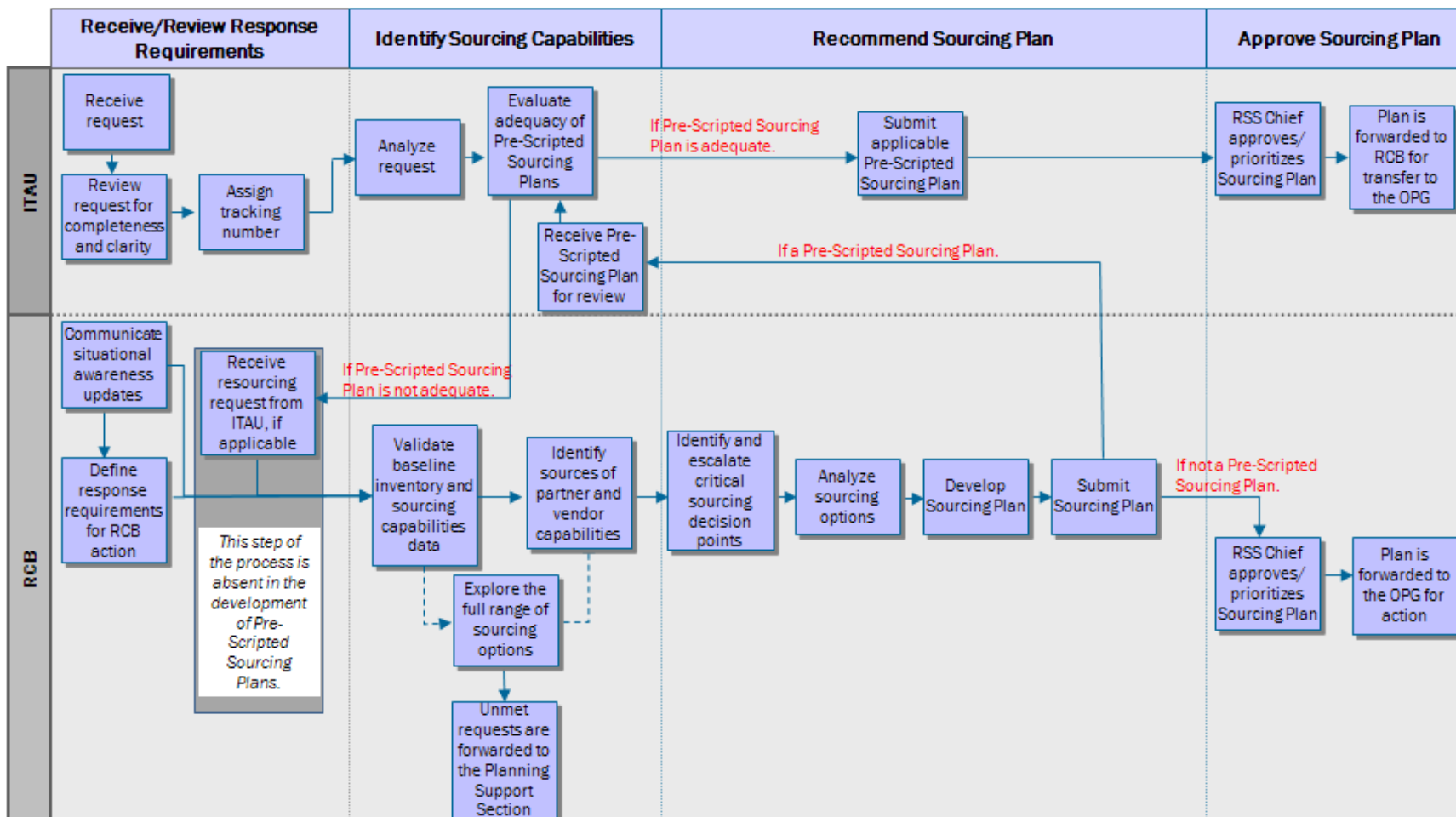


Figure 15: Resource Sourcing Process Flow Chart

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

TASKS

The RCB conducts the majority of the national-level sourcing tasks within the NRCC. This process begins when the RCB receives the completed request from the ITAU. This section of the appendix summarizes the primary tasks that the RCB performs, as well as those tasks that its underlying groups/units perform.

Resource and Capability Branch

The RCB serves as an interagency working group of response partners (including Federal, nongovernmental, and commercial entities) focused on developing sourcing recommendations to fulfill disaster response and/or recovery generated requests. The RCB coordinates internal (FEMA) and external resource and capability providers as part of the RSS. While the RCB can identify and escalate potential issues and risks, they do *not* have the authority to define or adjust response and recovery requirements. The RCB Director ensures that the RCB receives complete response capability requirements from the ITAU and seeks clarification on any information gaps in the response capability requests. The RCB is able to communicate with the incident about the request, to ensure their understanding, and is able to seek input from the requester on the sourcing options.

The following section describes the main tasks of the RCB.

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

Receiving Requests from ITAU. Any requests that the ITAU is unable to source using pre-scripted sourcing plans, they send to the RCB for action.

Validating Baseline Inventory and Capabilities. In addition, the RCB Director validates and updates, as appropriate and in coordination with the RCB members, the baseline inventory and the Commodity Sourcing Capability Database. This process allows the RCB to

catalog internal capabilities for meeting resource requests. This update will consist of the following:

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

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

Identifying and Escalating Critical Sourcing Decision Points. If the RCB is unable to meet a request due to capacity or availability, the RCB Director will inform the RSS Chief of the shortfall. The RSS Chief decides whether or not to categorize a request as an “unmet requirement.” If the request is categorized as “unmet,” the RSS Chief sends the request to the Planning Support Section to facilitate a resolution. The RSS Chief also informs the requester of the RSS’s inability to fully meet the request.

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

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

Developing a Sourcing Plan. At the direction of the RCB Director, the RCB members develop sourcing plans that utilize the sourcing capability data. The RCB uses the requirements checklist, the Commodity Sourcing Capability Database, and commodity conversion tables to help define the static response requirement capabilities defined in the pre-scripted sourcing plans. Each RCB partner involved in the development of the sourcing plan provides data on the resource each partner is able to contribute. Each partner provides the following resource input:

- Commodity name

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

Submitting the Sourcing Plan to RCB Director/RSS Chief for Approval. Once the RCB finalizes the plan, the RCB Director validates and approves it and provides an information update to the RSS Chief. The RCB forwards copies of all pre-scripted sourcing plans to the ITAU.

Groups within the Resources and Capability Branch (RCB)

There are five groups that compose the RCB: the Individual Assistance Group, the Operational Support Group, the Emergency Service Group, the Infrastructure Assets Group, and the Transportation and Movement Coordination Group. The RCB Director provides direction to each of the groups in the development of pre-scripted sourcing plans within their respective areas. In addition, the RCB Director categorizes incoming requests from the ITAU and assigns them to each of the four groups, along with priorities for sourcing actions. The RCB Director approves all sourcing plans and forwards them to the RSS Chief. Often, the RCB establishes pre-planned and pre-approved contracts to resource the items that they did not anticipate. Once the RSS Chief approves the sourcing plan and assigns a priority, the RCB Director forwards the sourcing plan to the Order Processing Group for sourcing execution and subsequent logistics. Tasks for each of the five groups are described below.

Individual Assistance Group

The Individual Assistance Group provides national coordination of resources and develops sourcing plans to meet mass care needs (sheltering, feeding, emergency first aid, bulk distribution of emergency items, etc.). At the direction of the RCB Director, the Individual Assistance Group develops pre-scripted sourcing plans to meet anticipated mass care needs, as well as sourcing plans to address a specific mass care request forwarded by the ITAU to the RCB. These needs include, but are not limited to, mass care coordination of sheltering, feeding and pet evacuation and sheltering, voluntary agency coordination, donations management coordination, information management, planning reports, and liaison capabilities. In the development of the sourcing plans, the Individual Assistance Group coordinates with State governments, tribal governments, and voluntary agencies in

the management of spontaneous and unsolicited donations of money, services, or interim housing. The Individual Assistance Group also coordinates with ESF-11 in the development of national sourcing plans related to agriculture or national resources. The group forwards all mass care sourcing plans to the RCB Director for approval. The Individual Assistance Group also updates the status of mass care sourcing requests, including those requests for emergency assistance, housing, human services, and agriculture and natural resources, in the automated tracking system.

Operational Support Group

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

Emergency Services Group

The Emergency Services Group provides national coordination of resources and develops sourcing plans to meet emergency services needs (law enforcement, fire fighting, search and rescue, etc.) and Federal lifesaving and life-sustaining activities identified by the region. At the direction of the RCB Director, the Emergency Services Group develops pre-scripted sourcing plans to meet anticipated emergency services needs, as well as sourcing plans to address a specific emergency services request forwarded by the ITAU to the RCB. In the development of the sourcing plans, the Emergency Services Group coordinates with ESFs 4, 8, 9, 10, and 13 (also ESF 3, depending on the region activated) to de-conflict competing sourcing demands. The Emergency Services Group forwards all emergency services sourcing plans to the RCB Director for approval. The group also updates the status of emergency services sourcing requests in the automated tracking system.

Infrastructure Assets Group

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

sourcing plans, the Infrastructure Assets Group coordinates with public and private entities responsible for operating and maintaining infrastructure components. This Group also coordinates with ESFs 3 and 12 to de-conflict competing sourcing demands. The Infrastructure Assets Group forwards all infrastructure sourcing plans to the RCB Director for approval. The Infrastructure Assets Group updates the status of infrastructure sourcing requests in the automated tracking system.

Transportation and Movement Coordination Group

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

APPENDIX D3: RESOURCE ORDERING

INTRODUCTION

The NRCC provides national-level support to incident management by directing and integrating Federal efforts to provide supplemental capabilities. Accurately identifying incident requirements and conveying the resource needs to the NRCC is a critical responsibility of incident-level officials. Within the NRCC, it is the Resources Support Section's (RSS) duty to address identified incident resource needs in a timely and efficient manner by coordinating efforts of multiple agencies, nongovernmental organizations, the private sector, and other partners. To accomplish this duty, the RSS follows the four-step process shown below (figure 16).

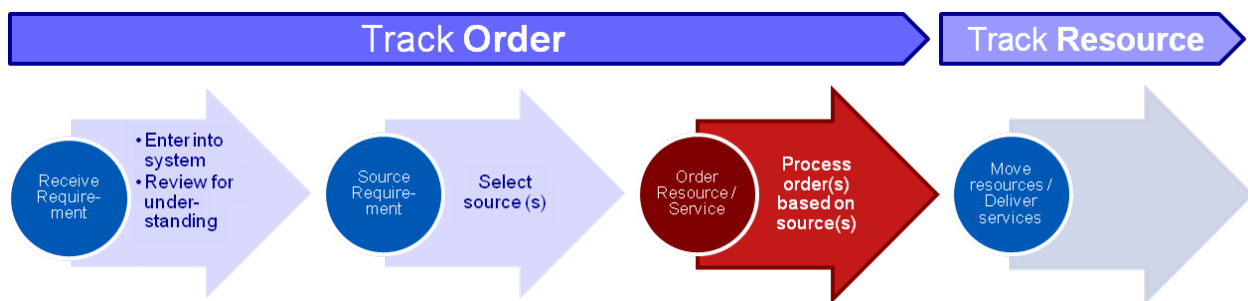


Figure 16: Centralized Resource Management and Tracking Process

PROCESSES

The standard order management and tracking process the RSS uses consists of four steps. This appendix details the resource ordering processes (shown in red in Figure 16). Appendices D1 and D2 describe the requirement intake and sourcing processes in detail.

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

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

TASKS

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

Although the documentation that the Order Processing Group prepares and the authorizations required may vary depending on the type of resource (and therefore, sourcing method), the tasks remain the same. The following sections provide a description of the main tasks involved by each sourcing action.

Organic FEMA Resources – Commodities

If the required resource is controlled by FEMA and the RCB recommends fulfilling the requirement via in-house sources, the Order Processing Group proceeds with the ordering processes. A FEMA Logistics Management Specialist creates an eTasker with the details of the requirement and alerts the distribution center that has the commodity. Once the Transportation Movement and Coordination Specialist arranges for the transportation of resources, the Logistics Management Specialist notifies the requester, updates the tracking system, and finalizes the order.

Organic FEMA Resources – Personnel

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

Surge Staff. If the FEMA Administrator recommends activation of surge staff, the DDO and Chief of the NRCS will issue a warning notice and the Secretary of Homeland Security will order the activation of Surge Staff.

Other Teams. The Order Processing Group may also process orders for Incident Support Base (ISB) Teams, Urban Search and Rescue (US&R) task forces, Mobile Emergency Response System (MERS) Teams, and other FEMA teams. As an example, in the case of ISB Teams, a requirement may come in via email, phone, or eTasker submission. A FEMA Logistics Management Specialist creates and executes an eTasker (if necessary) with the details of the request and notifies the needed ISB team of their upcoming deployment. Since all ISB members are Disaster Assistance Employees, deploying the team is performed with a request to the Automated Deployment Database. In many cases, the ISB equipment is requested along with the ISB team. The Logistics Management Specialist communicates with an appropriate specialist within the RCB to ensure that the team and its equipment are

ready for deployment. The Transportation Movement and Coordination Specialist (air) arranges for the transportation of personnel and their equipment in coordination with the Mission Assignment Coordinator and Contracting Specialist as required. If equipment is requested, the Logistics Management Specialist will deploy the ISB team to the location where ISB equipment is prepared for deployment and the ISB team will drive the equipment to the identified location.

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

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

Interagency Agreements. There are two methods for receiving a request that may be sourced via an interagency agreement. A FEMA Logistics Management Specialist may prepare an eTasker (including a copy of the interagency agreement) and issue it to the agency that owns the needed resource. Or a requester may fill out an Action Request Form, and the sourcing process identifies an interagency agreement as the best method to procure services (e.g., for air transportation support services). In both cases, a Transportation Movement and Coordination Specialist or the provider arranges the transportation and/or shipping, if needed, for the resource, and the Logistics Management Specialist notifies the requester, finalizing the order.

Task Order Against Existing Contract (Indefinite Delivery/Indefinite Quantity, Blanket Purchasing Agreement, or New Contract). When the Order Processing Group is able to fulfill a requirement either through existing contracts that FEMA has with external sources or

through newly generated contracts, a group supervisor from the RCB prepares a task description or statement of work and forwards it to a Contract Specialist in the Order Processing Group. The Contract Specialist prepares a purchase requisition form and submits it to a Contracting Officer's Technical Representative (COTR) within the Order Processing Group for management. The COTR is now responsible for managing that contract. The COTR also sends the form to the RSS Chief for his/her review and approval. If FEMA and the affected State share the cost for supplying or supporting the resource, the FCO and/or SCO must also review and approve the documentation. Next, the Comptroller at the incident-level approves the request and ensures that the expenditure is lawful. Finally, a Contract Specialist within the Order Processing Group executes the task order by establishing a liaison to the appropriate FEMA contracting office. If the request requires purchasing of resources/services that cost more than \$25 million, the DDO must approve the order.

Donations. FEMA often relies on voluntary agencies to provide goods and services in the event of a disaster. The donations process within FEMA is unique based upon the disaster/situation. Once the donation has arrived, has been validated for use, and is under FEMA control, the ITAU enters the donations into the system, assigns tracking numbers, and tracks them until they arrive at an incident site. As some voluntary agencies are unable to deliver resources to the incident site, the Transportation Movement and Coordination Group must coordinate with the voluntary agency to deliver the donations to the incident site. The ITAU maintains visibility on this process to ensure that the delivery status is known.

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

APPENDIX D4: RESOURCE MOVEMENT

INTRODUCTION

The NRCC provides national-level support to incident management by directing and integrating Federal efforts to provide supplemental capabilities. Accurately identifying incident requirements and conveying the resource needs to the NRCC is a critical responsibility of incident-level officials. Within the NRCC, it is the Resources Support Section's (RSS) mission to address identified incident resource needs in a timely and efficient manner by coordinating efforts of multiple agencies, nongovernmental organizations, the private sector, and other partners. To accomplish this duty, the RSS follows the four-step process shown below (figure 17).

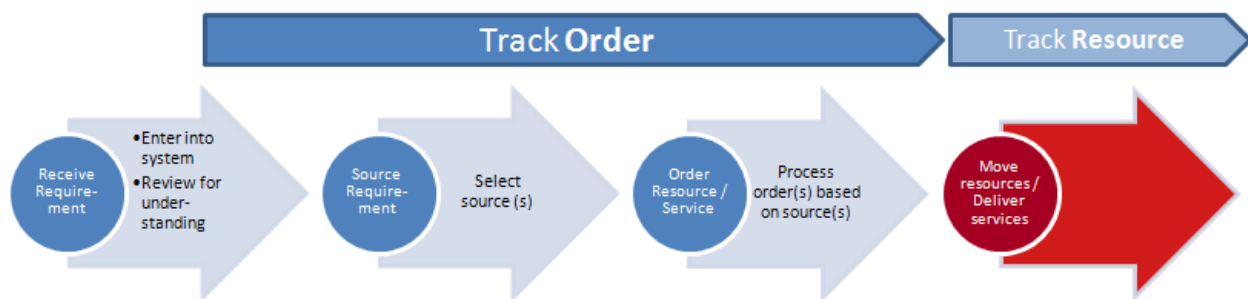


Figure 17: Requirement Receiving, Ordering, Tracking Process

PROCESSES

The standard order management and tracking process that the RSS uses consists of four steps. This appendix details the resource movement processes (shown in red in figure 17). Movement coordination during an incident ensures that all Federal partners transporting support resources work closely together to deliver commodities, personnel, and tactical teams when and where they are needed. It is designed to develop, analyze and recommend movement options to support decision-making processes that ensure the efficient and effective transportation and delivery of resources in accordance with evolving priorities. The operating framework accesses essential elements of information, assesses incident support requirements against transportation plans and response priorities, facilitates communication and collaboration, and enhances situational awareness within FEMA and with FEMA's partners. Each resource provider will participate in this framework and should participate in strategic movement coordination and collaboration; deploy its resources in concert with the latest priorities; provide appropriate situational awareness and resource

status information; and anticipate, identify, and address movement challenges, opportunities and future resource movement requirements arising from the incident.

During activation, the Movement Coordination Center is part of the Transportation and Movement Coordination Group of the Resources Support Section in the NRCS.

As Figure 18 illustrates, the movement coordination cycle consists of four primary processes. It is an iterative process that continually adjusts and adapts as the incident and response unfold and conditions on the ground change. Figure 19 presents these four processes in a process flow chart that also depicts important data products that the processes consume and produce, which guide the processes.

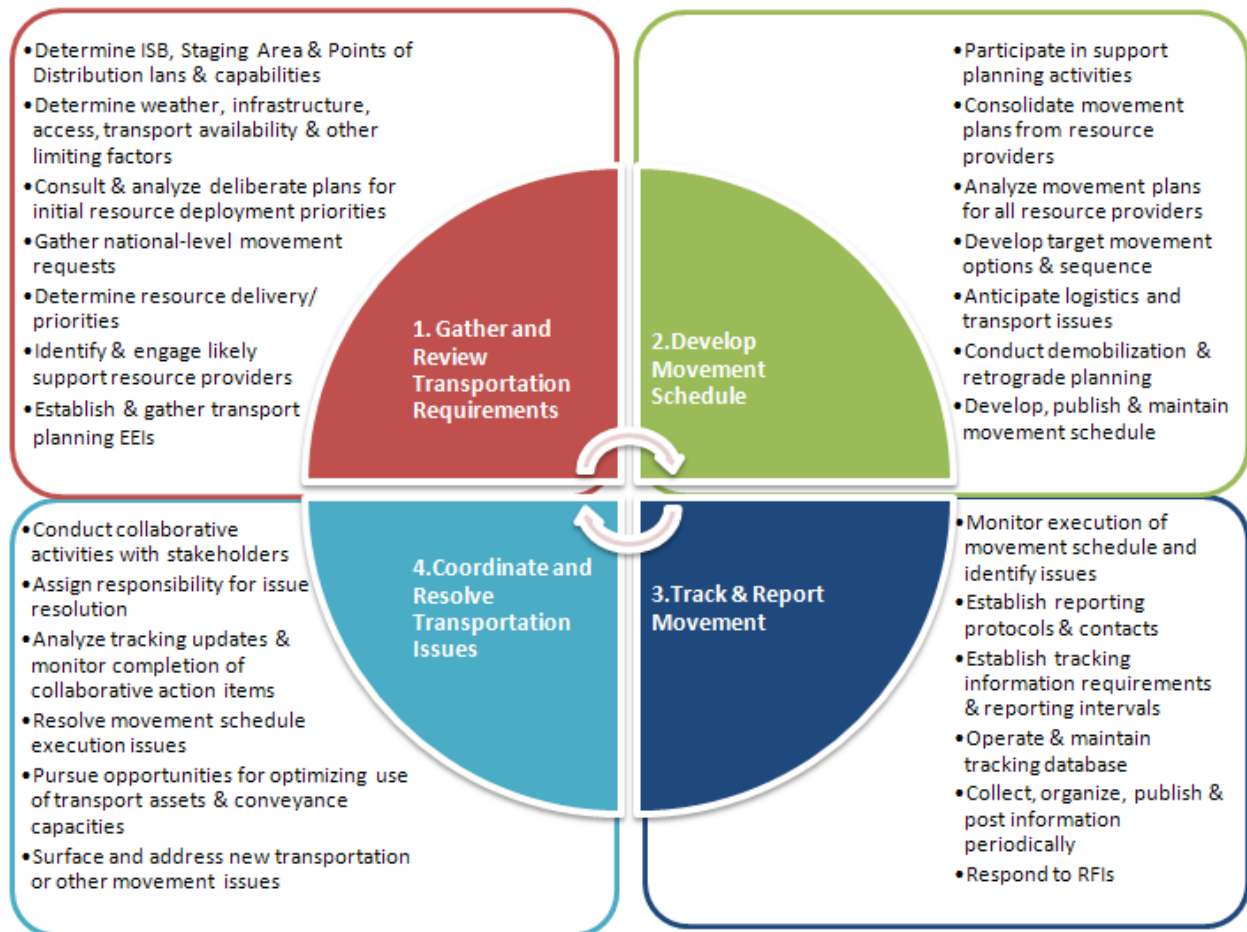


Figure 18: Movement Coordination Center Activities Cycle

Movement Coordination Center Core Processes

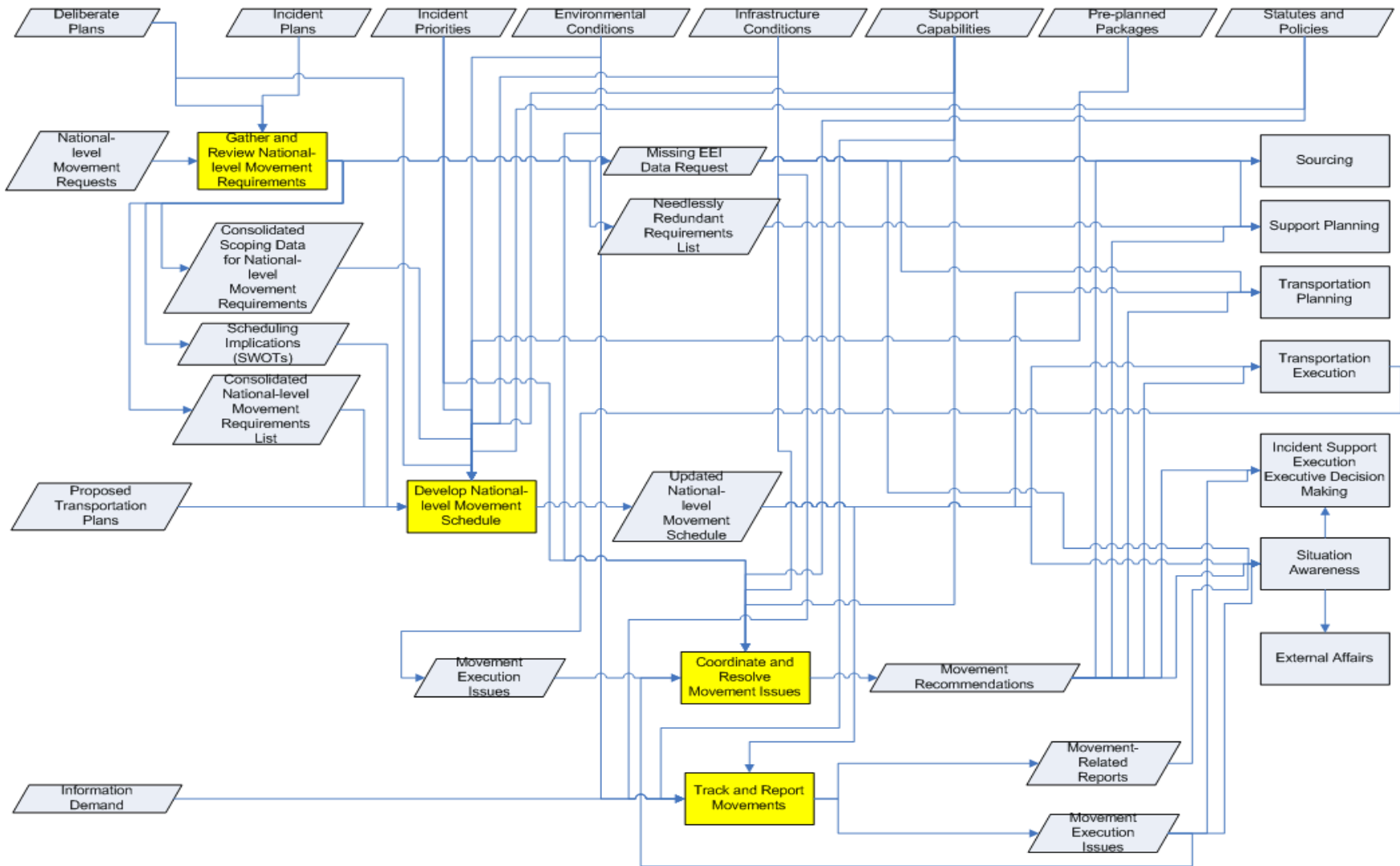


Figure 19: Movement Coordination Center Core Processes

Process Chart Notation: The yellow rectangles represent the Movement Coordination Center’s processes. The blue rectangles represent “customer” processes conducted by organizational elements outside the MCC. The parallelograms represent important data products. Each MCC process consumes data (“process inputs”) that enters it (from the left), produces data (“process outputs”) that exits it (to the right), and is governed by data (“process controls”) that enters it (from the top). The data products arrayed across the top of the chart represent controls produced by processes external to the MCC (specifically, the planning, sourcing, ordering and situation awareness processes). Note that the customer processes are often “supplier” processes in the next cycle.

Movement Coordination Process Description

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

MCC personnel combine these products with proposed transportation concepts provided by the Resource Support Section processes and data available from external partners (e.g., the ESFs and other government stakeholders) to maintain an up-to-date schedule of planned national-level movements. This schedule informs the MCC’s tracking and reporting, and issue discovery and resolution processes, as well as the transportation planning, situational awareness and, if necessary, executive decision-making processes.

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

TASKS

Gather and Review Movement Requirements

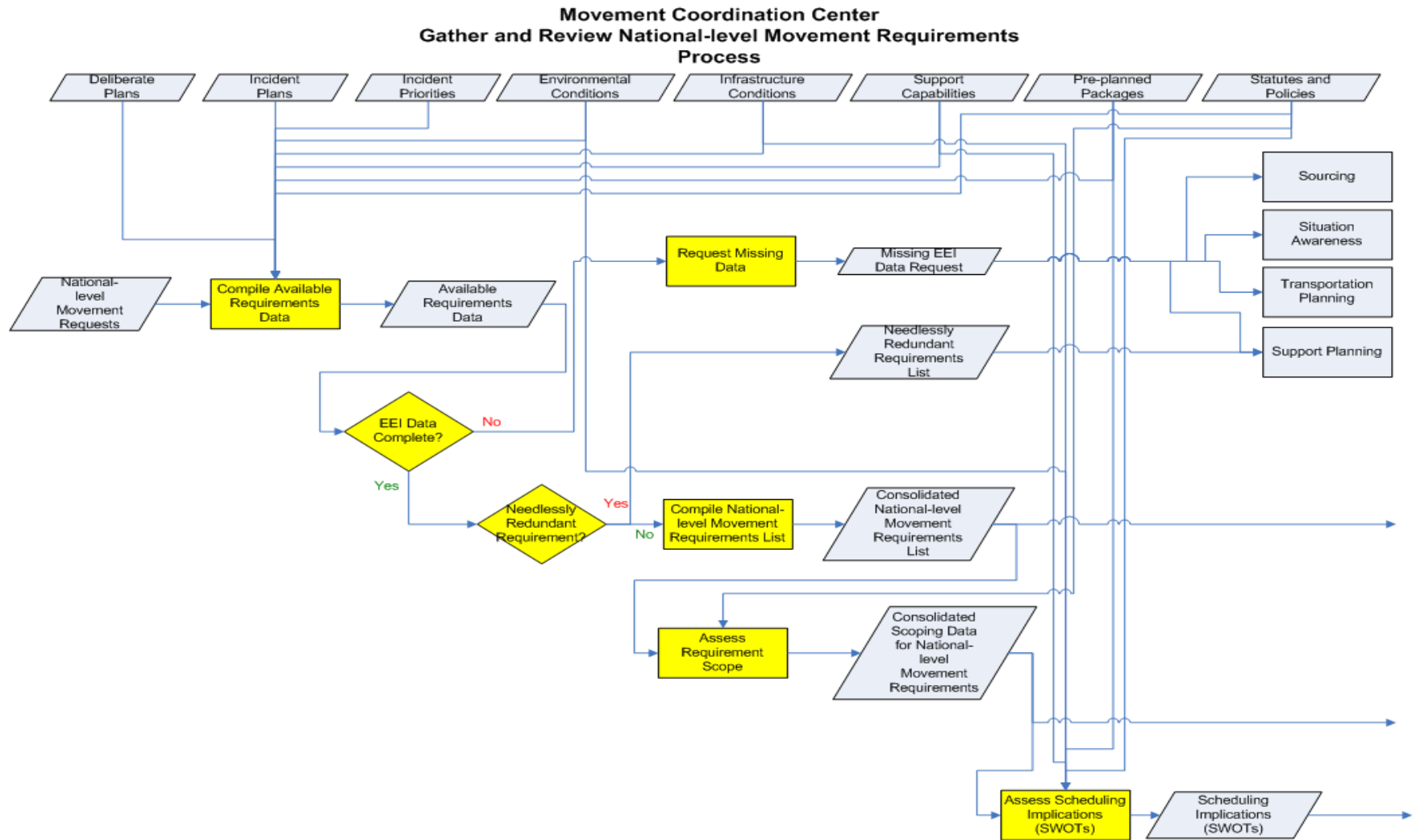


Figure 20: Gather and Review National-Level Movement Requirements Process

As Figure 20 shows, the Movement Coordination Center continuously compiles national-level response resource movement requirements and priorities from all available sources, including the ordering, sourcing, and planning processes. MCC personnel use data provided by the situational awareness process to gain and maintain situational awareness of en route and incident-area conditions (weather, access, and transportation infrastructure), the marshalling area, the Incident Support Base, staging-area capabilities (designated locations, availability, access, receiving, handling, and throughput conditions), the condition and handling capabilities of critical infrastructure and transportation assets (from ESF-1 and the impacted regions), and other limiting factors. They use the compiled list of national-level movement requirements to assess the scope and scheduling implications of the requested movements (e.g., the likelihood that required transportation and support capabilities can be assembled to meet the requirements) as a set of strengths, weaknesses, opportunities, and threats to the requirements.

Sources for Developing National-Level Resource Movement Requirements

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

Develop National-Level Movement Schedule

**Movement Coordination Center
Develop National-level Movement Schedule
Process**

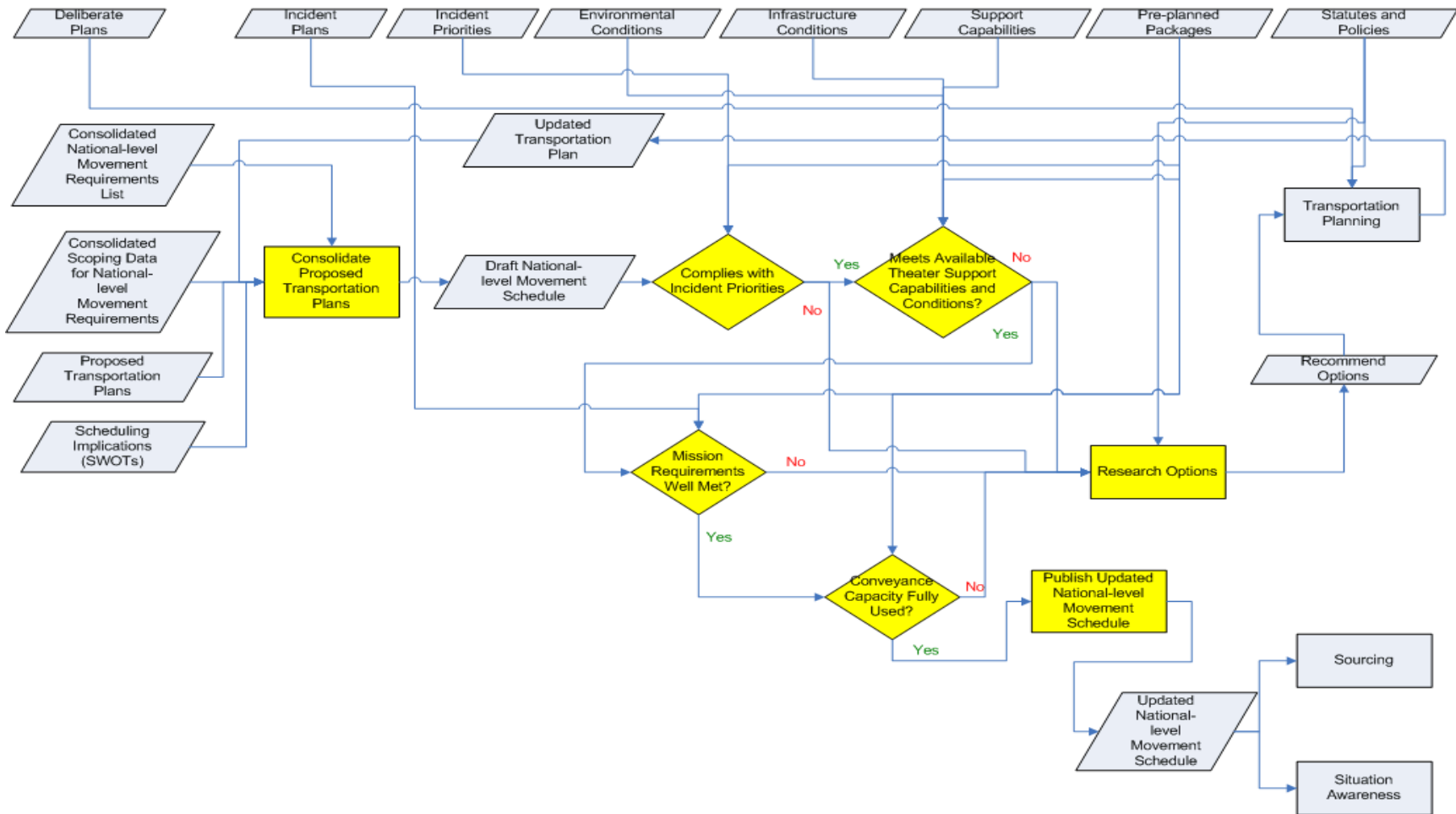


Figure 21: Develop National-Level Movement Schedule Process

The MCC is the single point for coordinating and scheduling national-level resource movements for FEMA, and all other Federal agencies that need or supply incident transportation and/or expect to pay for that transportation with disaster funds controlled by FEMA. Where possible, the MCC's coordination activities include the transportation plans and activities of nongovernmental organizations and international aid providers. In addition, the MCC will make every effort to maintain visibility of, and ensure synchronization with, significant state resource movements, including Emergency Management Assistance Compact activities. Movement schedules take into account transportation capabilities, transportation infrastructure conditions, environmental conditions, receiving-area capabilities and resource throughput. The movement planning process aids in anticipating potential issues and leveraging available transportation resources to optimize resource movement schedules to ensure that movements are executed in a timely, efficient, and coordinated manner that optimizes the flow of resources into the disaster area.

As figure 21 illustrates, the Movement Coordination Center develops movement schedules to meet operational priorities based upon active involvement in national support planning activities. The MCC leverages data from the situational awareness process and works closely with the transportation planning process to compile a list of the proposed plans, from which MCC personnel create a draft national-level movement schedule. They assess this schedule in terms of incident priorities, the availability of required support capabilities (given known and anticipated conditions), determine whether the plans actually meet known mission requirements, and assess the utilization of available conveyances. If, at any point in this assessment process, MCC personnel determine that changes may benefit the operation, they research the available options and provide recommendations to the transportation planning process, which uses them to create an updated transportation plan. When each cycle of the process is complete, MCC personnel distribute an updated national-level movement schedule to the RCB and the Situational Awareness Section to ensure that all stakeholders know which resources are planned to arrive when and where.

The collection, analysis, and coordination of major incident responders' transportation plans and activities helps the MCC de-conflict transportation requests in cases where transportation assets are limited or disaster destinations (airports, seaports, and ground locations) could experience congestion—or have limited throughput, space or fuel.

Coordinate and Resolve Movement Issues

The MCC improves overall situational awareness and recognizes movement-related issues and opportunities by coordinating the actions of interagency stakeholders conducting resource movements through the supply chain. The situational awareness, transportation planning, and transportation execution processes are key data sources for the MCC's issues process, as is its own movement tracking and reporting process. Interagency conference calls are a principal means of collaborating among internal and external resource providers and transportation partners. The MCC organizes, schedules, hosts, and facilitates these

calls to uncover issues affecting resource movement. The MCC assigns and tracks the resolution of action items from these forums.

As figure 22 shows, the MCC uses data on current and emerging movement execution issues as input to a research process that builds a full picture of the issues in question. MCC personnel assess whether the issue requires “real-time” resolution. If not, MCC personnel thoroughly research the available options and forward their recommendations to the transportation planning process for action.

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

Track and Report Movements

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

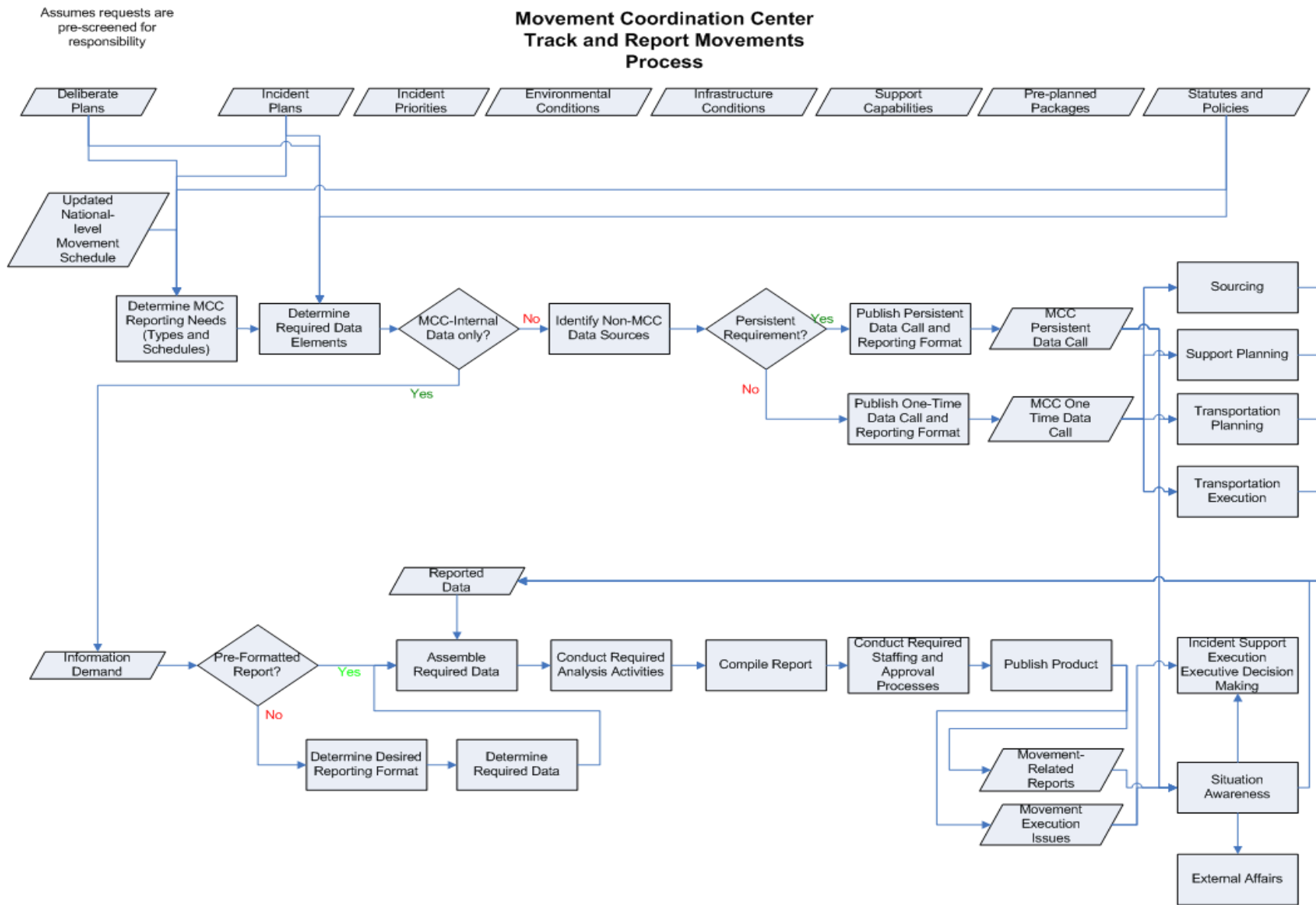


Figure 23: Track and Report Movements Process

Figure 23 presents a generalized version of the tracking and reporting process that omits many of the internal data products that would be required to produce a particular report. This process leverages data from and provides data to a wide variety of external processes, including sourcing, support planning, transportation planning, transportation execution, situational awareness, and executive decision making (and its customer processes). The MCC responds to two different types of reporting needs—*recurring* and *ad hoc*. Based on FEMA and oversight organization guidance, MCC personnel determine their recurring reporting needs (the types of reports they will issue periodically and the publication schedules), then determine the data elements required to craft the reports. If the data required for any report (recurring or *ad hoc*) are not available from MCC data holdings, MCC personnel identify the required data sources and determine whether the requirement is a persistent or “one-time” requirement. If the former, MCC personnel craft and establish a persistent data call that includes the desired reporting format, which they maintain over time. If the data call is a one-time requirement, MCC personnel craft and publish the one-time data call.

When required data is available from within the MCC, MCC personnel determine whether the report requires a specifically formatted response. If not, they determine the format they will use and the required data elements then follow the remainder of the “pre-canned” thread, assembling the required data, conducting any required analyses, and compiling and publishing the report to the required recipients, as well as to appropriate stakeholder processes. MCC personnel also forward all movement-related issues surfaced during this process to the required stakeholder processes.

APPENDIX D5: RESOURCES SUPPORT POSITIONS AND FUNCTIONS

Resources	
Positions	Functions
Resources Support Section Chief	<ul style="list-style-type: none"> • Ensures coordination with interagency representatives and partners to provide the full spectrum of resources to fulfill requirements received from regional and incident-level • Receives, validates, and processes resource requests • Ensures that staff integrate and coordinate their activities internally and externally with all levels of involved organizations and agencies • Communicates resource management issues and status to Chief of the NRCS • Determines and recommends staffing levels in accordance with incident-level by reviewing activation and demobilization requests to ensure that NRCS staff members support activities • Reviews and approves Action Request Forms and Mission Assignments • Reviews and approves task orders (indefinite delivery/indefinite quantity), contracts, purchase orders, and purchase card requests by providing signature authority
Intake Tracking and Analysis Unit Leader	<ul style="list-style-type: none"> • Supervises the Resources Tracking Specialist and Action Tracking Specialist
Resources Tracking Specialist	<ul style="list-style-type: none"> • Tracks Federal resource allocations, from source through delivery, and availability of national resources to provide national logistics situational awareness of potential, developing, or ongoing situations by coordinating with RCB (These resources include personnel, major items of equipment, initial response resources, commodities, and teams.) • Monitors progress of commodity requirements, and establishes initial asset visibility tracking for all deployed resources
Action Tracking Specialist	<ul style="list-style-type: none"> • Creates records and maintains information in the automated tracking system and backup information including Action Request Forms, 40-1s, other forms used to request Federal assistance, and Mission Assignments • Generates and updates Action Tracking Reports as requested

Resources	
Positions	Functions
	<ul style="list-style-type: none"> Retrieves information and reports from the Mission Assignment Specialist and the Planning Support Section points of contact
Resource and Capability Branch Director	<ul style="list-style-type: none"> Coordinates with assigned ESFs in support of the NRCS mission Serves as the focal point for taskings and status of taskings for the Federal Government, private sector and private nonprofits regarding provision of resources Provides available capabilities to Order Processing Group to meet resource requirements Provides resources and capability requirements for the National Support Plan Manages, coordinates, and directs the provision of mass care, operational support, emergency services, transportation and movement coordination, and infrastructure resources Receives, identifies sources for, and provides capabilities to fill validated requirements Coordinates with resource providers and sources
Individual Assistance Group Supervisor	<ul style="list-style-type: none"> Facilitates and coordinates the acquisition of Individual Assistance resources Coordinates with the RRCC/Joint Field Office IA counterpart to fulfill any resource requirements that cannot be met at the regional-level De-conflicts multi-region requests for limited IA resources Identifies and coordinates IA Action Request Forms and Mission Assignments Facilitates the coordination of ESF-6 partner agency and organization resources Supports planning activities and serves as a subject matter expert for IA issues Supervises assigned staff
Mass Care /Emergency Assistance Unit Leader	<ul style="list-style-type: none"> Ensures that the appropriate mass care/emergency assistance (MC/EA) resources are identified and available to support requests from the field, which include support to feeding, sheltering, functional needs, household pets and service animals, mass evacuations, reunification services, and distribution of emergency supplies operations Coordinates with the MC/EA counterpart at the RRCC/Joint Field Office to fulfill any resource

Resources	
Positions	Functions
	<p>requirements that cannot be met at the regional-level</p> <ul style="list-style-type: none"> • De-conflicts multi-region requests for limited MC/EA resources • Identifies and coordinates MC/EA mission assignments • Facilitates the coordination of MC/EA partner agency, contractors, and organization resources • Supports planning activities and serves as a subject matter expert for MC/EA issues • Supervises assigned staff
Mass Care/Emergency Assistance Specialist	<ul style="list-style-type: none"> • Supports the Mass Care Unit Leader • Provides subject matter expertise in the following functional areas: feeding, sheltering, functional needs support, household pets and service animals, mass evacuation support, reunification services, and/or distribution of emergency supplies • Coordinates requests with other FEMA directorates, including FEMA Logistics and Acquisitions; ESF-6 support agencies; and other ESFs, including ESF-3, 4, 8 and 11
Housing Unit Leader	<ul style="list-style-type: none"> • Ensures that the appropriate resources are identified and available to support the request from the field—resources that may include personnel for planning, emergency temporary housing options, access to national resources, policy and guidance interpretation, access to existing pre-scripted mission assignments, interagency agreements, current inventory availability, etc.
Housing Unit Specialist	<ul style="list-style-type: none"> • Supports the Housing Unit Leader
Human Services Unit Leader	<ul style="list-style-type: none"> • Oversees Human Services Program Specialist • Provides direction on disaster operational policies, procedures, and guidance for the implementation of the Individuals and Households Program during disaster field operations • Provides disaster program oversight and management with implementing Disaster Legal Services (DLS)
Human Services Specialist	<ul style="list-style-type: none"> • Provides specific knowledge on Human Services Program authorized by the Stafford Act
Voluntary Agency Liaison Unit Leader	<ul style="list-style-type: none"> • Coordinates with the National Voluntary Organizations Active in Disaster (VOAD), the DHS Center for Faith-Based and Community Initiatives, FEMA regions, Federal agencies, and ESF-14 • Provides technical assistance and support to FEMA components and voluntary organizations

Resources	
Positions	Functions
	<ul style="list-style-type: none"> • Coordinates delivery of emergency assistance provided by voluntary, faith-based, and community-based organizations • Coordinates Action Request Forms and Mission Assignments • Supervises Voluntary Agency Liaison Specialists
Voluntary Agency Liaison Specialist	<ul style="list-style-type: none"> • Provides technical assistance and support to FEMA components and voluntary agencies • Coordinates additional emergency assistance provided with voluntary, faith-based, and community-based organizations • Initiates and processes Action Request Forms and Mission Assignments
Donations Specialist	<ul style="list-style-type: none"> • Provides technical assistance to key FEMA components, including affected regions, pertaining to unsolicited donations and unaffiliated volunteers • Oversees management of the national portal of the National Donations Management Network • Collects and shares information about unsolicited donations operations in the States
Operational Support Group Supervisor	<ul style="list-style-type: none"> • Provides national coordination of support to meet the operational response needs (FEMA logistics, air assets, military, etc.) as identified by the region • Provides updated consolidated reports on air assets, communications, private sector, and military activities to the Situational Awareness Section for inclusion in national situation reports • Reviews and approves relevant Action Request Forms • Prepares relevant descriptions of tasks/statements of work for task orders, contracts, and purchase orders
National Assets Unit Leader	<ul style="list-style-type: none"> • Oversees FEMA Assets Specialists and Emergency Management Assistance Compact Specialists
FEMA Assets Specialist	<ul style="list-style-type: none"> • Determines, manages, and supports requirements that can be supported directly by FEMA assets as directed by the Order Processing Group • Prepares relevant descriptions of tasks/statements of work for purchase orders, contracts, indefinite delivery/indefinite quantity contracts, blanket purchasing agreements, etc. • Incorporates FEMA assets requirements and limitations into the National Support Plan • Provides status of all FEMA assets capabilities to the

Resources	
Positions	Functions
	Situational Awareness Section
Air Assets Specialist	<ul style="list-style-type: none"> • Provides air assets in support of regional requirements • Incorporates air assets requirements and limitations into the National Support Plan • Provides status of all air assets capabilities to the Situational Awareness Section
Emergency Management Assistance Compact Specialist	<ul style="list-style-type: none"> • Facilitates and supports Emergency Management Assistance Compact agreements between States
Communications Unit Leader	<ul style="list-style-type: none"> • Oversees Communications Specialists
Communications Specialist	<ul style="list-style-type: none"> • Supports the deployment of telecommunications and operations assets in response to all hazards • Supports the disaster emergency communications needs of regions • Coordinates the execution of all national ESF-2 related missions and operational activities • Prepares relevant descriptions of tasks/statements of work for purchase orders • Supplies information on Federal communications support to State and local governmental entities, voluntary organizations, and Federal departments and agencies requiring communications resources
U.S. Coast Guard Specialist	<ul style="list-style-type: none"> • Evaluates requirements (or potential requirements) for U.S. Coast Guard (USCG) support and addresses USCG resource requests in the National Support Plan • Tracks USCG resources responding to the incident • Advises on and documents decisions relative to USCG involvement in the response • Serves as the point of contact for USCG-related issues and requirements • Incorporates USCG requirements and limitations into the National Support Plan • Tracks all USCG resources that are deployed to support the incident • Ensures the well-being of all USCG personnel assigned to the region/incident • Ensures that all USCG personnel and equipment are properly accounted for and released before departure • Reconciles all open USCG MAs before departure • Documents in writing all significant decisions and facts relative to USCG involvement in the response

Resources	
Positions	Functions
	<ul style="list-style-type: none"> Ensures that all documentation to support MA reimbursement is provided to FEMA and copies are provided to USCG
<p>Department of Defense Specialist</p>	<ul style="list-style-type: none"> Evaluates requirements (or potential requirements) for Department of Defense support and addresses DoD resource requests in the National Support Plan Tracks DoD resources responding to the incident Advises on and documents decisions relative to DoD involvement in the response Provides information regarding the availability of DoD's military support capabilities during a national emergency and/or natural disaster to the RSS Chief and other appropriate FEMA and ESF authorities Provides accurate and timely information regarding FEMA's plan of action and other activities to the Joint Director of Military Support (JDOMS). Initiates and processes, when required, Action Request Forms for military support to JDOMS when requested by FEMA or other ESFs Provides updated information and status of military support requests to the RSS Chief and/or other appropriate authorities and ESFs Participates in planning sessions and activities Serves as the point of contact for DoD-related issues and requirements Incorporates DoD requirements and limitations into the National Support Plan Tracks all deployed DoD resources that are supporting the incident Ensures the well-being of all DoD personnel assigned Ensures that all DoD personnel and equipment are properly accounted for and released before departure Reconciles all open DoD MAs before departure Documents in writing all significant decisions and facts relative to DoD involvement in the response Ensures that all DoD resources are demobilized and returned to home station Ensures all documentation to support MA reimbursement is provided to FEMA and copies are provided to DoD Prepares relevant descriptions of tasks/statements of work for purchase orders

Resources	
Positions	Functions
Emergency Services Group Supervisor	<ul style="list-style-type: none"> • Provides national coordination of support to meet the emergency services needs (law enforcement, fire fighting, search and rescues, etc.) • Coordinates with the regions to provide lifesaving and life-sustaining activities • Advises the RSS Chief regarding requests for assistance • Manages and directs the activities of ESFs 4, 8, 9, 10, and 13 to provide emergency services and incident support as required • Manages priorities and coordinates regional requirements, plans, and other special considerations with each ESF in the Emergency Services Branch • Prepares relevant descriptions of tasks/statements of work for purchase orders
Fire Unit Leader	<ul style="list-style-type: none"> • Oversees Fire Specialists
Fire Specialist	<ul style="list-style-type: none"> • Provides national coordination of support to meet the fire suppression needs as the Order Processing Group directs • Provides coordination and information support to the NRCS regarding detection and suppression of wildland, rural, and urban fires resulting from, or occurring coincidentally with, a major disaster, emergency, or other event requiring Federal response • Provides subject matter expertise for managing firefighting activities • Serves as the point of contact for firefighting related issues and requirements • Incorporates fire detection and suppression requirements and limitations into the National Support Plan • Tracks all fire fighting resources deployed to support the incident • Reconciles all open fire fighting MAs before departure • Documents in writing all significant decisions and facts relative to fire involvement in the response • Ensures that all documentation to support MA reimbursement is provided to FEMA • Provides status of all fire fighting capabilities to the Situational Awareness Section • Provides incident support for facilities and equipment required to meet the fire suppression needs of the region

Resources	
Positions	Functions
	<ul style="list-style-type: none"> • Prepares relevant descriptions of tasks/statements of for purchase orders
Law Enforcement Unit Leader	<ul style="list-style-type: none"> • Oversees Law Enforcement Specialists
Law Enforcement Specialist	<ul style="list-style-type: none"> • Provides national coordination of support to meet the law enforcement needs as the Order Processing Group directs • Serves as the point of contact for law enforcement-related issues and requirements • Incorporates law enforcement requirements and limitations into the National Support Plan • Tracks all resources deployed to support the incident • Ensures that all law enforcement personnel and equipment are properly accounted for and released before departure • Reconciles all open law enforcement MAs before departure • Documents in writing all significant decisions and facts relative to law enforcement involvement in the response • Ensures that all documentation to support MA reimbursement is provided to FEMA • Provides incident support for facilities and equipment required to meet the law enforcement needs of the region • Prepares relevant descriptions of tasks/statements of work for purchase orders, contracts, indefinite delivery/indefinite quantity contracts, blanket purchasing agreements, etc. • Ensures situational awareness of current events regarding security issues • Provides status of all law enforcement capabilities to the Situational Awareness Section
Law Enforcement Specialist (U.S. Customs and Border Protection)	<ul style="list-style-type: none"> • Provides national coordination of support to meet the U.S. Customs and Border Protection (CBP) requirements as the Order Processing Group directs • Serves as the point of contact for CBP-related issues and requirements • Incorporates CBP requirements and limitations into the National Support Plan • Ensures that all CBP personnel and equipment are properly accounted for and released before departure • Reconciles all open CBP MAs before departure

Resources	
Positions	Functions
	<ul style="list-style-type: none"> • Documents in writing all significant decisions and facts relative to CBP involvement in the response • Ensures that all documentation to support MA reimbursement is provided to FEMA • Provides the status of all CBP capabilities to the Situational Awareness Section
Medical Unit Leader	<ul style="list-style-type: none"> • Oversees Medical Specialists
Medical Specialist	<ul style="list-style-type: none"> • Provides coordination and information support to the NRCS for assistance to supplement regional resources in response to public health and medical care needs following a major disaster, emergency, or other event requiring Federal response • Provides incident support for facilities and equipment required to meet the medical needs of the region • Prepares relevant descriptions of tasks/statements of work for purchase orders • Identifies the nature and extent of public health and medical problems and recommends appropriate monitoring and public surveillance • Provides updated information to the Situational Awareness Section for inclusion in situation reports and the Common Operating Picture • Serves as the point of contact for medical-related issues and requirements • Monitors and identifies potential problems • Tracks all resources that are deployed to support the incident • Ensures that all medical personnel and equipment are properly accounted for and released before departure • Reconciles all open medical MAs before departure • Documents in writing all significant decisions and facts relative to medical involvement in the response • Ensures that all medical resources are demobilized and returned to the home station • Ensures all documentation to support MA reimbursement is provided to FEMA • Assists those writing statements of work, memorandums of understanding, and memorandums of agreement for medical assistance • Incorporates medical assistance requirements and limitations into the National Support Plan • Provides status of all medical capabilities to the

Resources	
Positions	Functions
	Situational Awareness Section
Hazmat Unit Leader	<ul style="list-style-type: none"> Oversees the Hazmat Specialist
Hazmat Specialist	<ul style="list-style-type: none"> Provides coordination and information support at the NRCS for Federal support to State and local governments in response to an actual or potential discharge or release of hazardous materials following a major disaster, emergency, or other event requiring Federal response Provides Hazmat input for the National Support Plan Serves as the Project Officer for Hazmat-related issues and requirements Establishes a liaison with the incident Hazards Performance Analysis Group Coordinates with the region on any Hazmat-related strategies Coordinates with the Situational Awareness Section on the use of the geospatial information systems Coordinates with the region to ensure that resources and technical assistance are available for Hazmat recovery operations. Provides status of all Hazmat capabilities to the Situational Awareness Section Provides incident support for facilities and equipment required to respond to hazardous materials at the incident Prepares relevant descriptions of tasks/statements of work for purchase orders
Search and Rescue Unit Leader	<ul style="list-style-type: none"> Oversees Search and Rescue Specialists
Search and Rescue Specialist	<ul style="list-style-type: none"> Provides incident support for facilities and equipment required to deploy urban, wildland, aerial, maritime and river search and rescue capabilities to the incident Coordinates all initial urban search and rescue activities until the Incident Support Team is operational Represents ESF-9 during planning efforts, media interviews, and other situations as needed Coordinates with ESF-9 to deploy Federal urban search and rescue teams to the incident, when needed Serves as the point of contact for search and rescue assets Monitors and identifies potential problems Incorporates search and rescue requirements and

Resources	
Positions	Functions
	<p>limitations into the National Support Plan</p> <ul style="list-style-type: none"> • Tracks all search and rescue resources that are deployed to support the incident • Ensures that all search and rescue personnel and equipment are properly accounted for and released before departure • Reconciles all open search and rescue MAs before departure. • Documents in writing all significant decisions and facts relative to search and rescue involvement in the response, and that rescue resources are demobilized and returned to the home station • Ensures that all documentation to support MA reimbursement is provided to FEMA • Prepares relevant descriptions of tasks/statements of work for purchase orders • Provides status of all search and rescue capabilities to Situational Awareness Section
<p>Infrastructure Assets Group Supervisor</p>	<ul style="list-style-type: none"> • Coordinates all aspects of Federal support to public and private entities responsible for operating and maintaining infrastructure components • Coordinates assistance for communities for removal of debris to facilitate both entry of emergency workers, as well as the evacuation and return of public; provides assistance for the restoration of public and private nonprofit facilities • Provides coordination and information support for infrastructure support following a major disaster, emergency, or other event requiring Federal response • Provides coordination and information support of the NRCS for public works and engineering support to assist the region(s) in response and recovery needs following a major disaster, emergency, or other event requiring Federal response • Manages and directs activities of ESFs 3 and 12 to provide infrastructure assets as required by the incident by coordinating with national- and incident-level staff to prevent duplicate or conflicting efforts of infrastructure elements • Coordinates incident support to provide assistance to communities for removal of debris, to facilitate both entry of emergency workers and the evacuation and return of the public

Resources	
Positions	Functions
	<ul style="list-style-type: none"> • Coordinates the assistance for the restoration of public and private nonprofit facilities • Reviews the action tracking report for the status of actions and to provide changes to the Action Tracker, as necessary • Helps ESFs to prepare MA documentation, especially cost estimates • Prepares relevant descriptions of tasks/statements of work for purchase orders • Serves as Project Officer for MAs assigned to ESFs as outlined in the FEMA MA standard operating procedure
Energy Unit Leader	<ul style="list-style-type: none"> • Oversees the Energy Specialists
Energy Specialist	<ul style="list-style-type: none"> • Provides coordination and information support to the NRCS for the Federal efforts to facilitate restoration of affected energy systems following a major disaster, emergency, or other event requiring Federal response • Determines need for, manages, delivers, and supports facilities and equipment required to ensure energy needs are met at the incident by coordinating with ESF-12 representative, Department of Energy, and other appropriate entities • Serves as the point of contact for energy related issues and requirements • Monitors and identifies potential problems • Incorporates energy requirements and limitations into the National Support Plan • Tracks all resources that are deployed to support the incident • Ensures that all energy personnel and equipment are properly accounted for and released before departure • Reconciles all open energy MAs before departure • Documents in writing all significant decision and facts relative to energy involvement in the response • Ensures that all energy resources are demobilized and returned to the home station • Ensures that all documentation to support reimbursement is provided to FEMA • Provides status of all energy capabilities to the Situational Awareness Section
Engineering and Public Works Unit Leader	<ul style="list-style-type: none"> • Oversees the Engineering and Public Works Specialists
Engineering and Public	<ul style="list-style-type: none"> • Provides coordination and information support to the

Resources	
Positions	Functions
Works Specialist	<p>NRCS for the Federal efforts to facilitate debris removal at the incident</p> <ul style="list-style-type: none"> • Works with regions on debris removal requirements • Serves as the point of contact for debris-related issues and requirements • Incorporates engineering and public works requirements and limitations into the National Support Plan • Tracks all resources that are deployed to support the incident • Ensures that all engineering and public works personnel and equipment are properly accounted for and released before departure • Reconciles all open engineering and public works MAs before departure • Documents in writing all significant decisions and facts relative to engineering and public works involvement in the response • Ensures that all engineering and public works resources are demobilized and returned to the home station • Ensures all documentation to support for reimbursement is provided to FEMA • Provides status of all engineering and public works capabilities to the Situational Awareness Section
Mobile Communication Office Vehicle Specialist	<ul style="list-style-type: none"> • Processes the intake of Mobile Communication Office Vehicles (MCOV) via eTasker (after sourcing as been completed) • Alerts the program office that a request for MCOVs has been submitted • Requests the deployment of a driver for the MCOV (processed via the Automated Deployment Database by the ADD specialist) • Inputs information into the appropriate systems (e.g., Integrated Response and Recovery Information System) to ensure that the vehicle can be tracked • Communicates the expected arrival time of MCOVs to the incident
Transportation and Movement Coordination Group Supervisor	<ul style="list-style-type: none"> • Provides multi-modal transportation management and oversight of transportation requirements by coordinating with affected stakeholders • Coordinates for the control and movement of materiel, personnel, or personal property on commercial and military transport

Resources	
Positions	Functions
	<ul style="list-style-type: none"> • Determines requirements for moving resources to and from a disaster area based on operational priorities • Acquires and provides transportation for the movement of resources to incident locations by coordinating with vendors, Federal, State, local, and ESF partners • Supervises and directs the work of associated movement tracking specialists
Transportation Services Unit Leader	<ul style="list-style-type: none"> • Oversees Transportation and Movement Coordination Specialists
Transportation and Movement Coordination Specialist	<ul style="list-style-type: none"> • Coordinates the transportation of commodities, teams, and equipment into a disaster area • Monitors and responds to requests for transportation and coordinate transportation capabilities • Develops movement schedules and concepts of execution • Prepares and provides transportation reports to the Situational Awareness Section • Monitors movement of arranged transportation and provides information relevant stakeholders • Acquires and provides transportation for the movement of resources to incident locations by coordinating with vendors, Federal, State, local, and ESF partners • Provides multi-modal transportation management and oversight of transportation requirements by coordinating with affected regions and the MCC • Arranges transportation for resources sourced via commodities and interagency agreements • Arranges shipping for resources sourced via interagency agreements, Mission Assignments, and contracts (UPS, DHL, etc). <p><i>Note: During a Level I incident, there may be a number of Transportation and Movement Coordination Specialists. They may be organized by transportation mode (e.g., specializing in air transportation, sea transportation, and/or ground transportation), ESF (e.g., where one or more ESFs are undertaking major or sustained resource movements), or RSS Group (Housing, Human Services, Medical, US&R, etc.) if there are major or sustained support activities.</i></p>
Movement Coordination Center Leader	<ul style="list-style-type: none"> • Oversees Movement Tracking Specialists
Movement Tracking Specialist	<ul style="list-style-type: none"> • Supports Transportation and Movement Coordination Specialist by tracking the movement of resources, to include commodities, personnel, and equipment via ground, air, or sea modes of transportation • Monitors and assesses transportation needs,

Resources	
Positions	Functions
	<p>capabilities, and conditions</p> <ul style="list-style-type: none"> • Prepares and provides movement reports to the Situational Awareness Section • Coordinates the execution of all ESF-1 related missions and operational activities <p><i>Note: During a Level I incident, there may be three Movement Tracking Specialists: one tracking aircraft, one tracking sea vessels transportation, and one tracking ground vehicles.</i></p>
Order Processing Group Supervisor	<ul style="list-style-type: none"> • Receives, coordinates, and orders internal and external resources for validated requirements from the incident in support of all hazards • Determines source of supply or best method to fill incident requirements by the requested and agreed upon delivery date • Ensures that staff track and record all financial transactions, and that staff meet all financial obligations in a timely manner through coordination with the Comptroller • Uses a standard process where all resource requests will be received, acquired, shipped, and tracked from the source to the required destination (i.e., Incident Support Base) through the use of Single Point Order and Tracking • Leverages vendor networks and partners in the Federal response supply chain by maintaining close communication with them and by coordinating with the Comptroller • Coordinates and communicates status of requirements and orders to customers • Coordinates with the RCB in order to procure and coordinate delivery of resource requirements • Coordinates with the Transportation and Movement Coordination Group in order to provide information on resources requiring movement coordination based on operational priorities • Coordinates and executes resource support to include: <ul style="list-style-type: none"> • Coordinating with counterparts to establish a unified logistics program • Coordinating initial sourcing commodity requirements with the Resource Management Group and Resource Support Managers • Performing sourcing analyses and recommending best sourcing option for acquiring commodities • Prepares, validates, coordinates, and submits required

Resources	
Positions	Functions
	<p>reports to the Situational Awareness Section.</p> <ul style="list-style-type: none"> • Identifies and addresses issues affecting funding • Ensures efficient and timely billing and payment procedures • Receives and processes all resource requests submitted from the Incident Management Assistance Team, Joint Field Offices, RRCCs, or other Federal agencies. • Administers all financial matters pertaining to vendor contracts and Mission Assignments • Receives, coordinates, and monitors external and internal resource operations and support requirements by receiving Action Request Forms submitted at the originating organizational level • Receives best price on resources by negotiating with suppliers • Assists those writing statements of work, memorandums of understanding, and memorandums of agreement by providing document templates and working with appropriate internal and external staff to collect information
Mission Assignment Unit Leader	<ul style="list-style-type: none"> • Oversees Mission Assignment Coordinators and Specialists • Assist in processing Action Request Forms and Mission Assignments
Mission Assignment Coordinator	<ul style="list-style-type: none"> • Organizes, prepares, and maintains the Mission Assignment documentation • Checks and verifies the completeness of all the related MA information and approvals • Coordinates information with all involved parties. • Tracks the MA activity throughout the entire MA process • Coordinates with other MA Coordinators for the event at the NRCC, RRCC, and Joint Field Office • Manages Mission Assignment Specialists.
Mission Assignment Specialist	<ul style="list-style-type: none"> • Coordinates processing of Action Request Forms with unit and agency representatives and approving officials (e.g., Resources Support Chief) and communicates with the Comptroller to ensure the timely issuance of MAs to Federal departments and agencies • Organizes, prepares, and maintains the MA documentation • Provides MA status to the ITAU • Checks and verifies the completeness of all the related

Resources	
Positions	Functions
	<p>MA information and approvals</p> <ul style="list-style-type: none"> • Receives and reviews MA bills received from the FEMA Finance Center in coordination with Comptroller • Maintains and provides copies of the President's declaration letter, declaration notification, Federal Register, and subsequent amendments to the Records Management Unit • Maintains a list of the names of the State Approving Officers who have been delegated the authority to request disaster assistance and agree to State cost share • Prepares mission cost estimates, statements of work, and estimated periods of performance • Reviews financial and program status of MA execution with relevant project officers and/or ESF representatives
Contracting and Acquisitions Unit Leader	<ul style="list-style-type: none"> • Oversees Contracting and Acquisitions Specialists
Contracting Specialist	<ul style="list-style-type: none"> • Coordinates with RCB to provide required sources for procurements of goods and services • Resolves disputes within delegated authority • Prepares invitations to bids, publicizes requirements, issues solicitation documents, reviews bids, determines financial and performance capability of bidders, and awards contracts by negotiating with vendors to obtain the best prices available • Provides guidance regarding contracting and the Federal Acquisition Regulation • Reviews and approves documentation for all contract vehicles (tasks orders, contracts, interagency agreements, and purchase orders, etc.) • Awards and executes task orders (indefinite delivery/indefinite quantity), contracts, interagency agreements, and purchase orders through ProTrac to obtain resources, services, and equipment. • Appoints COTRs as required.
Acquisitions Specialist	<ul style="list-style-type: none"> • Acts as the COTR, administers contracts and agreements, and tracks obligations and expenditures • Assists in the processing of task orders (against indefinite delivery/indefinite quantity contracts), contracts, and purchase orders by preparing 40-1 forms in eCAPs • Obtains requirements from the ITAU

Resources	
Positions	Functions
	<ul style="list-style-type: none"> • Prepares documentation (statement of work, government cost estimates, etc.) for acquiring goods and services • Obtains resources with a purchase card when necessary • Prepares 143-0-1 forms for the procurement of goods and services in support of incident operations
Automated Deployment Database Specialist	<ul style="list-style-type: none"> • Deploys FEMA personnel • Ensures that NRCS personnel are deployed and accounted for correctly by maintaining the Automated Deployment Database • Tracks total number of people assigned to the incident
FEMA Ordering Specialist	<ul style="list-style-type: none"> • Processes orders for FEMA national assets
FEMA Logistics Management Specialist	<ul style="list-style-type: none"> • Processes resource requirements for the incident to include commodities, temporary housing units, etc. <ul style="list-style-type: none"> • Executes and processes eTasker • Alerts holder of commodity from Headquarters that a requirement was issued from/by the incident • Finalizes requests and notifies the requester • Provides documentation to all parties that will have action on it • Processes resource requirements for Incident Support Base Teams <ul style="list-style-type: none"> • Executes and processes eTasker • Ensures teams and equipment are ready for deployment • Notifies and deploys the ISB team • Processes resource requirements via interagency agreements <ul style="list-style-type: none"> • Prepares eTaskers • Provides copies of relevant documentation (e.g., inter-agency agreements) to resource providers • Finalizes requests and notifies the requester
Individual Assistance Business Specialist	<ul style="list-style-type: none"> • Coordinates the 40-1 activities for Individual Assistance • Initiates procurement of goods and services with FEMA Acquisitions Contracting Officers • Prepares 143-0-1 forms for the procurement of goods and services in support of incident operations • Prepares and processes Action Request Forms • Initiates and processes Mission Assignments
Comptroller	<ul style="list-style-type: none"> • Manages, monitors, and tracks all Federal costs relating to the incident and the functioning of the NRCC, RRCC, and Joint Field Office while adhering to all Federal laws,

Resources	
Positions	Functions
	<p>acts, and regulations.</p> <ul style="list-style-type: none"> • Provides guidance to ensure that funds are provided expeditiously and that financial operations are conducted in accordance with established laws, acts, regulations, and standards • Monitors and tracks multiple sources of pre-declaration (surge) and declaration funding • Reviews and certifies 40-1 forms to initiate the procurement of goods and services by negotiating with vendors to obtain the best price available • Reviews, approves, and requests Disaster Relief Funding, and ensures that related expenditures are lawful • Provides guidance and coordinates with various programs/sections to ensure efficient and timely billing and payment procedures • Tracks and reports to the NRCC, RRCC, and the Unified Coordination Group the financial “burn rate” as the incident progresses—allowing the Unified Coordination Group members to forecast the need for additional funds before the support of the event is affected negatively (particularly important if significant operational assets are under contract from the private sector) • Coordinates with the FEMA Finance Center in monitoring cost expenditures to ensure that requirements of statutes, acts, rules, and regulations that apply are met • Determines, given current and anticipated future requirements, the need for establishing specific subordinate units • Provides financial management, accountability, and support to the NRCS • Reviews financial resource requirements of the incident, resolves financial issues, and provides financial guidance as necessary • Coordinates for, acquires, and provides personnel and funding in support of the incident(s) • Activates the surge account to fund salaries and overtime for disaster assistance, permanent full-time, and CORE employees; MAs; and other Federal support costs of the incident (At the point of a Presidential declaration, the use of the surge account(s) is discontinued and the use of the declaration is

Resources	
Positions	Functions
	<p>implemented.)</p> <ul style="list-style-type: none"> • Ensures that sufficient funding is available for other Federal agencies' MAs. • Ensures that sufficient funding is available for FEMA personnel deploying in support of disasters and emergency operations • Serves as the focal point for coordinating tasks and determines the status of tasking and financial management support, with special consideration for each ESF • Assists ESFs in preparing MA documentation, especially cost estimates • Provides FEMA with all documentation to support financial reimbursement

APPENDIX E: CENTER AND STAFF SUPPORT

POSITIONS AND FUNCTIONS

Center and Staff Support	
Positions	Responsibilities
NRCC Center and Staff Support Section Chief	<ul style="list-style-type: none"> • Ensures the NRCC remains in an operational state for immediate activation • Determines and recommends staffing levels in accordance with the incident-level to ensure that activities are supported by reviewing activation and demobilization requests • Publishes and updates the NRCS operational tempo • Provides an NRCS plan for support from the NRCS units to the Future Planning Section
Facility Support Group Supervisor	<ul style="list-style-type: none"> • Ensures that the activation roster is maintained • Manages all facility-related support including Information Technology (IT), Telecommunications, Audiovisual/video teleconference, and Utilities • Ensures that all facilities and equipment are set up and properly functioning
Information Technology Unit Leader	<ul style="list-style-type: none"> • Oversees the IT Specialists • Provides input to the Planning Support Section
Information Technology Specialist	<ul style="list-style-type: none"> • Provides IT support for staff members, including resolving computer, printing, and other technological problems • Performs regular network and connectivity system checks • Inspects equipment and documents for any unresolved equipment problems • Provides input to the Planning Support Section
Telecommunications Unit Leader	<ul style="list-style-type: none"> • Oversees the Telecommunications Specialists • Provides input to the PSS
Telecommunications Specialist	<ul style="list-style-type: none"> • Ensures routine and emergency maintenance of telecommunication equipment and systems • Provides support for telecommunications issues during incident support activities • Provides input to the PSS
Audiovisual Unit Leader	<ul style="list-style-type: none"> • Oversees the Audiovisual Specialists • Provides input to the PSS

Center and Staff Support	
Positions	Responsibilities
Audiovisual Specialist	<ul style="list-style-type: none"> • Provides Audiovisual, video teleconference (VTC), and technology support to the NRCS for events held in the conference rooms and task areas • Maintains all software and hardware required for a VTC • Provides audiovisual, VTC, and technology support and coordination to the NRCC and NRCS for events held in the conference rooms and task areas • Provides input to the PSS
Utilities Unit Leader	<ul style="list-style-type: none"> • Oversees the Utilities Specialists
Utilities Specialist	<ul style="list-style-type: none"> • Ensures that environmental conditions are maintained including power, heating, air conditioning, and lighting
Personnel/Human Resources Support Unit Leader	<ul style="list-style-type: none"> • Ensures that all personnel issues within the NRCC are addressed in a timely and efficient manner • Provides input to the PSS
Personnel Specialist	<ul style="list-style-type: none"> • Provides assistance to staff on travel policies, regulations, documents, forms, and procedures • Validates and monitors travel and transportation transactions, researches discrepancies, and makes adjustments as needed • Coordinates the NRCS emergency lodging during activations • Acquires emergency lodging agreements • Collects contact information, checks availability, and ensures replacement team members are found if there is a shortfall in coverage • Processes requests for staffing needs • Maintains the check-in and check-out sheets of the NRCS upon arrival and departure from the NRCC
Safety Specialist	<ul style="list-style-type: none"> • Monitors NRCS operations to ensure that all activities are conducted in a safe environment • Provides recommendations to the NRCC Center and Support Section Chief to improve safety or health conditions for the staff • Provides input to the PSS • Provides situational awareness on the health and welfare of national teams • Conducts regular inspections of the NRCC safety materials and equipment to ensure that the various

Center and Staff Support	
Positions	Responsibilities
	<p>safety regulations and directives are being followed and corrects any deficiencies</p> <ul style="list-style-type: none"> • Coordinates medical support for the NRCC
Security Specialist	<ul style="list-style-type: none"> • Implements physical security procedures, and reports status of security procedures to the NRCC Center and Support Section Chief • Provides safeguards needed to protect personnel and property from loss or damage • Develops a Security Plan for incident facilities and make adjustments to meet changing conditions • Conducts the necessary physical security checks and inspections and renders the appropriate reports and findings to FEMA security • Secures and maintains the necessary equipment and materials necessary to ensure the security of the NRCC • Supervises security training as necessary for NRCS • Provides input to the PSS
Information Security Specialist	<ul style="list-style-type: none"> • Implements information security procedures and reports the status of security procedures to the NRCC Center and Support Section Chief • Ensures that information security policies and procedures are followed • Conducts necessary checks and inspections in accordance with department and FEMA directives and renders the appropriate reports and findings to FEMA security • Provides input to the PSS
Administrative Specialist	<ul style="list-style-type: none"> • Takes notes for NRCS and senior staff meetings • Performs administrative and clerical duties for NRCS leadership, include planning and scheduling meetings and appointments, organizing and maintaining paper and electronic files, and disseminating information through the use of telephone, mail services, websites, and email <p><i>*Specialists will be activated and assigned to Section Chiefs and the Chief of the NRCS based on operational requirements and as the Chief of the NRCS approves</i></p>

APPENDIX F: OTHER NATIONAL SUPPORT ACTIVITIES

PROGRAM OFFICES

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

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

The six FEMA program areas are grants management, mission support, mitigation, national preparedness, response, and recovery:

- **Grants Management** manages Federal assistance to State, tribal, local, and nonprofit organizations to measurably improve capability and reduce the risks faced in times of man-made and natural disasters.
- **Mission Support** provides human capital, financial, communications/computer, safety, security, facility management, and contracting support for the day-to-day operations.
- **Mitigation** manages the National Flood Insurance Program and a range of programs designed to reduce future losses to homes, businesses, schools, public buildings, and critical facilities from floods, earthquakes, tornadoes, and other natural disasters.
- **National Preparedness** oversees the coordination and development strategies necessary to prepare for all hazards.
- **Recovery** works to ensure that individuals and communities affected by disasters of all sizes are able to return to normal function with minimal suffering and disruption of services.

- **Response** coordinates all Federal emergency management response operations, response planning, logistics programs, and integration of Federal, State, tribal, and local disaster programs.

CONSIDERATIONS FOR NON-STAFFORD ACT EVENTS

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

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

A Federal entity with primary responsibility and statutory authority for handling an incident (i.e., the supported agency) that needs support or assistance beyond its normal capabilities may request FEMA coordination and facilitation.

Generally, the requesting agency provides funding for the support consistent with provisions of the Economy Act of 1932 unless other relevant statutory authorities exist.⁵

FEMA coordinates assistance using the multiagency coordination structures in the National Response Framework and in accordance with the National Incident Management System.

Federal departments and agencies are expected to provide their full and prompt cooperation, available resources, and support—as appropriate and consistent with their own responsibilities for protecting national security—to the Secretary of Homeland Security in the Secretary’s exercise of responsibilities and missions as the principal Federal official for domestic incident management.

All Federal entities shall use generally accepted Federal financial principles, policies, regulations, and management controls to ensure the proper accountability of their respective funds.

⁵ 31 USC Sec. 1535

APPENDIX G: FOUNDATIONAL DOCUMENT AND AUTHORITIES

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

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

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

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

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

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

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

Homeland Security Presidential Directive 5 enhances the ability of the United States to manage domestic incidents by directing the establishment of a single,

comprehensive National Incident Management System (NIMS). This management system is designed to cover the prevention of, preparation for, response to, and recovery from terrorist attacks, major disasters, and other emergencies. The system allows all levels of government throughout the Nation to work together efficiently and effectively. The directive gives further detail on which government officials oversee and have authority for various parts of the NIMS, and it makes several amendments to various other Homeland Security Presidential Directives.

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

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

National Response Framework (NRF), January 2008.

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

National Incident Management System (NIMS), December 2008.

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

FEMA Incident Management and Support Keystone, January 2011.

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