Response Federal Interagency Operational Plan

July 2014

Homeland Security

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Introduction

President Obama signed Presidential Policy Directive (PPD)-8: National Preparedness in March 2011. PPD-8 is aimed at strengthening the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the security of the Nation. PPD-8 defined five mission areas—Prevention, Protection, Mitigation, Response, and Recovery—and directed the development of a series of policy and planning documents to enhance national preparedness. As part of this effort, PPD-8 required the development of a National Planning System to integrate planning across all levels of government and with the private and nonprofit sectors around key capabilities that can be mixed and matched, as needed, to provide an agile, flexible approach to prevent, protect, mitigate, respond, and recover.

The National Planning System includes the following elements: (1) a set of National Planning Frameworks that describe the key roles and responsibilities to deliver the core capabilities required to prevent, protect, mitigate, respond, and recover; (2) a set of Federal Interagency Operational Plans (FIOPs)—one for each mission area—that provides further detail regarding roles and responsibilities, specifies the critical tasks (CTs), and identifies resourcing and sourcing requirements for delivering core capabilities; (3) Federal department and agency operational plans to implement the FIOPs; and (4) comprehensive planning guidance to support planning by local, state, tribal, territorial, and insular area governments, nongovernmental organizations (NGOs), and the private sector.

This FIOP builds upon the National Response Framework (NRF), which sets the strategy and doctrine for how the whole community[1] builds, sustains, and delivers the Response core capabilities identified in the National Preparedness Goal. This FIOP describes the concept of operations for integrating and synchronizing existing national-level Federal capabilities to support local, state, tribal, territorial, insular area, and Federal plans, and is supported by Federal department-level operational plans, where appropriate. The concept of operations and supporting tasks contained in the Response FIOP are scalable, flexible, and adaptable, allowing the FIOP to be used regardless of cause, size, location, or complexity. Concepts of operations and/or tasks may be modified, added, or deleted depending upon the incident.

Purpose

This FIOP describes how the Federal Government delivers core capabilities for the Response mission area. Specifically, the Response FIOP is an all-hazards plan that describes how the Federal Government, pursuant to the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) or other appropriate non-Stafford Act legal authority, supports local, state, tribal, territorial, and insular area[2] efforts to save lives, protect property and the environment, and meet basic human needs following an emergency or disaster. The Response FIOP outlines delivery of Federal support to address the impacts of natural disasters or other emergencies. The Response FIOP

[1] The whole community includes individuals, families, and households; communities; the private and nonprofit sectors; faith-based organizations; and local, state, tribal, territorial, insular area, and Federal governments. Whole community focuses on enabling the participation in national preparedness activities of a wide range of players from the private and nonprofit sectors, including NGOs and the general public, in conjunction with the participation of local, state, tribal, territorial, insular area and Federal governmental partners in order to foster better coordination and working relationships.

[2] Per the Stafford Act, insular areas include American Samoa, the Federated States of Micronesia, Guam, the Marshall Islands, the Northern Mariana Islands, and the U.S. Virgin Islands. Other statutes or departments and agencies may define the term insular area differently.

is built on the National Incident Management System (NIMS) concepts and principles and reflects the whole community concept, which incorporates a full range of stakeholders—individuals, families, communities, the private and nonprofit sectors, faith-based organizations, and local, state, tribal, territorial, insular area, and Federal governments—in national preparedness activities and as full partners in incident response operations.

Collectively, the National Planning Frameworks provide comprehensive and interlocking strategic guidance on how to deliver and integrate core capabilities through each mission area's FIOP. The Response FIOP specifically supports the NRF. Figure 1 depicts the products developed by each of the mission areas which overlap and integrate.

Figure 1: Integration of the Mission Areas to Achieve the National Preparedness Goal

The FIOP describes how the Federal interagency partners will provide support to the local, state, tribal, territorial, and insular area entities in the following manners:

- Improve coordination and integration of incident management communications and increase situational awareness and understanding across the whole community
- Provide a proactive and integrated Federal response to catastrophic incidents
- Maximize the integration of incident-related mission area activities
- Maximize efficient utilization of shared resources needed for effective incident management.

In the instances of imminent terrorist threats and suspected acts of terrorism, Response activities, as appropriate, will be coordinated with the operational coordination structures reported in the Terrorism Incident Law Enforcement and Investigation Annex to the NRF and the Prevention and Protection FIOPs in order to achieve integration and unity of effort.

Audience

While the NRF is intended to be used by a full range of stakeholders—individuals, families, communities, the private and nonprofit sectors, faith-based organizations, and local, state, tribal, territorial, insular area, and Federal governments—and the Nation as a whole, the Response FIOP is directed toward Federal department and agency operations. This Federal plan recognizes success relies upon a whole community approach and is dependent upon Federal interagency collaboration and integration. Departments, agencies, Federal coordinating structures, and interagency partnerships

should use this FIOP as a guide for Response operations. While engaging the whole community is critical to successful integration, the Response FIOP is directed toward Federal agency operations. Federal departments and agencies will develop and maintain department-level operational plans, as necessary, to deliver capabilities to fulfill responsibilities under the NRF and this FIOP. Departments and agencies may use existing plans, protocols, standard operating procedures, or standard operating guides for the development of such plans. Table 1 includes the items addressed by the Response FIOP.

Table 1: Guidance for Audiences Provided by the Response FIOP

Response FIOP document addresses:	Response FIOP document does NOT address:
Guidance and a concept of operations to facilitate the development of plans	A contingency or implementation plan based on a specific threat or a scenario
Specific core capabilities that Federal departments or agencies can apply to the Response mission activities	Requirements on how each Federal department or agency will execute its response requirements
Response requirements for Federal departments or agencies	Information on roles and responsibilities of local, state, tribal, territorial, insular area, private sector, and individuals

Engaging all members of the whole community is essential to national preparedness, and individuals and communities are key components. With equal access to the pertinent knowledge and skills, all members of the community can contribute to national preparedness. This includes children, individuals with disabilities, and others with access and functional needs; those from religious, racial, and ethnically diverse backgrounds; and people with limited English proficiency (LEP). Their contributions must be integrated into preparedness efforts, and their needs must be incorporated as the whole community plans for and delivers the core capabilities.

Response Core Capabilities

The Response mission area includes the core capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred (see Table 2). It is focused on ensuring that the Nation is able to effectively respond to any threat or hazard, including those with cascading effects, with an emphasis on saving and sustaining lives and stabilizing the incident. In addition, it focuses on rapidly meeting basic human needs; restoring basic services and community functionality; establishing a safe, secure, and accessible environment for responders and response operations; and supporting the transition to recovery.

Table 2: Response Mission Area Core Capabilities[3]

Situational Assessment	On-scene Security and Protection
Planning	Mass Search and Rescue Operations
Operational Coordination	Mass Care Services
Public Information and Warning	Public and Private Services and Resources
Critical Transportation	Public Health and Medical Services
Operational Communications	Infrastructure Systems
Environmental Response/Health and Safety	Fatality Management Services

The functions described in the core capabilities often involve either support to, or the cooperation of, several incident management partners to ensure the integration and transitions between Prevention, Protection, Mitigation, Response, and Recovery activities. Planning, Public Information and Warning, and Operational Coordination are core capabilities shared by all mission areas. The Response FIOP describes the interdependencies within the Response core capabilities. However, the following provides an overview of the interdependencies between the Response mission area and other mission areas:

- **Prevention:** Prevention facilitates effective Federal law enforcement, investigative, intelligence, and operational responses to threatened or actual acts of terrorism within the United States and its territories. It unifies the collective capabilities of the Federal Government to respond to an imminent threat, terrorist attack, and/or follow-on attack. In the instances of imminent terrorist threats and suspected acts of terrorism, prevention activities include the law enforcement response; public safety; crime scene security and preservation of evidence; render safe of chemical, biological, radiological, nuclear, or high-yield explosive (CBRNE) devices; tactical missions; and counterterrorism, counterintelligence, and criminal investigative activities. Prevention efforts interact with response efforts to ensure a coordinated Federal effort and, as necessary, to establish joint priorities across mission space. This allows responders to simultaneously save lives, investigate and resolve threats, and/or prevent follow-on attacks. Prevention and response must be in communication during times of an imminent threat so that response assets, to the extent practical and appropriate, may be pre-positioned. Both mission areas will be operating in the same space, at the same time, relying on many of the same organizations for support. Prioritization and deconfliction will be required for synchronized operations between these two mission areas.
- **Protection:** In the aftermath of an incident, risk assessments for surrounding critical infrastructure may assist in prioritizing response efforts to prevent cascading effects. Efforts to protect people and communities, as well as vital facilities, systems, and resources, are inextricably linked to response efforts. Protection resources and capabilities required to support response operations will be coordinated through the structures identified in the NRF. Protection of critical infrastructure, electronic information and communications systems and services, and the information contained therein and the implementation of plans for the rapid restoration of commercial activities and critical infrastructure operations are crucial aspects of the Protection mission area. Natural disasters and incidents can increase vulnerabilities that require the implementation of actions developed by the protection mission area. The National Protection

[3] The Planning; Public Information and Warning; and Operational Coordination core capabilities are common to all mission areas.

Framework provides the structure to assess and address increased vulnerabilities and risks beyond the specific disaster area and ensure that protective posture is not compromised.

- **Mitigation:** Mitigation feeds the operational landscape for response operations. Effective community mitigation efforts can directly reduce the required scale of response operations. To address and reduce risks, mitigation employs strategies that involve modification of the physical built environment at a community level, which may reduce the impact of catastrophic incidents and the required response. Threat and hazard information and risk assessment data can trigger crucial lifesaving and life-sustaining operations. This data can be used to develop a better understanding of the situation in order to deliver information for decisionmaking, while easing transition into recovery functions. When incidents impact the ability to communicate effectively or develop impact assessments, risk analysis, and hazard modeling can provide operational assumptions for first responders.
- **Recovery:** Recovery is established to ensure that communities transitioning out of response are positioned to find themselves ahead of the curve in organizing and planning for major reconstruction and redevelopment necessary for recovery. As response activities and Emergency Support Function (ESF) requirements diminish, the recovery activities take center stage and the ESFs transition to the Recovery Support Functions (RSFs), which take over the operational activities that are associated with the recovery. The transition from ESF to RSF is dependent upon the situation.

Organization

The Response FIOP strives to provide an integrated approach to synchronize planning efforts and clarify roles and responsibilities. This is consistent with applicable statutory and other local, state, tribal, territorial, insular area, and Federal laws across local, state, tribal, territorial, insular area, and Federal entities, private sector organizations, and NGOs engaged in disaster or emergency operations. The FIOP serves as a foundation for more detailed Federal department and agency-specific plans and operating procedures.

To promote integration and alignment, each core capability includes the CTs defined by the National Preparedness Goal and the NRF. Corresponding core capability mission objectives (MOs) were developed and aligned to outline the requirements for achieving the CTs. Each of the MOs are supported by end states delineated in each operational phase. The end state for each phase serves as a strategic performance metric that each Federal response partner can use to align plans and expectations.

The Response FIOP is composed of the following main sections:

- The **base plan** describes the policies and concept of operations for how the Federal Government will support local, state, tribal, territorial, and insular area government response efforts. It also summarizes Federal responsibilities, planning assumptions, response operations, and short-term recovery operations.
- The **functional annexes** describe the overarching mission, concept of operations, tasks, and coordinating structure for each of the 14 Response core capabilities identified in the National Preparedness Goal. The FIOP organizes some of the elements as appendices under an annex due to the operational role the core capability or element provides in implementing the mission of the overarching annex. This role is described in the purpose section of the annex and/or appendix, as appropriate. The location of the functional annexes and associated appendices are listed in Table 3.

Table 3: Functional Annexes by Core Capability

Annex	Core Capability
Annex A	ESF to Core Capability Matrix
Annex B	Planning
	Appendix 1: Risk Management
	Appendix 2: Situational Assessment
	Appendix 3: Geospatial
Annex C	Operational Coordination
	Appendix 1: Public Information and Warning
	Appendix 2: Public Health and Medical Services
	Appendix 3: Environmental Response/Health and Safety
	Appendix 4: Fatality Management Services
	Appendix 5: Infrastructure Systems
	Appendix 6: Mass Care Services
	Appendix 7: Mass Search and Rescue Operations
	Appendix 8: On-scene Security and Safety
	Appendix 9: Synchronization Matrix
Annex D	Public and Private Services and Resources (Operational Support)
	Appendix 1: Critical Transportation
Annex E	Operational Communications

- The **incident-specific annexes** will be included in future Response FIOP updates, as appropriate. These annexes will expand the concepts within the Response FIOP to better describe the missions, policies, responsibilities, and coordination processes across incident management and emergency response operations for a wide spectrum of potential notice or no-notice incidents, which require specialized or unique responses. Incident-specific annexes from the NRF remain in effect until such time that they are incorporated into the Response FIOP.

Situation

Risk is the potential for an unwanted outcome resulting from an incident, event, or occurrence, as determined by its likelihood and the associated consequences. Risk is assessed based on applicable threats and hazards, vulnerabilities, and consequences. The Strategic National Risk Assessment (SNRA) identified the threats and hazards that pose the greatest risk to the Nation and provided the basis for establishing the National Preparedness Goal and the core capability requirements for all mission areas. The SNRA affirmed the need for the Response FIOP's all-hazards, capability-based approach to preparedness planning.

For the purpose of Response FIOP development, the impacts of multiple catastrophic incidents with cascading effects were identified, analyzed, and combined to create an operational environment for planning purposes. The catastrophic incident could occur anywhere within the United States or its territories, across multiple regions; involve multiple urban communities; and result in a substantial number of fatalities and injuries, widespread property loss, and the disruption of essential services

across a large geographic area. The occurrence of such an incident would have significant short- and long-term ramifications on the political, economic, social, environmental, logistical, technical, legal, and administrative structures within the impacted area and, to a lesser extent, on the Nation. The response to the incident will require the capabilities of the Nation, to include local, state, tribal, territorial, insular area, and Federal assets; public and private sector resources; NGOs; and individuals at large, in order to save and sustain lives, protect property and the environment, and meet basic human needs.

During and after an incident, survivors within the impacted area include people from diverse cultures, races, and nations of origin; individuals who do not read, have LEP, or are non-English speaking; individuals with disabilities and others with access and functional needs; people with physical, sensory, behavioral and mental health, intellectual, developmental and cognitive disabilities, including individuals who live in the community and individuals who are institutionalized; older adults with and without disabilities; children with and without disabilities and their parents; individuals who are economically or transportation disadvantaged; women who are pregnant; individuals who have acute and chronic medical conditions; and those with pharmacological dependency.

The affected population also includes individuals with household pets and service animals. The requirements for transporting and arranging for shelter and care of animals when they need to be relocated from their homes are of significant importance.

Mission and Scope

Mission

The Response FIOP enables Federal departments and agencies and whole community partners, in support of local, state, tribal, territorial, and insular area governments, to effectively respond to all types of incidents that require the capabilities of the Nation. Federal support during response operations focuses on the capabilities necessary to save lives; protect property and the environment; meet basic human needs; stabilize the incident; restore basic services and community functionality; establish a safe, secure, and accessible environment for responders and response operations; and support the transition to long-term recovery. The desired end state for Federal incident response is achieved when local, state, tribal, territorial, and insular area entities no longer require the support of the Federal Government to provide lifesaving or life-sustaining support, thereby allowing for the transition to long-term recovery.

Scope

The Response FIOP describes how the Federal Government supports local, state, tribal, territorial, and insular area efforts to save lives, protect property, and preserve the environment in response to an incident or in anticipation of a request for support. Federal departments and agencies initiate this mission by engaging with whole community partners to identify and prioritize needed Federal response support capabilities and actions within 24 to 72 hours following an incident. Specifically, this FIOP addresses the CTs, responsibilities, resourcing, personnel, and sourcing requirements to accomplish Federal response objectives across Federal departments and agencies, local, state, tribal, territorial, and insular area governments, NGOs, and the private sector.

The Response FIOP is designed to address a notice or no-notice incident. The Response FIOP base plan and core capability-specific functional annexes primarily address a no-notice incident where the need for Federal support is obvious and immediate, where anticipatory planning and resource prepositioning were precluded, and where the exact nature of resources and the exact nature of the

incident is not known. When there is time to plan for the response to a potentially catastrophic incident, proactive disaster response operations can occur. The tasks and capabilities described in the Response FIOP functional annexes are meant to represent potential Federal resources available for incident response. The incident-specific annexes of the Response FIOP will expand the concepts within the FIOP to better describe the missions, policies, responsibilities, and coordination processes across incident management and emergency response operations encompassing a wide spectrum of potential incidents requiring specialized or unique responses.

Planning Assumptions and Critical Considerations

The following information represents the planning assumptions and critical considerations used in the development of the Response FIOP. Assumptions and/or considerations that pertain to only a specific core capability or a specific incident are delineated in its respective functional or incident-specific annex and/or appendix.

Planning Assumptions

In absence of fact, planning assumptions represent information deemed to be true and are necessary in order to facilitate planning development efforts. Assumptions are a baseline set for planning purposes, and they do not take the place of specific activities or decision points that would occur during an incident.

The following planning assumptions assist in the development of an operational environment for this FIOP. During response operations, assumptions are validated as facts, as necessary. Incident-specific annex planning assumptions, which address non-Stafford Act and Stafford Act incidents, may vary from those listed below.

- A catastrophic incident or attack will occur with little or no warning.
- There is only one catastrophic incident occurring at a time.
- There will be cascading effects associated with the incident.
- Resources will not reach the entire impacted population.
- Inter- and intra-local, state, tribal, territorial, and insular area mutual aid capabilities will be exhausted.
- A Presidential Major Disaster Declaration is issued under the authority of the Stafford Act, including concurrent response, recovery, and mitigation activities.
- The incident response will require specialized equipment and adjustments to processes, priorities, and procedures, as appropriate to the operational environment.
- Federal departments and agencies will coordinate and take action under their own statutory authorities and/or under the Stafford Act, as appropriate.
- Existing Federal department and agency statutory or mission responsibilities will reduce the timeliness and limit capacity of Federal resources.
- Situational awareness of the operational environment will be incomplete.
- Critical transportation routes and infrastructure will be disrupted by the incident or by secondary effects, such as populace movement and emergency response efforts.
- Few Federal community-based resources within the impacted area will be able to respond.

- Deployment-dependent Federal response resources will be unable to arrive and provide significant lifesaving or life-sustaining capabilities until 24 to 72 hours after the incident.
- Contractor-provided services are limited by the capacity of the private sector to support contract needs.
- A large number of people in the affected population will have disabilities or access and functional needs, requiring physical, programmatic, and/or communication access.

Critical Considerations

Critical considerations are elements of information that must be taken into account when developing a plan. Incident-specific annex planning considerations, which address non-Stafford Act and Stafford Act incidents, may vary from those listed below.

- Federal departments and agencies are permitted to deploy personnel and resources under their own authority or under the authority of the Stafford Act.
- Travel restrictions implemented by local, state, tribal, territorial, insular area, or Federal authorities or the private sector will impact response operations.
- Personnel deployed by Federal departments and agencies will require temporary housing, food, fuel, sanitation, and water during response operations.
- Human and/or animal disease and/or illness may develop within the affected area.
- Computer and communications systems, which incorporate electronic information, networks, and their services within the incident area, could potentially be inoperable or include features that preclude local, state, tribal, territorial, insular area, and Federal collaboration.
- The Stafford Act authorizes the President to direct any executive branch department and agency to engage in lifesaving and life-sustaining activities.
- Departments and agencies conducting other mission area activities with adjusting priorities may assume risk for their own personnel when operating in hazardous environments.

Concept of Operations

Incidents are typically handled with regard to minimizing loss of life and damage to property in a graduated response with local, regional, and Federal resources as may be deemed appropriate. All jurisdictions should utilize NIMS components to manage response operations. Some local governments may require additional support from neighboring jurisdictions or state governments. The impacted state(s) will activate their incident management/response support architecture for the provision of additional resources to the extent that state capabilities (e.g., Emergency Management Assistance Compact [EMAC] and other arrangements through which non-Federal capabilities additional to organic state capabilities are made available) can permit.

Request for Federal Support

Federal assistance to save lives; protect property and the environment; and meet basic human needs may be available to the states under the Stafford Act and other Federal authorities. Under some Federal laws, Federal response actions may be taken without a request from the state. When an

incident is anticipated to exceed local, state, tribal, territorial, or insular area resources, the Governor[4] of a state or Chief Executive of a federally recognized Indian tribe may request Federal support through the Stafford Act or other authorities. The Stafford Act authorizes the President to provide financial and other support to local, state, tribal, territorial, and insular area governments to support response, recovery, and mitigation efforts following a Presidential Emergency or Major Disaster Declaration. Prior to requesting a declaration under the Stafford Act, the Governor or Chief Executive must find that the situation is of such severity and magnitude that effective response is beyond the capabilities of the state/tribe and the affected local governments and that Federal assistance is necessary. In addition, the Governor or Chief Executive must take appropriate response action under state/tribal law and direct execution of the state's/tribe's emergency operations plan. The completed request, addressed to the President, is submitted through the Federal Emergency Management Agency (FEMA) Regional Administrator, who evaluates the request and makes a recommendation to the FEMA Administrator. The FEMA Administrator, in coordination with the Secretary of Homeland Security, then makes a recommendation to the President. The Governor and/or Chief Executive, appropriate members of Congress, and Federal departments and agencies are immediately notified of a Presidential declaration. Federal departments or agencies may conduct Federal response actions under their own non-Stafford Act authorities using funding sources other than the Disaster Relief Fund (e.g., mutual assistance agreements) and do not require a Stafford Act declaration. The NRF provides additional guidance on departments' and agencies' roles and responsibilities.

Prior to and during catastrophic incidents, especially those that occur with little or no notice, the Federal Government may mobilize and deploy assets in anticipation of a formal request from a state or tribal government for Federal support. Proactive efforts are intended to ensure that Federal resources reach the impacted area in time to assist in restoring any disruption of normal functions of local, state, tribal, territorial, and insular area governments and are done in coordination and collaboration with governmental entities, the private sector, and NGOs, when possible.

Under some Federal authorities, tribal or local governments may also seek assistance directly from the Federal Government for non-Stafford Act incidents. Immediate lifesaving assistance to states, as well as other types of assistance, such as wildland firefighting support or response to an agricultural disease or cybersecurity incident, are performed by Federal departments or agencies under their own authorities and funding or through reciprocal mutual assistance agreements and do not require a Stafford Act declaration.

Coordination of Federal Support

As depicted in Figure 2, authority for response activities is dependent upon the incident. Federal departments or agencies may lead or coordinate responses under their own inherent statutory authorities. Pursuant to Presidential directive, the Secretary of Homeland Security is the principal Federal official for domestic incident management.[5] Presidential directives also assign specific responsibilities to the Attorney General, Secretary of Defense, Secretary of State, and the Assistants to the President for Homeland Security and National Security Affairs and directs the heads of all Federal departments and agencies to provide their full and prompt cooperation, resources, and support, as appropriate and consistent with their own responsibilities for protecting national security,

[4] "Governor" is used throughout this document to refer to the chief executive of states, territories, and insular areas.
[5] Except for those activities that may interfere with the authority of the Attorney General or the FBI Director, as described in PPD-8.

to the Secretary of Homeland Security, Attorney General, Secretary of Defense, and Secretary of State in the exercise of leadership responsibilities and missions assigned.

Per Executive Order 12148, the Secretary of Homeland Security has been delegated most of the functions given to the President under the Stafford Act. The Secretary, in turn, has delegated those responsibilities to the FEMA Administrator. With the Stafford Act responsibilities and additional authorities under the Homeland Security Act of 2002, as amended by the Post-Katrina Emergency Management Reform Act, the FEMA Administrator coordinates response operations and tasks and funds other Federal departments and agencies that would not otherwise have been authorized to provide support to save lives and protect property. Presidential directives and Stafford Act authorities delegated by the President under Executive Order 12148 work in conjunction with each other.

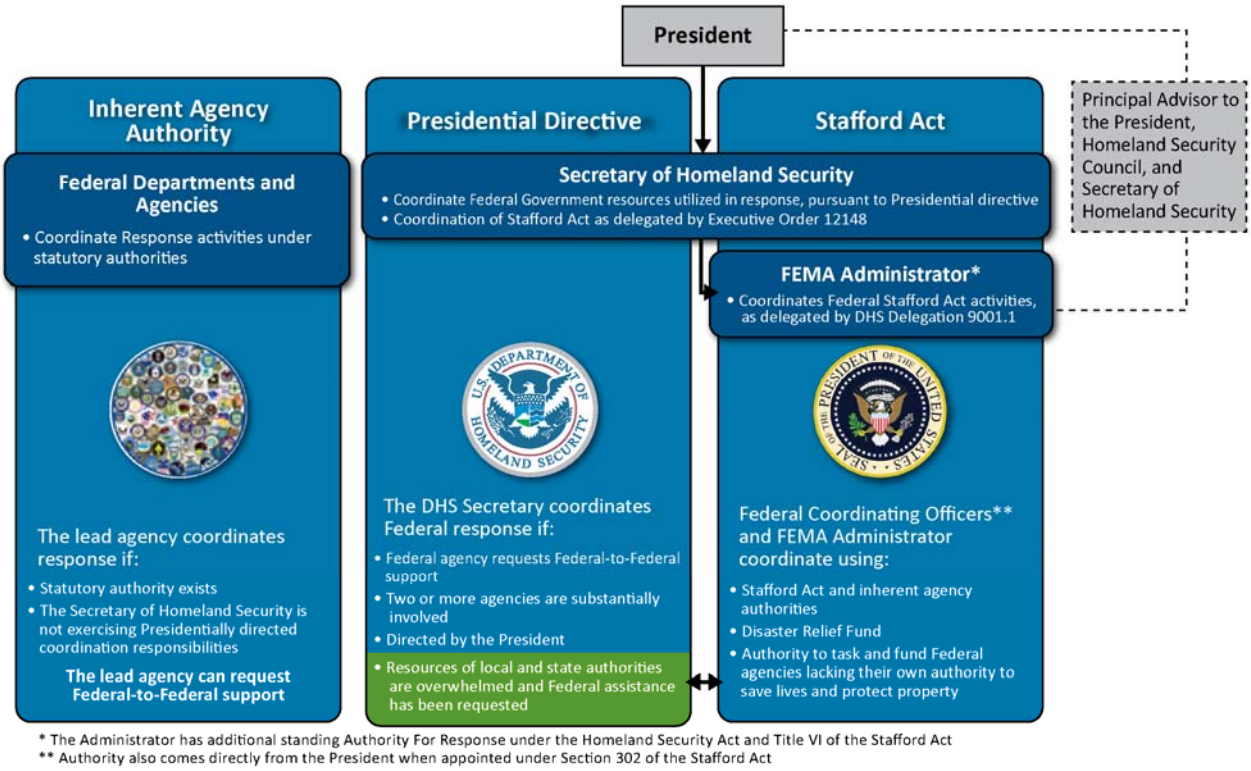

Figure 2: Authorities for Coordination of Federal Support

Provision of Federal Support

The degree of Federal support for response depends on the severity of the incident; the authorities invoked; and the ability of local, state, tribal, territorial, and insular area entities to manage the incident and any associated cascading incidents. Federal response operations leverage expertise and resources from stakeholders at all levels, both governmental and nongovernmental, and incorporate a range of preparedness, response, and recovery elements.

Resources and capabilities including emergency teams, support personnel, specialized equipment, operating facilities, and assistance programs are delivered through the Response core capabilities, which organize the essential elements of Federal support and coordination. ESFs, each led by a Primary Agency, are the coordination mechanisms for the delivery of each of the core capabilities under a Stafford Act response. Specific ESF missions, organizational relationships, and Primary and Support Agency responsibilities are defined in the ESFs, as well as other plan annexes or appendices.

During Phase 1 (Pre-Incident), local, state, tribal, territorial, insular area, and Federal entities determine existing logistics and resource capabilities, develop deliberate plans and procedures, and conduct training and exercises to validate existing plans. Phase 1 consists of three sub-phases which range from steady state operations to the positioning of resources prior to the occurrence of an incident. Actions taken during Phase 1 are focused on awareness, preparedness, mitigation, and protection. During a notice incident, there may be an elevated threat (Phase 1b) and credible threat (Phase 1c) for which response actions must be taken and will be detailed in incident-specific annexes, as warranted. Phase 2 (Response) consists of the immediate response, deployment of resources and personnel, and sustained response operations. Phase 3a refers to recovery activities that occur as a part of the Response mission area to facilitate the transition and support to the recovery mission area. Phase 3a includes short-term recovery operations (e.g., repopulation of the impacted area) and long-term recovery operations (e.g., transition to ongoing recovery and mitigation activities). In many incidents, no clear transition exists from one phase to the next, and phases may run concurrently. As such, during incidents that affect multiple states and/or FEMA regions, different jurisdictions may transition through the phases at various paces depending on the impact to the respective geographical area.

Response operations require collaboration across the prevention, protection, mitigation, response, and recovery mission areas to ensure proper integration. Across all mission areas, lifesaving and life-sustaining activities remain the priority during an incident response. When possible, Federal interagency partners may utilize agency resources and authorities to prepare for an incident, as well as to initiate appropriate preparatory and mitigating measures to reduce vulnerabilities. Mitigation opportunities are evaluated throughout disaster operations, as decisions made during response and recovery operations can enhance or hinder subsequent mitigation activities. Once an incident occurs, the priority shifts from preparedness activities to immediate and short-term response activities to preserve life, property, the environment, and the social, economic, and political structure of the community. Recovery operations are initiated, as appropriate and per the Recovery FIOP, based on local, state, tribal, territorial, and insular area needs. The transition from response to recovery will not impede response operations. Both operations will closely coordinate to prevent duplicative activities and promote the efficient leveraging of resources.

Activities conducted under the Response mission must be consistent with all pertinent statutes and policies, particularly those involving civil and human rights, such as the Americans with Disabilities Act of 1990, Rehabilitation Act of 1973, and Title VI of the Civil Rights Act of 1964.

Concept of Support

The response to a catastrophic incident, and any cascading effects, requires a coordinated effort involving local, state, tribal, territorial, insular area, and Federal governments, NGOs, and private sector partners. All response partners, organized by ESF, utilize NIMS to facilitate usage of a common terminology, including the establishment of plain language (clear text) communications standards, integrated communications, unified command structure, and comprehensive resource management to ensure effective coordination between all stakeholders.

Emergency Support Functions

ESFs are the primary, but not exclusive, Federal coordinating mechanisms for building, sustaining, and delivering the Response core capabilities. The Federal ESFs are the vital structures for responding to Stafford Act incidents. These structures may also be used for Federal-to-Federal support responses or some non-Stafford Act Federal responses such as organizing select Federal operations during National Special Security Events to be prepared for a potential incident. However,

for most non-Stafford Act incidents, structures other than ESFs are used by the lead Federal agencies. Departments and agencies use NIMS structures that are appropriate to their authorities. Federal ESFs bring together the capabilities of Federal departments and agencies and other national-level assets. Federal ESFs are not based on the capabilities of a single department or agency, but represent groups of organizations that work together to deliver core capabilities and support effective response operations. Federal ESFs also support a number of responsibilities and actions that extend beyond the scope of Response core capabilities.

ESFs may selectively be activated by FEMA for Stafford Act incidents or as directed by the Secretary of Homeland Security to support activities for both Stafford Act and non-Stafford Act incidents. Not all incidents requiring Federal support result in the activation of ESFs. Federal departments and agencies acting under their own legal authority may request the Department of Homeland Security (DHS) to activate relevant ESFs. Pursuant to Presidential directive, the Secretary of Homeland Security coordinates with the head of the department or agency with primary legal authority but retains the authority to activate ESFs or other coordinating structures, as appropriate.

Federal ESF coordinators oversee the preparedness activities for a particular ESF and coordinate with the ESF's Primary and Support Agencies. The following roles and responsibilities are applicable to all participating Federal departments and agencies:

- Recruit, equip, train, and credential personnel; exercise; capture lessons learned; and refine department and agency plans and procedures
- Conduct contingency and operational planning in conjunction with local, state, tribal, territorial, insular area, and Federal governments; the private sector; and NGO partners
- As an ESF Primary or Support Agency, prepare the Federal ESFs at the national and regional levels to support and sustain the overall Federal coordinating structures established at the National Response Coordination Center (NRCC), the Regional Response Coordination Centers (RRCCs), and appropriate Joint Field Office (JFO)
- Maintain shared situational awareness via an established common operating picture
- Synchronize information sharing and disseminate appropriate information using established systems and channels to facilitate maximum benefit and timeliness of delivery to policymakers, responders, and the public
- Ensure the safety and health of personnel by developing and communicating a health and safety plan, ensuring proper training, and providing appropriate personal protective equipment
- Participate in the development of a comprehensive public information program that ensures that the Federal Government speaks with one voice through each phase of an incident and is accessible to the whole community.

Resource Management

The disciplined and coordinated structures and processes described in the Response FIOP must be able to surge resources from the whole community. Public-private sector engagement highlights the various roles the private sector plays in emergency management, including:

- Serving as a partner in preparedness by cooperating in planning efforts, training, and exercises with governmental partners
- Providing the government with sector-specific information during a disaster
- Providing resources that the private sector may have to support emergency response efforts

- Serving as a significant component and partner to the restoration of the economy.

The number, type, and source of resources must be capable of expanding rapidly to meet the changing needs associated with a given incident and its cascading effects. The Response FIOP includes a "push-pull" strategy to distribute resources. When necessary, FEMA's Logistics Management Directorate may push commodities to the incident area for field activities. Once the Region has developed and communicated a response strategy, resource distribution reverts to a pull strategy for sustainment that supports regional requests for resources.

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 their own resources to the Federal Coordinating Officer (FCO) when he or she is designated and mission capable. The FCO then manages and directs assigned FEMA resources to accomplish incident objectives. The authority to control, direct, and assign resources to accomplish incident objectives remains at the incident level. The prioritization and adjudication of resources is based on support requirements of leadership in the incident area; Federal facilities and field teams; and local, state, tribal, territorial, and insular area emergency operations centers.

As needs grow and change, responders and response processes must remain adaptable. When traditional resources are exhausted or not available, atypical lifesaving and life-sustaining resources are utilized to meet operational requirements. To meet personnel shortages, community members may often be the primary source of manpower in the first hours and days after a catastrophic incident. Given the scope and magnitude of a catastrophic incident involving cascading incidents, legal, policy, and regulatory waivers/exemptions/exceptions may be required to achieve many of the response goals and objectives. Waivers granted during any phase or any mission area may have an impact on economic recovery.[6] As incidents stabilize, response efforts must be flexible to support the transition of resources from response to recovery.

Additional concept of support information is available in Annex D.

Key Federal Decisions

The following list of key Federal decisions includes a broad range of major decision items during Response FIOP implementation:

- Heads of Federal departments and agencies with statutory authority for Response FIOP operations activate and deploy Federal resources or teams to the impacted area in anticipation of or in response to an incident and in coordination with local, state, tribal, territorial, and insular area governments and private entities.
- Pursuant to a Governor's or Chief Executive's request, the President of the United States determines the need to declare an emergency or major disaster under the Stafford Act.
- If a Stafford Act declaration is made, the President will appoint an FCO for each affected state, tribe, or territory to lead Federal support efforts. The FCO serves in the JFO and works with the

[6] Any such waivers, exceptions, and exemptions must be consistent with laws that preserve human and civil rights and protect individuals with disabilities and others with access and functional needs.

State Coordinating Officer to meet local, state, tribal, territorial, and insular area assistance requirements and priorities.[7]

- For a declaration other than under the Stafford Act or for a request for Federal-to-Federal support, the President, in coordination with the appropriate heads of Federal departments and agencies, will determine the lead agency for disaster or emergency operations, as necessary.
- When activated, the NRCC and appropriate RRCCs, including FEMA personnel and all ESFs, will coordinate with the FEMA Region(s) to determine and provide needed resources and policy guidance to support the response.
- If a JFO is established, decisions on location, staffing, program priorities, and demobilization will be required.
- Decision to invoke expanded authorities, such as the Defense Production Act, policy changes, waivers, and regulatory relief.

Critical Information Requirements

Critical information requirements (CIRs) facilitate timely command, control, and coordination decisions during disaster operations. They provide insight into important details that response personnel need to know to effectively manage and execute their operations. CIRs are identified at the time of the incident based on the scope of the incident and the response. The Unified Coordination Group (UCG) will define what their CIRs are and those will be incorporated into the Information Collection Plan. CIRs are answered through the acquisition and assembly of one or more essential elements of information. More information regarding the essential elements of information that support CIRs is available in Appendix 2 to Annex B.

Senior-level decision makers responsible for leading response operations have CIRs related to the following categories:

- CIR #1—Facts, Estimates, and Projections about the Threat, Incident, or Event
- CIR #2—Readiness, Preparedness, and Mitigation
- CIR #3—Critical Authorities
- CIR #4—Life-saving and Critical Resources/Shortages
- CIR #5—Damage and Restoration Estimates
- CIR #6—Status of Personnel and General Public
- CIR #7—Health and Safety Concerns and Estimates
- CIR #8—Response and Recovery Organization and Leadership
- CIR #9—Recovery and Impacts
- CIR #10—Public Information Guidance

[7] The term State Coordinating Officer is used to describe the official appointed by the chief executive of a state, commonwealth, territory, federally-recognized tribe, or insular area to coordinate disaster assistance efforts with those of the Federal Government. Federally-recognized tribes having lands within an affected state can elect to work through the state's State Coordinating Officer or appoint a separate official to serve as the tribe's State Coordinating Officer (sometimes referred to as a Tribal Coordinating Officer) to work directly with Federal partners.

- CIR #11—Weather and Seas.

Coordinating Instructions

The President leads the Federal Government response effort to ensure that the necessary resources are applied quickly and efficiently to large-scale and catastrophic incidents. All Federal departments and agencies must cooperate with one another, and with local, state, tribal, territorial, and insular area governments, community members, and the private sector to the maximum extent possible. Although Federal disaster assistance is often considered synonymous with Presidential declarations under the Stafford Act, Federal assistance can actually be provided to state and local jurisdictions, as well as to other Federal departments and agencies, through a number of different mechanisms and authorities.

For Stafford Act incidents, the Secretary of Homeland Security will coordinate Federal operations for domestic incident management, pursuant to Presidential directive. The FEMA Administrator's duties include assisting the President, through the Secretary, in carrying out the Stafford Act responsibilities and executing FEMA's emergency management authorities established in the Homeland Security Act, as amended, including primary responsibility for Federal emergency management response, recovery, and mitigation operations. The Administrator shall also provide coordination for all Federal interagency partners in support of response operations.

The DHS National Operations Center (NOC) is the principal operations center for DHS and provides situational awareness in the event of a natural disaster, act of terrorism, or other emergency. The NRCC, an operational component of the NOC, provides operational support to field-deployed resources to ensure synchronized Federal operations and to resolve issues regarding national resources. The NRCC can be utilized during both Stafford Act and non-Stafford Act incidents. Prior to the designated FCO taking operational control, the RRCC will coordinate Federal support to local, state, tribal, territorial, or insular area jurisdictions. The FCO, in cooperation with the UCG, when established, directs the activities of the JFO.

In the event of a natural disaster, act of terrorism, or other emergency, the DHS NOC provides situational awareness and a common operating picture for the Federal Government and for local, state, tribal, territorial, and insular area governments as appropriate.

Unified coordination is organized, staffed, and managed in a manner consistent with NIMS principles using the Incident Command System structure. The UCG comprises senior leaders representing Federal and state interests and, in certain circumstances, local jurisdictions, tribal governments, and the private sector. UCG members must have significant jurisdictional responsibility and authority.

For non-Stafford Act incidents, Federal response or assistance may be led or coordinated by various Federal departments and agencies consistent with their authorities. In non-Stafford Act incidents, Federal agencies that have responsibility for on-scene, tactical-level operations may establish incident command and area command structures or coordinate with local, state, tribal, territorial, or insular area agencies to form unified incident command and unified area command structures.

Federal Coordination with Local, State, Tribal, Territorial, and Insular Area Governments

If a state anticipates that its resources may be exceeded, the Governor can request support from other states through mutual aid and assistance agreements, such as EMAC. A state does not have to exhaust mutual aid agreements before requesting Federal support. State mutual aid and assistance agreements will be coordinated in accordance with existing policies and procedures.

The United States has a trust relationship with federally recognized Indian tribes and recognizes their right to self-government. Tribal governments are responsible for coordinating resources to address actual or potential incidents. When tribal response resources are inadequate, Chief Executives of federally recognized Indian tribes may seek assistance from states or the Federal Government. For certain types of Federal assistance, tribal governments work with the state in which they are located. For other types of Federal support, as sovereign entities, tribal governments can elect to work directly with the Federal Government. The Stafford Act provides an option for the Chief Executive of a federally recognized Indian tribe to make a direct request to the President for a major disaster or emergency declaration.

Successful response activities under the Stafford Act are contingent on the following actions of local, state, tribal, territorial, and insular area entities:

- Implement local, state, tribal, territorial, and insular area emergency operations plans
- Formally request Federal support and appoint a State Coordinating Officer[8]
- Provide initial damage assessments
- Coordinate state National Guard assets through the National Guard Joint Forces Headquarters-State and maintain communications between the National Guard at the state level and the Department of Defense through the National Guard Bureau
- Coordinate evacuation and sheltering of impacted communities
- Coordinate local, state, tribal, territorial, and insular area activities with those of Federal authorities
- Provide a method for local, state, tribal, territorial, and insular area deputation for Federal Law Enforcement
- Coordinate with the RRCC or JFO regarding procedures for establishing specific local, state, tribal, territorial, and insular area communications with Federal entities
- Ensure compliance with civil rights laws, including equal opportunity for individuals with disabilities (e.g., the use of physically accessible facilities, appropriate auxiliary aids and services necessary to achieve effective communication) and others with access and functional needs, those from religious and racial and ethnically diverse backgrounds, and people with LEP
- Ensure compliance with environmental laws
- Approve all mission assignments for direct Federal assistance through the State Coordinating Officer with approving authority[9]

[8] The term State Coordinating Officer is used to describe the official appointed by the chief executive of a state, commonwealth, territory, federally-recognized tribe, or insular area to coordinate disaster assistance efforts with those of the Federal Government. Federally-recognized tribes having lands within an affected state can elect to work through the state's State Coordinating Officer or appoint a separate official to serve as the tribe's State Coordinating Officer (sometimes referred to as a Tribal Coordinating Officer) to work directly with Federal partners.

[9] The term State Coordinating Officer is used to describe the official appointed by the chief executive of a state, commonwealth, territory, federally-recognized tribe, or insular area to coordinate disaster assistance efforts with those of the Federal Government. Federally-recognized tribes having lands within an affected state can elect to work through the state's State Coordinating Officer or appoint a separate official to serve as the tribe's State Coordinating Officer (sometimes referred to as a Tribal Coordinating Officer) to work directly with Federal partners.

- Engage in response and recovery planning and execution in coordination with other local, state, tribal, territorial, insular area, and Federal departments and agencies.

Federal Coordination with Nongovernmental Organizations

Under the provisions of the NRF, NGOs (e.g., community-based, faith-based, or national organizations) and Voluntary Organizations Active in Disasters (VOADs) are partners in the Federal response to an incident, major disaster, or emergency. For Stafford Act incidents, or when requested for Federal-to-Federal support, FEMA's Regional Voluntary Agency Liaisons (VALs) are responsible for NGO and VOAD coordination as well as donations coordination. The DHS Surge Capacity Force also includes trained VAL reservists to augment the permanent full-time VALs. For non-Stafford Act incidents, the lead department or agency will coordinate with NGOs in accordance with their procedures and protocols.

Response FIOP activities are contingent upon on the following actions of NGOs:

- Integrate with the efforts of voluntary organizations and NGOs that provide mass care services, housing repair and rebuild, financial assistance, case management, counseling services, and other vital support services to support response and to facilitate the recovery of disaster survivors, including individuals with disabilities and others with access and functional needs, those with racially and ethnically diverse backgrounds, and people with LEP
- Train and manage volunteer and nongovernmental resources.

Federal Coordination with the Private Sector

Private sector organizations provide resources (through donations and/or with compensation) during an incident—including specialized teams, equipment, and advanced technologies—through local, public-private emergency plans, mutual aid agreements, or incident-specific requests from government and private sector volunteer initiatives. Response FIOP activities are contingent on the following actions of the private sector:

- In coordination with the DHS Office of Infrastructure Protection and relevant Sector-Specific Agencies (SSAs), collect and disseminate status updates on critical infrastructure operations, impact and consequences, and analyses and recommendations for restoring critical infrastructure
- In collaboration with the appropriate SSA, coordinate support through public-private partnerships, associations, and contractual agreements in responding to—and recovering from—a disaster or emergency
- In coordination with the NRCC and National Business Emergency Operations Center, provide status updates on private sector operational abilities and other relevant information.

Administration, Funding, and Resources

Administration

Federal departments and agencies are responsible for managing their own financial activities during all operational phases and across all mission areas within their established processes and resources. The Financial Management Support Annex to the NRF provides basic financial management guidance for all Federal departments and agencies that provide support for incidents that require a coordinated Federal response.

During a catastrophic event, Federal departments and agencies may waive a number of regulatory requirements and/or extend the deadlines for required reports and applications to assist survivors and

ease economic impact. All department-, agency-, or program-specific actions must be authorized by statute. For example, Section 301 of the Stafford Act permits agencies to modify or waive administrative conditions for Federal assistance in the wake of a major disaster upon the request of local or state authorities. In other cases, waivers may require action by the President or passage of new legislation. However, any such waivers, exceptions, and exemptions, when applicable, must be consistent with laws that preserve human and civil rights and protect individuals with disabilities and others with access and functional needs, those with racially and ethnically diverse backgrounds, and people with LEP.

Responsibility for management and oversight of all administrative and logistic requirements supporting operations rests with the following:

- FEMA is the Primary Agency for funding associated with Stafford Act incidents.
- FEMA's Office of the Chief Financial Officer is responsible for supporting disaster funding activities of domestic incident management and provides the core financial management functions in support of NRCC, RRCC, and JFO operations.
- The senior financial advisor of each multi-agency coordination center (NRCC, RRCC, and JFO) is responsible for the financial management, monitoring, and tracking of all Federal costs relating to the incident.
- FEMA will initiate mission assignments to task and coordinate with other Federal departments and agencies to provide immediate, short-term emergency response support. Types of mission assignments include direct Federal assistance, and Federal operations support. Although rarely exercised, it is important to note that FEMA retains the authority to mission assign agencies on a non-reimbursable basis.

During a catastrophic, non-Stafford Act incident, the designated lead agency may coordinate with FEMA as needed to ensure an efficient and effective Federal response, consistent with individual department or agency direct authorities and responsibilities. Direct support from FEMA to the lead agency is limited to FEMA's internal authorities, resources, and expertise.

This FIOP does not alter or affect the responsibilities of senior financial advisors in other Federal departments and agencies. When other Federal departments and agencies are operating programs under their own statutory authority and funding, there is an expectation that coordination among agencies with financial responsibilities will occur.

Funding

Federal funding to support coordinated Federal response operations will be consistent with applicable laws and authorities as detailed within the NRF Financial Management Support Annex. There are two types of funding for the coordination of Federal resources: Stafford Act and non-Stafford Act support.

The Stafford Act authorizes the President to provide financial and other disaster and emergency support to local, state, tribal, territorial, and insular area governments; NGOs; and individuals to support response, recovery, and mitigation efforts following a Presidential emergency or major disaster declarations.

The Stafford Act provides a legal framework for financial and material support. Use of disaster funds will be initiated by an emergency or major disaster declaration from the President. Before a major disaster or emergency declaration, the Stafford Act authorizes deployment and prepositioning of personnel and equipment to reduce immediate threats to life, property, the public, employees, and

responder health and safety and to improve the timeliness of its response in anticipation of a Presidential declaration. Their actions are limited to pre-deployment until a declaration is made. Prior to Stafford Act declarations, the FEMA Associate Administrator for Response and Recovery, the FEMA Chief Financial Officer, or their designees determine the required funding resources for the surge funding. FEMA is authorized to obligate surge funds to mobilize and deploy resources, as needed.

For Stafford Act incidents, and as designated, resources and services are administered through the NRCC at the national level, the RRCC at the regional level, and the JFO at the field level. Examples of expenses that may be allowed under surge funding include:

- NRCC and RRCC activation
- National-level and Regional-level Incident Management Team deployment
- Salary, overtime, and travel expenses for temporary personnel, experts, and consultants appointed under Section 306 of the Stafford Act
- Establishment of mobilization and staging areas
- Staging of rescue, hazard assessment, or medical services teams
- Staging of Inspection Services Contractor and deployment of Inspection Services Coordinator
- Certain reimbursements to Federal entities supporting FEMA mission assignments.

Funding guidance for non-Stafford Act incidents include the following:

- Federal departments and agencies with their own response authorities may also have associated appropriations to fund their response, as well as mechanisms to fund supporting Federal agencies. These activities may also continue in coordination with Stafford Act activities.
- A Federal entity with primary responsibility and statutory authority for handling an incident (i.e., the requesting agency) that needs support beyond its normal operations may request DHS coordination and facilitation through the NRF.
- Generally, the requesting agency provides funding for the incident consistent with provisions of the Economy Act, unless other statutory authorities exist. When a Federal department or agency requests Federal-to-Federal support, DHS may coordinate support using the appropriate multiagency coordination structures in the NRF and in accordance with NIMS.
- During non-Stafford Act incidents, a Federal department or agency requesting Federal-to-Federal support may request deployment of a FEMA comptroller, or they may use their own. The FEMA Administrator, Associate Administrator for Response and Recovery, the Regional Administrator, or the Regional Director may not approve reimbursement of costs incurred while performing work pursuant to disaster assistance authorities independent of the Stafford Act.

Personnel Resources

Federal departments and agencies are responsible for personnel augmentation to support operations under this FIOP. Each Federal department and agency possesses individual policies for personnel augmentation that is predicated on its authorities, various policies, memoranda of understanding, and mutual aid agreements. Federal departments and agencies must ensure that their employees who are engaged in incident response activities are able to perform in accordance with standard resource typing guidelines and operational requirements. In Stafford and non-Stafford Act incidents, each

Federal department and agency will continue to maintain its roles and responsibilities in accordance with Federal laws and regulations.

Oversight, Plan Development, and Maintenance

The authorities that guide the structure, development, and implementation of the Response FIOP are statutes, executive orders, regulations, and Presidential directives. Congress has provided the broad statutory authority necessary for this FIOP, and the President has issued executive orders and Presidential directives to supply direction to departments and agencies of the Executive Branch.

The FEMA Administrator, in close coordination with the Secretary of Homeland Security, is the executive agent for Response FIOP management and maintenance.

This FIOP will be regularly reviewed to evaluate consistency with both new and existing policies; evolving threats and hazards; and experience gained from use. Interagency partners will be engaged in the review and maintenance process for this FIOP. The first review of this FIOP will be completed no more than 18 months after its release, and subsequent reviews will be conducted on a quadrennial basis. The review and maintenance process may include developing incident-specific and classified annexes, which include the delivery schedule for federally coordinated assets and resources, as appropriate. The FIOP will be updated periodically, as required, to incorporate new executive guidance and statutory and procedural changes, as well as lessons learned from exercises and actual incidents. Significant updates to the Response FIOP will be vetted through a Federal senior-level interagency review process.

Authorities and References

The Response FIOP does not alter or impede local, state, tribal, territorial, insular area, or Federal entities from carrying out their specific authorities or performing their responsibilities under all applicable laws, executive orders, regulations, and directives. Nothing in this Response FIOP is intended to interfere with the authorities of any departments or agencies with regard to the direction, conduct, control, planning, organization, equipment, training, exercises, or other activities.

This FIOP is applicable to Federal departments and agencies providing support under the Stafford Act, as well as certain non-Stafford Act support, and it is intended to be consistent with U.S. laws, policies, and other related requirements.

This document is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or equity, against the United States, its departments, agencies, or other entities, its officers or employees, or any other person.

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Annex A: Emergency Support Function to Core Capability Matrix

Purpose

The purpose of the Emergency Support Function (ESF) to Core Capability Matrix is to illustrate the connection between the ESFs and the corresponding core capabilities they support. The matrix depicts each ESF in relation to the core capabilities it aligns to and the assigned responsibilities for each core capability. The ESF to Core Capability Matrix shows the ESF roles as they pertain to the National Response Framework (NRF). ESFs are the primary, but not exclusive, Federal coordinating mechanisms for building, sustaining, and delivering the Response core capabilities.

Situation

If local, state, tribal, territorial, and insular area resources become exhausted in the wake of a disaster or emergency, additional resources must be acquired to continue supporting response efforts. The ESFs provide the structure for coordinating Federal interagency collaboration and support during Federal response operations under a Stafford Act response or as requested under a Federal-to-Federal support. ESFs or other structures can be used for non-Stafford Act responses.

Mission

Federal interagency partners will work together within the ESF structure to meet the assigned responsibilities for each of the core capabilities their ESF aligns to when providing support to an impacted area and its population.

ESF to Core Capability Matrix

The delivery of response is dependent upon complex systems. The ESF coordinating structure is integrated to deliver core capabilities. The effective delivery of a core capability by an ESF is often dependent upon actions by one or more core capabilities and/or by multiple ESFs.

The ESF construct is a model that many jurisdictions have adopted and tailored to their functions or stakeholders. Local, state, tribal, territorial, and insular area jurisdictions establish ESFs based on their specific requirements; however, there is no mandatory or direct linkage to the 14 Federal ESFs. Local, state, tribal, territorial, and insular area jurisdictions with ESFs are encouraged to engage non-traditional members of the whole community as part of their ESF processes. The following section provides a summary of each ESF's overall mission, as delineated by the NRF:[10]

- **ESF #1—Transportation** provides support by assisting local, state, tribal, territorial, insular area, and Federal government entities, voluntary organizations, nongovernmental organizations (NGOs), and the private sector in the management of transportation systems and infrastructure during domestic threats or in response to incidents.
- **ESF #2—Communications** supports the restoration of the communications infrastructure, coordinates communications support to response efforts, facilitates the delivery of information to emergency management decision makers, and assists in the stabilization and reestablishment of systems and applications from cyber attacks during incidents.

[10] ESF #14 has been removed in accordance with the National Disaster Recovery Framework.

- **ESF #3—Public Works and Engineering** coordinates and organizes the resources of the Federal Government to facilitate the delivery of multiple core capabilities.
- **ESF #4—Firefighting** provides Federal support for the detection and suppression of wildland, rural, and urban fires resulting from, or occurring coincidentally with, an all-hazards incident requiring a coordinated national response for assistance.
- **ESF #5—Information and Planning** collects, analyzes, processes, and disseminates information about a potential or actual incident and conducts planning activities to facilitate the overall activities in providing assistance to the whole community.
- **ESF #6—Mass Care, Emergency Assistance, Temporary Housing, and Human Services** coordinates and provides life-sustaining resources, essential services, and statutory programs when the needs of disaster survivors exceed local, state, tribal, territorial, and insular area government capabilities.
- **ESF #7—Logistics** integrates whole community logistics incident planning and support for timely and efficient delivery of supplies, equipment, services, and facilities. It also facilitates comprehensive logistics planning, technical assistance, training, education, exercise, incident response, and sustainment that leverage the capabilities and resources of Federal logistics partners, public and private stakeholders, and NGOs in support of both responders and disaster survivors.
- **ESF #8—Public Health and Medical Services** provides the mechanism for Federal assistance to supplement local, state, tribal, territorial, and insular area resources in response to a disaster, emergency, or incident that may lead to a public health, medical, behavioral, or human service emergency, including those that have international implications.
- **ESF #9—Search and Rescue** rapidly deploys Federal search and rescue (SAR) resources to provide lifesaving assistance to local, state, tribal, territorial, and insular area authorities, to include local SAR coordinators and mission coordinators, when there is an actual or anticipated request for Federal SAR assistance.
- **ESF #10—Oil and Hazardous Materials Response** provides Federal support in response to an actual or potential discharge and/or release of oil or hazardous materials when activated.
- **ESF #11—Agriculture and Natural Resources** organizes and coordinates Federal support for the protection of the Nation's agricultural and natural and cultural resources during national emergencies. ESF #11 works during actual and potential incidents to provide nutrition assistance; respond to animal and agricultural health issues; provide technical expertise; coordinate and support animal and agricultural emergency management; ensure the safety and defense of the Nation's supply of meat, poultry, and processed egg products; and ensure the protection of natural and cultural resources and historic properties.
- **ESF #12—Energy** facilitates the restoration of damaged energy systems and components when activated by the Secretary of Homeland Security for incidents requiring a coordinated Federal response under the Stafford Act. The term "energy" includes producing, storing, refining, transporting, generating, transmitting, conserving, building, distributing, maintaining, and controlling energy and system components.
- **ESF #13—Public Safety and Security** provides Federal public safety and security assistance to local, state, tribal, territorial, and insular area law enforcement organizations overwhelmed by the results of an actual or anticipated natural disaster or an act of terrorism.

- **ESF #14** has been replaced by the National Disaster Recovery Framework.
- **ESF #15—External Affairs** provides accurate, coordinated, timely, and accessible information to affected audiences, including governments, media, the private sector, and the local populace, including children, individuals with disabilities, individuals with limited English proficiency (LEP), and others with access and functional needs.

Table A-1 illustrates the correlation between the ESFs and the assigned responsibilities for each core capability to which the ESFs are most closely aligned. The tasks listed in Table A-1 are based on the NRF ESFs annexes.

The ESF to core capability table is not inclusive of all ESF and core capability relationships. For example, all ESFs support the delivery of Planning, Public Information and Warning, and Operational Coordination core capabilities.

Table A-1: ESF to Core Capability Alignment

ESF #1—Transportation	Responsibilities
Critical Transportation	▪ Monitor and report the status of and damage to the transportation system and infrastructure. ▪ Identify temporary alternative transportation solutions to be implemented when primary systems or routes are unavailable or overwhelmed. ▪ Implement appropriate air traffic and airspace management measures. ▪ Coordinate regulatory waivers, exemptions, and permits. ▪ Provide longer-term coordination of the restoration and recovery of the affected transportation systems and infrastructure if required.
ESF #2—Communications	**Responsibilities**
Operational Communications	▪ Ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice and data communications between local, state, tribal, territorial, insular area, and Federal first responders. ▪ Re-establish a sufficient communications infrastructure within the affected areas to support ongoing life-sustaining activities, provide basic human needs, including the needs of individuals with disabilities and others with access and functional needs, and transition to recovery.

ESF #3—Public Works and Engineering	Responsibilities
Critical Transportation	▪ Provide coordination, response, and technical assistance to affect the rapid recovery and reconstitution of critical waterways, channels, and ports to include vessel removal, significant marine debris removal, emergency dredging, and hydrographic surveys. ▪ Clear debris from roads to facilitate response and recovery operations. ▪ For incidents involving a blast or explosion associated with a chemical, biological, radiological, or nuclear (CBRN) threat agent resulting in a contaminated debris field, leads Federal actions to clear critical transportation routes of CBRN-contaminated debris, during the emergency phase, in consultation with ESF #10. ESF #10 assumes leadership for management of CBRN-contaminated debris after the emergency phase is over.[11]
Environmental Response/Health and Safety	▪ Collect, segregate, and transport to an appropriate staging or disposal site(s) hazardous materials that are incidental to building demolition debris, such as household hazardous waste and oil and gas from small motorized equipment; remove and dispose of chlorofluorocarbon from appliances; and remove, recycle, and dispose of electronic goods. ▪ For incidents involving a blast or explosion associated with a CBRN threat agent resulting in a contaminated debris field, ESF #3, in consultation with ESF #10 and the Federal Emergency Management Agency (FEMA): • Provide structural specialist expertise to support inspection of damaged CBRN-contaminated infrastructure and employ temporary stabilization measures or take other actions as necessary to address structural instability concerns. • Perform demolitions after a determination is made that a building is unstable and creates an imminent hazard to workers and/or after ESF #10, in conjunction with other appropriate local, state, tribal, territorial, insular area, and Federal authorities, make a determination that demolition is the desired clean up approach.[12]

[11] Where there is an imminent terrorist threat or a suspected act of terrorism, consult the Terrorism Incident Law Enforcement and Investigation Annex and national policy to identify necessary coordination mechanisms for the purposes of preserving evidence and supporting criminal investigations and intelligence activities.

[12] Where there is an imminent terrorist threat or a suspected act of terrorism, consult the Terrorism Incident Law Enforcement and Investigation Annex and national policy to identify necessary coordination mechanisms for the purposes of preserving evidence and supporting criminal investigations and intelligence activities.

ESF #3—Public Works and Engineering	Responsibilities
Infrastructure Systems	▪ Prepare for potential public works and engineering requirements. Activities include providing public information, contributing to shared situational awareness, establishing response teams, leveraging technological tools, training, and exercising with partners, establishing private sector contracts and agreements, and coordinating with volunteer organizations and other non-government partners. ▪ Conduct pre-incident and post-incident assessment of public works and infrastructure. ▪ Execute emergency contract support for lifesaving and life-sustaining services. ▪ Provide emergency repair of damaged public infrastructure and critical facilities. ▪ Support restoration of critical navigation, flood control, and other water infrastructure systems, including drinking water distribution and wastewater utilities. ▪ Provide assessment and emergency response for water, wastewater treatment facilities, levees, dams, buildings, bridges, and other infrastructure. ▪ Provide temporary emergency power to critical facilities (e.g., hospitals, water treatment plants, shelters, fire/police stations). ▪ Construct temporary critical public facilities to temporarily replace destroyed or damaged facilities following a disaster (e.g., schools, local government offices, fire stations, police stations, and medical facilities) in coordination with ESF #6. ▪ Provide assistance in the monitoring and stabilization of damaged structures and the demolition of structures designated as immediate hazards to public health and safety. ▪ Provide structural specialist expertise to support inspection of mass care facilities and urban SAR operations in coordination with ESF #9. ▪ Manage, monitor, and/or provide technical advice in the clearance, removal, and disposal of debris from public property and the reestablishment of ground and water routes into impacted areas. For purposes of ESF #3, the term “debris” includes general construction debris that may contain inherent building material contaminants, such as asbestos or paint. Debris may include livestock or poultry carcasses and/or plant materials. ▪ Provide technical assistance to include engineering expertise, construction management, contracting, real estate services, and inspection of private/commercial structures. ▪ Provide engineering and construction expertise, response, supplies, and equipment to address flooding to include providing advance measures in anticipation of imminent severe flooding.
Fatality Management Services	▪ Manage debris to facilitate the fatality recovery efforts to include establishing a system for sorting debris and recovering human remains. ▪ Provide construction and engineering support for temporary morgues.

ESF #3—Public Works and Engineering	Responsibilities
Mass Care Services	▪ Provide construction, engineering, and project management expertise and support for temporary housing and sheltering ensuring accessibility for those with disabilities and others with access and functional needs to include management of temporary roofing support following hurricane disasters. ▪ Inspect mass care shelter sites to ensure suitability and accessibility of facilities to safely shelter survivors. ▪ Construct temporary shelter facilities, including accessible shelters, in the affected area, as required.
Public and Private Services and Resources	▪ Execute emergency contracting support for infrastructure related to lifesaving and life-sustaining services to include providing potable water, emergency power, and other emergency commodities and services.
Mass Search and Rescue Operations	▪ Provide specially trained and equipped structural engineers to augment FEMA urban SAR task forces, Incident Support Teams, military technical rescue organizations, and general purpose troops during structural collapse incidents and other disaster response missions. ▪ As required, provide debris removal equipment and expertise to support SAR operations.
ESF #4—Firefighting	**Responsibilities**
Critical Transportation	▪ Provide engineering and contracting/procurement personnel and equipment to assist in emergency removal of debris, demolition, and repair of roads and bridges. ▪ Provide resources (personnel and equipment) necessary to clear fallen trees, brush and debris from state, county, and city roads to facilitate emergency access in disaster area.
Environmental Response/Health and Safety	▪ Measure, evaluate, and monitor the impact of the emergency incident on National Forest System and Department of the Interior lands. ▪ Provide technical assistance and logistical support.
Infrastructure Systems	▪ Provide engineering and contracting/procurement personnel and equipment to assist in emergency removal of debris, demolition, and temporary repair of essential public facilities, water supply, and sanitation. ▪ Provide expertise and personnel to assist with assessment of emergency services sector critical infrastructure.
Mass Care Services	▪ Provide appropriate resources (e.g., cots, blankets, sleeping bags, personnel) for shelters.
Mass Search and Rescue Operations	▪ Provide equipment and supplies from the National Interagency Cache System and use of the National Interagency Fire Center contract aircraft during incidents, based on standby agreements and contingency plans.
On-scene Security and Protection	▪ Provide trained public safety, law enforcement, investigations, and security resources if appropriate authority is provided.

ESF #4—Firefighting	Responsibilities
Operational Communications	▪ Provide radio communications systems to support firefighters, law enforcement officers, and incident response operations. ▪ Provide engineers, technicians, and liaison staff to assist the Department of Homeland Security (DHS), FEMA, and National Communications System managers. ▪ Provide National Interagency Radio Support systems for use by damage reconnaissance teams and other applications. ▪ Provide appropriate communications personnel to accompany radio systems for user training and operator maintenance indoctrination.
Public and Health Medical Services	▪ Provide appropriate personnel, equipment, and supplies, primarily for communications and aircraft for deployed Federal public health and medical teams.
Public and Private Services and Resources	▪ Obtain an initial fire situation and damage assessment through established intelligence procedures; determines the appropriate management response to meet the request for assistance; and obtains and distributes, through appropriate channels, incident contact information to emergency responders mobilized through ESF #4. ▪ Analyze each request before committing people and other resources; ensures employees will be provided with appropriate vaccinations, credentials, and personal protective equipment to operate in the all-hazards environment to which they are assigned; and ensures that all employees involved in all-hazards response will be supported and managed by an agency leader, agency liaison, or interagency Incident Management Team. ▪ Ensure that an all-hazards, incident-specific briefing and training are accomplished prior to task implementation. This preparation will usually occur prior to mobilization where incident description, mission requirements, and known hazards are addressed. Key protective equipment and associated needs for tasks that employees do not routinely encounter or perform will be identified. ▪ Provide command, control, and coordination resources, to include Incident Management Teams, area command teams, and multi-agency coordination group support personnel, to local, state, tribal, territorial, insular area, and Federal agencies in support of emergency operations. ▪ Provide staff to support incident facilities, property, telecommunications, and transportation management. ▪ Provide direct liaison with local, state, tribal, territorial, and insular area emergency operations centers and fire chiefs in the designated area, as appropriate. ▪ Provide support to enhance the resilience of local, state, tribal, territorial, and insular area firefighting agencies.
ESF #5—Information and Planning	**Responsibilities**
Planning	▪ During an actual or potential incident, coordinate and conduct planning activities.

ESF #5—Information and Planning	Responsibilities
Public Information and Warning	▪ Provide information for the development of credible, culturally appropriate, and accessible messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions and facilitate the transition to recovery.[13]
Situational Assessment	▪ Maintain situational awareness of an incident. ▪ Provide an informational link to members of the whole community. ▪ Serve as the centralized conduit for situational reports, geospatial data, and other decision support tools. ▪ Provide decision relevant information regarding the nature and extent of an incident, as well as cascading effects, in support of a potential or actual coordinated Federal response.

[13] Consistent with Appendix 1 to Annex C (Public Information and Warning), as well as the Mitigation and Recovery FIOPs, the development of "credible, culturally appropriate, and accessible messages" includes the development of linguistically appropriate messages.

ESF #6—Mass Care, Emergency Assistance, Housing, and Human Services	Responsibilities
Critical Transportation	▪ Support the collection, analysis, dissemination, and reporting of transportation infrastructure damage from ESF #6 service delivery sites. ▪ Identify, request, and acquire transportation resources for the delivery of life-sustaining supplies and services to the affected area(s). ▪ Identify and provide critical transportation for survivors with disabilities and others with access and functional needs. ▪ Support mobilization and implementation of mechanisms to track the movement of evacuees, resources, household pets, individuals with service animals, medical equipment and luggage. ▪ Provide mass care support to survivors at embarkation, debarkation and reception centers, evacuation transportation hubs, post-decontamination areas, etc., to make sure that basic needs are met, including hydration and feeding, tracking, medical needs, and information. ▪ Provide resources, subject matter expertise, and coordination with other FEMA components and ESF #6 partners to support mass evacuation activities and ensure the safe evacuation of household pets and service animals. (Note: Evacuees who have chronic medical conditions may be evacuated with the general population. For evacuations of patients, refer to ESF #8.) ▪ Provide resources for the care of survivors evacuating from the affected area. ▪ Communicate plans, requirements, and strategies to core capability service providers. ▪ Acquire and manage resources, supplies, and services from core capability service providers via contracts, mission assignments, interagency agreements (IAAs), and donations.
Fatality Management Services	▪ Provide mechanisms to support notification/transportation of family members to make appropriate arrangements for deceased relatives. ▪ Provide support and funding for crisis counseling services to the bereaved as well as for local, state, tribal, territorial, and insular area crisis counseling programs. ▪ Provide transportation and mass care services for survivors reuniting with deceased family members. ▪ Communicate plans, requirements, and strategies to core capability service providers. ▪ Acquire and manage resources, supplies, and services from core capability service providers via contracts, mission assignments, IAAs, and donations.

ESF #6—Mass Care, Emergency Assistance, Housing, and Human Services	Responsibilities
Mass Care Services	▪ Support local, state, tribal, territorial, and insular area governments and NGOs in the coordination and provision of mass care, emergency assistance, temporary housing, and human services resources, programs, and services. ▪ Provide life-sustaining services to the affected population, including hydration, feeding, and sheltering, as well as support for reunifying families. ▪ Support the establishment, management, and operation of congregate and non-congregate facilities. ▪ Coordinate with local, state, tribal, territorial, and insular area governments and NGOs to facilitate the return of evacuees to their pre-disaster or alternate locations. ▪ Develop an initial temporary housing strategy to transition survivors from congregate to non-congregate alternatives and provide relocation assistance or interim housing solutions for households unable to return to their pre-disaster residence. ▪ Anticipate and identify current and future ESF #6 requirements in coordination with local, state, tribal, territorial, insular area, and Federal governments, NGOs, and private sector partners. ▪ Activate Federal ESF #6 data systems. ▪ Acquire, transport, and deliver ESF #6 resources and services to meet the needs of disaster survivors, including children, individuals with disabilities, and others with access and functional needs. ▪ Provide general care for separated/unaccompanied minors until they are placed in the care of appropriate authorities. ▪ Support nontraditional congregate facilities. ▪ Provide technical assistance for the development of local, state, tribal, territorial, insular area, and Federal governments, NGOs, and private sector operational plans for mass care, emergency assistance, temporary housing, and human services.

ESF #6—Mass Care, Emergency Assistance, Housing, and Human Services	Responsibilities
Mass Care Services	**Mass Care** ▪ Sheltering: Provide life-sustaining services in congregate facilities that provide a safe, sanitary, and secure environment for individuals and households displaced by disasters, as well as support to survivors sheltering in place and in ESF #8 medical shelters. ▪ Feeding: Provide feeding services at fixed sites, distribution sites, and through mobile feeding units. Feeding services may include hot or shelf-stable meals, infant formula, baby food, snacks, beverages, and food packages, as well as diverse dietary meals (e.g., low sodium, low fat, vegetarian/vegan, halal, kosher). ESF #6 works in concert with ESF #11 and local, state, tribal, territorial, and insular area governments, NGOs, and the private sector to acquire, prepare, cook, and/or distribute food and food supplies. Additional support may include the provision of technical assistance for the development of state feeding plans. ▪ Distribution of Emergency Supplies: Acquire and deliver life-sustaining resources and hygiene and clean-up items to meet the urgent needs of disaster survivors. Additional support includes transportation, warehousing, equipment, technical assistance, and other mission-critical services. ▪ Reunification: Provide facilities and assistance for children separated from their parent(s)/legal guardian(s), as well as adults with their families, due to disasters. Support reunification efforts at the local, state, tribal, territorial, and insular area levels with technical assistance. **Emergency Assistance** ▪ Coordinate resources and emergency assistance in support of local, state, tribal, territorial, and insular area governments, NGOs, and the private sector. ▪ Voluntary Agency Coordination: Facilitate the coordination of NGOs, places of worship, and the private sector to ensure that capabilities resources and services are integrated into local, state, tribal, territorial, and insular area response. ▪ Voluntary and Donation Management: Coordinate unaffiliated organizations, and unsolicited donated good to support all ESFs. ▪ Essential Community Relief Services: Coordinate and deliver debris removal from disaster survivors residences; sandbagging; mud-out; tear-out; chainsaw work; warehouse management; transportation and distribution coordination; child care services; emotional and spiritual care and counseling; financial assistance; financial counseling; disaster-related case work and case management; and other essential services. ▪ Mass Evacuation: Support affected and host jurisdiction mass evacuation activities, including provision of mass care services and tracking the movements of evacuees, their household pets, service animals, and medical equipment. Deploy resources to support affected and host jurisdiction evacuation operations to include mass evacuation tracking system kits and staff to provide technical assistance. In coordination with ESF #8, provide mass care services to medical patient evacuees. (Note: Evacuees who have chronic medical conditions may be evacuated with the general population. For evacuations of patients, refer to ESF #8.)

ESF #6—Mass Care, Emergency Assistance, Housing, and Human Services	Responsibilities
Mass Care Services	▪ Disability and Access and Functional Needs Support: Coordinate and provide equipment, supplies, and services required to assist children and adults with disabilities and others with access and functional needs to maintain their independence. ▪ Household Pets and Service Animals: Coordinate and provide rescue, transportation, shelter, reunification, care, and essential needs of household pets and service animals during response operations to ensure their safety and wellbeing. Service animals are not pets and may not be separated from the individual with a disability or others with access and functional needs; service animals should be permitted anywhere the public goes. ▪ Nonconventional/Transitional Sheltering: Provide resources and technical assistance in support of local, state, tribal, territorial, and insular area governments and NGOs, when traditional sheltering is not available or feasible or the impact of the disaster is of such magnitude that extended shelter operations are required. **Temporary Housing** ▪ Temporary Roof Repair: Quick repairs to damaged roofs on private homes that allow residents to return to and remain in their homes while making permanent repairs. ▪ Repair Program: Provide financial assistance to homeowners or landlords for the repair of their primary residence, utilities, and residential infrastructure. ▪ Replacement Program: Provide financial assistance to homeowners to assist with the replacement of their destroyed primary residence. ▪ Housing Resource Databases: Identify housing resources from the private sector and other Federal agencies available to disaster survivors, including physically accessible housing options. ▪ Rental Assistance: Provide financial assistance to eligible disaster survivors for the rental of a housing resource. ▪ Transportation to Other Locations: Assist individuals and families relocating outside of the disaster area to locations where short- or long-term housing resources are available. Transportation services may also include returning survivors to their pre-disaster location. ▪ Direct Financial Housing: Make payments directly to landlords for a rental resource on behalf of disaster survivors. ▪ Hotel/Motel Program: Provide temporary accommodations for eligible displaced survivors unable to return to their pre-disaster primary residence. ▪ Direct Housing Operations: Provide temporary housing units to survivors when other housing resources are not available. Units provided are appropriate to the needs of the community and include units accessible to those with disabilities and others with access and functional needs. ▪ Mortgage Relief: Issue moratoriums on foreclosures of federally insured loans. Loan servicers provide special forbearances, loan modifications, refinancing, and waivers of late charges.

ESF #6—Mass Care, Emergency Assistance, Housing, and Human Services	Responsibilities
Mass Care Services	**Human Services** ▪ Human Services: Provide assistance to address the non-housing needs of individuals and families. ▪ Crisis Counseling: Provide crisis counseling, mental health, and other similar immediate, short-term psychological assistance to disaster survivors. ▪ Disaster Case Management: Assist eligible survivors with developing and carrying out a disaster recovery plan. Streamlines assistance, prevents duplication of benefits, and provides an efficient referral system. ▪ Legal Services: Provide low-income survivors with free legal advice. ▪ Unmet Needs: Help disaster survivors with medical, dental, funeral, personal property, transportation, moving and storage, and other expenses. ▪ Supplemental Nutrition Assistance: Provide eligible households with supplemental nutrition assistance through established programs when income is lost due to a declared disaster. ▪ Tax Relief: Local, state, tribal, territorial, insular area, and Federal governments provide reimbursement or tax relief to survivors with substantial verified disaster-caused losses. ▪ Unemployment Assistance: Provide survivors who have lost their jobs due to a disaster with unemployment benefits.
Public and Private Services	▪ Assess the need for and coordinate the provision of life-sustaining ESF #6 services, resources, and supplies from government agencies, NGOs, and the private sector. ▪ Gather, assess, prioritize, coordinate, and communicate resource requirements. ▪ Provide subject matter expertise to identify resource requirements to meet the life-sustaining needs of disaster survivors and their household pets and service animals. ▪ Gather, assess, prioritize, and communicate relevant information. ▪ Communicate plans, requirements, and strategies to core capability providers. ▪ Acquire and manage resources, supplies, and services from core capability providers via contracts, mission assignments, IAAs, and donations.

ESF #6—Mass Care, Emergency Assistance, Housing, and Human Services	Responsibilities
Public Health and Medical Services	▪ Identify and communicate requirements for lifesaving and life-sustaining needs of disaster survivors and household pets and service animals. ▪ Coordinate with core capability service providers to ensure that ESF #6 service delivery locations are appropriately provisioned and operated in a safe, sanitary, secure, and timely manner. ▪ Gather, assess, prioritize, coordinate, and communicate public health and medical requirements of survivors and their household pets and service animals in congregate facilities to core capability providers. ▪ Gather, assess, prioritize, and communicate relevant public health and medical needs information to survivors in facilities where mass care services are provided. ▪ Communicate plans, requirements, and strategies to core capability service providers. ▪ Acquire and manage resources, supplies, and services from core capability service providers via contracts, mission assignments, IAAs, and donations.
ESF #7—Logistics	**Responsibilities**
Critical Transportation	▪ Management of transportation that includes equipment and procedures for moving material from storage facilities and vendors to incident casualties, particularly with emphasis on the surge and sustainment portions of response. ▪ Transportation management also includes providing services to include fulfilling requests from other Federal organizations.
Mass Care Service	▪ Acquire and manage resources, supplies, and services from core capability providers via contracts, mission assignments, IAAs, and donations. ▪ Support the prioritization, coordination, and communication of mass care resources requirements. ▪ Communicate plan, requirements, and strategies to core capability providers. ▪ Support requirements for physically accessible sheltering, feeding, and related activities to support survivors of disasters, including individuals with disabilities and others with access and functional needs.
Operational Communications	▪ Coordinate the procurement of communications equipment and services.

ESF #7—Logistics	Responsibilities
Public and Private Services and Resources	▪ Coordination of resource support for survivors. ▪ Resource management that includes determining requirements, sourcing, ordering and replenishment, storage, and issuing of supplies and equipment. ▪ Facilities management that includes locating, selection, and acquisition of incident facilities, such as Joint Field Offices (JFOs), as well as storage and distribution facilities. ▪ Establishment and operation of logistics support facilities to include the management of services related to lodging and feeding of incident support personnel. ▪ Personal property management to include policy and procedures guidance for maintaining accountability of material and identification and reutilization of property acquired to support a Federal response operation. ▪ Management of electronic data interchanges to provide end-to-end visibility of response resources. ▪ Plan for transitional support to recovery operations concurrent with response operations. ▪ Provide logistical support to fire and other first response services.
ESF #8—Public Health and Medical Services	**Responsibilities**
Critical Transportation	**Patient Movement** ▪ Transport seriously ill or injured patients and medical needs populations from casualty collection points in the impacted area to designated reception facilities. ▪ Coordinate the Federal response in support of emergency triage and pre-hospital treatment, patient tracking, distribution, and patient return. This effort is coordinated with local, state, tribal, territorial, insular area, and Federal emergency medical services officials. ▪ Provide support for evacuating seriously ill or injured patients though the National Disaster Medical System (NDMS), an interagency partnership between the Department of Health and Human Services (HHS), DHS, the Department of Defense (DOD), the Department of Veterans Affairs (VA), and FEMA, via the National Ambulance Contract. Support may include providing transportation assets and operating and staffing NDMS patient collection points (e.g., aerial ports of embarkation) and Federal Coordinating Centers that conduct patient reception at ports of debarkation (e.g., Aerial Ports of Debarkation). Federal support may also include processing and tracking patient movement from collection points to their final destination reception facilities. (Note: DOD is responsible for regulating and tracking patients transported on DOD assets to appropriate treatment facilities [e.g., NDMS hospitals]).
Environmental Response/Health and Safety	▪ Support the Worker Safety and Health Support Annex, provide technical assistance, conduct exposure assessments, and perform risk management to control hazards for response workers and the public.

ESF #8—Public Health and Medical Services	Responsibilities
Fatality Management Services	▪ Assist jurisdictional medico-legal authorities and law enforcement agencies in the tracking and documenting of human remains and associated personal effects; reducing the hazard presented by chemically, biologically, or radiologically contaminated human remains (when indicated and possible); establishing temporary morgue facilities; determining the cause and manner of death; collecting antemortem data in a compassionate and culturally competent fashion from authorized individuals; performing postmortem data collection and documentation; identifying human remains using scientific means (e.g., dental, pathology, anthropology, fingerprints, and, as indicated, DNA samples); and preparing, processing, and returning human remains and personal effects to the authorized person(s) when possible; and providing technical assistance and consultation on fatality management and mortuary affairs. In the event that caskets are displaced, ESF #8 assists in identifying the human remains, re-casketing, and reburial in public cemeteries. ▪ Provide support to families of the fatalities during the fatality identification mortuary process.
Mass Care Services	▪ Provide technical expertise and guidance on public health issues of the medical needs population. ▪ Assist with applications for Federal benefits sponsored by HHS and ensure continuity of assistance services in affected states and in states hosting relocated populations. ▪ Provide support for the provision of case management and advocacy services. ▪ Provide support for human and/or veterinary mass care sheltering as resources are available.
Other (Veterinary Support)	▪ HHS provides veterinary public health technical support through the National Veterinary Response Teams and veterinary officers of the Commissioned Corps of the U.S. Public Health Service. The National Veterinary Response Teams are the primary Federal resource for treatment of ill or injured pets, service animals, working animals, laboratory animals, and livestock. ESF #8 can similarly provide under its own statutory authority support to conduct animal response to zoonotic diseases in order to protect human health. ▪ For livestock or poultry diseases exotic to the United States, ESF #8 supports the U.S. Department of Agriculture (USDA) and its authority to manage a foreign animal disease response with the resources listed above.

ESF #8—Public Health and Medical Services	Responsibilities
Public and Private Services and Resources	▪ Blood and Tissues: Monitor and ensure the safety, availability, and logistical requirements of blood and tissues. This includes the ability of the existing supply chain resources to meet the manufacturing, testing, storage, and distribution of these products. ▪ Food Safety, Security, and Defense: In coordination with ESF #11, may task HHS components and request assistance from other ESF #8 partner organizations to ensure the safety, security, and defense of federally regulated foods. ▪ Agriculture Safety and Security: In coordination with ESF #11, may task ESF #8 components to ensure the health, safety, and security of food-producing animals, animal feed, and therapeutics. ESF #8 may also provide veterinary assistance to ESF #11. Support will include the amelioration of zoonotic disease and caring for research animals where ESF #11 does not have the requisite expertise to render appropriate assistance.
Public Health and Medical Services	▪ Health, Medical, and Veterinary Equipment and Supplies: Arrange for the procurement and transportation of equipment, supplies, diagnostic supplies, radiation detecting devices, and countermeasures, including assets from the Strategic National Stockpile and the USDA National Veterinary Stockpile, in support of immediate public health, medical, and veterinary response operations. ▪ Health Surveillance: Use existing all-hazards surveillance systems to monitor the health of the general and medical needs population, as well as that of response workers, and identify emerging trends related to the disaster; carry out field studies and investigations; monitor injury and disease patterns and potential disease outbreaks, behavioral health concerns, and blood and tissue supply levels; and provide technical assistance and consultations on disease and injury prevention and precautions. Provide support to laboratory diagnostics. **Medical Surge** ▪ Provide support for triage, patient treatment, and patient movement. ▪ Provide clinical public health and medical care specialists from the NDMS, VA, and DOD to fill local, state, tribal, territorial, and insular area health professional needs. ▪ Engage civilian volunteers (through the Emergency System for Advance Registration of Volunteer Health Professionals), volunteer Federal employees, and the Medical Reserve Corps to fill local, state, tribal, territorial, and insular area health professional needs.

ESF #8—Public Health and Medical Services	Responsibilities
Public Health and Medical Services	**Patient Care** ▪ Provide resources to support pre-hospital triage and treatment, inpatient hospital care, outpatient services, behavioral healthcare, medical needs sheltering, pharmacy services, and dental care to casualties or those who suffer from chronic illnesses. ▪ Assist with isolation and quarantine measures and with point of distribution operations (mass prophylaxis and vaccination). ▪ Ensure appropriate patient confidentiality is maintained, including Health Insurance Portability and Accountability Act privacy and security standards, where applicable. ▪ Assessment of Public Health/Medical Needs: Support national or regional teams to assess public health and medical needs. This function includes the assessment of the healthcare system/facility infrastructure. ▪ Safety and Security of Drugs, Biologics, and Medical Devices: During response, provide advice to private industry regarding the safety and efficacy of drugs, biologics (including blood, tissues and vaccines), medical devices (including radiation emitting and screening devices), and other products that may have been compromised during an incident and are HHS regulated products. ▪ All-hazards Public Health and Medical Consultation, Technical Assistance, and Support: Assess public health, medical, and veterinary medical effects resulting from all hazards. Such tasks may include assessing exposures on the general population and on children and individuals with disabilities and others with access and functional needs; conducting field investigations, including collection and analysis of relevant samples; providing advice on protective actions related to direct human and animal exposures and advice on indirect exposure through contaminated food, drugs, water supply, and other media; and providing technical assistance and consultation on medical treatment, screening, and decontamination of injured or contaminated individuals. Provide for disaster-related health and behavior health needs through direct services and/or referrals as necessary. ▪ Vector Control: • Assess the threat of vector-borne diseases. • Conduct field investigations, including the collection and laboratory analysis of relevant samples; provide vector control equipment and supplies. • Provide technical assistance and consultation on protective actions regarding vector-borne diseases. • Provide technical assistance and consultation on medical treatment of casualties of vector-borne diseases.

ESF #8—Public Health and Medical Services	Responsibilities
Public Health and Medical Services	▪ Public Health Aspects of Potable Water/Wastewater and Solid Waste: Assist in assessing potable water, wastewater, solid waste disposal, and other environmental health issues related to public health in establishments holding, preparing, and/or serving food, drugs, or medical devices at retail and medical facilities, as well as examining and responding to public health effects from contaminated water; conducting field investigations, including collection and laboratory analysis of relevant samples; providing equipment and supplies as needed; and providing technical assistance and consultation.
Public Information and Warning	▪ Coordinate the Federal public health and medical messaging with jurisdictional officials. Continuously acquire and assess information on the incident. Sources of information may include state incident response authorities; officials of the responsible jurisdiction in charge of the disaster scene; and ESF #8 support departments, agencies, and organizations. Provide public health, behavioral health, disease, and injury prevention information that can be transmitted to members of the general public and responders who are located in or near affected areas and provide this information in languages and formats that are understandable to individuals with LEP, individuals with disabilities, and others with access and functional needs. ▪ Support a Joint Information Center (JIC) in the release of general medical and public health response information to the public.
ESF #9—Search and Rescue	**Responsibilities**
Mass Search and Rescue Operations	▪ Activate ESF #9 when an incident is anticipated or occurs that may result in a request for a unified SAR response to an affected area. ▪ Federal SAR responders assist and support local, state, tribal, territorial, and insular area SAR capabilities in incidents requiring a coordinated Federal response. No provision of this annex is to be construed as an obstruction to prompt and effective action by any agency to assist persons in distress. ▪ The ESF #9 response is scalable to meet the specific needs of each incident, based upon the nature and magnitude of the event, the suddenness of onset, and the capability of local SAR resources. Response resources are drawn from ESF #9 Primary and Support Agencies.

ESF #9—Search and Rescue	Responsibilities
Mass Search and Rescue Operations	▪ ESF #9 SAR operations are conducted following the NRF and National SAR Plan, U.S. National SAR Supplement, Catastrophic Incident SAR Addendum, and other addenda that define SAR responsibilities and provide guidance to the Federal departments and agencies with civil SAR mandates. • National SAR Plan: The National SAR Plan is the policy guidance of the signatory Federal departments and agencies for coordinating SAR services to meet domestic needs and international commitments. • U.S. National SAR Supplement: This document provides implementation guidance on the International Aeronautical and Maritime SAR Manual and the National SAR Plan. • Catastrophic Incident SAR Addendum to the U.S. National SAR Supplement: This document provides a description of the unified SAR response to catastrophic incidents, guides Federal authorities involved in the response, and informs local, state, tribal, territorial, and insular area authorities on what to expect of/from Federal SAR responders. ▪ ESF #9 may operate under the Economy Act when there is no Stafford Act declaration. ▪ For every incident, the ESF #9 coordinator assesses the specific SAR requirements and assigns one of the four Primary Agencies as the Overall Primary Agency for SAR for that particular incident. Designation is dependent upon incident circumstances and the type of response required. ▪ When assigned as the Overall Primary Agency for a particular incident, that organization conducts the following actions: • Coordinate planning and operations between Primary and Support Agencies. • Coordinate resolution of conflicting operational demands for SAR response resources. • Provide representation to appropriate incident facilities (e.g., National Response Coordination Center, Regional Response Coordination Center, JFO, emergency operations centers). ▪ All ESF #9 Primary Agencies provide support to the designated Overall Primary Agency as required.
ESF #10—Oil and Hazardous Materials Response	**Responsibilities**
Critical Transportation	▪ For incidents where transportation infrastructure or routes are contaminated by oil or hazardous materials, help to identify safe evacuation and ingress routes; assess the nature and extent of contamination; and clean up and/or decontaminate infrastructure and routes. ▪ For incidents involving a blast or explosion associated with a CBRN threat agent resulting in a contaminated debris field, ESF #3—Public Works and Engineering leads Federal actions to clear critical transportation routes of CBRN-contaminated debris during the emergency phase, in consultation with ESF #10. ESF #10 assumes leadership for management of CBRN contaminated debris after the emergency phase is over.

ESF #10—Oil and Hazardous Materials Response	Responsibilities
Environmental Response/Health and Safety	▪ Conduct actions to detect and assess the nature and extent of oil and hazardous materials releases. ▪ Take action as appropriate to stabilize the release and prevent the spread of contamination; conduct environmental cleanup actions and decontaminate buildings and structures; and manage wastes. ▪ Follow applicable health and safety requirements for ESF #10 responders and coordinate, as needed, with Worker Health and Safety Support Annex response activities.
Infrastructure Systems	▪ For incidents where infrastructure is contaminated by oil or hazardous materials, assess the nature and extent of contamination and clean up and/or decontaminate infrastructure.
Public Information and Warning	▪ Provide the technical expertise to support the preparation of Federal public information related to the environmental response in support of ESF #15. ▪ It is recognized, however, that, in some cases, it may be necessary for responding Environmental Protection Agency and U.S. Coast Guard On-scene Coordinators to communicate with the media/public on tactical operations and matters affecting public health and safety directly from the scene, particularly during the early stages of the emergency response.
ESF #11—Agricultural Natural Resources	**Responsibilities**
Critical Transportation	**Natural and Cultural Resources and Historic Properties** ▪ In support of response operations for damaged bridges, roads, roads, culverts, borrow pits, and ditches: • Conduct surveys and evaluations for archaeological resources, historic structures, cultural landscapes, biological resources, wetlands, and critical habitat. • Assess, evaluate, and make recommendations for both natural and cultural resources to mitigate damage from incidents and reduce impacts to these resources resulting from repair, road surveying, and construction. • Provide monitors to protect sensitive resources during response operations. • Assist with environmental compliance: o Section 106 of the National Historic Preservation Act. o Threatened and Endangered Species Consultation. o Migratory Bird Treaty Act, Magnuson-Stevens Act, Coastal Management Zone, etc. ▪ Provide liaisons to coordinate with tribal governments to ensure tribal/reservation roads, bridges, and other critical transportation resources are intact and safe for travel. Ensure that tribal projects meet all compliance regulations for both natural and cultural resources. **Safety and Defense of the Nation's Supply of Meat, Poultry and Processed Egg Products** ▪ Ensure meat, poultry, and processed egg products in commerce are safe.

ESF #11—Agricultural Natural Resources	Responsibilities
Environmental Response/Health and Safety	**Safety and Defense of the Nation's Supply of Meat, Poultry, and Processed Egg Products** ▪ Ensure regulated facilities are capable of providing safe meat, poultry, and processed egg products. **Natural and Cultural Resources and Historic Properties Resource Protection** ▪ Coordinate with ESF #10 on the removal of debris affecting natural and cultural resources and historic properties (NCH) when that debris is contaminated by oil or hazardous materials. ▪ Through the U.S. Geological Survey and the National Wildlife Health Center, serves as the Federal lead on zoonotic and wildlife diseases. ▪ Assist with environmental compliance: • Section 106 of the National Historic Preservation Act. • Threatened and Endangered Species Consultation. • Migratory Species Act, Magnuson-Stevens Act, Coastal Management Zone, etc. ▪ Perform assessments and surveys to assist with planning and operational decisions (e.g., inform temporary housing and sheltering plans). ▪ Monitor response activities. ▪ Monitor environmental conditions and conduct sampling. ▪ Provide technical advice on mitigation impacts of identified contaminates and recommend clean up actions to minimize damage to sensitive resources from response activities. ▪ Comment on debris removal plans to minimize the impact on sensitive environmental resources. ▪ Provide technical assistance, guidance, best management practices, and consultation on a wide range of response actions including guidance on threatened and endangered species.

ESF #11—Agricultural Natural Resources	Responsibilities
Infrastructure Systems	**Natural and Cultural Resources and Historic Properties Resources Protection** ▪ Assist with environmental compliance: • Section 106 of the National Historic Preservation Act. • Threatened and Endangered Species Consultation. • Migratory Species Act, Magnuson-Stevens Act, Coastal Management Zone, etc. ▪ Perform assessments and surveys to assist with planning and operational decisions. ▪ Monitor response operations to protect sensitive resources. ▪ Provide technical advice on mitigating impacts of operations and recommend response actions to minimize damage to natural and cultural resources. ▪ Provide DHS/FEMA and other agencies with technical guidance and best management practices. ▪ Coordinate with ESF #3 on the removal of debris (when classified as debris) affecting NCH. **Safety and Defense of the Nation's Supply of Meat, Poultry and Processed Egg Products** ▪ Ensure that, when regulated facilities in the affected area return to operations, they produce safe meat, poultry, and processed egg products.

ESF #11—Agricultural Natural Resources	Responsibilities
Mass Care Services	**Nutrition Assistance** ▪ Determine nutrition assistance needs. ▪ Identify and obtain appropriate food supplies. ▪ Arrange transportation for food supplies. ▪ Authorize the Disaster Supplemental Nutrition Assistance Program (D-SNAP). **Natural and Cultural Resources and Historic Properties Resources Protection** ▪ Assist in data collection and information analysis to inform decisions on placement of temporary housing sites and staging areas and mitigate possible damage to natural and cultural resources. ▪ Conduct surveys of wetlands, archeological sites, and biological assessments to assist with evaluating sites to inform planning and operational decisions. **Animal (including Household Pets and Service Animal) Mass Care and Emergency Assistance** ▪ Support ESF #6 to coordinate an integrated Federal response to meet the mass care and emergency assistance needs of animals, including household pets and service animals and their owners. ▪ Facilitate whole community multi-agency coordination with NGO agencies for animal response activities. ▪ Provide technical assistance and subject matter expertise to local, state, tribal, territorial, insular area, and Federal governments and NGOs, regarding animal response issues. ▪ Coordinate need assessments for animals, including household pets, and animal response needs and provide technical support for evacuation and emergency sheltering.

ESF #11—Agricultural Natural Resources	Responsibilities
Public and Private Services and Resources	**Nutrition Assistance** ▪ Assist states and local organizations in supporting disaster feeding efforts with the following: • Provide USDA food to state agencies for distribution to shelter and other mass feeding sites • Provide USDA food to state agencies for distribution directly to households in need in certain limited situations • Authorize state agencies to issue D-SNAP benefits. **Natural and Cultural Resources and Historic Properties Resources Protection** ▪ Coordinate NCH identification and vulnerability assessments. ▪ Facilitate development and application of measures and strategies to protect, preserve, conserve, rehabilitate, recover, and restore NCH. ▪ Assist in emergency compliance with relevant Federal environmental laws, such as emergency permits/consultation for natural resources use or consumption, during emergency response activities. ▪ Manage, monitor, and assist in or conduct response and recovery actions to minimize damage to NCH. ▪ Share best practices and assist in development of programmatic approaches to address and expedite NCH-related requirements for all Federal actions/initiatives taken to respond to or recover from an incident requiring a coordinated Federal response. ▪ Provide assistance and expertise in addressing impacts to properties of traditional religious and cultural importance. ▪ Provide up-to-date geospatial data related to impacted NCH and develop and provide standard operating procedures for collecting NCH digital data, conducting geographic information system analyses, and disseminating geospatial products, such as maps, related to NCH. ▪ Provide Incident Management Teams, such as the National Park Service Museum Emergency Response Team, to assist in NCH response actions.
Public Health and Medical Services	**Animal and Agricultural Health** ▪ Respond to animal and agricultural health emergencies under USDA statutory authority. ▪ Coordinate with ESF #8 on management of zoonotic disease. ▪ Coordinate with ESF #8 to ensure that animal/veterinary health issues (including both disease management and medical management) are supported. ▪ Collaborate with HHS and the Department of the Interior to deliver effective “one health” response that integrates human, animal, and environmental health. **Food Safety and Inspection** ▪ Ensure the safety of the Nation’s supply of meat, poultry, and processed egg products.

ESF #12—Energy	Responsibilities
Infrastructure Systems	▪ Assist energy asset owners and operators and local, state, tribal, territorial, and insular area authorities with requests for emergency response actions as required to meet the Nation's energy demands. ▪ Identify supporting resources needed to stabilize and reestablish energy systems. ▪ Assist Federal departments and agencies by locating fuel for transportation, communications, emergency operations, and national defense, pursuant to the authorities available to the agency providing assistance. ▪ Through the Department of Energy (DOE), the Energy Sector-Specific Agency (SSA) addresses significant disruptions in energy supplies for any reason, whether caused by physical disruption of energy transmission and distribution systems, unexpected operational failure of such systems, acts of terrorism or sabotage, or unusual economic, international, or political events. ▪ In coordination with the DOE, the Energy SSA addresses the impact that damage to an energy system in one geographic region may have on energy supplies, systems, and components in other regions relying on the same system. ▪ In consultation with energy asset owners, operators, and the DOE, the Energy SSA, advises local, state, tribal, territorial, and insular area authorities on priorities for energy system reestablishment, assistance, and supply during response and operations.
Public and Private Services and Resources	▪ Provide subject matter expertise to the private sector as requested to assist in stabilization and reestablishment efforts. ▪ Through coordination with DOE (refer to Primary Agency Functions) serves as a Federal point of contact with the energy industry for information sharing and requests for assistance from private and public-sector owners and operators.
Situational Assessment	▪ Work with the FEMA regions, local, state, tribal, territorial, and insular area authorities, and the private sector to develop procedures and products that improve situational awareness to effectively respond to a disruption of the energy sector. ▪ Coordinate preliminary damage assessments in the energy sector. ▪ Identify requirements to repair energy systems and monitors repair work. ▪ Through coordination with DOE, ESF #12: • Serves as a source for reporting of critical energy infrastructure damage and operating status for the energy systems within an impacted area, as well as on regional and national energy systems. • Assesses the energy impacts of the incident and provides analysis of the extent and duration of energy shortfalls. • Analyzes and models the potential impacts to the electric power, oil, natural gas, and coal infrastructures and determines the effect a disruption has on other critical infrastructure.

ESF #13—Public Safety and Security	Responsibilities
On-scene Security and Protection	▪ Provide general and specialized Federal law enforcement resources to support local, state, tribal, territorial, insular area, and Federal law enforcement departments and agencies overwhelmed by disasters or acts of terrorism. These ESF #13 Federal Law Enforcement Officers (FLEOs) can perform a wide array of missions as defined through the FEMA mission assignment process. ▪ Protect critical infrastructure during prevention activities or disaster response, when requested. ▪ Protect emergency responders. ▪ Determine the role, if any, of private sector/NGOs in the overall public safety and security response. ▪ Work with state law enforcement and government officials to determine the methodology by which FLEOs may be granted state law enforcement authority during ESF #13 responses, if statutory authority exists for such. ▪ Manage the development of pre-scripted mission assignments to address known and anticipated disaster response public safety and security shortfalls. ▪ Give priority to life safety missions first, followed by missions that address security and the protection of infrastructure/property. ▪ Consider the availability of safety and security resources within the requesting Federal department or agency when providing ESF #13 support to other Federal ESFs.

ESF #15—External Affairs	Responsibilities
Public Information and Warning	**External Affairs** ▪ Provide accurate, coordinated, and timely information to affected audiences during incidents requiring a coordinated Federal response. ▪ Provide communications support and advice to the leaders during an incident. ▪ Conduct communications planning. **Public Affairs** ▪ Coordinate messages with local, state, tribal, territorial, insular area, and Federal governments from the National JIC. ▪ Gather information on the incident. ▪ Provide incident-related information through the media and other sources in accessible formats and multiple languages to individuals, households, businesses, and industries directly or indirectly affected by the incident, including those with disabilities and others with access and functional needs. ▪ Monitor news coverage to ensure that accurate information is disseminated. ▪ Disseminate incident information to new media (official Web sites, social networking platforms) to ensure wide delivery of lifesaving information.[14] ▪ Maximize the use of video and digital imagery to communicate during incidents. ▪ Handle appropriate special projects, such as news conferences and press operations, for incident area tours by government officials and other dignitaries. ▪ Provide basic services, such as communications and supplies, to assist the news media in disseminating information to the public. ▪ Oversee media relations.

[14] Where there is an imminent terrorist threat or a suspected act of terrorism, consult the Terrorism Incident Law Enforcement and Investigation Annex and national policy to identify necessary coordination mechanisms for the purposes of preserving evidence and supporting criminal investigations and intelligence activities.

ESF #15—External Affairs	Responsibilities
Public Information and Warning	**Community Relations** ▪ Conduct outreach to the whole community, including LEP populations, individuals with disabilities, and others with access and functional needs. Disseminate critical information to survivors and affected communities on available disaster assistance programs and other relevant recovery information. ▪ Coordinate closely with the affected state(s) to identify community leaders (e.g., grassroots, political, religious, educational, business, labor, ethnic, and racial) and neighborhood advocacy groups to assist in the rapid dissemination of information, identify unmet needs, establish an ongoing dialogue and information exchange, and facilitate collaborative local, state, tribal, territorial, insular area, and Federal planning and mutual support for disaster response. ▪ Prepare an initial action plan to support the Unified Coordination Group (UCG) with incident-specific guidance and objectives. Develop and disseminate reports to key decision makers to provide shared situational awareness and share critical, actionable information gathered from the field. ▪ Serve as the primary liaison between the Federal response operations and the community. Engage with community through door-to-door outreach, public meetings, and other external affairs activities. ▪ Conduct assess, inform, and report activities to improve situational awareness. **Congressional Affairs** ▪ Prepare an initial congressional affairs action plan to support the UCG staff with incident specific guidance and objectives. ▪ Establish contact with congressional offices representing affected areas to provide information on the incident. ▪ Coordinate with congressional affairs staff from all Federal agencies involved in the response to ensure consistency and transparency in communicating with members of Congress. ▪ Organize congressional briefings. ▪ Arrange for incident site visits for members of Congress and their staffs. ▪ Respond to congressional inquiries. ▪ Assist in the development of written materials for presentations and making congressional notifications. **Intergovernmental Affairs—Response Operations** ▪ Promote Federal interaction and implements information sharing with local, state, tribal, territorial, and insular area governments. ▪ Inform local, state, tribal, territorial, and insular area elected and appointed officials on response efforts, and recovery programs. ▪ Disseminate information with the assistance of state municipal leagues, county associations, and tribal governments. ▪ Promote Federal interaction with tribal governments on all aspects of incident response operations. ▪ Ensure inclusion of tribes in all aspects of incidents requiring a coordinated Federal response that affect tribes and incident response operations.

ESF #15—External Affairs	Responsibilities
Public Information and Warning	**Joint Information Center** ▪ JIC: Serve as a central point of coordination for incident information, public affairs activities, and media access to information regarding the latest developments. ▪ Incident JIC: The physical location where all public affairs professionals involved in the response work together to provide critical emergency information, media response, and public affairs functions. ▪ Virtual JIC: Links all participants through technological means (secure or non-secure) when geographical restrictions, incident management requirements, and other limitations preclude physical attendance by public affairs leadership at a central location. ▪ Satellite JIC: A forward-deployed component of an incident JIC. **Plans and Products** ▪ Educate the public in the aftermath of an incident requiring a coordinated Federal response through news advisories, press releases, prepared materials, fliers, and talking points. ▪ Develop new media products for dissemination, including blog posts, messages for social media, update messages, video, and digital imagery. **Private Sector** ▪ Provide strategic counsel and guidance to response leadership in actual or potential incidents. ▪ Conduct outreach and education. ▪ Promote operational integration with the impacted private sector entity to support local economic response and recovery. ▪ Support shared situational awareness by engaging the private sector in information sharing efforts.

Annex B: Planning

Purpose

The purpose of this annex is to describe the delivery of the Planning core capability within the Response mission area.

The Planning core capability conducts a systematic process, engaging the whole community, as appropriate, in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.

The Planning (P) critical tasks (CTs) are as follows:

- **P-CT-1:** Develop operational plans at the Federal level and in the states and territories that adequately identify critical objectives based on the planning requirements, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and are implementable within the time frame contemplated in the plan using available resources.

Planning enables operational coordination and facilitates effective decision-making. The Planning core capability establishes the strategy to achieve the mission or goal, outlines operational and support activities to address the situation and risks, and identifies resource requirements prior to and following an incident. This annex consists of three appendices: Risk Management, Situational Assessment, and Geospatial. As discussed in each of the respective appendices, these provide critical aspects to inform the planning process both pre- and post-incident and are organized together to further integrate them.

Situation

Plans are the operational core of preparedness and provide mechanisms for setting priorities, integrating multiple jurisdictions and organizations and functions, establishing collaborative relationships, and ensuring that communications and other systems effectively support the full spectrum of emergency management and incident response activities. Planning is the process by which all members of the whole community organize the delivery of core capabilities in preparation for and during all incident management operations to include catastrophic incidents. Operational demands during a catastrophic incident will be larger than any one organization, or echelon, can manage independently. Significant coordination and understanding of risks, priorities, shared resources, and planning fundamentals are necessary to effectively deliver Response core capabilities.

Pre-incident planning shortfalls include outdated, unaligned, or non-integrated plans at all levels impeding the ability of the whole community to respond to a catastrophic incident with associated cascading incidents. Planning efforts throughout the whole community must maintain an integrated approach through both the vertical (local, state, tribal, territorial, insular area, and Federal) and horizontal (various departments and agencies) synchronization of plans. Synchronization of planning across the whole community mitigates one of the largest risks to planning.

Assumptions

General assumptions for the Response Federal Interagency Operational Plan (FIOP) have been identified in the base plan.

Mission

Federal departments and agencies will develop response plans for coordinated Federal support to local, state, tribal, territorial, and insular area governments, as necessary. These plans identify critical objectives and provide an integrated picture of the sequence and scope of the tasks required to achieve objectives and deliver the core capabilities in a timely manner.

Execution

Concept of Operations

Planning is a collaborative process used to facilitate the delivery of core capabilities across all mission areas and all levels of government. The planning process includes the gathering and assessment of information; determination of risks that would impact the effective delivery of tasks; identification of strategies to manage those risks and close gaps; and the evaluation and maintenance of the plan.

Deliberate plans are developed at all levels vertically from the local level to the Federal level and all levels horizontally through departments and agencies having responsibility for supporting the delivery of core capabilities for a response to any incident. Deliberate planning is accomplished under nonemergency conditions, developing general procedures for responding to, recovering from, and mitigating against future threats, hazards, or scenarios. Examples of deliberate planning include, but are not limited to: All-hazard Response Plans; Incident-specific Plans; Federal Interagency Operational Plans; Regional Interagency Operational Plans, and Department and Agency Operational Plans (OPLANs). Once an incident occurs, deliberate plans are adapted or adjusted to the circumstances of the incident to enable response actions to take place in a coordinated manner. These plans are aligned and integrated both pre- and post-incident, identifying interdependencies, synchronizing interactions, and coordinating critical points amongst vertical and horizontal partners. Figure B-1 illustrates the horizontal and vertical linkages of planning seen in the National Preparedness Goal. It is also important to note that continuity plans and procedures are important for ensuring an organization can continue to perform essential functions.

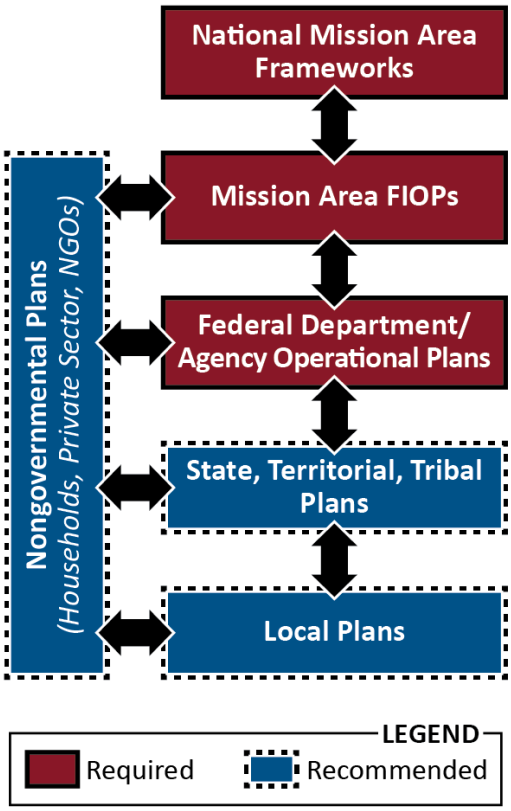


Figure B-1: Planning Integration

To foster unity of effort for the delivery of the Response core capabilities, integration of planning will occur (if any one or more of the following apply) when an organization:

- Is supported by or supports another organization
- Is affected by or affects the command, control, or communication with another organization
- Provides resources to or uses resources from another organization
- Shares authorities with another organization or has authorities that may overlap, conflict with, or complement the authorities or responsibilities of another organization
- Relies on another organization for information or must provide information to another organization.

If planning integration is required, vertical and horizontal integration will be comprised of three factors: risk; command, control, and communications; and resource-sharing. Core capabilities within one mission area may be linked to the core capabilities within other mission areas through these integrating factors. Across the five mission areas, risk is integrated through the outcomes identified in the Strategic National Risk Assessment (SNRA), which identifies risks and impacts that would have the greatest effect on the security and stability of our Nation. As structures and coordination mechanisms vary based on incidents and authorities, a thorough evaluation of the command, control, and communications integration factor will be critical for the delivery of the core capabilities. Recognizing resource sharing across the whole community and incorporating it into planning will strengthen and integrate the plans, ensuring resources are not over-assigned or underutilized.

Performance measures are quantifiable and appropriate. They provide a clear set of end-state expectations and improve both the plans and the planning process. Throughout the Response FIOP, interagency performance metrics are identified for each phase of the core capabilities as the end states. These end states provide a common baseline for the interagency community to develop their own internal corresponding metrics. Departments and agencies should develop their plans in alignment with these end states. By basing their planning efforts on these end-state performance metrics, a closer and more effective integration of the overall planning effort will be achieved.

This Response FIOP incorporates the identification, assessment, and management of risk in Appendix 1 to Annex B. The risk management appendix identifies how risk is connected to resource sharing across the mission areas. Information regarding how command, control, and communications are integrated is contained in Annex C, Annex D, and Annex E. Resource sharing is integrated throughout this FIOP but is primarily discussed in Annex D.

Phase 1

Federal interagency plans are based either on statutory or regulatory authorities, and specific contingencies and/or types of incidents. The deliberate planning process outlines the roles, responsibilities, authorities, and resources of departments and agencies prior to the occurrence of an incident. Deliberate plans describe the concept of operations, objectives, performance measures, assumptions, considerations, tasks, and resource requirements to effectively deliver Response core capabilities. Identifying and assessing risk drives planning in Phase 1a. Risk varies across the Nation, and various systems are used to identify and assess risks. At the local, state, and regional levels, the Threat and Hazard Identification and Risk Assessment (THIRA) Guide, found in Comprehensive Preparedness Guide 201, provides a step-by-step process for each jurisdiction to identify and assess the risks of concern. At the national level, the SNRA analyzes the greatest risks to the Nation. There are also specialized risk assessments conducted for specific situations or events such as a National Special Security Event (NSSE). THIRAs, the SNRA, and specialized risk assessments, taken together, provide an integrated picture of the risks facing our Nation. Risks that are identified within the Response mission area are initially coordinated through the SNRA and THIRA as a common means for understanding of the risk and to inform resource allocation and planning across the mission areas. As plans are developed, other mission areas are included in discussions and planning activities to ensure a common understanding, approach, and to coordinate key assumptions and activities.

Deliberate plans should include whole community input in addressing support to local, state, tribal, territorial, and insular area partners in addressing the needs of everyone who may be impacted during a disaster based upon knowledge of the communities' permanent and transient population, including individuals with disabilities, people with limited English proficiency (LEP), people from diverse racial and ethnic groups, and others with access and functional needs, taking into account children and older adults, and the needs of service animals and pets. The importance of in-depth planning for persons with disabilities and others with access and functional needs cannot be overstated. Planning for these individuals often requires that unique and/or non-traditional solutions be incorporated, for example, evacuation of non-ambulatory persons may require accessible transportation and that must be accounted for in the planning process.

In addition to the mission area FIOPs, there are several other Federal-level plans that are created as a part of the deliberate planning process under Presidential Policy Directive-8:

- Regional operational plans support the Response FIOP by describing the concept of operations for integrating and synchronizing existing national-level Federal capabilities to support the local, state, tribal, territorial, and insular area governments within a specific geographic area.

- Department and agency operational plans describe how the organization will, in response to an incident, support the delivery of Response core capabilities. Similarly, all public communications and warnings must ensure appropriate auxiliary aids and services necessary to achieve effective communication with individuals with disabilities (e.g., interpreters, translators, captioning, accessible multimedia and Web sites) and appropriate language services to individuals with LEP, such as interpreters and translated materials.

Federal departments and agencies and Emergency Support Functions (ESFs) will identify, share, and scope planning objectives and accompanying tasks in support of pre-incident and response planning efforts using both traditional and atypical methods. Phase 1 (pre-incident) response plans will be integrated and aligned vertically and horizontally. Emphasis is placed on engaging whole community partners in plan development, training and exercising as a means to strengthen comprehensive emergency planning capacity. ESFs, departments, and agencies conduct deliberate planning relative to their own designated responsibilities and develop appropriate supporting documents, such as standard operating procedures, playbooks, and conduct training and exercises during normal operations. All plans are exercised, evaluated, and improved as a continual ongoing process during normal operations. Lessons learned from exercises and after action reports (AARs) are incorporated into plans and the improved plans are used in subsequent responses.

Phase 2

Planning during a response rests on the foundation of deliberate plans that are adapted to fit the circumstances of an actual incident. Situational analysis guides the development of Incident Action Plans (IAPs). Information obtained and incorporated into plans will also include risks that are identified through other mission area coordinating structures. Actions determined from the development of an IAP are reassessed and revised as subsequent situational awareness, resources, and other factors dictate.

During a Stafford or non-Stafford Act incident, departments and agencies with primary response responsibilities perform planning to provide an effective and efficient resolution to the incident.

During a response to a Stafford Act incident, each department and agency implements its functional plans to accomplish assigned activities and the delivery of associated core capabilities. All functional plans are scalable and adaptive. Attention to changes in situational assessments will dictate adjustments to current IAP activities. Plans are aligned during response operations at multiagency coordination and command structures (e.g., Incident Command Post, Joint Field Office [JFO], Federal Department and Agency Emergency Operations Centers [EOCs], National Response Coordination Center [NRCC]) levels through individual plan dissemination, comparison, and analysis (in-person and through coordination calls).

Acknowledging that recovery starts with the incident, in conjunction with response operations, and in anticipation of the eventual complete transition into recovery, planning includes preparation to achieve a seamless transition.

As an integral part of the planning process, problems encountered during the response that relate to implementation of the plans used are recorded and employed in both revision to the plans and for possible mitigation efforts to reduce future impact of a similar incident.

Phase 3a

Following the transition to recovery, reviews of the effectiveness of the response and suggestions for future improvements will be derived from “hot washes” and formal assessments of actions taken during the response and an AAR will be generated. The AAR will provide assessments needed to

improve plans, information for improvement of training and data for mitigation efforts. Implementation of plans for the transition to recovery will take place at the onset of this phase.

Coordinating Structure

All ESFs support the delivery of the Planning core capability. Each department or agency conducts deliberate planning for their areas of responsibility, integrates those plans with the overall Response FIOP, and participates in the delivery of all applicable core capabilities.

Each department or agency involved in response adapts their plans to the circumstances presented for both a Stafford and non-Stafford Act incident. There are several Federal-level (Stafford Act) plans that are created as part of the adaptive planning process and are described below.

When an incident occurs, planning will occur at the incident level, regional level, and national level, as appropriate. The types of planning occurring at each level are reflected in Table B-1.

Table B-1: Types of Adaptive Plans

Incident Level Planning	Regional Planning	National Planning
▪ Incident Action Plan ▪ Advanced Operational Plan ▪ Incident Strategic Plan ▪ Functional Plan	▪ Regional Support Plan ▪ Functional Plan	▪ National Support Plan ▪ National Advanced Operational Plan ▪ Functional Plan

National Planning

All Federal departments and agencies undertake planning actions to support national preparedness. The Federal Emergency Management Agency (FEMA) works with its national-level partner ESFs and Support Agencies to develop risk-specific, coordinated interagency operational plans. Within this construct, each partner agency prepares its own plans for how it will execute its portion of the coordinated response mission. ESFs with multiple Primary Agencies designate an ESF coordinator for the purposes of pre-incident planning and coordination of Primary and Support Agency efforts throughout the incident.

The NRCC Staff conduct planning to support regional and incident operations. National Planning includes the development of the following:

- A National Support Plan, as needed, assists regional support and incident response efforts. The National Support Plan is used to describe the mobilization of Federal resources to support the incident from the national-level on a day-to-day basis.
- A National Advanced Operational Plan (AOP) identifies and quantifies the mobilization of Federal resources to support the incident from the national-level on a day-to-day basis.
- Functional Plans, as required, address particular requirements or emergency program policy issues associated with one or more incidents. These plans outline specific national functional or programmatic efforts to support the incident.

Regional Planning

FEMA regional offices work with their states and regional interagency partners to develop coordinated interagency operational plans focused on specific threats and/or risks within the region. Within this construct, each partner agency prepares its own plans for how it executes its portion of the coordinated response mission. Regional plans typically are operational supplements to national

plans and provide region-specific procedures and guidance. The goal is to identify, prior to an incident, the specific resources and tasks for which each entity is responsible to ensure a smooth response effort.

Planning for a NSSE requires the coordination and cooperation of the U.S. Secret Service (primary responsibility for security design, planning, and implementation), the Federal Bureau of Investigation (primary responsibility for intelligence, counterterrorism, hostage rescue, tactical response, bomb management, render safe operations, and statutory Federal criminal investigations), and FEMA (primary responsibility for emergency response and recovery planning and coordination). These agencies cooperatively develop and execute NSSE plans and prepare appropriate operational supplements.

Regional Response Coordination Center (RRCC) staff conducts planning at the regional level to provide regional resources and guidance to support incident operations. Regional planning may include development of the following:

- The Regional Support Plan is a forward-looking document identifying the resources and tasks taken by RRCC-activated functions to support incident objectives and priorities. Possibly covering multiple operational periods, this process focuses on and documents regional support efforts. The Regional Support Plan may be used in place of an IAP until the Federal Coordinating Officer has taken control. The resulting plan provides information to incident personnel and headquarters officials on regional efforts to support the incident. The Regional Support Plan can identify resources available and assist in the development of AOPs by identifying gaps in critical assets.
- Functional plans, as required, address particular requirements or emergent program policy issues associated with one or more incidents. These plans outline specific national functional or programmatic efforts to support the incident.

Incident-level Planning

Comprehensive Preparedness Guide 101 provides for the development of local, state, tribal, territorial, and insular area emergency operations plans. Local, state, tribal, territorial, and insular area plans provide a framework for understanding vulnerability to and risk of hazards, and identifying the pre-disaster and post-disaster mitigation measures to reduce the risk from identified hazards. Private sector plans are developed by privately owned companies and corporations. These plans are used for response operations at the local, state, tribal, territorial, and insular area level and, in some cases, nationally and internationally as well.

Incident-level planning at the Federal level refers to the level in which Federal incident planning is accomplished, in partnership with States and in support of local offices. For Stafford Act incidents, the Unified Coordination Group (UCG) develops the incident objectives and is responsible for the following planning activities:

- The IAP is a written document, and contains general objectives reflecting the strategy for managing an incident, which may include the identification of operational resources and assignments, attachments that provide direction, and important information for incident management. The IAP is the focal point for incident-level planning. It builds on local, state, tribal, territorial, insular area, and Federal deliberate plans, tailoring to the priorities and objectives established by the UCG. The IAP governs evolving operational periods throughout the life of the Federal response.

- The AOP is used to estimate requirements and anticipate activities over multiple operational periods, typically three to seven days beyond the current operational period. The AOP is based on and supports incident objectives and priorities, and complements incident action planning. It includes short-term milestones that facilitate timely ordering to ensure resources are available when needed. The AOP provides a mechanism to synchronize planning efforts beyond the current operational period, capture procedures derived from deliberate plans, and identify future resource requirements that may take longer to provide or that will not be needed until later in the response.
- Incident Strategic Plans are used to estimate requirements and anticipate activities over the life cycle of the entire incident. It provides overall direction for incident management and specifies milestones to be accomplished over time. It outlines the goals, operational priorities, and desired end states that enable the UCG to determine the group's position within the life cycle of the incident and when goals have been achieved.
- Functional Plans are developed as required to address specific functional and operational issues. The plans are not confined to the current operational period, but may address a single operational period or multiple operational periods. A functional plan typically includes identification of the operational resources required and proposed actions; it may also include timelines and milestones.

ESFs that provide support to the delivery of the Planning core capability are included in the following section.

Planning Tasks

Mission Objectives (MOs)

- P-MO-1: Use an integrated planning process to develop a coordinated operational plan across local, state, tribal, territorial, insular area, and Federal jurisdictions. (Supports P-CT-1)
- P-MO-2: Based on the operational plan, identify critical objectives across the mission areas and operational phases. (Supports P-CT-1)
- P-MO-3: Identify required resources to achieve the critical objectives in the most effective and cost-effective manner. (Supports P-CT-1)
- P-MO-4: Identify, sequence, and scope tasks to achieve measurable objective targets. (Supports P-CT-1)

Phase 1a—Normal Operations

End State: Plans have been exercised and tested across local, state, tribal, territorial, insular area, and Federal entities. Private sector and nongovernmental organizations (NGOs) have participated in exercises, as appropriate. (Supports P-MO-1)

- Tasks by Phase, by ESF
  - All
    - Conduct whole community response and recovery planning that includes risk reduction and mitigation elements.
    - Ensure mitigation and infrastructure protection assessments (e.g., THIRA, SNRA, Hazards United States (Hazus), Dam Safety, Hurricane Evacuation, Sea, Lake, and Overland Surge from Hurricanes modeling, critical infrastructure vulnerabilities, National

Infrastructure Simulation and Analysis Center reports, U.S. Geological Survey [USGS] soil modeling) are incorporated within the information and analysis phase and reflected in the plan's threat assessment to the degree appropriate to the plan.

  - Develop plans that will incorporate private sector capabilities in support of response MOs.
  - Synchronize information with partner departments and agencies.
  - Update pre-deployment checklists and personnel rosters.
  - Review pre-scripted mission assignments (PSMAs), existing interagency agreements (IAAs), contract vehicles, and memoranda of agreement, and understanding available for rapid implementation and execution.
  - Facilitate information flow in the pre-incident phase and coordinate intergovernmental planning, training, and exercising in order to prepare assets for deployment.
- ESF #1
  - Assist in the development of evacuation plans for major metropolitan areas, in conjunction with the local jurisdictions.
  - Collaborate with state and Federal partners to develop contingency air mission and airspace management plans.
- ESF #2
  - Develop, review, and distribute Federal disaster emergency communications planning information to Support Agencies.
- ESF #3
  - Coordinate the planning and execution of evacuations across the navigable waters of the United States and major metropolitan areas, including evacuation plans for individuals with disabilities and others with access and functional needs.
- ESF #4
  - Plan for the mobilization of firefighting resources from all levels of government in support of local, state, tribal, territorial, and insular area agencies involved in wildland, rural, and urban firefighting operations during incidents under the Stafford Act.
- ESF #5
  - Assess military installations for suitability to support Federal and Department of Defense (DOD) response activities and be prepared to designate both Incident Support Bases (ISBs) and Base Support Installations.
  - Provide accurate and timely information related to an incident.
- ESF #6
  - Plan for the provision of resources to meet sheltering or evacuation requirements.
  - Coordinate through the U.S. Coast Guard (USCG) with local, state, tribal, territorial, and insular area responders concerning the planning and execution of evacuations across the navigable waters of the United States.

  - Provide technical assistance for the development of local, state, tribal, territorial, insular area, and Federal governments, NGO, and private sector operational plans for mass care, emergency assistance, temporary housing, and human services.
- ESF #7
  - Review and prepare additional pre-disaster agreements and contracts to ensure the greatest capability to provide sufficient resources to survivors and responders during an incident.
  - Develop plan and capacity to provide equipment, supplies, and services required to assist children and adults with disabilities and others with access and functional needs to maintain their independence.
- ESF #8
  - Analyze and plan for the provision of health and medical services to provide support to survivors including public health, behavioral health, and medical assistance to individuals with disabilities and others with access and functional needs; populations with LEP; and racially and ethnically diverse communities.
  - Coordinate the development of Federal fatality management policies, doctrines, and plans as it relates to victim identification and family assistance.
  - Provide technical assistance to local, state, tribal, territorial, and insular area entities as they develop fatality management plans.
- ESF #9
  - Plan, develop, and perform search and rescue (SAR) training and exercise programs, which will enable the deployment of assets to the field in less than 16 hours.
- ESF #10
  - Maintain the National Oil and Hazardous Substances Pollution Contingency Plan, a regulation that provides an organizational structure and procedures for preparing for and responding to discharges of oil and releases of hazardous substances, pollutants, and contaminants, through the Environmental Protection Agency (EPA). EPA maintains the plan in consultation with USCG and 13 other Federal agency partners.
  - Develop regional and area contingency plans.
  - Issue regulations through EPA and USCG and provide oversight under Federal laws that establish requirements for local government and facility/vessel oil/hazardous materials contingency planning.
- ESF #11
  - Coordinate Federal support for the protection of the Nation's agricultural resources. ESF #11 may facilitate planning to provide nutritional assistance; respond to animal and agricultural health issues; provide technical expertise; coordinate and support animal and agricultural emergency management; ensure the safety and defense of the Nation's supply of meat, poultry, and processed egg products; and ensure the protection of natural and cultural resources and historic properties during an actual or potential incident.

- ESF #12
  - Coordinate with private sector energy owners and operators, regional, local, state, tribal, territorial, and insular area governments, associations and industry groups; conduct energy emergency response and preparedness exercises; engage in mitigation efforts; and support development and refinement of energy emergency plans.
  - Conduct preparedness training and complete individual readiness requirements; response material levels are monitored and stocked, as appropriate.
- ESF #13
  - Plan for the use of safety and security personnel from all levels of government in support of safety and security efforts relative to the wellbeing of survivors and responders during an incident.
- ESF #15
  - Coordinate external affairs planning with local, state, tribal, territorial, insular area, and Federal governments and public partners to establish outreach plans for the whole community, including those from religious and racial and ethnically diverse backgrounds, people with LEP, or individuals with disabilities and others with access and functional needs.
  - Identify potential needs and shortfalls, and alternate means of communications with possible loss of communications infrastructure.

Phase 1b—Elevated Threat

End State: Plans have been updated and revised based on the current situation. Additional stakeholders have been incorporated into planning efforts, as appropriate. (Supports P-MO-1)

The Response FIOP is based upon a no-notice incident. No specific tasks are included in Phases 1b or 1c. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. Refer to the base plan for general information regarding pre-incident operations.

Phase 1c—Credible Threat

End State: Plans continue to be updated and revised. Additional stakeholders have been incorporated into planning efforts, as appropriate. (Supports P-MO-1)

The Response FIOP is based upon a no-notice incident. No specific tasks are included in Phases 1b or 1c. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. Refer to the base plan for general information regarding pre-incident operations.

Phase 2a—Immediate Response

End State: Existing plans have been reviewed to identify preliminary information requirements and coordination structures. (Supports P-MO-1)

- Tasks by Phase, by ESF
  - ESF #1
    - Coordinate with other ESFs' adaptive planning efforts to provide access for response personnel to allow delivery of critical services to both survivors and response personnel.

- ESF #2
  - Support planning for governmental emergency responders to provide restoration of communications capabilities.
  - Coordinate the activities of private sector entities in the restoration of their communications resources to provide accessible communications to both responders and survivors.
  - Participate with the private sector in developing IAPs related to the restoration of private sector communications assets.
- ESF #3
  - Develop plans to ensure appropriate personnel, teams, and material are placed in an alert status.
- ESF #5
  - Conduct continuous adaptive planning at the national-level to facilitate a coordinated response to the incident. Plans for the delivery of required resources, the next response period, and the evacuation of survivors are examples of the type of planning taking place.
  - Conduct planning and analysis to identify and employ national-level resources to support response and recovery operations.
  - Conduct national-level operational planning with respective region(s) to coordinate the development of unified Federal response plans.
  - Identify impacted areas and begin to establish coordination and planning with other Federal departments and agencies at both the national and regional levels.
- ESF #6
  - Adapt existing mass care plans and develop additional plans to provide mass care services to survivors, including individuals with disabilities and others with access and functional needs, populations with LEP, and racially and ethnically diverse communities.
  - Plan for the evacuation of survivors who exceed the capacity of existing or projected shelter spaces, when appropriate.
- ESF #7
  - Adapt existing plans for logistical support to responders and survivors and promulgate IAPs for each operational period.
  - Activate/notify Logistics Management Center, Logistics Management Directorate (LMD) Plans Section, and LMD Planning Team, as required.
  - Initiates actions to coordinate funding for resources and transport.
- ESF #8
  - Review plans for the deployment of medical and other teams and conduct adaptive and functional planning to expedite deployment.
  - Assist with provision of health, behavioral health, and medical services for individuals with acute medical needs (who may also have disabilities or other access and functional needs) to maintain independence.

- ESF #9
  - Review and implement deployment plans for SAR teams.
  - Initiate incident action planning for on-scene operations.
- ESF #10
  - Implement plans to initiate deployment of ESF #10 resources.
- ESF #11
  - Provide nutrition assistance; respond to animal and agricultural health issues; provide technical expertise; coordinate and support animal and agricultural emergency management; ensure the safety and defense of the Nation's supply of meat, poultry, and processed egg products; and ensure the protection of natural and cultural resources and historic properties.
- ESF #12
  - Coordinate with private sector energy owners and operators; assist local, state, tribal, territorial, insular area, and regional governments to develop and refine their energy emergency assurance prioritization and restoration plans.
- ESF #13
  - Review and implement plans for Federal Law Enforcement Officer deployment.
  - Review and execute plans for provision of proper law enforcement authorities.
  - Execute Assistance Team activation plans.
  - Coordinate with Federal law enforcement agencies to execute plans to deploy personnel.
- ESF #15
  - Review plans for the delivery of information to responders and survivors.
  - Develop and implement incident-specific messaging plans.
  - Execute ESF #15 staffing plans, adjusting as needed.
  - Assist in the planning process by providing information about the status of public releases.
  - Coordinate planning activities with all entities (local, state, tribal, territorial, insular area, and Federal entities) about the status of response activities and advisories to survivors.

Phase 2b—Deployment

End State: Existing plans have been modified for the incident using a coordinated adaptive planning process. Critical objectives and accompanying tasks have been identified for the Federal response effort. (Supports P-MO-2, P-MO-3)

- Tasks by Phase, by ESF
  - ESF #1
    - Develop and implement, in concert with state and Federal partners, contingency air traffic and airspace management measures (e.g., Temporary Flight Restrictions) to support critical response aviation operations such as SAR, evacuation, etc.

  - Provide transportation planning assistance to the states for the evacuation of survivors including individuals with disabilities and others with access and functional needs.
  - Provide planning assistance to the states for the evacuation of household pets.
  - Identify temporary alternative transportation solutions and associated support systems that can be implemented by others when systems or infrastructure are damaged, unavailable, or overwhelmed.
  - Support the incorporation of planning across ESFs and the core capabilities for transportation needs and resources, and integration of assets into response operations.
- ESF #2
  - Coordinate the restoration of communications for both the public and private sectors to allow for better operational coordination of response activities.
- ESF #3
  - Coordinate all adaptive and functional U.S. Army Corps of Engineers (USACE) plans and their execution to dispatch teams and resources, including adjusting plans in place for providing additional personnel and material.
- ESF #4
  - Implement existing interagency plans using the national firefighting mobilization system to provide personnel, equipment, and supplies in support of local, state, tribal, territorial, and insular area agencies involved in wildland, rural, and urban firefighting operations.
- ESF #5
  - Coordinate adaptive planning efforts in order to facilitate response actions and the delivery of critical resources to the disaster area.
  - Facilitate interagency information-sharing and planning activities through geospatial information systems necessary to gain a shared situational awareness and understanding for decisionmaking.
  - Incorporate weather projections and impacts into planning for response operations and public dissemination of information.
  - Provide informational planning data through the Transportation and Movement Coordination Group and its partners through various systems, including modeling assessments, geospatial products, and infrastructure analysis to provide access for response priority objectives.
- ESF #6
  - Develop operational plans at the local, state, tribal, territorial, and insular area level.
  - Assess and quantify projected housing needs, including needs for accessible housing.
  - Develop a preliminary temporary housing plan, including accessible housing.
  - Develop a donations strategy and voluntary agency plan.
- ESF #7
  - Develop and implement plans for the delivery of critical resources to responders and survivors.

- ESF #8
  - Coordinate the Federal support for medical evacuations (e.g., pre-evacuation coordination, patient movement, planning for return of patients following the incident) with local, state, tribal, territorial, and insular area jurisdictions.
  - Provide health and medical services planning during the initial response; the focus of the medical personnel will be on providing acute medical care (e.g., emergency care, field triage) for survivors and responders before transitioning to provide general practice care.
- ESF #9
  - Develop IAPs for each operational period for search-and-rescue operations.
- ESF #10
  - Establish ESF #10 incident command/unified command as ESF #10 resources arrive on site and initiate incident action planning to continue efforts to characterize the environmental contamination, and, as appropriate/feasible, contain/stabilize releases and identify high priorities for environmental protection and cleanup/decontamination.
  - Initiate plans for the protection of natural and cultural resources and historic properties, as appropriate.
- ESF #11
  - Implement existing plans and provide adaptive planning to address conditions existing through situational assessment and provide functional planning for the delivery of animal- and agriculture-specific expertise.
  - Initiate plans to assess conditions for cultural resources, including museums, archives, historic structures, and archaeological sites as appropriate.
  - Implement environmental consultations as appropriate.
- ESF #12
  - Coordinate with private sector energy owners/operators to facilitate energy restoration.
- ESF #13
  - Coordinate the development of on-scene safety and security plans for each type of facility requiring such services, including shelters and critical infrastructure; provide assistance for the maintenance of the peace and protection of civil rights.
- ESF #15
  - Assist the planning process by providing information about the status of public releases.
  - Coordinate planning activities with all entities (local state, tribal, territorial, insular area, and Federal government entities) about the status of response activities and advisories to survivors.

Phase 2c—Sustained Response

End State: Final resource planning has been conducted, based on the remaining tasks required to meet the critical objectives. Coordination has taken place between response and recovery plans/planners. (Supports P-MO-3, P-MO-4)

- Tasks by Phase, by ESF
  - All
    - Participate in incident action planning, other adaptive planning, functional planning and other efforts to support efforts of responders and protect survivors.
  - ESF #6
    - Develop and implement crisis-counseling plan for responders and survivors.

Phase 3a—Short-term Recovery

End State: Plans have been developed for transition to long-term recovery and the demobilization of Federal response personnel, programs, and resources. (Supports P-MO-1, P-MO-4)

- Tasks by Phase, by ESF
  - All
    - Participate in the development of planning that will facilitate the transition from response activities to intermediate and long-term recovery activities.

Administration and Support

There are several directives, laws, and other doctrine that influence or assign planning responsibility or entities, such as the Post Katrina Emergency Management Reform Act, Presidential directives, or Federal Continuity Directive-1.

Appendix 1 to Annex B: Risk Management

Purpose

The purpose of the Risk Management appendix is to illustrate factors that have the potential to impede the successful delivery of the Response core capabilities and to describe the process for managing operational risks.

Risk is an integrating factor to inform response planning and assist in the development of strategies. The information gathered during risk assessment and analysis enables a prioritization of preparedness efforts and an ability to identify capability requirements across the whole community. Risk management supports the development of shared goals and alignment of capabilities and strategies in plans to reduce the risk and increase operational effectiveness vertically within the Response core capabilities and horizontally across the mission areas.

Situation

The Response FIOP leverages findings from the SNRA to build and deliver Response core capabilities. The SNRA, developed by the Department of Homeland Security (DHS), Office of Risk Management and Analysis, identified the threats and hazards that pose the greatest risks to the Nation. The assessment affirmed the need for an all-hazards, capability-based approach to account for responses to all types of incidents and to develop the Response core capabilities necessary to achieve the National Preparedness Goal.

Risk Assessment

The SNRA identified the risks that would have the greatest impact on the security and stability of our Nation, which are illustrated in Table B.1-1.

The assessment provides a common ground for unity of effort and consistency in how risk is applied across the five mission areas to address the greatest threats. To determine if an incident would pose a high risk, the SNRA collected data in the following categories: health and safety, economic, social, psychological, and environmental. The data was based on a number of assumptions such as the number of fatalities, injuries, and/or illnesses; the direct economic loss; the population that would be displaced from their homes for more than two days; the psychological impact of the incident on the community; and the effects of an incident on the environment. From the data collected and historical information, experts estimated the level of frequency for an incident and the probability of an incident occurring. They used frequency and probability to simulate the total number of occurrences of an incident in a five-year period and normalized each category to a per-year value.

Table B.1-1: SNRA National Incident Levels

Threat/Hazard Group	Threat/Hazard Type	SNRA National-level Incident Description
Natural	Animal Disease Outbreak	An unintentional introduction of the foot-and-mouth disease virus into the domestic livestock population in the United States.
	Earthquake	An earthquake occurs within the United States resulting in direct economic losses greater than $100 million.

Threat/Hazard Group	Threat/Hazard Type	SNRA National-level Incident Description
Natural	Flood	A flood occurs within the United States resulting in direct economic losses greater than $100 million.
	Human Pandemic Outbreak	A severe outbreak of pandemic influenza with a 25% gross clinical attack rate spreads across the U.S. populace.
	Hurricane	A tropical storm or hurricane impacts the United States resulting in direct economic losses of greater than $100 million.
	Space Weather	The sun emits bursts of electromagnetic radiation and energetic particles causing utility outages and damage to infrastructure.
	Tsunami	A tsunami with a wave of approximately 50 feet impacts the Pacific Coast of the United States.
	Volcanic Eruption	A volcano in the Pacific Northwest erupts impacting the surrounding areas with lava flows and ash and areas east with smoke and ash.
	Wildfire	A wildfire occurs within the United States resulting in direct economic losses greater than $100 million.
Technological/ Accidental	Biological Food Contamination	Accidental conditions where introduction of a biological agent (e.g., Salmonella, E. coli, botulinum toxin) into the food supply results in 100 hospitalizations or greater and a multi-state response.
	Chemical Substance Spill or Release	Accidental conditions where a release of a large volume of a chemical acutely toxic to human beings (a toxic inhalation hazard) from a chemical plant, storage facility, or transportation mode results in either one or more offsite fatalities, or one or more fatalities (either on or off site) with offsite evacuations/shelter-in-place.
	Dam Failure	Accidental conditions where dam failure and inundation results in one fatality or greater.
	Radiological Substance Release	Accidental conditions where reactor core damage causes release of radiation.
Adversarial/ Human-caused	Aircraft as a Weapon	A hostile non-state actor(s) crashes a commercial or general aviation aircraft into a physical target within the United States.
	Armed Assault	A hostile non-state actor(s) uses assault tactics to conduct strikes on vulnerable target(s) within the United States resulting in at least one fatality or injury.
	Biological Terrorism Attack (non-food)	A hostile non-state actor(s) acquires, weaponizes, and releases a biological agent against an outdoor, indoor, or water target, directed at a concentration of people within the United States.
	Chemical/Biological Food Contamination Terrorism Attack	A hostile non-state actor(s) acquires, weaponizes, and disperses a biological or chemical agent into food supplies within the U.S. supply chain.

Threat/Hazard Group	Threat/Hazard Type	SNRA National-level Incident Description
Adversarial/ Human-caused	Chemical Terrorism Attack (non-food)	A hostile non-state actor(s) acquires, weaponizes, and releases a chemical agent against an outdoor, indoor, or water target, directed at a concentration of people using an aerosol, ingestion, or dermal route of exposure.
	Cyber Attack against Data	A cyber attack that seriously compromises the integrity or availability of data (the information contained in a computer system) or data processes resulting in economic losses of a billion dollars or greater.
	Cyber Attack against Physical Infrastructure	An incident in which a cyber attack is used as a vector to achieve effects which are "beyond the computer" (i.e., kinetic or other effects) resulting in one fatality or greater or economic losses of $100 million or greater.
	Explosives Terrorism Attack	A hostile non-state actor(s) deploys a man-portable improvised explosive device (IED), Vehicle-borne IED, or vessel IED in the United States against a concentration of people, and/or structures such as critical commercial or government facilities, transportation targets, or critical infrastructure sites, etc., resulting in at least one fatality or injury.
	Nuclear Terrorism Attack	A hostile non-state actor(s) acquires an improvised nuclear weapon through manufacture from fissile material, purchase, or theft and detonates it within a major U.S. population center.
	Radiological Terrorism Attack	A hostile non-state actor(s) acquires radiological materials and disperses them through explosive or other means (e.g., a radiological dispersal device or creates a radiation exposure device.

The THIRA provides a common means for understanding the risks that communities face and enhances the life-safety, life-saving, decisionmaking process. The THIRA takes into consideration the threats and hazards that pose the greatest risks to a community, regardless of cause, and how each threat or hazard would affect the core capabilities identified in the National Preparedness Goal. The THIRA is used to inform planning and other preparedness efforts and can be used to complement Hazard Identification and Risks Assessments at the local, state, tribal, territorial, and insular area levels of government.

In addition to the THIRA and the SNRA, a separate statistical effort was developed, which supports the categorization of disasters from Level 1 to Level 3, based upon quantifiable data, and aids in the prediction of Federal assistance that may be required. Table B.1-2 provides a brief description of each incident level. This data model, created by FEMA's Office of Policy and Program Analysis, in collaboration with FEMA's Response Directorate, uses six key factors to determine incident impact and levels: the number of people displaced; square miles affected; number of staff deployed; individual and household program awards; number of mitigation projects; and number of Public Assistance projects. This analysis includes any incident, nationwide, that has resulted in a presidential declaration and provides a means for identifying the frequency and severity of a wide range of incidents impacting the United States and its territories based upon historical occurrences.

Subsequently, the model categorizes resources by kind and type, including size, capacity, capability, skill, and other characteristics. This connection between risk and resources ensures the distribution of resources across all mission areas, levels of governments, NGOs, private sector partners, and communities is more efficient.

Table B.1-2: Incident Levels

Level	Description
1	An incident of such magnitude that the available assets designed and put in place for the response are completely overwhelmed or broken at the local, regional, or national level. Due to the severity, size, location, and actual or potential impact on public health, welfare, and infrastructure, the response requires an extreme amount of Federal assistance for response and recovery efforts for which the capabilities to support do not exist at any level of government.
2	A disaster which, due to its severity, size, location, and actual or potential impact on public health, welfare, and infrastructure, requires a high amount of direct Federal assistance for response and recovery efforts. Disaster requires elevated coordination among local, state, tribal, territorial, insular area, and Federal entities due to moderate levels and breadth of damage.
3	A disaster which, due to its severity, size, location, and actual or potential impact on public health, welfare, and infrastructure, requires a moderate amount of direct Federal assistance. Typically, this is primarily a recovery effort with minimal response requirements, and existing Federal and regional resources will meet requests.

The following chart, Figure B.1-1, organized by FEMA Region, illustrates the number of incidents that occurred between the years of 1998–2011. The y-axis provides the type and the number of incidents for each level, each of which is color-coded (e.g., red for Level 2). The x-axis categorizes the type of incident, to include fire, snow/ice, tornado, hurricane, thunderstorm, and other not-applicable incidents.

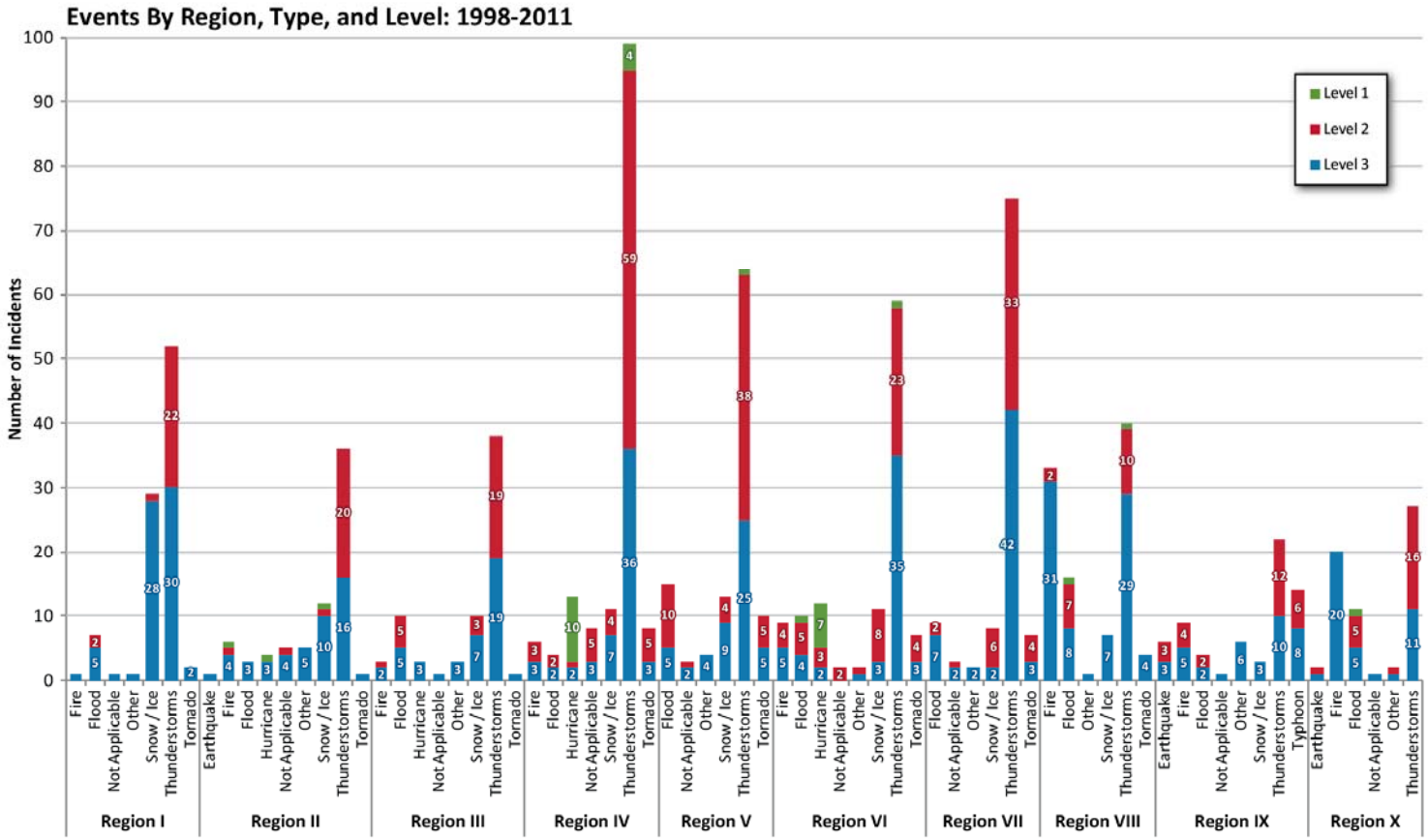
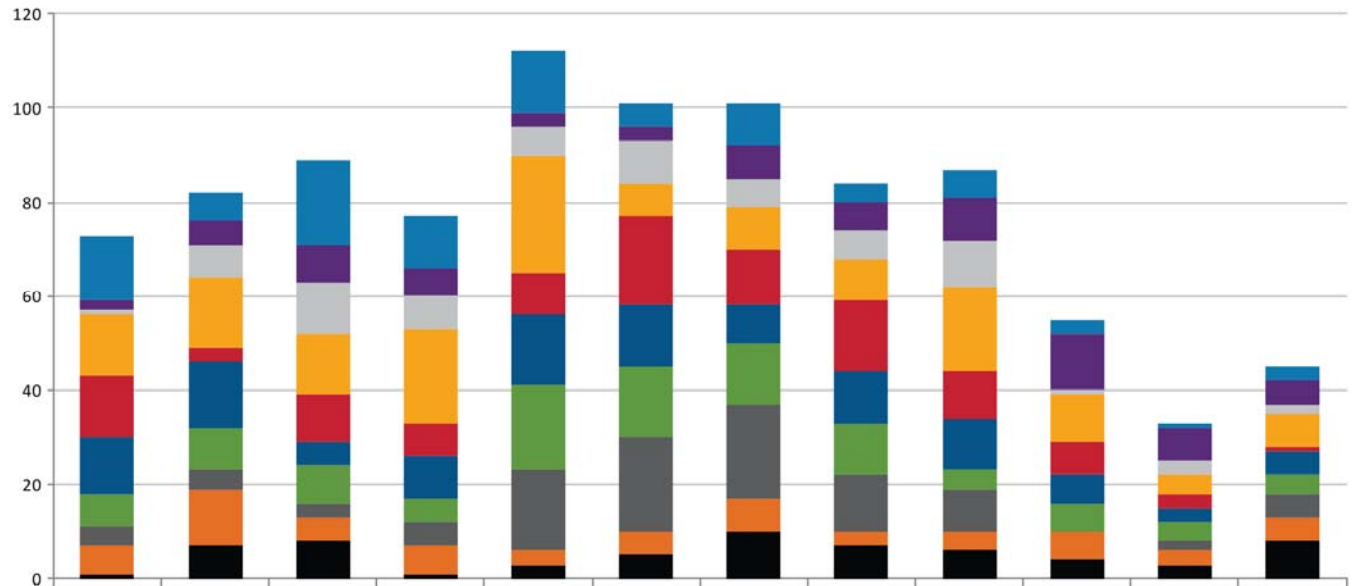


Figure B.1-1: Summary of Incidents by Level and FEMA Region—1998–2011

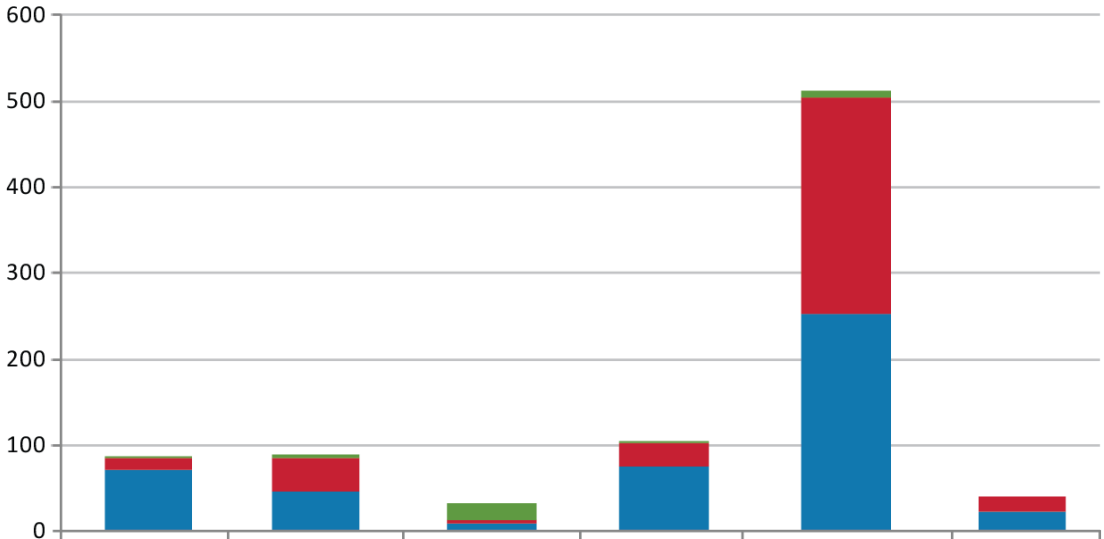
Figure B.1-2 lists the number of incidents for each month from 1998–2011, organized by FEMA Region. The *y*-axis represents the number of incidents, while the *x*-axis lists incidents by FEMA Regions and the months of the year. The data table lists the number of incidents for each FEMA Region by month. Each FEMA Region is color-coded and corresponds to the color-coded legend on the right of the graph.



	January	February	March	April	May	June	July	August	September	October	November	December
X	1	7	8	1	3	5	10	7	6	4	3	8
IX	6	12	5	6	3	5	7	3	4	6	3	5
VIII	4	4	3	5	17	20	20	12	9		2	5
VII	7	9	8	5	18	15	13	11	4	6	4	4
VI	12	14	5	9	15	13	8	11	11	6	3	5
V	13	3	10	7	9	19	12	15	10	7	3	1
IV	13	15	13	20	25	7	9	9	18	10	4	7
III	1	7	11	7	6	9	6	6	10	1	3	2
II	2	5	8	6	3	3	7	6	9	12	7	5
I	14	6	18	11	13	5	9	4	6	3	1	3

Figure B.1-2: Number of Incidents by Month and FEMA Region—1998–2011

Figure B.1-3 lists the type of incident (e.g., fire, flood, hurricane, snow/ice, thunderstorms, and tornado) as well as the number of incidents for each level.



	Fire	Flood	Hurricane	Snow / Ice	Thunderstorms	Tornado
Level 1	1	3	18	1	7	0
Level 2	15	40	4	27	252	18
Level 3	71	46	10	76	253	22

Figure B.1-3: Incidents Type and Level—1998–2011

Mitigation uses risk analysis information and data to inform response and recovery decisionmaking, thereby minimizing operational risk and managing short-term objectives through long-term data and analysis. Use of these tools increases the preparedness and effectiveness of response teams which play a significant role in reducing risk by preparing for and minimizing the consequences caused by incidents. It improves operational response and can integrate mission area strategies. Short-term mitigation measures are designed to de-escalate and remediate impacts, and reduce the cascading effect of incidents. Long-term mitigation often occurs concurrently with response and recovery actions and encompasses forensic data collection and post-event analysis as part of response and recovery efforts. Effective community mitigation efforts can directly reduce the required scale of response operations and therefore may also reduce the overall financial cost of deployable life-safety services. Additionally, long term vulnerability reduction initiatives and investments can reduce response and recovery resource requirements in the wake of a disaster or incident.

Operational Risk and Risk Management Strategies

Operational risks associated with the delivery of Response core capabilities are categorized into seven primary areas, as demonstrated in Table B.1-3.

Table B.1-3: Operational Risk Categories

Operational Risk Category	Category Description
Authority/Legal (AL)	Pertaining to law; connected with law and its administration.
Command, Control, and Communication (C3)	Knowledgeable exercise of authority in establishing and accomplishing objectives and goals (including prioritizing) and conveying that information.
Process and Implementation (P/I)	Procedures executed to accomplish a plan, task, or a method.
Resources (R)	Personnel, teams, facilities, equipment, and/or supplies to meet survivor and responder needs.
Site Access and Mobility (SAM)	Access or transportation of responders to or within the incident area.
Situational Awareness (S/A)	Perception and availability of the actual or potential incident environment critical to decisionmaking.
Social/Public Will (S/PW)	Choices that are made by the public contrary to response messaging.

The operational risks and impacts for each core capability were assessed and a risk management strategy of acceptance, avoidance, transfer, or control was developed. These strategies are identified in Table B.1-4.

Table B.1-4: Core Capability Risk Management Strategy

Core Capability	Operational Risk Category	Risk Management Strategy
Situational Assessment	C3 P/I R	Review and revision of existing policies, plans, and procedures. Utilization of information to inform initial response activities as a means to provide an initial shared situational awareness until a standard process could be accomplished that would include a more thorough analysis and provide shared situational understanding.
Planning	P/I S/A	Creation of a national strategy for the integration and synchronization of plans. Minimize the shortage of available information.
Operational Coordination	AL C3 P/I	Determine strategies to clarify decisionmaking, delegation, and implementation processes used during an incident.
Public Information and Warning	AL P/I R S/PW	Identify alternative strategies for providing timely and accurate alerts and warnings to the public and responders. Proactive measures to enhance the willingness of the public to trust or accept information for non-traditional distribution methods.

Core Capability	Operational Risk Category	Risk Management Strategy
Critical Transportation	P/I	Development of a mass evacuation plan to emphasize inclusion of NGOs who serve individuals with disabilities and others with access and functional needs, populations with LEP, and racially and ethnically diverse communities. Federal transportation support to state officials for the purposes of expediting damage assessments for ground transport strategies.
Operational Communications	R S/A SAM	Develop and employ a standardized interoperable format for data-sharing for all systems in the National Emergency Communications Plan. Identification of strategies for the U.S. Government to support critical communications providers' response efforts.
Environmental Response/Health and Safety	R S/A S/PW	Development of policies and processes to provide ready access to and rapid dissemination of national security information.
On-scene Security and Protection	AL R	Collaborate with local, tribal, and territorial law enforcement agencies for the purposes of deputizing individuals from various law enforcement professional associations to augment critical staffing shortages.
Mass Search and Rescue	C3 R SAM	Development of a Catastrophic Incident SAR Addendum, which would include planning, training, and exercises.
Mass Care	C3 R SAM	Coordinate with local, state, tribal, territorial, insular area, and Federal jurisdictions, as well as, private sector, NGOs, and the National Voluntary Organizations Active in Disaster to mitigate shortages of equipment, supplies, trained personnel, and availability of shelters, including goods and services for individuals with disabilities, individuals with LEP, and others with access and functional needs, and physically accessible facilities. Coordinate with public, private, and NGOs to prevent duplication of efforts in securing much needed resources and supplies.
Public and Private Resources	P/I S/PW R	Engaging and integrating private sector and nongovernmental entities into government emergency management processes. Identifying strategies to expand security support for resources during movement, storage, and distribution process.
Public Health and Medical	R P/I S/A	Identify strategies to accommodate individuals with medical, disability-related, and/or functional needs. Develop and use a healthcare provider database to identify individuals that can meet specialized medical, behavioral health and veterinary capabilities to offset shortages in trained personnel.

Core Capability	Operational Risk Category	Risk Management Strategy
Infrastructure Systems	P/I S/A S/PW SAM	Coordinate with local, state, tribal, territorial, and insular area governments and with other Federal departments and/or agencies to identify and prioritize the restoration of critical infrastructure, electronic information and communications systems, and services and the information contained therein. Coordinate with other Federal departments and/or agencies to quickly clear debris to gain access and restore critical infrastructure.
Fatality Management Services	AL R SAM	Develop a national framework to provide guidance on the recovery, management, and processing of a catastrophic number of fatalities. Develop a reunification system to include mortuary information and public submissions as a means to rapidly facilitate the identification process.

Appendix 2 to Annex B: Situational Assessment

Purpose

The purpose of this appendix is to describe the delivery of the Situational Assessment core capability.

The Situational Assessment core capability provides all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

The Situational Assessment (SA) CTs are as follows:

- **SA-CT-1:** Deliver information sufficient to inform decisionmaking regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.
- **SA-CT-2:** Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.

This core capability is organized as an appendix to the Planning Annex because it enables planning similar to the way the situational unit aligns to the Planning Section in the National Incident Management System (NIMS). Situational Assessment collects, processes, and organizes ongoing situation information; prepares situation summaries; and develops projections and forecasts of future events. It provides context to the resources and operational environment to directly advise program planning and provide vital information to inform planning in anticipation of an incident and for post-incident planning.

Situation

The scope and geographic size of an incident can significantly affect the operational procedures for responders on the scene. An impacted area's geographic composition can potentially limit the ability to rapidly process and communicate large quantities of information and provide accurate situational awareness to facilitate decisionmaking. A situational assessment can help to mitigate this challenge by providing all decision makers with the most current and accurate information possible regarding the nature and extent of the hazard, any cascading effects, and the status of the response. A situational assessment is necessary to inform decisionmaking regarding immediate lifesaving and life-sustaining activities and to engage governmental, private, and nonprofit sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery. To further facilitate collaborative planning and assist all echelons in achieving situational awareness, a common operational picture (COP) is used as a single identical display of relevant information shared by more than one organization.

Situational awareness is a necessary precursor to developing a situational assessment. A potential setback to the establishment of effective situational awareness for responders is the inability to sufficiently collect, analyze, and disseminate information and process large amounts of incoming data in a timely fashion. Situational awareness requires continuous monitoring of relevant sources of information regarding actual and developing incidents to rapidly provide accurate and accessible information to decision makers. Depleted capabilities within the impacted area may not only impact

resource distribution, but also cause delays in information collection and dissemination for situational awareness. At times, only limited resources will be available to analyze and disseminate information in a timely fashion. Poor information may lead to an inaccurate understanding by senior leaders and will affect their situational understanding and decision-making abilities. Maintaining shared situational awareness and the COP provides senior leaders with a greater situational understanding to assess progress and make informed decisions.

The collection and dissemination of information in a timely manner is vitally important to gaining effective and shared situational awareness; however, this can be challenging to accomplish. Limited access to interoperable communications systems (e.g., voice, data) among local, state, tribal, territorial, and insular area entities can severely limit information sharing between responders, leading to information gaps and coordination challenges. A limited inventory of planning partners' procedures, essential needs, and capabilities can diminish the relevance of the baseline assessment of information and needs, which can delay functional planning and inhibit decisionmaking. The lack of a formal method to track information and resource requests across individual operation centers can produce duplicative or conflicting messaging, resulting in an inaccurate assessment of the situation. The lack of a standard reporting system across the whole response community means that reports are received in varying formats. Data that is provided requiring specialized infrastructure or is restricted to certain users limits its validity and availability. This can delay analysis and may necessitate additional requests for information to obtain necessary data.

Another potential shortfall for responders is the inability to determine information veracity, negatively affecting decision-making capabilities and public confidence. The large amount of incoming information requires vetting and validation prior to dissemination to the public. Conflicting or incorrect information may overwhelm or confuse the public, resulting in low public confidence and the spread of misinformation.

Assumptions

General assumptions for the Response FIOP have been identified in the base plan. Assumptions specific to this core capability include:

- Local, state, tribal, territorial, insular area, and Federal governments and private sector entities have the capacity to receive and disseminate information and status updates.

Mission

Federal interagency partners will deliver information sufficient to inform decisionmaking regarding immediate and ongoing lifesaving and life-sustaining activities and engage governmental, private, and public sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.

Execution

Concept of Operations

Phase 1

As the ESF #5 coordinating agency, FEMA works with local, state, tribal, territorial, insular area, and Federal entities, NGOs, and the private sector to develop and update interagency operational plans. Each Federal department or agency maintains standardized Information Collection Plans (ICPs) or processes through their respective operations centers, or as mandated by existing policies. Many

departments and agencies maintain watch operations to monitor incoming information in order to maintain situational awareness of threats or developments that may be related to their mission, and that require potential Federal response support. FEMA improves standardized processes and templates for information submission to enhance delivery of Federal resources to local, state, tribal, territorial, and insular area entities during an emergency or disaster and reduce redundant information requests. DHS continues to update information-sharing tools such as the Homeland Security Information Network (HSIN) web portal to increase compatibility with local, state, tribal, territorial, and insular area entities, NGOs, and private sector reporting mechanisms. Many members of the private sector and NGOs with a role in response participate in planning efforts. Threat and hazard risk analyses are developed in coordination with the public and private sectors to inform response and recovery decisionmaking.

Phase 2

When incidents impede the ability to communicate effectively or develop impact assessments, risk analysis and hazard modeling can provide operational assumptions for first responders to help them in understanding more about the situation and be better prepared to respond. At the beginning of Phase 2, there are organizations/procedures that facilitate horizontal coordination of critical information from Federal departments and agencies (such as the National Biosurveillance Integration Center and others). Inclusion of the other mission areas in the evaluation of information and the development of a situational assessment enhances the ability of response to provide the most complete assessment and provide for an accurate COP; however this does not impact the normal reporting methods to or across mission areas. ESF #5 collects, analyzes, processes, and disseminates information to facilitate planning and decisionmaking at the field, regional, and headquarters levels. The current situation, in addition to any threat information, will be collected, analyzed, and processed to inform Response activities as well as Prevention, Protection, Mitigation, and Recovery activities, as appropriate.

Situational information is gathered from sources closest to the incident (e.g., first responders, NGOs, and local government officials). It is analyzed and assessed by technical specialists, transformed into products to support decisionmaking, and submitted and disseminated to the appropriate operational element(s). At the state EOC, reports are analyzed and disseminated to the appropriate operational element(s). The FEMA State Liaison directs information to the RRCC, which determines the extent and capability of the affected states to manage the incident, and to the NRCC, which provides shared situational awareness, modeling, and risk analysis information during crises; identifies information requirements; and establishes reporting thresholds to meet expectations of decision makers and partners. ESF #5 serves as the centralized conduit for Federal situation reports to the National Operations Center (NOC) from the various ESFs and provides an informational link between the NRCC, Federal department and agency operations centers, and other NOC components.

At the Federal level, information is collected and disseminated through various reports generated by: Federal departments and agencies; local, state, tribal, territorial, and insular area governments; the private sector; and NGOs. The NOC Watch, NRCC, RRCC, and JFO generate a number of information requirements, known as essential elements of information, to facilitate information collection throughout an incident. Essential elements of information support the critical information requirements by providing more detail for situational awareness and decisionmaking. Elements that coordinate or provide situational assessment information for specific incidents, such as the role of the National Cyber Security and Communications Integration Center for cyber threats and incidents, will be detailed in the appropriate incident specific annexes.

Essential elements of information, outlined in situational reports, are elements that must be verified and include explicit details (who, what, where, when, and how) related to the incident. Status reports, which may be contained in Situation Reports, relay specific information about resource needs and availability. Based on an analysis of the incident's impacts, local, state, tribal, territorial, and insular area governments, in coordination with Federal departments and agencies, provide emergency information to the public. Table B.2-1 identifies the essential elements of information required to effectively and efficiently meet each ESF's targets and objectives.

Table B.2-1: Essential Elements of Information by ESF

ESF	Essential Elements of Information
ESF #1—Transportation	▪ Status of all transportation systems (air, sea, land, rail). In particular, port closures, airport closures and major delays, and impacts to railroad systems and public transit should be communicated. ▪ Status of major/primary roads. ▪ Status of critical and non-critical bridges, including bridge closures. ▪ Status of evacuation routes. In particular, the following should be communicated: • Activation and suspension of contra-flow operations • Road closures impacting evacuation traffic • Emergencies impacting evacuation traffic • Major evacuation traffic disruptions. ▪ Accessibility concerns, such as adequate availability of wheelchair accessible transportation for individuals with disabilities and physical accessibility of embarkation and debarkation points, stations, and depots. ▪ Limiting factors or shortfalls.
ESF #2—Communications	▪ Status and content of a communications snapshot assessment. ▪ The anticipated communications impact (on landlines and cellphones) based on current models. In particular: • Number of customers without service • Identification of communities without communications capabilities • Identification of critical facilities without communications capabilities. ▪ Potential requirements for satellite and radio equipment. ▪ Status of Public Safety Answering Points (911 Dispatch), including which, if any, are inactive. ▪ Status of the availability of communication resources. In particular, the number of available Cell on Wheels. ▪ Number of Public Safety Answering Points in the affected area. ▪ Number and location of Mobile Emergency Operations Vehicles. ▪ Number and location of available Radio Amateur Civil Emergency Service groups. ▪ Number of Land Mobile Radio networks established. ▪ Limiting factors or shortfalls.

ESF	Essential Elements of Information
ESF #3—Public Works and Engineering	▪ Status and location of Public Works Planning and Response Teams (PRTs). ▪ Status of river gauge and levees. ▪ Status of debris removal; in particular, estimated total and percentage complete by county. ▪ Status of public water supply, including potential issues with respect to the restoration of non-operational systems and status of public wastewater systems. ▪ Status of blue roof (fiber reinforced sheeting) PRT. In particular, the following should be communicated: • Number of open right of entry collections sites • Was right of entry received to install blue roofs • Total number of blue roofs currently installed • Expected rate of blue roof installations per day. ▪ Status of 249th Battalion Power PRT. In particular, the following should be communicated: • Number of pre-installation inspections received • Number of installations completed • Number of de-installs completed. ▪ Status of critical public facilities, including the number of completed assessments. ▪ Commodities PRT. In particular, the number ordered, en route to destination, and on the ground. ▪ Status and location of the Local Government Liaison. ▪ Status of mission assignment for ESF #3 Lead. ▪ Limiting factors or shortfalls. ▪ Number and names of public water services facilities that are operational, non-operational, and out of contact. ▪ Number and names of waste water treatment plants that are operational, non-operational, and out of contact.
ESF #4—Firefighting	▪ Number of ESF #4 staff deployed to the RRCC, EOC, JFO, and field. ▪ Current or expected mission assignments. ▪ Number, location, and role of pre-positioned ESF #4 resources. ▪ Number, location, and role of deployed ESF #4 resources. ▪ Limiting factors or shortfalls.

ESF	Essential Elements of Information
ESF #5—Information and Planning	▪ Mission Assignments/Action Request Forms. ▪ Status of evacuee operations by bus, air, and rail. ▪ Situational awareness. ▪ Division Coordinator Reports/Security, Water, Energy, Academia, and Telephone Reports. ▪ ESFs activated or on alert. ▪ Limiting factors or shortfalls. ▪ Status of animal populations/facilities. ▪ Animal impacts and risks to responders and the public. ▪ Status of animal response organizations and unmet animal needs.
ESF #6—Mass Care, Emergency Assistance, Housing, and Human Services	▪ Status of human and household pet shelters, including location, number opened, and population served, including individuals with disabilities, individuals with LEP, or others with access and functional needs. ▪ Status of feeding operations, including location, number of mobile units, and number of meals served per day. ▪ Potential feeding requirements. ▪ Names of voluntary agencies assisting and their shortfalls/resources needed. ▪ Percent of rental resources available. ▪ Number and status of Individual Assistance Preparedness actions. ▪ Number of Preliminary Damage Assessment teams on alert and deployed, the number of areas scheduled for assessment, and the number of assessments completed. ▪ Situational Awareness information reported by teams, including: geographic areas sustaining damage; qualitative descriptions of types of damage; and any reported social (e.g., looting), economic, and political impacts (e.g., tribal). ▪ Limiting factors or shortfalls. ▪ Availability of resources to ensure the functional needs of individuals with disabilities, individuals with LEP, and others with access and functional needs.
ESF #7—Logistics	▪ Location of ISBs. ▪ Location of Initial Operating Facility/Area Field Office (AFO)/Proposed AFOs/Disaster Recovery Centers. ▪ Identification of property leasing issues, if any. ▪ Expected date of JFO/AFO opening. ▪ Status of Responder Support Base leasing. ▪ Identification of damages to Federal facilities and buildings. ▪ Identification of critical resource needs. ▪ Limiting factors or shortfalls.

ESF	Essential Elements of Information
ESF #8—Public Health and Medical Services	▪ Number of total medical facilities in the impact zone. ▪ Name and location of medical facilities operating on generator power. ▪ Name and location of medical facilities evacuated. ▪ Name and location of closed medical facilities (unable to provide services). ▪ Location of medical evacuation airports. ▪ Number of medical evacuations. ▪ Location of ESF #8 resources (personnel/teams and equipment). ▪ Location of Department of Health and Human Services (HHS) Incident Response Coordination Teams. ▪ Location of Federal Medical Stations. ▪ Number of ESF #8 patient encounters. ▪ Number of State reported fatalities. ▪ Limiting factors or shortfalls.
ESF #9—Search and Rescue	▪ Type, assignment, resources, and status of Federal SAR resources. ▪ Status of SAR missions, including number of rescues, number of areas completed, and number of current counties or areas of operations. ▪ Limiting factors or shortfalls.
ESF #10—Oil and Hazardous Materials Response	▪ Type and status of ESF #10 resource deployments. ▪ Status of significant oil or hazardous material releases. ▪ Limiting factors or shortfalls.
ESF #11—Agriculture and Natural Resources	▪ Status of distribution of U.S. Department of Agriculture (USDA) foods for congregate feeding. ▪ Status of delivery of USDA Disaster Supplemental Nutrition Assistance Program. ▪ Status of response operations by USDA Food Safety and Inspection Service. ▪ Status of Department of the Interior natural and cultural resources and historic properties response and/or preparation efforts to assist states and/or FEMA. ▪ Status of other ESF #11 operations in support of FEMA/state response efforts. ▪ Limiting factors or shortfalls.
ESF #12—Energy	▪ Status of repair crews; number, type, location. ▪ Current status of electrical power, including number and location of customers without power. ▪ Timetable for power restoration. ▪ Limiting factors or shortfalls. ▪ Provide infrastructure status, as applicable, to include refineries offline, impacts to pumping stations, natural gas and petroleum pipelines, platform status and evacuations, shut in production numbers, and potential impacts to coal transport.

ESF	Essential Elements of Information
ESF #13—Public Safety and Security	▪ Number of officers, deputies, agents, or others assigned to public safety and security duties. ▪ Identification of agencies actively engaged and number of active personnel from each. ▪ Status of shelter security provided. ▪ Status of responder support Base Camp Security, if provided. ▪ Identification of equipment/vehicles required for further evacuation security, if any. ▪ Limiting factors or shortfalls.
ESF #15—External Affairs	▪ Media monitoring reports and situational awareness from the public information officer. ▪ Advance notice and updates on relevant congressional hearings and actions. ▪ Updates from community relations teams, including the status of teams, the areas of deployment, and a summary of field reports, including common needs and observations. ▪ Limiting factors or shortfalls.

The NRCC develops and provides situation reports during response operations to provide guidance to all response partners, including incident objectives and priorities; information on operational planning, requirements, and deployment; status and location of resources; and identification of priority action areas for response activities. The NRCC may also convene conference calls or video/teleconferences with one or more of the RRCCs as necessary to gain and maintain shared situational awareness on rapidly developing incidents.

ESF #5 is responsible for coordinating the use of remote sensing and reconnaissance operations, activation and deployment of assessment personnel or teams, and geospatial and geographic information systems (GIS) support needed for response. GIS information strengthens situational awareness of an incident by reconciling unverified information with geospatial and geographical information. During the early hours of a response and in the absence of verifiable information such as actual on-site surveys or imagery, GIS, computerized predictive modeling, and damage estimation software may be used to develop initial estimates of damage. Situational reports will include analyses from a variety of sources, including weather information and forecasts, computerized models, GIS data mapping, remote sensing sources, and ground surveys to provide a clear shared situational awareness and understanding for response and recovery decisionmaking (see Appendix 3 to Annex B for more information).

A common tool for facilitating situational information exchange is HSIN, which provides secure, real-time information sharing and collaboration tools, including a virtual meeting space, instant messaging, and document sharing. HSIN also enables all states and major urban areas to collect and disseminate information among communities of interest (e.g., emergency management, Federal operations, critical sectors [infrastructure]) during emergency operations to help them communicate, collaborate, and coordinate, regardless of location.

Phase 3a

As the state assumes greater responsibility for the recovery operation, ESF #5 coordinates the demobilization of Federal response resources. Each section of the JFO continues to execute its responsibility until the Federal presence is no longer required by the state and the operation is

terminated. Situation reporting and formal briefings should continue through the transition to the recovery phase, although the frequency of both should be gradually reduced.

Coordinating Structure

Many ESFs support the Situational Assessment core capability. The ESFs that perform tasks under this core capability are summarized in Figure B.2-1. Specific tasks conducted by these ESFs are identified in the Tasks by Phase, by ESF section below.

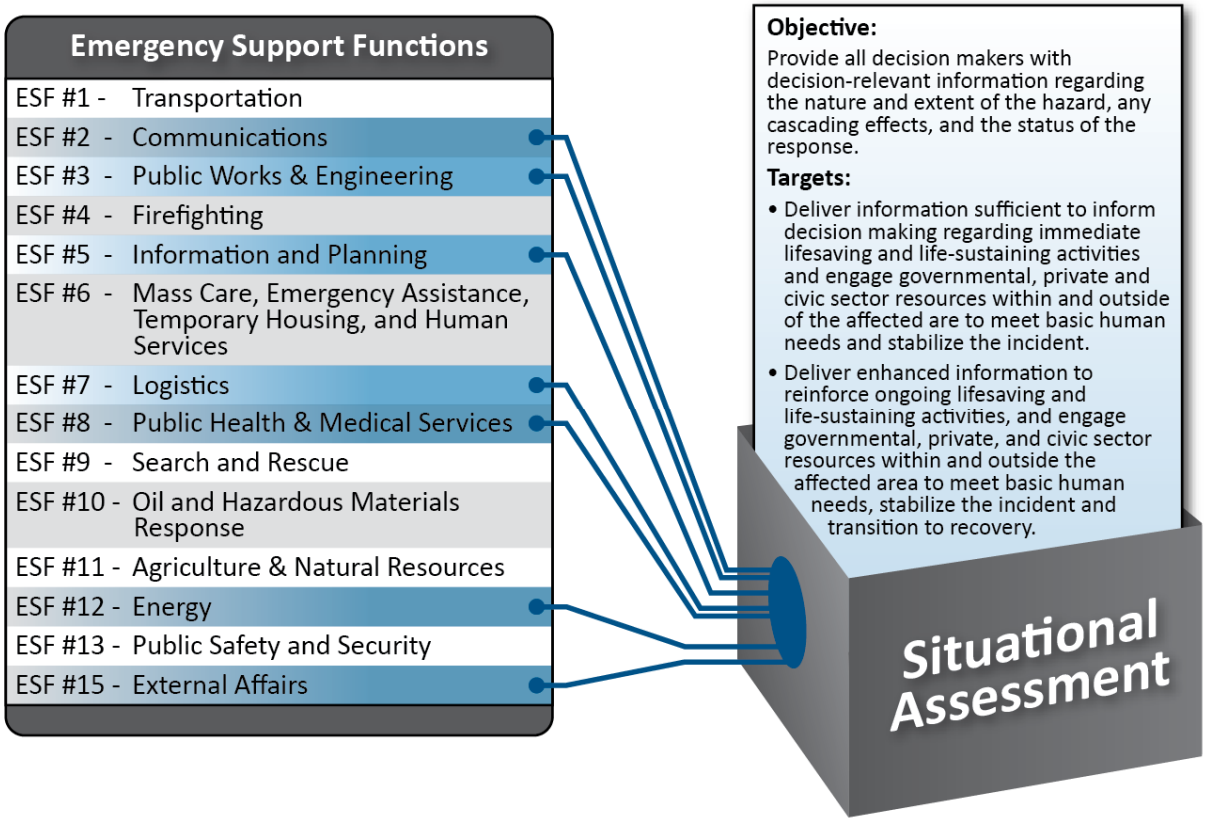


Figure B.2-1: Coordination of ESF Support to Situational Assessment

ESF #5 provides the primary support to the delivery of this core capability, when activated. The Primary Agency overseeing situational assessment operations is FEMA.

Federal departments and agencies serving as Support Agencies to this core capability provide expert personnel to the multiagency coordination centers, as requested, to assist with the delivery of Federal resources and facilitate information exchange. All agencies, as appropriate, identify staff liaisons or points of contact to provide technical and subject matter expertise, data, advice, and staff support for operations that fall within the domain of each agency. Support capabilities of other organizations may be used as required and available.

The NOC is the principal operations center for DHS and provides situational awareness in the event of a natural disaster, act of terrorism, or other disaster. The NOC consists of five elements: the NOC Watch; NRCC; National Infrastructure Coordinating Center (NICC); Intelligence Watch and Warning; and a planning element. The NICC and NRCC are the two operational components; they provide integrated mission support during response operations.

If the incident exceeds a state's capabilities to respond and recover, the RRCC serves as a fully functioning, multi-agency coordination center that is staffed with the support of the ESFs until a JFO is stood up. The RRCC enables the successful coordination and delivery of Federal resources and geospatial information as they are deployed towards the affected area. The RRCC staff reviews and adjudicates competing resource requirements.

ESFs that provide support to the delivery of the Situational Assessment core capability are included in the following section.

Situational Assessment Tasks

Mission Objectives

- SA-MO-1: Coordinate existing planning and operational analysis processes across public, private, and nongovernmental sectors to facilitate the timely analysis of situational information. (Supports SA-CT-1)
- SA-MO-2: Collect, distill, and analyze incoming information from all available sources within and outside of the affected area. (Supports SA-CT-1, SA-CT-2)
- SA-MO-3: Develop, validate, and make available decision-relevant information to facilitate situational understanding across public, private, and nongovernmental sectors. (Supports SA-CT-1, SA-CT-2)
- SA-MO-4: Enhance preliminary situational assessments with more comprehensive information collection, validation, and analysis processes to inform decisionmaking. (Supports SA-CT-2)

Phase 1a—Normal Operations

End State: Information collection, analysis, and dissemination systems have been developed in accordance with existing plans. (Supports SA-MO-1)

- Tasks by Phase, by ESF
  - All
    - Develop and review PSMAs, memoranda of understanding, and IAAs with Federal departments and agencies to provide supplemental personnel and resources.
    - Conduct activities consistent with normal day-to-day operations.
    - Use Federal and regional resources to obtain current situational awareness information.
    - Maintain coordination with other Federal departments and agencies at both the national and regional levels.
  - ESF #5
    - Provide mechanisms for vertical and horizontal coordination, communications, and information-sharing on a standardized platform accessible to all partners.
    - Collect, analyze, and disseminate pertinent information to anticipate requirements to ensure a prompt response.
    - Conduct situational assessments to inform national-level operational planning and to help states to develop unified Federal-state response plans.

  - Maintain 24-hour, seven days a week national situational awareness of potential, developing, or ongoing situations requiring a coordinated Federal response.
- ESF #12
  - Work with the FEMA Regions, the private sector, and local, state, tribal, territorial, and insular area authorities to develop procedures and products that improve shared situational awareness to effectively respond to a disruption of the energy sector.
  - Analyze and model the potential impacts to the electric power, oil, natural gas, and coal infrastructures, and determine the effect a disruption has on other critical infrastructure.

Phase 1b—Elevated Threat

End State: Existing information collection, analysis, and dissemination systems have been tested and updated accordingly. (Supports SA-MO-1)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. This includes any pre-deployment and/or staging of resources. There will not be any tasks listed for Phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations.

Phase 1c—Credible Threat

End State: Information collection, analysis, and dissemination systems have been coordinated across public, private, and nongovernmental sectors, as appropriate. (SA-MO-1)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. This includes any pre-deployment and/or staging of resources. There will not be any tasks listed for Phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations.

Phase 2a—Immediate Response

End State: Preliminary information about the incident has been collected from all available sources. An initial situational assessment of the incident has been performed to determine the scope of Federal support. (Supports SA-MO-2, SA-MO-3)

- Tasks by Phase, by ESF
  - All
    - Inventory and report to the NRCC the availability and functionality status of all plans, supporting teams, and resources. Identify any deficiencies or limiting factors in planned capability.
  - ESF #2
    - Provide communications situational awareness and inputs to the DHS COP.
  - ESF #3
    - Leverage the use of geospatial data sets for the identification and protection of critical infrastructure.

- ESF #5[15]
  - Use situational assessments to guide the provision of alternate communication methods (e.g., amateur radios), when necessary.
  - Activate ESF #5 personnel and teams and increase staffing and the operational tempo at the NRCC and RRCC(s). Actions include alert, notification, and situation reporting in coordination with the NOC Watch.
  - Issue additional activation mission assignments and establish reporting and communications protocols with the activated agencies to conduct situational assessment.
  - Provide situation reports and other information to the NOC, in accordance with NOC standard operating procedures and protocols.
  - Coordinate and request geospatial and GIS support needed for incident management.
  - Determine which ESFs are activated, the size and composition of the organizational structure, the level of staffing at the above facilities, and the key personnel required for the response.
  - Identify and resolve resource allocation issues identified at the multiagency coordination centers through DHS and FEMA.
  - Conduct situational assessments by gathering information from all levels of the response and providing an informational link between the NRCC, other Federal department and agency operations centers, and other NOC components.
  - Make initial contact with the affected state(s) and use situational assessments to identify capabilities and shortfalls as a means of determining initial response requirements for Federal support.
  - Identify staff liaisons or points of contact to provide situational assessment information from deployed resources and additional technical and subject matter expertise, data, advice, and staff support for operations that fall within the domain of each agency.
  - Coordinate overall staffing of Federal emergency management activities at multi agency coordination centers.
  - Coordinate with mitigation and infrastructure protection elements and leverage normal operations modeling and assessments to identify vulnerabilities to key infrastructure and responding capabilities.
  - Initiate establishment of a Joint Information Center at the incident site.
  - Activate and initiate deployment actions for field survey support team and remote sensing aircraft to the incident area.
  - Alert the Headquarters Joint Task Force and designated Initial Response Forces. Be prepared to deploy National Situation Assessment Team(s) to provide rapid mission assessment in coordination with Federal authorities. Identify key Initial Response Forces capabilities as required.

[15] Where there is an imminent terrorist threat or a suspected act of terrorism, consult the Terrorism Incident Law Enforcement and Investigation Annex and national policy to identify necessary coordination mechanisms for the purposes of preserving evidence and supporting criminal investigations and intelligence activities.

  - Coordinate and issue requests through the Planning Section staff to organize geospatial data.
  - Prepare situational reports for leadership detailing the impacts and the potential course of action necessary to mitigate any shortfalls or gaps.
  - Coordinate with the NRCC and the Mapping and Analysis Center (MAC) to anticipate geospatial issues, available resources and requirements, and data collection activities.
  - Coordinate with NRCC, RRCC, JFO, states, and regions regarding critical program policy issues in the impacted areas to assist with response activities.
  - Provide Hazus analysis to the NRCC, RRCC, and JFO upon request.
  - Collect data and perform analysis regarding disaster impacts.
  - Determine prioritization of repairs with affected local, state, tribal, territorial, and insular area entities.
  - Assess the status of national and regional Incident Management Assistance Teams (IMATs).
- ESF #7
  - Coordinate the preparation of a logistics resources map for senior-level briefings.
  - Provide a situation update to the Assistant Administrator from the Logistics Management Center.
- ESF #8
  - Leverage the use of GIS assets (e.g., MedMap, which identifies healthcare facilities, emergency medical service facilities) that are located within the incident area and can be used to support response operations.
- ESF #12
  - Coordinate preliminary damage assessments in the energy sector.
  - Identify requirements to repair energy systems and monitor repair work.
  - Report critical energy infrastructure damage and operating status for the energy systems within an impacted area, as well as on regional and national energy systems.
  - Assess the energy impacts of the incident, and provide analysis of the extent and duration of energy shortfalls.
  - Initiate plans for environmental radiation monitoring in the event of a radiological release.

Phase 2b—Deployment

End State: Expanding information about the incident has been collected and validated. Situational assessments have been refined to inform command and control structures of the operational environment. (Supports SA-MO-2, SA-MO-3, SA-MO-4)

- Tasks by Phase, by ESF
  - ESF #5
    - Conduct resource and requirement tracking to determine if there are additional information requirements or resource shortfalls.
    - Transition reporting requirements and lead responsibility for coordination with local, state, tribal, territorial, and insular area jurisdictions from the RRCC to JFO.
    - Share information and intelligence among local, state, tribal, territorial, insular area, and Federal governments and NGOs to support incident response.
    - Conduct situational assessments by gathering information from all levels of the response and update the common operating picture accordingly.
    - Graphically depict sheltering system to include number of occupants compared to the maximum number of occupants.
    - Coordinate with the RRCC to maintain situational awareness on the resourcing and delivery of required resources.
    - Compile and analyze reports from deployed resources from all core capability functions to build shared situational awareness for distribution to all response partners.
    - Assist the Regions in identifying and deploying field teams, Incident Management Workforce personnel, resources, and equipment and technology to capture impact data for post-disaster analysis (e.g., high water marks, wind/water line).
  - ESF #15
    - Support PDAs and gather information on impacts to the affected community through Community Relations Assess, Inform, Report mission; gather information on impacts to affected business and private sector resources through ESF #15 Private Sector component.

Phase 2c—Sustained Response

End State: As the information flow is standardized, data has been further refined, distilled, and validated, providing decision makers with more comprehensive information necessary to facilitate operational coordination. (Supports SA-MO-3, SA-MO-4)

- Tasks by Phase, by ESF
  - ESF #5
    - Geospatially tag incident reports and identify blocked evacuation routes.
    - Maintain shared situational awareness to determine the appropriate time to demobilize Federal resources.
    - Identify and communicate mitigation opportunities during the response that may speed stabilization and restoration efforts, as well as eliminate or reduce potential future risks.
  - ESF #8
    - Update estimates/actual reporting of number of patients.
    - Verify the need for additional monitoring equipment at medical treatment facilities and shelters and ensure necessary logistics actions are initiated.

Phase 3a—Short-term Recovery

End State: Data has been further refined, distilled, and validated, providing decision makers with the information necessary to inform demobilization decisions and transition to recovery. Situational reports on the functionality of critical infrastructure and essential government and commercial services have been disseminated to support the reintegration of survivors. (Support SA-MO-4)

- Tasks by Phase, by ESF
  - ESF #5
    - Track the ability of government organizations supporting GIS functions to continue mission-essential functions and services.
    - Identify and record mitigation successes and missed opportunities associated with the impending hazards, including mitigation opportunities that may have reduced or eliminated the risk, if taken.
    - Monitor other actual or potential incidents across the country to see how they may affect incident operations or resource requirements.

Administration and Support

All Situational Assessment core capability stakeholders will follow their pre-defined activation, notification, deployment, and deactivation procedures.

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Appendix 3 to Annex B: Geospatial

Purpose

The purpose of this appendix is to describe geospatial support for the delivery of the Planning and Situational Assessment core capabilities.

The P-CT and SA-CT are as follows:

- **P-CT-1.** Develop operational plans at the Federal level and in the states and territories that adequately identify critical objectives based on the planning requirements, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and are implementable within the time frame contemplated in the plan using available resources.
- **SA-CT-1.** Deliver information sufficient to inform decisionmaking regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.
- **SA-CT-2.** Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.

Geospatial tools are used to visually depict actual or projected information about resources and the operational environment to inform planning in anticipation of an incident and for post-incident planning. It is often used to integrate assessments, situation reports, and incident notification into a common operating picture and as a data fusion and analysis tool to synthesize many kinds and sources of data and imagery.

Situation

GIS and geospatial mapping products are essential tools for gaining situational awareness during all phases of a disaster. A good map is one that shows relevant information in the most concise and organized manner using the best available data.

- Situational awareness addresses procedures for describing the operational environment, including threats and hazards. This occurs during continuous monitoring of the national situation so that emerging crises can be analyzed in order to determine the specific nature of the threat and to notify decision makers.[16]
- Situational understanding is the product of applying analysis and judgment to relevant information to determine the relationships among the mission and operational variables. Situational understanding is used to assess progress and make execution and adjustment decisions. Situational understanding will change throughout response operations as the event evolves.

Assumptions

General assumptions for the Response FIOP have been identified in the base plan.

[16] For more information, see Joint Publication 5-0: Joint Operation Planning.

Mission

Federal interagency partners will deliver Geospatial Concept of Operations (GeoCONOPS) developed information sufficient to inform decisionmaking regarding immediate and ongoing lifesaving and life-sustaining activities and engage public and private sector and NGOs' resources within and outside of the affected area to meet basic human needs and stabilize the incident.

Execution

Concept of Operations

The Homeland Security GeoCONOPS is intended to identify and align the geospatial resources that are required to support the National Response Framework (NRF), ESF, and supporting Federal mission partners across the mission areas. The development of the GeoCONOPS for homeland security and emergency management operations ensures that timely and accurate geospatial data is shared across the entire geospatial community, resulting in better informed decisionmaking across all phases of an incident.

The GeoCONOPS community concept is comprised of various response components, each of which performs specific duties supporting emergency management and homeland security. All of these parts link to reduce confusion and inform decision makers in disaster and recovery operations. The intent of the GeoCONOPS is to define roles and responsibilities of groups integral to emergency operations, from local communities (field level) upward to all levels of government.

Phase 1

Federal departments and agencies coordinate with local, state, tribal, territorial, and insular area governments; NGOs; and the private sector, as it applies to their statutory mission, to develop, maintain, or enhance operational plans, guidance, and modeling or remote sensing capabilities. Regional Geospatial Coordinators (RGCs) collaborate with local, state, tribal, territorial, and insular area partners to identify additional sources of information and to prioritize areas most likely to be impacted by an incident, based on updated population and demographic data. Predictive modeling is conducted to aid in the identification of capability shortfalls and integrated into response operations planning.

Phase 2

ESF #5 collects, analyzes, processes, and disseminates information regarding the incident to facilitate situational awareness and planning. As event information is collected at the local, state, tribal, territorial, insular area, and Federal levels, additional information is produced and compiled by the geospatial community to support the incident ICP, which covers the essential elements of information, assimilated to inform operational coordination see Appendix 2 of Annex B. Products developed to support the ICP represent a specific period of time and use the U.S. National Grid to maintain a consistent geo-referencing format.

Essential Elements of Information

Immediately following an event, priority is given to the collection of key information on the nature and scope of damages. This data is formally defined as essential elements of information and typically collected under the guidance of an ICP. The essential elements of information contribute directly to situational awareness and revolve around a time-based reporting cycle. The overall list of essential elements of information may vary by a specific event or type, but generally include

information such as: disaster boundaries, socio-economic impacts, and status of communications, transportation systems, and critical infrastructure.

The information collection and analysis process evolves through the life cycle of the event. Initially, predictive modeling may provide estimates for an essential element of information, prior to field information becoming available. As response operations progress, essential elements of information will be populated with data gathered from situation reports, on-scene reports, and other informational sources. As priorities shift to sustained response and short-term recovery, the ICP is adjusted to reflect changing requirements and the essential elements of information adjust as the key activities determine what information is essential.

Authoritative Data

For the purpose of the GeoCONOPS, authoritative data owned and/or produced by the Federal entities supporting the NRF is defined as follows:

- **Rational Authority.** Federal departments and agencies are, by default, the "authoritative" sources for the data or services that they produce or for which they have a statutory responsibility.
- **Expert Authority.** Scientifically authoritative data is defined in the realm of the various professions under which the standards and methodology for data are created.

An authoritative data source is the entity trusted because of a subjective belief that it is the "best" or "most accurate" source for a specific data theme. The owner or authoritative source of any geospatial data is responsible for defining the business rules for the access and sharing of that information across the stakeholder community. The data provider should identify restrictions that may inhibit the mission at For Official Use Only level, and establish classification at lowest level possible.

The RGC in the RRCC quickly seek to gain full situational awareness of ongoing operations and emerging events to determine the extent and capability of the affected states to manage the incident. Should the incident exceed a state's capabilities to respond and recover, the RRCC will serve as a fully functioning, multi-agency coordination center that is staffed with the support of the ESFs. The RRCC enables the successful coordination and delivery of Federal resources and geospatial information as they flow toward the affected area. The RRCC staff reviews and adjudicates competing resource requirements.

RRCC Transition to IMAT

Prior to an incident, the established relationship with local, state, tribal, territorial, and insular area geospatial coordinators is through the RGC. The RGC supports the IMAT Geospatial Intelligence Unit Leader in establishing relationships with key state geospatial contacts, and is responsible for maintaining these relationships during normal operations, so that they can be activated once an incident occurs. The RGC should be able to provide the following to an IMAT Geospatial Intelligence Unit Leader (or other IMAT Planning Section personnel, as necessary) prior to, or immediately following, the IMAT's on-scene deployment:

- Contact information for key GIS personnel in the state
- Existing state or local GIS organizations with access to data or imagery, a GIS viewer, and what the process would be for gaining access
- Copies of any GIS products, or unique data, generated by local, state, and/or regional personnel that would support the UCG's decisionmaking capabilities.

GIS products and services, those remotely sensed and those developed by GIS, are incorporated into relevant data and products needed to produce event-specific analysis and situational awareness products. Products are distributed to partners through identified information-sharing strategies. Multi-agency geospatial conference calls are conducted to coordinate geospatial activities between Federal interagency partners.

During response operations, GIS products are categorized by damage assessment, lifesaving, and recovery functions.

Phase 3a

GIS products utilized throughout the response are updated to reflect short- and long-term recovery operations. GIS mapping and analysis products support the coordination, community planning, and economic development efforts during the transition from short- to long-term recovery.

Per the IAP, GIS data can inform national, regional, and incident-level personnel by displaying all incident response facilities operating in support of the UCG, as well as other locations of interest.

Coordinating Structure

The Geospatial Community

Within the geospatial community, five critical components must operate successfully to ensure successful delivery of services. These organizational components are divided by function, as follows:

- Civil Support
- Information/Support Services
- Infrastructure
- People
- Operations/Coordination.

Of these, four parts—civil support, information/support services, infrastructure, and people—all collect and analyze information for the fifth part, Operations/Coordination.

Civil Support

The Civil Support component involves DOD support to civil authorities. DOD provides information identifying the geographic location and characteristics of natural and constructed feature in a given area for disasters that involve homeland security.

The main organizations that provide this information are the National Geospatial Intelligence Agency (NGA), the National Guard Bureau, Defense Threat Reduction Agency, and the U.S. Northern Command Mission Assurance Division.

Information/Support Services

The Information/Support Services component provides border, geological, modeling and weather data during a disaster.

The main organizations that provide this data are the Department of Commerce (DOC)/National Oceanic and Atmospheric Administration (NOAA), Customs and Border Protection, the DHS National Communications System, Defense Threat Reduction Agency, and the USGS.

These departments and agencies employ the Interagency Modeling and Atmospheric Assessment Center (IMAAC) as well as FEMA methodology for estimating potential losses from disasters via the Hazus software. The DHS IMAAC serves as the coordinating entity for the determination of the most appropriate atmospheric dispersion model for a particular incident for delivery of a single Federal prediction to all responders, for incidents requiring a coordinated Federal Response. IMAAC comprises Federal interagency partners, including DHS, DOD, the Department of Energy (DOE), EPA, DOC/NOAA, the Nuclear Regulatory Commission, and the National Aeronautics and Space Administration.

Infrastructure

The Infrastructure component provides assessment information during an emergency for structures such as buildings, dams, levees, and schools. This group also determines the impact to the local community and its environment.

Key entities making these assessments are: USACE, the U.S. Forest Service, DOE, EPA, USCG, the Department of Transportation, DHS National Protection and Programs Directorate, and FEMA Public Assistance.

People

The People component provides information regarding the types of services survivors receive. These include lifesaving measures, shelter, health-related, legal and employment information. Comprising the People group is: the Department of Justice, HHS, FEMA, and the USDA.

Operations/Coordination

The Operations/Coordination group, having incorporated information and analysis from the other four groups, adapts this data to cover damage assessment, lifesaving, and recovery and mitigation themes. The Operations/Coordination segment is the central access point for Requests for Information and Requests for Assistance.

The primary organizations that gather and distribute this information are the DHS NOC, the NICC, the NRCC, RRCC, and JFOs.

Structures

To ensure access to critical geospatial information and products, personnel must be readily available to support the many entities engaged in incident operations. This level of specific operational support provides shared situational awareness and geospatial tools to the managers of Multiagency Coordination Centers and field facilities.

Geospatial staff and teams typically fall under the Planning Section within NIMS and Incident Command System but may be assigned to Operations or other areas within the NIMS structure once there is an elevated threat, the plans should be updated based on the current situation versus exercises.

An effective operational response will rely heavily on establishing and following a regular operational tempo in concert with interagency partners, and other stakeholders. IAAs Mission Assignments, PSMAs, Memoranda of Understanding, and Memoranda of Agreement will be leveraged during all phases to support surge requirements, in coordination with local, state, tribal, territorial, and insular area authorities.

Collaboration Groups

To enhance information-sharing capabilities across the geospatial community, the standard distributions are:

- The Interagency Remote Sensing Coordination Cell (IRSCC) is a body of remote sensing mission owners with capabilities that enable primary Federal responders to plan, coordinate, acquire, analyze, publish, and disseminate situational knowledge. The IRSCC provides visibility of the remote sensing missions that are the statutory responsibility of the member organizations. The IRSCC Executive Secretariat handles the provision of shared situational awareness through daily reporting and convening the IRSCC Working Group as the IRSCC Coordination Group during response operations.
- The Homeland Infrastructure Foundation-level Data Working Group's Program Partners Working Group, which includes DHS, DOD, NGA, and the USGS, have contributed funding toward a regional force of geospatial analysts and information exchange brokers called Homeland Infrastructure Foundation-level Data to the Regions. These personnel support the Office of Infrastructure Protection field personnel like Protective Security Advisors and Chemical Security Inspectors. Operationally, the Homeland Infrastructure Foundation-level Data to the Regions staff report directly to the Regional Directors throughout Office of Infrastructure Protection located throughout the country, and can provide normal operations data collection and geospatial production support, as well as augmented incident management capabilities for enhanced awareness of Critical Infrastructure status, and the overall Critical Infrastructure Protection mission.

National Operations Center

The NOC is the principal operations center for DHS and provides shared situational awareness for the entire Federal Government, as well as for local, state, tribal, territorial, and insular area entities, as appropriate. The NOC establishes information sharing as detailed in Appendix 2 to Annex B.

National Infrastructure Coordinating Center

The NICC within the National Preparedness and Programs Directorate coordinates the national program to reduce risks to the Nation's critical infrastructure and to strengthen national preparedness, timely response, and rapid recovery following an incident.

Geospatial and Technical Group

NRCC's Geospatial and Technical Group develops specialized reports, analyzes presentations, and coordinates with other situational awareness functions. The Geospatial and Technical Group identifies and selects operational geospatial information from internal and external databases for integration with specified situational awareness viewers. The group integrates geospatial information from external partners, including but not limited to other Federal departments and agencies, academia, and warning centers; incorporates all relevant data for incident-specific situational awareness and/or geospatial analysis; and provides technical and mapping expertise required to support National Response Coordination Staff members.

Table B.3-1: Geospatial Support Resources

Support	JFO	NOC	NICC	NRCC	RRCC
Operational	Geospatial Intelligence Unit in the JFO provides GIS and remote sensing support to local, state, tribal and Federal government agencies and may be located at or near the incident area of operations or state EOC. Products range from map production to field data collection, as well as: Quick look reports, Spot reports, and Situation reports.	Primarily focused on gathering event data, coordinating the enhancement of data, and coordinating to provide situational awareness.	▪ Daily support ▪ Quick look reports ▪ Spot reports ▪ Situation reports	The Geospatial and Technical Group is the primary geospatial production entity for all Federal operations during Stafford Act activations and is augmented by NGA, USGS, USACE, and other Federal geospatial offices.	Geospatial Intelligence Unit in the planning section provides all regional GIS and remote sensing support. Products range from map production to field data collection.
GIS	The GIS analyst supports JFO incident response operations by coordinating the production of GIS maps and analysis; in support of state EOCs, and other field elements as needed/requested.	The GIS desk in NOC provides geospatial production and geospatial data visualization to support the mission. The GIS desk provides GIS subject matter expertise, imagery, and data requirements to support production capabilities to DHS Office of Intelligence and Analysis. The NOC GIS watch desk serves as a liaison and coordination point with the NGA support team.	The GIS analyst supports NICC during steady state and response operations. In the field, regional information exchange brokers and geospatial analysts are within each region. The Protective Security Coordination Division provides support to the NICC. Base map imagery; event boundaries such as hurricane cones, wildfire perimeters, contamination areas, and significant areas of concern.	The MAC supports NRCC through the GIS coordinator desk. Products include visualization of flood area, modeled hurricane impacts, Hazus outputs, disaster declaration areas, damage locations, and FEMA applicant locations. The MAC addresses ad hoc requests for information related to the event at the headquarters and field levels.	

Support	JFO	NOC	NICC	NRCC	RRCC
Remote Sensing	FEMA's Remote Sensing Specialists may be activated in support of the JFO Geospatial Intelligence Unit. Requirements for imagery are submitted to the RGC.	The IRSCC ensures Federal airborne assets and sensors are tasked efficiently.	IRSCC provides post-event imagery collection coordination with NRCC on behalf of NICC and Incident Management Center. Imagery is focused on the impact area.	Located in NRCC, the remote sensing specialist organizes imagery collection and processing through various entities.	Remote sensing requirements are organized by the remote sensing specialist in the Geospatial Intelligence Unit.
Modeling	FEMA's Remote Sensing Specialists may be activated in support of the JFO Geospatial Intelligence Unit. Requirements for imagery are submitted to the RGC.	Chemical, Biological, Radiological, Nuclear, and high-yield Explosives incidents, fires, and other events can create smoke, gas, or particulate plumes. Situational awareness of downwind consequences of such plumes is important. IMAAC serves as the single integration point for modeling, production, and dissemination of Federal dispersion modeling and predictive products, during a coordinated Federal response.	The National Infrastructure Simulation and Analysis Center performs event-driven rapid analysis using a suite of mapping and analysis tools for rapid infrastructure analysis.	The MAC produces Hazards United States-Multi-hazard (Hazus-MH) runs of record for FEMA and uses established dissemination protocol for sharing standardized products.	Hazus-MH information is prioritized and utilized to support field-level disaster operations.

Resources

GIS and/or remote sensing products and services to support damage assessments, lifesaving, and recovery GIS mission areas are detailed in the DHS GeoCONOPS.

Refining Remote Sensing Needs to Support Response

While Civil Air Patrol, government departments and agencies, or commercial airborne vendors may already be collecting aerial imagery, the FEMA RGC in the affected area will be responsible for providing the initial remote sensing and other geospatial data requirements in alignment with state/local Requests for Assistance and the Regional Support Plan. The RGC should begin fusing available data and defining collection priorities.

The RGC should use National Weather Service (NWS) reporting and LandScan population data, combined with other data sources, to:

- Identify areas of interest
- Refine/identify areas that are most likely to affect populated areas
- Prioritize areas of interest based on population/demographic information
- Areas of interest may be adjusted immediately after a disaster to refine areas not previously identified by the NWS or other agency assessments.

Aerial and Satellite Imagery

Remote sensing is the acquisition of information (typically imagery) from aerial or satellite sensors. Imagery can provide critical information about an event that can be integrated into GIS to produce maps or analytic databases. This information can be operationally exploited by emergency managers and decision makers at all levels of the response structure.

Projected uses include:

- Detecting pollution in or toxic contamination of water and soil
- Assessing the impact of drought on agriculture
- Providing a broad indication of damage
- Assessing levels and patterns of damage within disaster areas
- Assessing scope and extent of debris fields within disaster areas.

Remote Sensing Data Acquisition

Civil Air Patrol imagery, as well as various other publicly-available remote sensing data, can be downloaded using the Hazards Data Distribution System provided by the USGS. Licensed satellite imagery (e.g., Quickbird, SPOT, IKONOS) and other restricted products are also made available once a user signs up for an account and requests access to the restricted portal. The USGS/Hazards Data Distribution System also catalogs and posts pre-event Moderate-resolution Imaging Spectroradiometer and Landsat for declared disaster and emergency operation areas of interest.

Hazus-MH provides loss estimates for flood, hurricane (wind), and earthquake events. Hazus-MH provides estimates on impact to physical damage to residential and commercial buildings, schools, critical facilities, and infrastructure; economic loss, including business interruption, repair, and reconstruction costs; and social impacts, including estimates of shelter requirements, displaced

households, and population exposed to floods, earthquakes, and hurricanes. Specifically, Hazus-MH provides the following:

- Spatial boundaries of hazard or event
- Damage to essential facilities
- Casualties
- Shelter requirements
- Economic loss.

IMAAC provides interagency coordination to use the most appropriate atmospheric dispersion model for a particular incident and for the delivery of a single Federal prediction to all responders, during a coordinated Federal response. Specifically, IMAAC provides plume projection and lethality and dosage forecasts.

Administration and Support

All GIS and remote sensing stakeholders will follow their pre-defined activation, notification, deployment, and deactivation procedures.

Annex C: Operational Coordination

Purpose

The purpose of this annex is to describe the delivery of the Operational Coordination core capability within the Response mission area.

The Operational Coordination core capability helps to establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

The Operational Coordination (OCD) critical tasks (CTs) are as follows:

- **OCD-CT-1.** Mobilize all critical resources, establish command, control, and coordination structures within the affected community and other coordinating bodies in surrounding communities and across the Nation, and maintain, as needed, throughout the duration of an incident.
- **OCD-CT-2.** Enhance and maintain National Incident Management System (NIMS)-consistent coordination structures to meet basic human needs, stabilize the incident, and transition to recovery.

Operational coordination directs, organizes, orchestrates, and provides strategic information for the provision of lifesaving activities and resources through established coordinating mechanisms. Appendices to Annex C describe the details of the conduct of lifesaving and life-sustaining operations that are being conducted in preparation of or support to an incident. The Operational Coordination core capability annex synchronizes and supports the effective execution of the other 13 Response core capabilities. Appendix 9 of Annex C depicts the synchronization of these activities. The core functions of the other annexes within the Response Federal Interagency Operational Plan (FIOP) enable the Operational Coordination core capability.

Situation

A limited understanding of the operational environment will impact Federal interagency partners' ability to establish and maintain a unified and coordinated operational structure and process to respond to the incident and provide for survivors' needs.

Local, state, tribal, territorial, and insular area governments are functioning and operating from their designated emergency operations centers. Due to the severity and scope of the incident, an immediate request for a Stafford Act declaration from the Governors of the impacted states is granted. The Emergency Management Assistance Compact (EMAC) is in effect and providing immediate state-to-state resource and logistics support, but is unable to fulfill all needs, requiring reliance on the whole community. All coalitions of nongovernmental organizations (NGOs) that are able to support response efforts have not been pre-identified, leaving NGOs unaware of the Federal emergency management system and ongoing/planned efforts.

The delivery of the Operational Coordination core capability is contingent upon stakeholders' awareness of their specific roles and responsibilities across all five mission areas, particularly under varied scenarios that may alter lines of authority. Prioritization and adjudication of resources is another key component of operational coordination, as the allocation of shared resources is dependent upon the priorities of both the operational and political sides of the decisionmaking structure. These specific risks are expanded upon in greater detail in Appendix 1 to Annex B.

Assumptions

General assumptions for the Response FIOP have been identified in the base plan.

Mission

Federal interagency partners use NIMS to establish a coordination structure by developing a single set of objectives; using a collective, strategic approach; improving information flow and coordination; creating a common understanding of joint priorities and restrictions; ensuring that no department's or agency's legal authorities are compromised or neglected; and optimizing the combined efforts of all agencies under a single plan.

Execution

Concept of Operations

The Federal Government provides varying degrees of response and recovery support to local, state, tribal, territorial, and insular area governments depending on the authorities invoked. The degree of Federal assistance depends on the severity of the incident and the ability of local, state, tribal, territorial, and insular area entities to manage the response to the incident and any associated cascading incidents. Under the Stafford Act, when the primary responsibility for response rests with the Federal Government, the President may issue an emergency declaration and deploy people and resources without a declaration request from a Governor. A whole community approach is used to leverage both governmental and nongovernmental expertise and resources to increase the efficiency and immediacy of support to lifesaving and life-sustaining activities.[17]

When possible, Federal interagency partners will utilize agency resources and authorities to prepare for an incident and to initiate appropriate preparatory and mitigating measures to reduce vulnerabilities. Once an incident occurs, the priorities shift from preparedness activities to response activities to save and sustain lives, property, and the environment. Across all mission areas, establishing on-scene safety and conducting lifesaving and life-sustaining activities are the priority.

Phase 1

Local, state, tribal, territorial, insular area, and Federal entities determine existing logistics and resource capabilities, develop all-hazards plans and procedures, and conduct training and exercises to validate existing plans. Federal priorities during this phase include preparing to respond. When there is a warning or credible threat before a major disaster or emergency declaration, the Stafford Act authorizes the Federal Emergency Management Agency (FEMA) to deploy and pre-position Federal response personnel and equipment to reduce immediate threats to life, property, the public, employees, and responder health and safety and to improve the timeliness of its response. Actions are limited to pre-deployment until a declaration is made.

Phase 2

Federal priorities include the immediate deployment of available critical national assets for conducting lifesaving and life-sustaining activities in anticipation of local, state, tribal, territorial, and insular area needs; gaining shared situational awareness to determine the scope of additional Federal

[17] The Tribal Coordination Support Annex to the National Response Framework outlines how Federal response operations are conducted in partnership with federal-recognized tribes. For more information, please see the Tribal Coordination Support Annex.

support; and alerting key personnel, departments, and agencies to assist in saving lives and reducing casualties.

Figure C-1 illustrates the key components of the response process and identifies the interdependency of the Situational Assessment core capability in supporting the coordination of response operations.

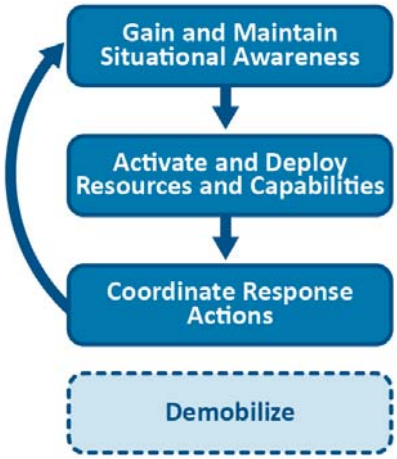

Figure C-1: Response Process

Following the initial impacts of an incident, Federal coordination and operations centers, such as the National Response Coordination Center (NRCC) and Regional Response Coordination Centers (RRCCs) are activated. The NRCC is activated by the FEMA Administrator, or his or her designee. The RRCC is activated by the Regional Administrator, or his or her designee. Upon activation, these centers immediately notify and activate appropriate on-call response elements for immediate deployment to the affected area. The NRCC, in close coordination with the affected Region(s), begins to push pre-identified teams, equipment, and personnel to the impacted area. Movement of these assets is sequenced to arrive at Incident Support Bases (ISBs) in an appropriate order and quantity. The RRCC utilizes the Regional Support Plan to coordinate the deployment of resources to the affected area. Once the Region(s) shifts operational control to the Federal Coordinating Officer (FCO), distribution management may revert to a pull strategy for resource sustainment that coordinates the regional request for commodities prior to sending resources. The lead agency makes decisions regarding the prioritization, movement, and distribution of resources, including adjudication of multiple high-priority resources. Efforts will be made to adhere to applicable plans and procedures in place for resource adjudication, in coordination with planning, and in accordance with shared situational assessment, as appropriate.

Unified Coordination Groups (UCGs) may be established following an incident that affects multiple states and/or regions. Comprised of senior leaders representing Federal and state interests and, in certain circumstances, tribal and territorial governments, local jurisdictions, private sector, and/or NGOs, the UCGs focus on providing support to on-scene response efforts and conducting broader support operations that may extend beyond the incident site. Unified Coordination must include robust operations, planning, public information, and logistics capabilities that integrate local, state, and Federal—as well as tribal, territorial, and insular area governments—personnel when appropriate, so that all levels of government work together to achieve unity of effort. The UCG leads the unified coordination staff, where staffing is based on incident requirements. The UCG typically consists of the FCO, the State Coordinating Officer, Federal Disaster Recovery Coordinator, the

Recovery Advance Evaluation Team 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.[18]

The Federal Disaster Recovery Coordinator functions as a deputy to the FCO at the Joint Field Office (JFO) to coordinate Federal recovery efforts on the FCO's behalf. The Federal Disaster Recovery Coordinator is the coordinating lead for Recovery Support Function (RSF) activities related to that specific disaster and provides the leadership and direction that will guide all RSF activities. The FCO and State Coordinating Officer may operate out of an Initial Operating Facility (IOF) until a JFO is activated. The JFO then acts as the primary Federal Incident Management structure in the field (during a multi-state incident, additional JFOs may be opened in any affected state). Personnel from Federal and state-level departments and agencies, other jurisdictional entities, the private sector, and NGOs may be requested to staff various levels of the JFO, depending on the incident management requirements of the incident response. To ensure efficient operations—regardless of overall disaster impact—the JFO is scalable and flexible in required functions, staff, and resources that are employed.

Federal departments and agencies routinely manage the response to incidents under their own statutory or under delegated authority. If a Federal department or agency with primary responsibility and authority for handling an incident requires assistance beyond that identified in existing processes or agreements, that agency may ask the Department of Homeland Security (DHS) to coordinate assistance from other Federal departments and agencies. In this case, the requesting entity will submit a request to the Secretary of Homeland Security through the National Operations Center (NOC), including a summary of the situation, types and amount of resources needed, financial information, and any other appropriate details. Upon approval of the request, the Secretary issues an operations order to the NOC, which coordinates the activation of the appropriate Emergency Support Functions (ESFs) through the NRCC.

Phase 3a

Response actions transition to short-term recovery operations (e.g., repopulation of the impacted area) and long-term recovery operations (e.g., ongoing recovery and mitigation activities). The transition to recovery may be initiated and conducted simultaneously with response activities when one or more of the following conditions exist: ESFs are demobilized by the FCO; the state initiates its own recovery plan and/or sets up its own recovery organization; and when it is determined that the recovery needs of the impacted population exceeds local community capabilities.

The JFO is the central coordination point for local, state, tribal, territorial, insular area, and Federal governments for recovery and mitigation assistance. After the JFO closes, ongoing recovery and mitigation activities transition to individual agencies with primary jurisdiction utilizing the mission area coordination structures, as appropriate. Federal partners work directly with their Regional offices to administer and monitor recovery and mitigation programs.

In many incidents, no clear transition exists from one phase to the next, and phases may run concurrently. As such, during incidents that affect multiple states and/or FEMA Regions, different

[18] The term State Coordinating Officer is used to describe the official appointed by the chief executive of a state, commonwealth, territory, federally-recognized tribe, or insular area to coordinate disaster assistance efforts with those of the Federal Government. Federally-recognized tribes having lands within an affected state can elect to work through the state's State Coordinating Officer or appoint a separate official to serve as the tribe's State Coordinating Officer (sometimes referred to as a Tribal Coordinating Officer) to work directly with Federal partners.

jurisdictions may transition through the phases at various paces depending on the impact to the respective geographical area. The National Response Framework (NRF) fully transitions to the National Disaster Recovery Framework when the disaster-specific mission objectives (MOs) of the ESFs are met and all ESFs demobilize.

Coordinating Structure

All ESFs support the delivery of the Operational Coordination core capability. Once the President or responsible department or agency head determines the nature and extent of Federal involvement, the coordinating structure will modify processes and protocols, as necessary, to respond to the specific needs of the incident. The nature of the incident will determine the lead agency. The lead agency is responsible for developing a coordination/authority structure.

The Incident Command System (ICS), part of NIMS, is adaptable for incidents of any type, scope, and complexity, directs on-scene emergency management activities and maintains command and control of on-scene incident operations. The Federal Government uses Multiagency Coordination Systems to coordinate entities to ensure unity of effort for domestic incident management. At the field level, the Federal Government uses ICS structure for JFOs. When other mission areas are involved in response activities, they will integrate into the ICS structure. An overview of the ICS organizational structure is illustrated in Figure C-2.

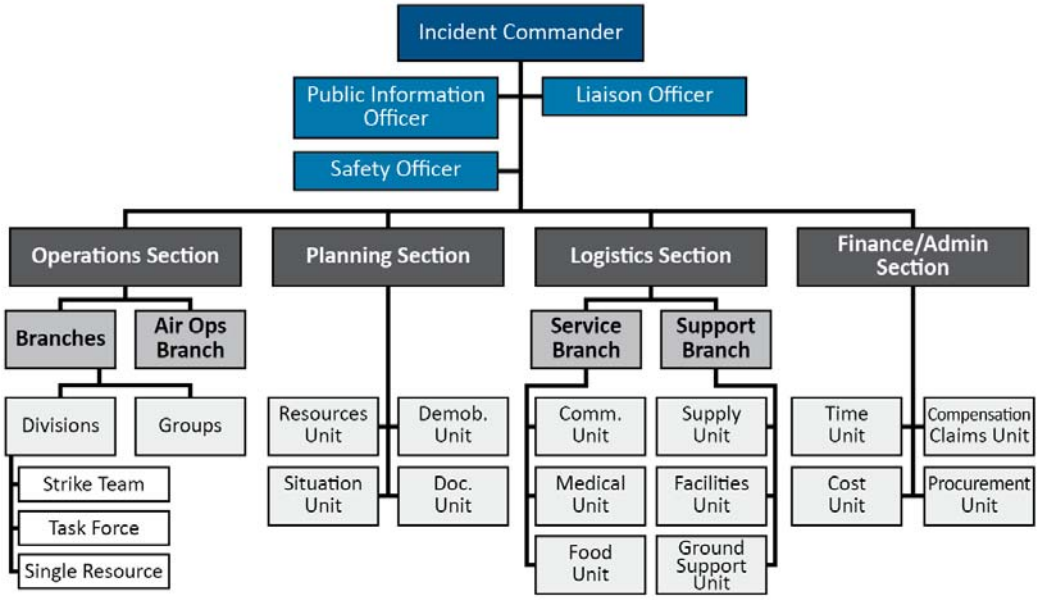

Figure C-2: Incident Command System Structure

Pursuant to Presidential directive, the Secretary of Homeland Security is the principal Federal official for domestic incident management. Pursuant to the Homeland Security Act of 2002, the Secretary is responsible for coordinating Federal operations within the United States to prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies. The Secretary shall coordinate the Federal Government's resources utilized in response to, or recovery from terrorist attacks, major disasters, or other emergencies.[19] As part of these responsibilities, the Secretary

[19] Except for those activities that may interfere with the authority of the Attorney General or the FBI Director, as described in PPD-8.

coordinates with Federal entities to provide for Federal unity of effort in support of domestic incident management. The Secretary's responsibilities also include management of the broad emergency management and response authorities of FEMA and other DHS components. The Secretary of Homeland Security may monitor activities and activate specific response mechanisms to support other Federal departments and agencies.

All Federal departments and agencies shall cooperate with the Secretary of Homeland Security in executing domestic incident management duties. Figure C-3 depicts this organization by these categories at the Federal, regional, local, state, tribal, territorial, and insular area levels. Detailed information about each category is provided below.

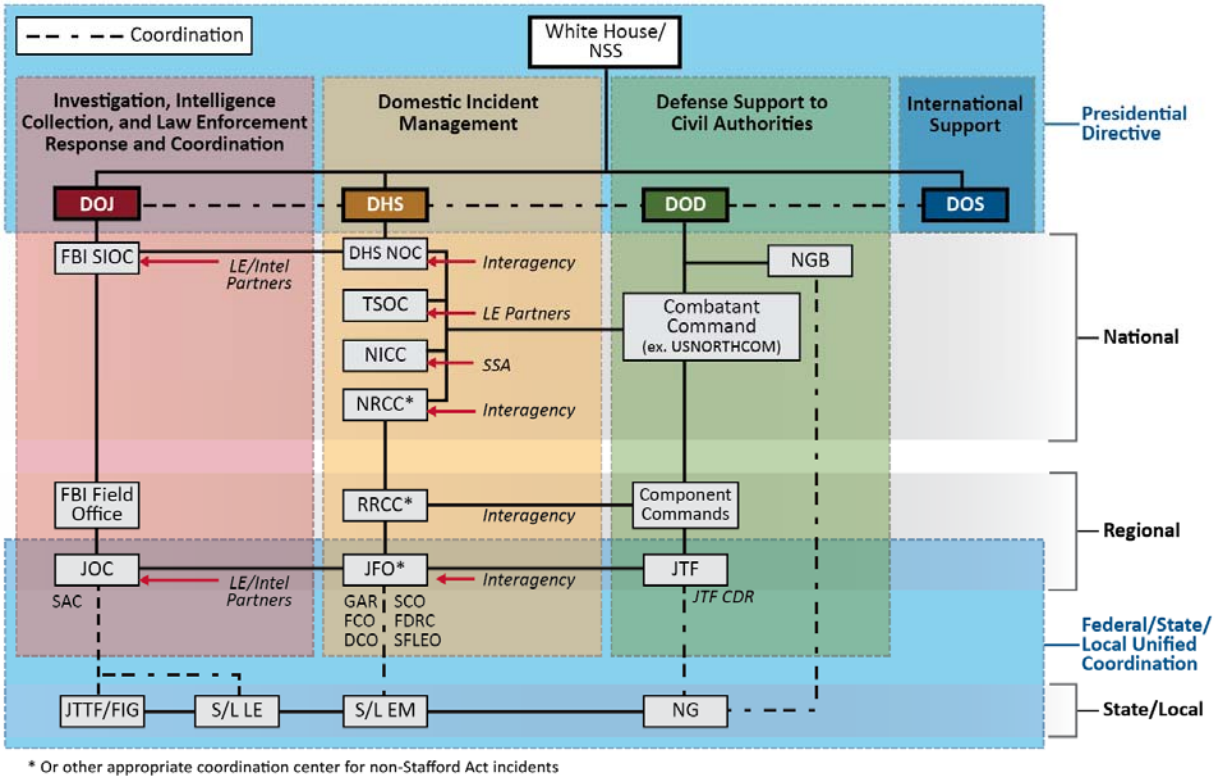

Figure C-3: Domestic Incident Management Coordination Structure

Investigation, Intelligence Collection, and Law Enforcement Response and Coordination

The Department of Justice (DOJ), through the Federal Bureau of Investigation (FBI), shall execute lead responsibility for domestic intelligence and counterterrorism investigations, in cooperation with other Federal departments and agencies engaged in activities to protect national security; shall coordinate the activities of the other members of the law enforcement community and, where applicable, the Intelligence Community, to detect, prevent, preempt, mitigate and disrupt terrorist attacks, including those against the Nation's critical infrastructure; shall lead the Federal operational law enforcement response and investigative activities necessary to prevent or resolve imminent terrorist threats or attacks; and has primary responsibility for searching for, finding, and neutralizing weapons of mass destruction within the United States and its territories in response to information received through law enforcement, intelligence, or other channels. The FBI organizes the following command and operations centers:

- The Strategic Information and Operations Center (SIOC) acts as the FBI's worldwide Emergency Operations Center (EOC) by: maintaining situational awareness of criminal or terrorist threats, critical incidents, and crises; providing command, control, communications connectivity, and the FBI's common operating picture for managing operational responses; establishing the headquarters command post and developing connectivity to FBI Joint Operations Centers (JOCs), led by FBI Special Agents in Charge; and sharing information and intelligence with other EOCs at all levels of government, to include the DHS NOC.
- The JOC is a multijurisdictional interagency investigative and intelligence operations center led by the FBI. The JOC operates only during a crisis situation or for special events that require additional coordination between participating entities. The JOC coordinates and/or directs law enforcement investigations, intelligence, and operational activities in response to a threat or terrorist incident, major criminal investigation, or special event, including a National Special Security Event (NSSE). In order to provide successful investigative case management, the JOC may be activated and made operational at any point in the response to a threat or incident.
- The FBI Special Agent in Charge can establish forward command posts to manage such things as crime scenes, tactical operations, render safe operations, etc. based on the type and number of incident sites.

Defense Support to Civil Authorities

The Secretary of Defense provides defense support to civil authorities for domestic incidents, as directed by the President, or when consistent with military readiness and appropriate under the circumstances and the law. The Secretary of Defense directs military forces providing support to civil authorities that are on active duty under Federal control, generally through a Geographic Combatant Command (i.e., U.S. Northern Command and U.S. Pacific Command).[20] A Defense Coordinating Officer (DCO), on active duty under 10 U.S.C., is assigned to each FEMA region and coordinates requests for Department of Defense (DOD) support from the lead agency for response operations. DCO responsibilities include: representing DOD in the affected area, serving as a liaison to local, state, tribal, territorial, insular area, and Federal departments and agencies, reviewing mission assignments, recommending the best military resource for the mission, and providing support to deployed DOD forces. When activated under state control, the National Guard operates under command of their respective Governors through their individual State Joint Forces Headquarters. In this status each state National Guard coordinates with the DOD through the National Guard Bureau via their State Joint Forces Headquarters.

The U.S. Army Corps of Engineers (USACE) may respond under separate established authorities and as mission assigned by FEMA. As a Primary or Support Agency, USACE provides assistance directly to FEMA through ESF #3; requests for assistance are not coordinated and processed through the DCO (and assistance is not under the operational control of a Joint Task Force Commander). DOD, including USACE, also provides support to other Federal departments and agencies under certain non-Stafford Act authorities, in accordance with DOD policy.

[20] In response to a request for assistance from a civilian authority, under imminently serious conditions, and if time does not permit approval from higher authority, DOD officials may provide an immediate response by temporarily employing the resources under their control, subject to any supplemental direction provided by higher headquarters, to save lives, prevent human suffering, or mitigate great property damage within the United States. Immediate response authority does not permit actions that would subject civilians to the use of military power that is regulatory, prescriptive, proscriptive, or compulsory. (DOD Directive 3025.18)

International Support

The Department of State (DOS) is responsible for all communication and coordination between the U.S. Government and other nations regarding the response to a domestic crisis. DOS is also responsible for managing U.S. Government relations, policies, and activities as related to the international dimension of the crisis. International coordination within the context of a domestic incident requires close cooperation with foreign counterparts, multilateral/international organizations, and the private sector in the United States and abroad. DOS supports DHS and other Federal department and agency efforts by providing knowledge about and engaging with other Nations, and in leading and facilitating the international aspects of a domestic incident. The International Assistance System, led primarily by DOS, FEMA, and the U.S. Agency for International Development (USAID), manages the flow of international resources, including government-to-government assistance and assistance from international organizations (e.g., North Atlantic Treaty Organization and the United Nations), into the United States under the NRF for a Presidentially declared major disaster as described under the Stafford Act. Pursuant to Presidential directive, the Secretary of State and DOS have the responsibility to protect national security and the U.S.' interests and citizens abroad while coordinating across other Federal departments and agencies. The Department of Health and Human Services (HHS) may provide technical expertise for international requests for public health and medical assets and coordinates with international partners on the acceptance of donations.

Domestic Incident Management

The following operations centers and entities are responsible for the coordination of response operations and integration with other mission areas, as appropriate:

National Level

The NOC is the principal operations center for DHS and shall provide situational awareness, information fusion, and communications in the event of a natural disaster, act of terrorism, or other disaster for protection and consequence management activities. The NOC facilitates Federal coordination, information sharing, and operational coordination with the FBI's SIOC and the DOD's National Military Command Center.

The SIOC is the FBI's headquarters-level central communications center, maintaining redundant and secure communications with all national crisis centers, the FBI Director, the Attorney General, and the President of the United States, regardless of their physical locations. The SIOC acts as the FBI's worldwide EOC by: maintaining situational awareness of criminal or terrorist threats, critical incidents, and crises; providing command, control, communications connectivity, and the FBI's common operating picture for managing operational responses; establishing the headquarters command post and developing connectivity to JOCs; and sharing information and intelligence with other EOCs at all levels of government, to include the DHS NOC.

The National Military Command Center maintains situational awareness on worldwide events for the Secretary of Defense and Chairman of the Joint Chiefs of Staff. It may alert other Federal departments and agencies to developing terrorist threats and natural crises and coordinate any DOD support required through the designated Combatant Commander.

The NRCC serves as the primary operations center for national incident response and recovery operations, as well as national resource coordination. The NRCC monitors incidents and supports the efforts of Regional and field components. Only issues that cannot be resolved at the RRCC and JFO levels are elevated to the NRCC for resolution. Federal departments and agencies maintain additional operations centers that provide shared situational awareness within their jurisdiction or functional

areas and share information with the NRCC (or other entities) in accordance with their statutory responsibilities and authorities. The operation and staffing of these facilities is contingent upon the respective agency's scope and role in the incident response.

The National Infrastructure Coordinating Center (NICC) serves as the primary infrastructure protection entity for incident management coordination during steady state and incident response activities. During the response to an incident, the NICC provides the critical infrastructure shared situational awareness, which describes the impacts to critical infrastructure, key actions, and concerns reported from the critical infrastructure Sector-Specific Agencies (SSAs), as well as infrastructure protection operational actions and decisions. The NICC utilizes the Information Sharing and Analysis Centers to provide a mechanism for coordination and information sharing between government and industry partners.

Private sector organizations contribute to response efforts through partnerships with each level of government. During an incident, key private sector partners have a direct link to emergency managers and, in some cases, are involved in the decisionmaking process. Communities may not be able to respond effectively to incidents without private sector resources; therefore, strong cooperative relations between government agencies and the private sector are essential. Additional information about private sector resources and services is available in Annex D.

In addition to private sector resources, NGOs provide additional operational coordination support to response operations through the National Voluntary Organizations Active in Disaster (National VOAD) and the American Red Cross. National VOAD, a consortium of approximately 50 national organizations and 55 territorial and state equivalents, allows NGOs to share knowledge and resources to help disaster survivors and their communities. The American Red Cross, chartered by Congress to maintain a system of domestic and international relief, has a legal status of "a Federal instrumentality" and supports the delivery of multiple core capabilities.

Regional Level

Within each of the 10 FEMA Regional Offices (see Figure C-4) is a RRCC. Each RRCC is primarily staffed by FEMA employees who are responsible for the day to day monitoring of the situation in the Regional area of responsibility—even when not activated under a disaster. The RRCC expands to become an interagency facility after an incident impacts its area of responsibility. RRCC personnel are the FEMA Regional Administrators' mechanism for executing regional responsibilities. Operating under the direction of the FEMA Regional Administrator, RRCC personnel assess the situation; and coordinate Federal response efforts across JFOs, state EOCs, and fusion centers in their Region after an incident; contribute to the development of shared situational awareness; and maintain connectivity with fusion centers, Federal Executive Boards, and other Federal and state operations and coordination centers until an FCO is deployed and ready to take operational control. Ongoing RRCC operations transition to a JFO once it is established.

Figure C-4: FEMA Regions

When responding to an incident, the NRCC and RRCC are supported by the ESFs, private sector organizations, and NGOs, as appropriate for the size and complexity of the incident. The ESFs are activated at the regional level by the FEMA Regional Administrator.

A JFO is a temporary Federal facility established locally to coordinate operational Federal assistance activities to the affected jurisdiction to provide a central location for coordination of response efforts by the private sector, NGOs, and all levels of government. The RRCC supports the transition of operations to one or more JFOs, but continues to monitor the incident as it progresses. The JFO UCG provides strategic leadership for the JFO and may staff the JFO in part or in full from its own resources, or request support from ESF #5, as required. Some Federal departments and agencies establish incident and area command structures, generally in conjunction with their counterpart state, tribal, and/or local agencies, to carry out the ESF missions.

State and Local Level

At the state level, multi-agency coordination occurs within individual state EOCs. The state EOC is the physical location where multi-agency coordination occurs. Every state maintains an EOC to manage incidents requiring state-level assistance. A key function of state EOC personnel is to ensure that those who are located at the scene have the resources (e.g., personnel, tools, equipment) they need for the coordinated response. Some states have additional EOCs for coordinating information and resources within a region or area. State EOCs are typically organized by a combination of ESFs or other coordinating structures aligned to disciplines or capabilities. Chief elected and appointed officials are located at the state EOC, as well as personnel supporting core functions under the state's Comprehensive Emergency Management Plan. Many states involve their tribal counterparts within the EOC to ensure that tribal coordinating structures are integrated into the delivery of capabilities and that tribal needs are addressed.

State and major urban area fusion centers serve as focal points within the local and state environment for the receipt, analysis, gathering, and sharing of threat-related information between the Federal Government, local, state, tribal, territorial, insular area, and private sector partners. Fusion centers are owned and operated by local and state entities with support from Federal partners in the form of deployed personnel, training, technical assistance, exercise support, security clearances, connectivity

to Federal systems, technology, and grant funding. Fusion centers have a close relationship with the FBI Joint Terrorism Task Forces in that they share state and local-developed threat information, including suspicious activity reporting. Fusion centers also coordinate with the FBI JOC when it is operational for incidents involving law enforcement response, counterterrorism, counterintelligence, and criminal investigative activities, as appropriate. The JOC is staffed with a Command Group comprising applicable local, state, and Federal law enforcement and is led by the FBI Special Agent in Charge of an FBI Division. It acts as an interagency command and control center for a response to a credible terrorist threat or incident.

Conduct of Operations

The Operational Coordination core capability annex synchronizes and supports the effective execution of the other 13 Response core capabilities. The following list indicates the remaining core capabilities and location for their corresponding activities and coordinating instructions:

- Planning. Refer to Annex B
- Public Information and Warning. Refer to Annex C, Appendix 1
- Critical Transportation. Refer to Annex D, Appendix 1
- Environmental Response/Health and Safety. Refer to Annex C, Appendix 3
- Fatality Management Services. Refer to Annex C, Appendix 4
- Infrastructure Systems. Refer to Annex C, Appendix 5
- Mass Care Services. Refer to Annex C, Appendix 6
- Mass Search and Rescue Operations. Refer to Annex C, Appendix 7
- On-scene Security and Protection. Refer to Annex C, Appendix 8
- Operational Communications. Refer to Annex E
- Public and Private Services and Resources. Refer to Annex D
- Public Health and Medical Services. Refer to Annex C, Appendix 2
- Situational Assessment. Refer to Annex B, Appendix 2.

ESFs that provide support to the delivery of the Operational Coordination core capability are included in the following section.

Operational Coordination Tasks

Mission Objectives

- OCD-MO-1: Facilitate a planning, training, and exercising process utilizing NIMS to enable responders to work in a coordinated manner to meet the needs of disaster survivors. (Supports OCD-CT-2)
- OCD-MO-2: Gain and maintain shared situational awareness and understanding through a consistent operational analysis. (Supports OCD-CT-1, OCD-CT-2)
- OCD-MO-3: Establish and maintain command, control, and coordination utilizing NIMS. (Supports OCD-CT-2)

- OCD-MO-4: Mobilize and establish Federal assets within the impacted area to support the Federal command and coordination structure. (Supports OCD-CT-1)
- OCD-MO-5: Facilitate the execution of Response core capabilities across local, state, tribal, territorial, insular area, Federal, private sector, and NGOs. (Supports OCD-CT-1, OCD-CT-2)

Phase 1a—Normal Operations

End State: Federal departments and agencies have utilized NIMS-consistent plans, training, and exercising to ensure a coordinated command structure. (Supports OCD-MO-1)

- Tasks by Phase, by ESF
  - All
    - Develop and review pre-scripted mission assignments (PSMAs), memoranda of understanding (MOUs), and interagency agreements (IAAs) with Federal departments and agencies to provide supplemental personnel and resources.
  - ESF #5
    - Pre-designate key Federal officials and identify response organizational structures that could be utilized in response operations (e.g., FCOs).
    - Coordinate between Federal departments and agencies to strengthen relationships and identify shortfalls.
    - Review, update, and exercise key personnel rosters with accurate contact information (e.g., JFOs, special teams).
    - Maintain effective communications by updating point of contact lists, verifying video teleconference and teleconference capabilities, and testing information systems.
  - ESF #8
    - Enhance the preparedness and resiliency of health and medical systems, as well as communities through preparedness grants, mitigation efforts, readiness guidance, and support in planning, training, and exercises.

Phase 1b—Elevated Threat

End State: Situational reports have been analyzed and addressed to plan for the potential activation of Federal, regional, local, state, tribal, territorial, and insular area coordination structures. (Supports OCD-MO-2)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. This includes any pre-deployment and/or staging of resources. There will not be any tasks listed for Phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations.

Phase 1c—Credible Threat

End State: Continue to analyze and assess situational reports for the potential activation of Federal, regional, local, state, tribal, territorial, and insular area coordination structures. (Supports OCD-MO-2)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. This includes any pre-deployment

and/or staging of resources. There will not be any tasks listed for Phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations.

Phase 2a—Immediate Response

End State: The NOC has been activated, and preliminary situational assessment has begun. Federal response personnel have been alerted for deployment. (Supports OCD-MO-2, OCD-MO-3, OCD-MO-4)

- Tasks by Phase, by ESF
  - All
    - Identify Federal emergency assets and capabilities available for deployment.
    - Conduct national-level operational planning with the respective region(s) to develop unified Federal response plans.
    - Establish coordination and planning processes with other Federal departments and agencies at the national and regional levels.
    - Activate continuity of operations plans.
  - ESF #1
    - Implement appropriate air traffic and airspace management measures.
  - ESF #5
    - Employ mitigation, infrastructure protection, and private sector expertise amid the incident to inform decisions.
    - Detect and resolve resource allocation issues identified at the multiagency coordination centers.
    - Coordinate activation of ESFs, the size and composition of the organizational structure, the level of staffing, and the key personnel required for the disaster response.
    - Establish a Federal support infrastructure in the affected region or state in anticipation of requirements for hazard mitigation, response, and recovery.
    - Conduct resource allocation and tasking through the multiagency coordination center using mission assignment process.
    - Communicate with the affected region and RRCC and convene periodic video teleconferences with all appropriate parties to coordinate Federal and state operations.
    - Assign and/or deploy staff to the NRCC and the RRCC(s).
    - Provide situation reports and other information, as requested, to the NOC, in accordance with NOC standard operating procedure(s) and protocols.
    - Maintain accountability of all deployed Federal supplies and resources.
    - Coordinate with the RRCC(s) to maintain shared situational awareness and understanding on the resourcing and delivery of required resources.
    - Provide an informational link between the NRCC, RRCC, other Federal department and agency operations centers, and other NOC components.

- Engage the private sector and NGOs to determine resource availability within the impacted area.
- Coordinate with local, state, tribal, territorial, insular area, Federal, and regional resources to conduct a rapid needs assessment of the affected area.
- Determine the need to activate Federal resources in advance of formal requests for assistance.
- Develop initial orders (e.g., Warning Order, Prepare to Activate/Deploy Order, and Operations Order).
- Activate ESF #5 personnel and teams and increase staffing and the operational tempo at the NRCC and RRCC(s), as necessary; actions include alert, notification, and situation reporting in coordination with the NOC Watch.
- Coordinate overall staffing of Federal emergency management activities at multiagency coordination centers.
- Issue activation mission assignments to other Federal departments and agencies, and establish reporting and communications protocols with the activated agencies.
- Activate the Incident Communications Emergency Plan.
- Activate the National Incident Communications Conference Line (NICCL) and establish and maintain lines of communication with state authorities for incident venues.
- Activate the NRCC (including Transportation Movement Coordination Unit) and RRCCs with incident oversight.
- Conduct interagency conference calls and develop an initial communications strategy and plan.
- Activate the International Assistance System through DOS and alert USAID/Office of U.S. Foreign Disaster Assistance.
- Consolidate requests for information at the national-level and track response deadlines through the Homeland Security Information Network (HSIN).
- Establish a national operations tempo (i.e., incident reporting timeline) in coordination with the regions.
- Initiate daily NRCC video teleconferences.
- Draft an initial National Support Plan.
- Implement the Incident Information Collection Plan.
- Submit requests for surge account funding to begin mobilizing and deploying personnel and equipment, as necessary.
- Provide technical assistance on mission assignment eligibility to the RRCC as requested.
- Coordinate and request geospatial and geographic information system (GIS) support needed for incident management.
- Maintain a link between field components until an IOF or JFO are established.
- Process gubernatorial requests for major disaster or emergency declarations for all affected states.

  - Review and implement (resource support in accordance with commodity resource prioritization matrix) approved plan based upon the incident.
  - Initiate alert and notifications to General Services Administration's (GSA's) Office of Emergency Response and Recovery, who in turn will notify the Federal Acquisition Service, Public Building Service, and the Senior Emergency Management Team.
  - Schedule the Distribution Management Strategy Working Group with partners.
  - Initiate deployment actions for the DCO and supporting Defense Coordinating Element to the IOF or JFO.
  - Initiate alert and notifications to American Red Cross disaster staff and senior leadership.
- ESF #6
  - Evaluate evacuee reception capabilities throughout the impacted area and coordinating transportation assets, including individuals with disabilities and those with access and functional needs transportation at reception sites to transport evacuees to temporary shelters.
  - Coordinate with National VOAD and NGO partners to provide personnel and equipment to support response.
  - Deploy American Red Cross leadership and coordinate organization-wide availability and recruitment of disaster workers.
- ESF #7
  - Establish required field facilities (e.g., JFO, Joint Information Center [JIC]) and arrange for supplies and equipment to support Federal activities related to the management of an incident.
  - Activate and deploy Life Support Vehicles and Mobile Emergency Response Support (MERS) Emergency Operations Vehicles to the affected area to establish a temporary operating location for the FCO and support staff.
  - Coordinate with ESFs for infrastructure damage assessments.
  - Request space requirements from all partners.
  - Source vendors and/or request ESF mission assignments to fulfill sustainment, replenishment, and transportation of all requirements.
  - Confirm reservists and transportation staffing levels/operational capabilities with the increase of NRCC staffing and operational levels.
  - Provide leasing specialists in regions to procure JFOs and other facilities through the Public Building Service, as requested.
  - Notify vendors of incident and possible requests for support through the Federal Acquisition Service, as required.
  - Provide Federal land availability in disaster area, as required.
  - Modify all PSMAs into mission assignments for submission (especially for DOD Title 10).

- ESF #8
  - Activate the Secretary of Health and Human Services' Emergency Management Group and the HHS/Office of the Assistant Secretary for Preparedness and Response Incident Response Coordination Team (IRCT).
  - Initiate deployment actions for IRCT and medical response teams and supply caches. Notify FEMA and other ESF #8 partners as required.
  - Provide professional and technical assistance for behavioral health, environmental health, food safety and defense, public health and medical.
  - Appoint a federal health official as the HHS representative to the JFO.
- ESF #10
  - Activate ESF #10 at the regional and national level to provide coordination, technical assistance, and response for oil/hazardous materials releases.
- ESF #11
  - Assist the Resource Management Group, through U.S. Department of Agriculture (USDA), to determine requirements for evacuating the affected population/pets from impacted areas.
- ESF #12
  - Coordinate with the state emergency management offices in communicating fueling locations for emergency responders.
- ESF #15
  - Deploy initial ESF #15 personnel to NRCC, RRCC, and JFO/IOF.
  - Hold NICCL conference calls for interagency ESF #15 coordination.
  - Hold State Incident Communications Coordination Line calls for state-to-state and Federal/state ESF #15 coordination.

Phase 2b—Deployment

End State: Based on shared situational awareness and operational analysis, the adjudication, prioritization, and allocation of resources and personnel have been coordinated through the lead agency's coordinating structure. Personnel and resource deployment has been initiated. (Supports OCD-MO-2, OCD-MO-3, OCD-MO-4)

- Tasks by Phase, by ESF
  - ESF #1
    - Identify temporary alternative transportation solutions to be implemented when primary systems or routes are unavailable or overwhelmed.
    - Coordinate regulatory waivers, exemptions, and permits.
  - ESF #3
    - Provide coordination, response, and technical assistance to support the rapid recovery and reconstitution of critical waterways, channels, and ports.

  - Provide structural specialist expertise to support inspection of mass care facilities and urban search and rescue (US&R) operations in coordination with ESF #9.

- ESF #4
  - Provide radio communications systems to support firefighters, law enforcement officers, and incident response operations.
  - Provide command, control, and coordination resources, to include Incident Management Teams, Area Command Teams, and Multi-agency Coordination Group support personnel, to local, state, tribal, territorial, insular area, and Federal departments and agencies.

- ESF #5
  - Analyze, prioritize, adjudicate, and allocate resources to identify and employ Federal resources to support operations.
  - Engage in incident action, current, and future planning functions in coordination with the other ESFs engaged in the operation and with those who are operating under department and agency statutory authorities.
  - Activate and deploy national and regional Incident Management Assistance Teams (IMATs) and other necessary teams to the affected area to establish an IOF/JFO and to begin coordination of the Federal response.
  - Activate and deploy additional Federal assets and personnel, when requested and approved.
  - Activate and deploy the Movement Coordination Center in coordination with state(s).
  - Activate and coordinate the deployment of the FEMA/Logistics Management Directorate (LMD) Fly Away Team.
  - Send qualified representatives to staff interagency EOCs (e.g., FBI SIOC, NRCC) as rostered or directed.
  - Identify and disseminate national-level incident-specific essential elements of information to the HSIN.
  - Prepare and issue ESF #3 pre-declaration PSMAs for ice, water, debris removal, commodities, and temporary power.
  - Activate and deploy USACE ESF #3 Team Leaders and Assistant Team Leaders to the NRCC, RRCC, and JFOs (once established).
  - Review regional recommendations for Major Declaration and Preliminary Disaster Assessments.
  - Prepared to deploy a USAID Liaison Officer to the NRCC, if required.
  - Deploy Logisticians and Field Officers to the JFO and/or Mobilization Center to assist with matching commodity donations from international donors to consignees, if required.

- ESF #6
  - Support the mobilization and implementation of mechanisms to track the movement of evacuees, resources, household pets, service animals, medical equipment, and luggage.

- ESF #8
  - Deploy IRCT, response teams, and supplies, and provide liaisons to Federal, regional, and state emergency operations centers and JFOs.
- ESF #9
  - Coordinate the resolution of conflicting operational demands for search and rescue (SAR) response resources.
- ESF #10
  - Deploy ESF #10 personnel to response venues as needed, including the NRCC, RRCC, JFO, state/local EOCs, and affected area. As ESF #10 responders arrive on-site, establish incident/unified command structures.
  - Coordinate with FEMA and local, state, tribal, territorial, and insular area officials, to establish high-priority response objectives and needs.
- ESF #11
  - Assist in data collection and information analysis to inform decisions on placement of temporary housing sites and staging areas and mitigate possible damage to natural and cultural resources.
  - Conduct surveys of wetlands and archaeological sites; make biological assessments; make condition assessments of historic structures and museum and archival collections to assist with evaluating sites to inform planning and operational decisions.
  - Facilitate whole community multiagency coordination with NGOs for animal response activities.
- ESF #12
  - Serve as the Federal point of contact with the energy industry for information sharing and requests for assistance from private and public-sector owners and operators.
- ESF #15
  - Coordinate ESF #15 actions, including messaging and staffing, with state and Federal partners.

Phase 2c—Sustained Response

End State: Initial Federal resources have been distributed to the ISB, the JFO has been established, and IMATs have conducted necessary operations for the initial support of basic needs to disaster survivors. Response operations across the impacted area have been coordinated in accordance with NIMS. (Supports OCD-MO-2, OCD-MO-3, OCD-MO-4, OCD-MO-5)

- Tasks by Phase, by ESF
  - ESF #1
    - Provide longer-term coordination of the restoration and recovery of the affected transportation systems and infrastructure, if required.

- ESF #5
  - Coordinate the demobilization of Federal assistance. Each section of the JFO continues to execute its responsibility until the Federal presence is no longer required by the state and the operation is terminated.
  - Deploy continuity support teams to assist in reconstitution of critical government facilities and services.
- ESF #6
  - Support the establishment, management, and operation of congregate and non-congregate facilities.
  - Coordinate with local, state, tribal, territorial, and insular area governments and NGOs to facilitate the return of evacuees to their pre-disaster or alternate locations.
  - Develop an initial temporary housing strategy to transition survivors from congregate to non-congregate alternatives and provides relocation assistance or interim housing solutions for households unable to return to their pre-disaster residence.
  - Identify housing resources from the private sector and other Federal departments and agencies available to disaster survivors.
- ESF #8
  - Transport seriously ill or injured patients and medical needs populations from casualty collection points in the impacted area to designated reception facilities, utilizing the National Disaster Medical System (NDMS) and the National Ambulance Contract, as required.
  - Coordinate the Federal response in support of emergency triage and pre-hospital treatment, patient regulation, and tracking.
- ESF #10
  - Coordinate with FEMA and local, state, tribal, territorial, and insular area officials, to provide oil/hazardous materials response.
- ESF #11
  - Assist with critical needs assessments for animals, including household pets and service animals, and provide technical support for animal response needs and activities including evacuation support and emergency animal sheltering.
- ESF #15
  - Coordinate with the affected state(s) to identify community leaders (e.g., grassroots, political, religious, education, business, cultural, ethnic) and neighborhood advocacy groups to assist in the rapid dissemination of information, identify unmet needs, establish an ongoing dialogue and information exchange, and facilitate collaborative local, state, tribal, territorial, insular area, and Federal planning and mutual support for disaster response.

Phase 3a—Short-term Recovery

End State: Coordination elements are transitioning to long-term recovery operations and focus on reintegration of survivors and restoration of basic services. (Supports OCD-MO-2, OCD-MO-3)

- Tasks by Phase, by ESF
  - ESF #5
    - Deactivate selected ESFs that are no longer required to support operations.
    - Close out mission assignments and process invoices of other Federal departments and agencies.
    - Review after action reports and revise plans and procedures accordingly.
    - Archive mission assignments and historical files/records maintained during the incident.
    - Coordinate with other Federal departments and agencies to assess lessons learned for future planning requirements.

Administration and Support

Federal personnel are activated through authorized channels, according to standard operating procedures developed by each responding Federal department or agency.

In a Stafford Act incident, FEMA will initiate mission assignments to task other Federal departments and agencies to provide immediate, short-term emergency response assistance. Federal departments and agencies cannot be reimbursed for costs incurred while performing work under their disaster assistance authorities independent of the Stafford Act. Refer to the NRF and Incident Annexes for more detailed information.

For non-Stafford Act incidents, Federal departments and agencies may utilize Federal-to-Federal support by executing inter/intra-agency reimbursable agreements, in accordance with applicable authorities. Federal departments and agencies providing mutual aid support may request reimbursement from the requesting agency for eligible expenditures, consistent with provisions of the Economy Act, unless other statutory authorities exist.

Several Federal departments and agencies have the authority to declare specific types of disasters or emergencies or to undertake response actions without a Stafford Act declaration. These authorities may be exercised independently of or as a component of a Federal response coordinated by the Secretary of Homeland Security under Presidential directive. Table C-1 includes examples of scenarios in which specific Federal departments and agencies, other than DHS, have the responsibility for coordinating response activities.

Table C-1: Examples of Other Federal Departments and Agency Authorities[21]

Scenario	Department/Agency	Authorities
Agricultural and Food Incident	USDA	The Secretary of Agriculture has the authority to declare an **extraordinary emergency** and take action due to the presence of a pest or disease of livestock that threatens livestock in the United States.(7 U.S.C. § 8306 [2007]). The Secretary of Agriculture also has the authority to declare an **extraordinary emergency** and take action due to the presence of a plant pest or noxious weed whose presence threatens plants or plant products of the United States. (7 U.S.C. § 7715 [2007]).
Public Health Emergency[22]	HHS	The Secretary of Health and Human Services has the authority to take actions to protect the public health and welfare, declare a **public health emergency** and to prepare for and respond to public health emergencies. (Public Health Service Act, 42 U.S.C. § 201).
Oil and Hazardous Materials Spills	Environmental Protection Agency (EPA) or U.S. Coast Guard (USCG)	EPA and USCG have the authority to take actions to respond to oil discharges and releases of hazardous substances, pollutants and contaminants, including leading the response. (42 U.S.C. § 9601, *et seq*., 33 U.S.C. § 1251 *et seq*.) The EPA Administrator and Commandant of USCG[23] may also classify an oil discharge as a Spill of National Significance and designate senior officials to participate in the response. (40 C.F.R. § 300.323).[24] Other Federal departments and agencies also have certain response authorities under the same statutes, which have been delegated by the President in Executive Orders 12580 (Jan. 23, 1987, 52 F.R. 2923, as amended) and 12777 (Oct. 22, 1991, 56 F.R. 54757, as amended).

[21] These authorities may be exercised independently of, concurrently with, or become part of a Federal response coordinated by the Secretary of Homeland Security, pursuant to Presidential directive.
[22] A declaration of a public health emergency may make available any funds appropriated to the Public Health Emergency Fund.
[23] The Commandant of the USCG coordinates the designation of a Spill of National Significance with the Secretary of Homeland Security, as appropriate.
[24] See the ESF #10 Annex for more information on these authorities.

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Appendix 1 to Annex C: Public Information and Warning

Purpose

The purpose of this annex is to describe the Public Information and Warning core capability.

The Public Information and Warning core capability delivers coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance made available.

The Public Information and Warning (PI) CTs are as follows:

- **PI-CT-1.** Inform all affected segments of society by all means necessary, including accessible tools, of critical lifesaving and life-sustaining information to expedite the delivery of emergency services and aid the public to take protective actions.
- **PI-CT-2.** Deliver credible messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions and facilitate the transition to recovery.

Situation

The delivery of timely, credible information and warnings are essential for providing the public with lifesaving and life-sustaining information prior to, during, and following a catastrophic incident. Communications infrastructures will be severely impacted and traditional methods of communication with responders and survivors may be unavailable. The ability to receive and disseminate information to responders and survivors (including individuals with disabilities, those with limited English proficiency (LEP), and others with access and functional needs), obtain situational awareness and understanding, and develop and distribute accurate and timely warnings will be severely impacted.

The timely restoration of the communications infrastructure is critical to saving and sustaining lives. Effective risk communications guide the public, news media, and other groups in responding to an incident and adhering to public safety measures.

Risk communications principles are based on actions that build trust including:

- Making accurate public announcements
- Communicating in a candid manner
- Utilizing easy to understand, comprehensive, factual, and accurate information that is accessible to all audiences, and being consistent about risk.

Successful delivery of information and warnings requires coordinated pre-incident communications planning at the local, state, tribal, territorial, insular area, and Federal levels to ensure credible information is developed and disseminated to all segments of the public, including individuals with disabilities and others with access and functional needs, those from religious and racial and ethnically diverse backgrounds, and people with LEP in a timely manner. Public responsiveness to information and warnings is significantly enhanced through pre-incident awareness of basic preparedness and response measures.

Assumptions

General assumptions for the Response FIOP have been identified in the base plan.

Mission

Federal interagency partners will provide critical lifesaving and life-sustaining information to emergency services and all segments of society, by any means necessary, while facilitating a transition to recovery.

Execution

Concept of Operations

Phase 1

Federal messaging focuses on preparedness information and activities, including: lifesaving messages required to protect survivors immediately following an incident; delivery of final preparedness actions and encouragement for individuals to be prepared to be self-sufficient for up to 72 hours following an incident; defining the Federal response; and supporting local, state, tribal, territorial, and insular area entities' instructions related to a specific threat or hazard. Messaging is also developed to inform the general public on what should be done prior to, during, and following an incident, including: making a disaster supply kit; having a family emergency plan; and visiting http://www.ready.gov for additional information and resources.

Pre-scripted informational releases are developed for multiple audiences and/or incidents such as the response to an improvised nuclear device or the proper procedure for boiling water after an incident. Pre-scripted informational releases are produced in multiple languages and are tailored to meet the requirements of accessible modes to allow delivery to individuals with disabilities and others with access and functional needs and are crafted with attention to psychological and behavioral considerations to reduce stress and promote effective decisionmaking.

Phase 2

The Federal Emergency Management Agency's (FEMA) external affairs resources are employed to conduct sustained operations in support of the FCO and the JFO. External affairs resources provide accurate, coordinated, and timely information to the intended audience, including governments, media, the private sector, and the local community. An External Communications Plan is developed to support the Incident Action Plan (IAP), and a unified local, state, tribal, territorial, insular area, and/or Federal response message is established to include media access to responders, visuals, and transparency in operations.

Strategic direction for public information and warning activities originates from the White House Director of Communications, DHS component Directors, ESF #15 leadership, and other Federal department and/or agency leadership. ESF #15 integrates the following components: JIC, Community Relations, Congressional Affairs (CA), Intergovernmental Affairs (IGA), Planning and Products, and the private sector to ensure members of the whole community receive key public information and warnings.

Public information and warning activities are implemented in coordination with the DHS Office of Public Affairs (OPA), components of the NOC, and the Domestic Resilience Group, as well as the

FBI JOC and SIOC, as appropriate.[25] OPA's Domestic Communication Strategy, a dynamic, evolving strategy that includes Federal department and/or agency options and actions, is activated in response to a terrorist incident.

Public information and warnings are disseminated through a range of mechanisms, including formats for individuals with disabilities, LEP populations, and others with access and functional needs. These mechanisms are further described in the Communications Resources section of this appendix.

Phase 3a

During the transition to recovery, public messaging focuses on the availability of Federal disaster recovery assistance programs, rebuilding damaged infrastructure in affected areas, and completing the transition from response to recovery. During the Federal recovery support operation, all public information and communications are coordinated through ESF #15 (which supports all RSFs).

Coordinating Structure

All ESFs support the delivery of the Public Information and Warning core capability. Pursuant to Presidential directive, the Secretary of Homeland Security ensures that, as appropriate, incident information is prepared and disseminated to the public.

ESF #15 is the means by which the Federal Government will conduct external affairs operations during an incident requiring a coordinated Federal response, as directed by the NRF. ESF #15 coordinates Public Affairs, CA, IGA (local, state, tribal, territorial, and insular area), Community Relations, and the Private Sector offices through External Affairs.

FEMA is the Primary Agency to implement ESF #15 and occupies multiple leadership positions in the field, particularly during a natural disaster. Lead roles for the incident are considered in accordance with the NRF. Special consideration is noted for the following:

- The U.S. Secret Service leads external affairs and ESF #15 during NSSEs. These incidents frequently involve highly sensitive security operations where external affairs strategy and Federal visibility must be protected to ensure the success for the operation.
- During a terrorist incident, a JFO may be established. Similarly, the FBI will establish a JOC within its affected field divisions. In the case of suspected acts of terrorism, or other criminal activity, the Attorney General of the United States and the Secretary of Homeland Security will advise the President of public messaging options. Information pertaining to the incident, perpetrators, threat, crime scene, number of survivors, or other information directly related to the investigation and corresponding intelligence gathering will come from the FBI's JOC. The local FBI Special Agent in Charge, the Director of the FBI, and the Attorney General of the United States, in conjunction with those local, state, tribal, territorial, and insular area law enforcement components of the Unified Command structure, will release information as appropriate. Unauthorized releases may impact ongoing counterterrorism and law enforcement operations, place responders and the public at risk, and impact later prospective judicial actions.
- During CBRNE incidents requiring a coordinated Federal response, the White House Office of Communications would likely provide strategic communications guidance and maintain overall authority over public information and warning activities. However, urgent public safety messages that are necessary to immediately save lives may be pre-authorized by specific guidance. For

[25] In the case of imminent terrorist threats and attacks, see the Terrorism Incident Law Enforcement and Investigation Annex and national policy for additional coordination mechanisms.

example, to save lives during a nuclear incident, upon receiving Presidential authorization, the FEMA Operations Center might use elements of the Integrated Public Alert and Warning System (IPAWS) and other means to send public safety messages. The Nuclear Regulatory Commission (NRC) is the coordinating agency for security and resilience relative to incidents involving facilities and materials licensed by the NRC. The Department of Energy (DOE) is the coordinating agency for security and resilience relative to incidents involving transportation of radioactive materials shipped by or for DOE.

- DOD is the coordinating agency for security and resilience relative to incidents involving nuclear weapons in DOD custody.
- The National Aeronautics and Space Administration is the coordinating agency for security and resilience relative to incidents involving space vessels carrying nuclear materials.
- EPA and USCG On-scene Coordinators (OSCs) responding to oil and hazardous materials (including CBRNE) incidents may also need to communicate with the media and/or public on tactical operations and matters affecting public health and safety directly from the scene, particularly during the early stages of the emergency response.
- The USDA is the coordinating agency for security and resilience relative to animal or plant health emergencies.

DHS National Joint Information Center

The National JIC serves as the Federal incident communications coordination center and is staffed by incident communications response personnel that rapidly mobilize to coordinate the Federal external communications effort. The National JIC coordinates with, and supports, the following:

- White House Office of Communications
- Secretary of Homeland Security
- NOC
- Crisis Action Team
- NRCC
- NICC
- FCO
- JFO
- ESF #15 staff.

Subject to the nature of the disaster, all NRF departments, agencies, and organizations may be a part of the external affairs operation. DHS Public Affairs will coordinate and solicit requests for staffing support with the Federal departments and agencies during an incident.

For incidents where FEMA or other agencies have the lead role, an ESF #15 Operations Director may be delegated to lead the Federal interagency team. The ESF #15 organization is prescribed within the NRF and is intended to be scalable and flexible to support incident requirements. The organization may be modified by the FCO and ESF #15 External Affairs Officer (EAO). The Secretary of Homeland Security, as the principal Federal official for domestic incidents, may in the cases of a catastrophic or a cascading incident, assign ESF #15 Deputy EAOs to each impacted state and/or region for coordination.

Listed in Figure C.1-1 is a notional organizational chart and process flow for ESF #15 during an incident requiring a coordinated Federal response with an FCO.

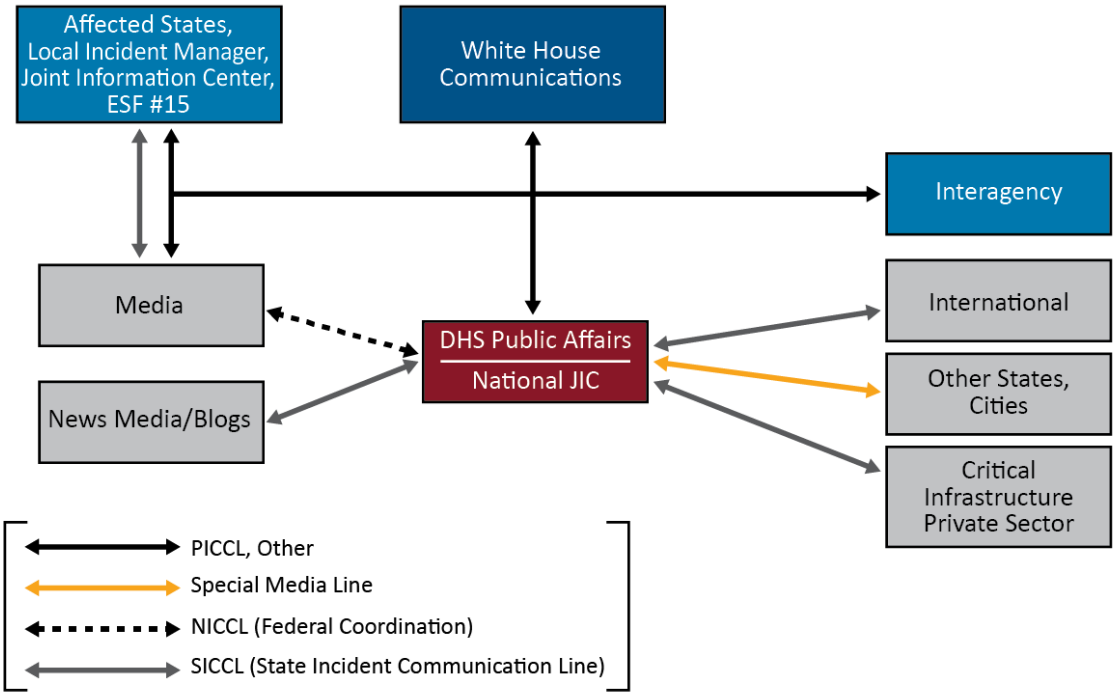

Figure C.1-1: National JIC Organization

Joint Information Center

The JIC supports the coordination of local, state, tribal, territorial, insular area, and Federal governments and private sector communications with the public. The JIC is the central point for coordination of incident information, public affairs activities, and media access to information regarding the latest incident. The JIC also serves as the media center for press briefings.

Communications Resources

Synchronization of public information and warnings is essential to save lives; protect health and safety; mitigate damage and impact to individuals, communities, and the environment; and facilitate recovery and mitigation information for individuals, families, businesses, governments, and the media. Pre-identified incident information and warning protocols, established in a joint effort by the Emergency Interoperability Consortium, the DHS Office of Emergency Communications, and the Office of Interoperability and Continuity sponsored Practitioners Steering Committee, are ready for immediate use during an incident requiring a coordinated Federal interagency response. Tools, resources, and supporting programs which Federal departments and agencies use to execute and synchronize these activities are listed and briefly described below.

Communications Coordination Lines

The NICCL, coordinated by the National JIC, is DHS's mechanism for coordination with other Federal departments and agencies. The NICCL is the primary source for Federal-to-Federal information sharing, but may also include communications from impacted states and local communities. The NICCL can be a call-in conference or an open line that is monitored 24/7 for the

exchange of information and updates. The State Incident Communications Conference Line (SICCL) is the coordination mechanism between states to foster information sharing and discussion of shared concerns and issues following an incident. The SICCL is a scheduled conference call and is established as needed. The SICCL allows states to remain engaged in the information sharing process and participate in decisionmaking. The Private Sector Incident Communications Conference Line (PICCL) is a standing line that DHS Public Affairs uses to provide timely public information to the critical infrastructure sectors and their affiliated entities during an incident response.

Integrated Public Alert and Warning System

IPAWS provides integrated alert and warning services to local, state, tribal, territorial, insular area, and Federal authorities to address the general public, including individuals with disabilities and others with access and functional needs, those from religious and racial and ethnically diverse backgrounds, and people with LEP. IPAWS allows authorized alerting authorities to send one message which is disseminated simultaneously through multiple communications methods and devices to reach as many people as possible to save lives and protect property. IPAWS allows the President and/or delegated officials to address the American people during all emergency or disaster circumstances. IPAWS enables local, state, tribal, territorial, insular area, and Federal alert and warning emergency communication officials to access multiple broadcast and other Common Alerting Protocol compliant communications pathways such as the Emergency Alert System (EAS), Commercial Mobile Alert System (CMAS), and National Weather Service (NWS) Dissemination Systems, and other unique alerting technologies, for the purpose of creating and activating alert and warning messages.

The CMAS component of IPAWS provides an interface to participating mobile service providers for the delivery of alert information to individual mobile devices located within the affected area. The IPAWS CMAS capability provides public safety officials with the ability to send 90 character, geographically targeted, text-like alerts to the public, warning of imminent threats to life and property. The cellular industry, who references this capability as Wireless Emergency Alerts, is a critical partner in the implementation and operation of this alert capability. Figure C.1-2 demonstrates the IPAWS architecture.

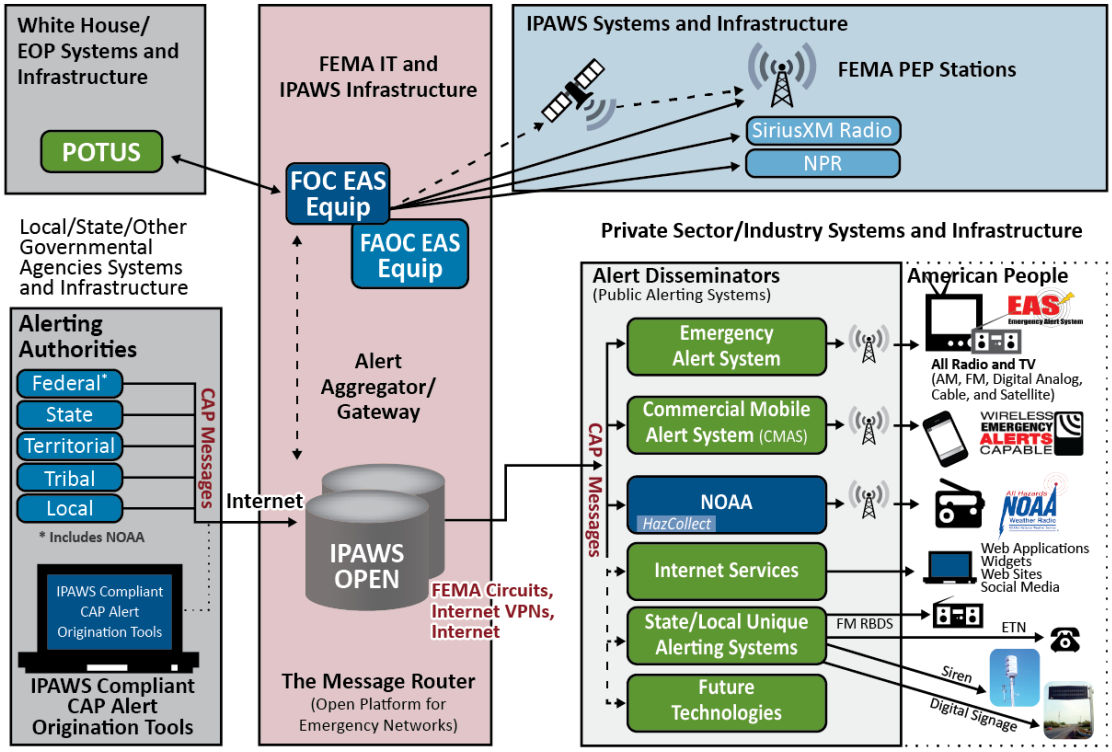

Figure C.1-2: IPAWS Architecture

Emergency Alert System

The EAS is a national public warning system that requires broadcasters, cable television systems, wireless cable systems, satellite digital audio radio service providers, and direct broadcast satellite providers to provide communications capability to the President and/or delegated officials to address the American people during a national emergency. The system may also be used by local, state, tribal, territorial, and insular area authorities to deliver important emergency information such as imminent threats, weather information, America's Missing: Broadcasting Emergency Response (AMBER) alerts, and local incident information. The EAS is regulated by the Federal Communications Commission (FCC) and is managed by FEMA. In the event of a Presidential activation of the EAS, FEMA activates the EAS through the FEMA Operations Center. The distribution of EAS messages is reflected in Figure C.1-3.

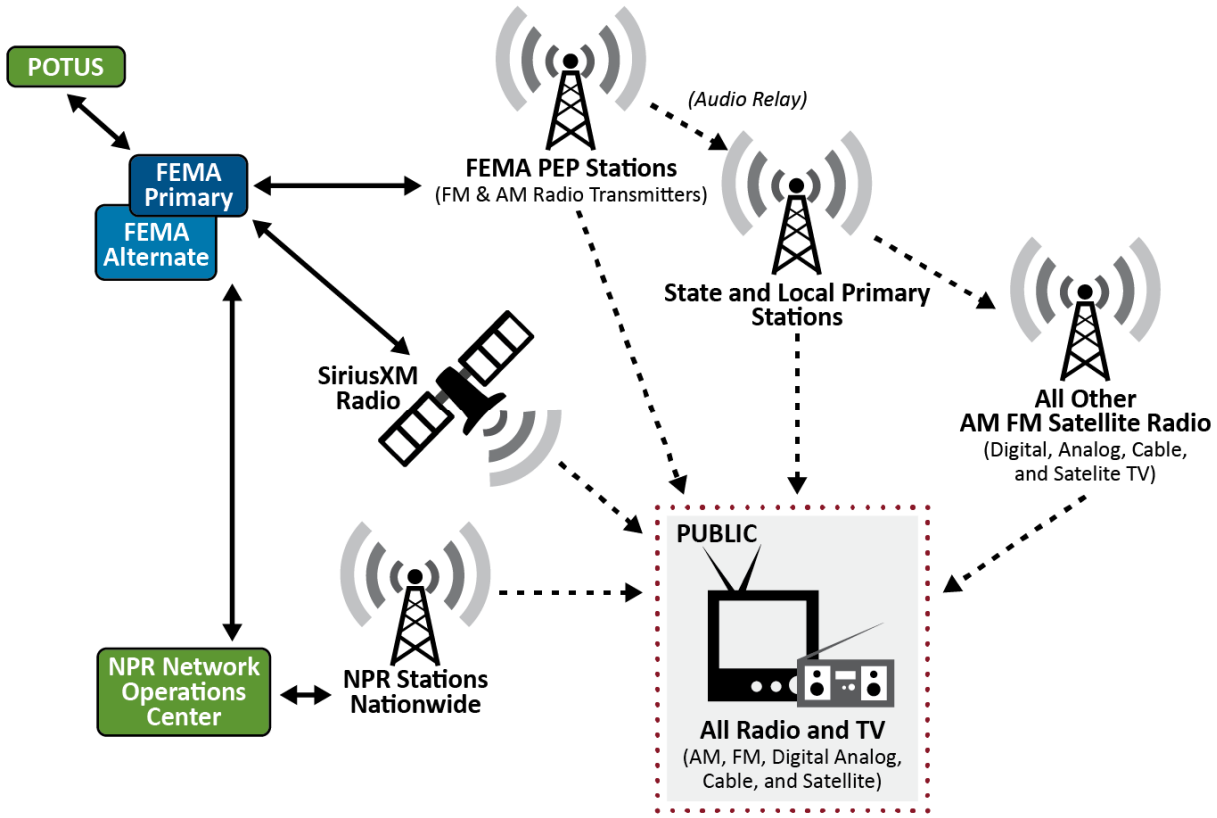

Figure C.1-3: EAS National Message Flow

FEMA National Radio System

The FEMA National Radio System is a High Frequency radio network which provides essential emergency communications capabilities between local, state, tribal, territorial, insular area, and Federal governments during emergencies or disasters. This system is regarded as a first responder communications mechanism which may be used to maintain reliable long and short range radio communications with affected disaster areas without dependence upon more susceptible commercial terrestrial and satellite telecommunications networks.

National Oceanic and Atmospheric Administration Weather Radio All Hazards System

The Department of Commerce (DOC)/National Oceanic and Atmospheric Administration (NOAA) NWS HazCollect system uses IPAWS for local, state, tribal, territorial, and insular area officials' broadcasts emergency alert information to the public over the DOC/NOAA Weather Radio All Hazards system.

Health Alert Network

The Health Alert Network is the Centers for Disease Control and Prevention's (CDC) primary method of sharing public health information with public information officers; local, state, tribal, territorial, insular area, and Federal public health practitioners; clinicians; and public health laboratories.

National Terrorism Advisory System

The National Terrorism Advisory System (NTAS) enables the timely distribution of detailed terrorist threat information to the public, government agencies, first responders, airports and other transportation hubs, and the private sector. NTAS Alerts are based on the nature of the threat and can be disseminated to targeted audiences. NTAS alerts provide a concise summary of the threat, information about actions being taken to ensure public safety, and recommended steps that individuals, communities, businesses and governments can take to help prevent or respond to the threat.

Domestic Communications Strategy

The Domestic Communication Strategy is a guidebook which provides options for public information strategies, complementing existing Federal plans and strategic guidance documents, which may be employed in the event of a domestic terrorist attack or a credible threat to the homeland.

Disaster Relief and Recovery Program Resources

ESF #15, in conjunction with the National Voluntary Organizations Active in Disasters, provides a resource to assist survivors in applying for disaster assistance benefits. The GSA operates the http://www.usa.gov Web site which provides an information source during incidents for survivors on information related to Federal assistance.

Table C.1-1 depicts department, agency, or function roles and the assigned responsibilities with regard to the provision of public information and warning services.

Table C.1-1: Roles and Responsibilities

Department, Agency, or Function	Responsibility
JIC	▪ Serves as a central point for coordination of incident information, public affairs activities, and media access to information regarding the latest developments. ▪ Incident JIC: is the physical location where all public affairs professionals involved in the response work together to provide critical emergency information, media response, and public affairs functions. ▪ Virtual JIC: links all participants through technological means (secure or non-secure) when geographical restrictions, incident management requirements, and other limitations preclude physical attendance by public affairs leadership at a central location. ▪ Satellite JIC: is a forward-deployed component of an incident JIC. ▪ Area JIC: multiple JICs may be used when there are multiple JFOs to support the area command Unified Coordination structure and whenever multiple JICs are operating in support of the same or related incidents and jurisdictions.

Department, Agency, or Function	Responsibility
FEMA External Affairs (EA), CA	Primary point of contact for all Congressional outreach and coordination at the JFO. The goal of CA is to be a credible and reliable source of information. The mission of CA is to contribute to the well-being of the Nation following an incident by coordinating a proactive and continuous dialogue between the Federal efforts and the Congressional delegation of the affected area. CA is responsible for the following: ▪ Coordination of the information exchange between DHS, FEMA, Members of Congress, and their staff ▪ Responses to Congressional inquiries and casework ▪ Arranges for Congressional site visits to help Members understand the local, state, tribal, territorial, insular area, and Federal response and recovery process ▪ Development of a CA strategy for outreach and incident specific objectives.
FEMA EA, IGA (local, state, tribal, territorial, and insular area)	IGA establishes working relationships with local, state, tribal, territorial, and insular area entities to create and maintain an open, two-way line of communication between these groups and Federal departments and agencies.
FEMA EA, International Affairs	International Affairs coordinates all foreign delegation visits by providing information briefings and site visits to impacted areas. International affairs serves as a liaison with DOS on all international activities including the donation of goods and services and assists with the coordination of foreign press by working with the Foreign Press Center at DOS.
FEMA EA, Private Sector	The Private Sector Office is responsible for coordinating with established business networks and industry-specific related groups such as the U.S. Chamber of Commerce, other national networks, and state and regional networks. The private sector staff identifies issues that directly affect the private sector and the business community, to ensure employees are knowledgeable about recovery programs.
FEMA EA, Planning and Products	▪ Supports lifesaving and life-sustaining communications by creating timely products to alert and advise the public, in coordination with local, state, tribal, territorial and insular area counterparts. ▪ Centralized strategic message planning and development. ▪ Establishes liaisons to different operational program areas for gathering timely, accurate information to share with the public. ▪ Develops all written external products and internal communications documents that other ESF #15 components share with stakeholders for unified messaging.

Department, Agency, or Function	Responsibility
FEMA EA, Community Relations	▪ Conducts outreach to the whole community, including LEP populations and those with access and functional needs. ▪ Disseminates critical information to survivors and affected communities on available disaster assistance programs and other relevant recovery information. ▪ Coordinates closely with the affected state(s) to identify community leaders (e.g., grassroots, political, religious, educational, business, labor, ethnic) and neighborhood advocacy groups to assist in the rapid dissemination of information, identify unmet needs, establish an ongoing dialogue and information exchange, and facilitate collaborative local, state, tribal, territorial, insular area, and Federal planning and mutual support for disaster recovery
FEMA National IMATs	EA is represented on National and Regional IMATs through an External Affairs Specialist. This person deploys with the IMAT in a notice incident prior to the expected incident and provides situational awareness to the Regional and Headquarters EA Offices. During a no-notice incident, the time between the deployment of the IMAT and EAO may be similar. The IMAT external affairs specialist provides support to the EAO as needed and as long as the IMAT is activated.
DHS Office Cyber Security and Communications (CS&C)	CS&C is responsible for enhancing the security, resiliency, and reliability of the Nation's cyber and communications infrastructure. CS&C actively engages the public and private sectors as well as international partners to prepare for, prevent, and respond to catastrophic incidents that could degrade or overwhelm strategic assets.
DHS Center for Faith Based and Neighborhood Partnerships	The DHS Center for Faith-based and Neighborhood Partnerships has protocols to disseminate messaging to approximately 1,900 stakeholders. These stakeholders represent National, state, and local organizations that serve as community force multipliers among impacted populations. The DHS Center also has the capability to increase communication reach to faith-based and community organizations through its Faith-based and Neighborhood partnership counterparts in 13 Federal agencies.
USCG	The USCG has a range of external affairs personnel and offices arrayed around the Nation. While they are mainly located in coastal areas, they can be surged and deployed for contingency purposes to other incidents. Special response capability is provided by a Public Information Assist Team. This is a deployable specialized Public Affairs team skilled in hazardous materials and environmental response, capable of supporting conventional, biological, and chemical incidents.
DOC/NOAA	DOC/NOAA Weather Radio broadcasts, NWS warnings, watches, forecasts, and other non-weather related hazard information 24 hours a day. During an emergency, NWS forecasters interrupt routine weather programming and send out a special tone that activates weather radios in the listening area. Weather radios equipped with a special alarm tone feature can sound an alert and give immediate information about a life-threatening situation.

Department, Agency, or Function	Responsibility
HHS	The HHS Assistant Secretary for Public Affairs (ASPA) assumes the lead in media response for public health, coordinated with and through the JIC. Depending on the nature of the incident or event, HHS ASPA may designate one of the HHS agencies (e.g., CDC, National Institutes of Health, Food and Drug Administration) to take the lead on public affairs activities with the responsibility of consulting with the HHS ASPA as they move forward to manage the incident communications. In the event of a terrorist incident, the FBI would be consulted before issuing sensitive media/press releases. HHS ASPA coordinates the overall HHS Public Affairs planning, development, and implementation of emergency incident communications strategies and activities for the department. The HHS ASPA maintains a close liaison with the Secretary of Health and Human Services, White House, DHS, CDC Director, National Institutes of Health Director, Food and Drug Administration Commissioner, Assistant Secretary for Preparedness and Response, and other principles. HHS ASPA also directs all HHS/CDC Public Affairs Team operations and meets regularly with team leaders. HHS ASPA maintains the following team structure for incident response: ▪ Communications Services Division ▪ News Division ▪ Special Outreach Division ▪ Speech and Editorial Division ▪ Web Communications Division.
Department of Transportation (DOT)	The Office of the Secretary's Public Affairs Office will coordinate the overall DOT response, maintaining close contact with DOT's modal administration public affairs personnel. DOT maintains a contract for an Associated Press feed with eight stations. The Department of Public Affairs will look to DHS as the lead agency in coordinating a message. The Transportation Public Affairs message will, in turn, be managed solely by the Transportation Director of Public Affairs in coordination with other appropriate Federal agencies.
Department of Veterans Affairs (VA)	VA maintains a national force of field external affairs personnel to support the wide network of facilities around the Nation. Field EAOs are located at each VA medical center, Regional Office, and cemetery. VA's regional offices of public affairs are located in New York; Washington, DC; Atlanta; Chicago; Dallas; Denver; and Los Angeles, plus the VA's central office compliment of EAOs. The VA maintains contracts for news monitoring clipping services, and videotape and photo duplication services at the central office. Three Regional Public Affairs Offices have news clipping service contracts. Public Affairs will follow the DHS lead in communicating the incident response message as well as supporting HHS regarding health and medical services. At the incident site(s), VA's Public Affairs Officers will assist in communicating appropriate medical and emergency response messages in coordination with local representatives of DHS, HHS, and local, state, tribal, territorial, and insular area emergency response authorities whenever possible.
EPA	The EPA Headquarters Public Affairs staff consists of media relations; communications including Web posting on the EPA homepage; video and still photography, and public liaisons. There are Public Affairs Offices located in each of the 10 EPA Regional Offices. The EPA maintains a contract with U.S. Newswire for electronic distribution of press releases.

Department, Agency, or Function	Responsibility
GSA	▪ GSA provides emergency relief supplies, facility space, office equipment; office supplies, telecommunications support; transportation services, and contracting services through a centralized acquisition channel. ▪ GSA provides support for requirements not specifically identified in other ESFs, including excess and surplus property disposal. ▪ GSA maintains the following Web sites: • http://www.usa.gov: The official web portal of the U.S. Government and the agreed to site where relevant incident content is posted. All Federal Web sites are mandated to link to http://www.usa.gov, which lends authority to its content and improves its findability in search queries. • GobiernoUSA.gov: The Spanish-language sister site of http://www.usa.gov. GobiernoUSA.gov follows the same mandate to provide official government information to people with LEP. • National Contact Center: Serves as an information and referral service for the general public who seek information on a wide range of government programs, including those administered by the Executive, Legislative, and Judicial branches. 1-800-FED-INFO (1-800-333-4636)
NRC	In the event of a nuclear or radiological emergency involving an NRC-licensed nuclear facility or materials, the NRC would activate and fully staff its EOC at its headquarters and/or regions, including public affairs, to issue press announcements, and operate a news center for briefings, as needed.[26] Briefings would be webcast live and archived for future viewings. Regional teams with Public Affairs staff would be deployed from one of four regions to the site of the incident where they would support a pre-established joint information/news center provided by the facility operator. This facility accommodates Public Affairs staff of the facility operator, NRC, FEMA, the affected state and counties, and, in the event of a terrorist attack, act of sabotage, or other criminal act, the FBI. Members of the media would be briefed periodically at this facility on the status of the facility and the response.
U.S. Postal Service	The U.S. Postal Service has assisted in the past with the distribution of information following disaster incidents.

[26] Where there is an imminent terrorist threat or a suspected act of terrorism, consult the Terrorism Incident Law Enforcement and Investigation Annex and national policy to identify necessary coordination mechanisms for the purposes of preserving evidence and supporting criminal investigations and intelligence activities.

Department, Agency, or Function	Responsibility
American Red Cross	▪ The American Red Cross Communications Department will work in cooperation with DHS to coordinate and share public messaging following an incident. ▪ The American Red Cross takes the lead in crafting and disseminating messaging that relates to specific relief activities conducted by the American Red Cross including mass care sheltering, feeding, bulk distribution of supplies, recovery assistance, fundraising and disaster welfare inquires. ▪ The American Red Cross coordinates public messaging related to preparedness, recovery assistance, protective measures, and health and safety with other lead agencies. ▪ The American Red Cross Web site, http://www.redcross.org, acts as the primary information source for the public before and after an incident. The Web site features: • Preparedness, safety and recovery information for a variety of disaster types • Shelter Map with a live feed from the National Shelter System displaying locations of all open American Red Cross shelters • Safe & Well tool including registry for disaster survivors and search functionality • Incident-specific information about American Red Cross services and how the public can help. ▪ The American Red Cross also has a series of apps available for iPhone and Droid users including a First Aid app with disaster preparedness tips, hazard specific apps and a Shelter View app linking to real-time shelter locations pulled from National Shelter System. ▪ The American Red Cross Digital Operations Center staff also monitors the social media space to collect situational awareness information and provide preparedness, response and recovery information to social media users. ▪ The American Red Cross maintains a team of trained, national media spokespersons that are deployed on high-media visibility incidents where the American Red Cross is providing services."

Public Information and Warning Tasks

Mission Objectives

- PI-MO-1: Coordinate the development and delivery of emergency services and public messaging with affected jurisdictions, including the private sector and NGOs. (Supports PI-CT-1, PI-CT-2)
- PI-MO-2: Monitor, analyze, and validate incoming information. (Supports PI-CT-2)

Phase 1a—Normal Operations

End State: Federal planning, training, and outreach activities have occurred in the absence of a specific threat. (Supports PI-MO-2)

- Tasks by Phase, by ESF
  - ESF #5
    - Produce pre-scripted informational messages and informational materials for media use to prepare the public for survival during an emergency or disaster.
    - Maintain and update FEMA's Ready.gov and GobiernoUSA.gov (Spanish) Web sites.
    - Establish and maintain a comprehensive, multi-directional, dynamic information-sharing network, through the DHS Office of Infrastructure Protection in coordination with DHS Office of Intelligence and Analysis, to provide timely and actionable threat information, assessments, and warnings to public and private sector security partners including critical infrastructure owners and operators.
    - Coordinate pre-incident communications planning at the local, state, tribal, territorial, and insular area levels.
  - ESF #8
    - Provide pre-incident or onset information on public health and medical needs (e.g., advice about vaccinations for influenza and pneumonia and relevant medical countermeasures).
    - Maintain and update HHS Web sites (e.g., CDC Public Health Information Network).
  - ESF #12
    - Provide a point of contact to coordinate with ESF #15 through the DOE Public Affairs office.
    - Draft and disseminate media informational materials (e.g., press releases, fact sheets, statements, responses to questions and interview requests), in coordination with the DOE Public Affairs Office.
    - Provide informational materials developed by DOE sites or other DOE response locations as appropriate, in coordination with the DOE Public Affairs Office.
  - ESF #15
    - Establish relationships and information-sharing with ESF #15 partners and external stakeholders.
    - Develop strategic communications plans to coordinate messaging with the White House.
    - Provide key information to the public on risks, preparatory, and mitigation actions.

Phase 1b—Elevated Threat

End State: Pre-scripted messaging has been prepared for release. (Supports PI-MO-1)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. This includes any pre-deployment and/or staging of resources. There will not be any tasks listed for Phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations.

Phase 1c—Credible Threat

End State: Pre-scripted messaging is being adjusted, as required, and prepared for release. (Supports PI-MO-1)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. This includes any pre-deployment and/or staging of resources. There will not be any tasks listed for Phases 1b or 1c. Refer to the base plan for general information regarding pre-incident.

Phase 2a—Immediate Response

End State: Based on preliminary incident assessments and information analysis, public messaging has been coordinated across local, state, tribal, territorial, insular area, and Federal jurisdictions. Initial public messages have been broadcast to applicable areas using available mechanisms. (Supports PI-MO-1, PI-MO-2)

- Tasks by Phase, by ESF
  - ESF #1
    - Provide informational media releases through EA relative to the safety and accessibility of roads, bridges, and other transportation routes to responders and to the general public.
    - Provide Notices to Airmen for aeronautical advisories and notices to mariners for maritime advisories.
  - ESF #2
    - Coordinate public information and outreach with owners and operators of critical communications and cyber infrastructure and Federal agencies that have authorities or equities in protecting the communications infrastructure through the DHS CS&C, consistent with national policy and in coordination with relevant departments and agencies.
    - Monitor communications systems in the affected area for situational awareness and provide alternative communications.
  - ESF #5
    - Coordinate staffing resources, training, and operational and tactical support to the Assistant EAO for the Private Sector and ESF #15 private sector operations located in the NRCC, the RRCCs and JFOs through the FEMA Private Sector Office.
    - Conduct communication and coordination between the U.S. Government and other nations regarding the response to a domestic crisis through DOS.
  - ESF #6
    - Provide information to survivors on the location of shelter facilities and distribution points for food, water, and other human needs materials.
    - Initiate increased Disaster Safe Web site activities for the "Safe and Well" program.
  - ESF #8
    - Coordinate public health and medical messages across the Federal Government to ensure accuracy and consistency.

  - Coordinate communications activities with local, state, tribal, territorial, and insular area communications staff, including regional or local communications centers as appropriate, and amongst HHS and CDC public affairs personnel.
- ESF #10
  - Coordinate the distribution of public information on oil/hazardous materials incidents with ESF #15.
- ESF #11
  - Provide updates related to required environmental compliance activities, in coordination and cooperation with FEMA/EA and FEMA/Office of Environmental Planning and Historic Preservation.
  - Provide updates on the progress toward addressing plant and animal disease situations in close coordination with FEMA.
  - Provide guidance to protect and respond to damaged natural and cultural resources and historic properties, in coordination and cooperation with FEMA/EA, FEMA/Office of Environmental Planning and Historic Preservation, and Regional Environmental Officers.
- ESF #12
  - Provide updates on the status of essential energy resources through communication with Federal senior leadership and to the public via situation reports through DOE, in coordination with private sector energy owners and operators.
- ESF #15
  - Activate the National JIC to coordinate all response-related press and media affairs.
  - Establish a JIC and the National Public Health Radio Network to collaborate with the Emergency Communication System to provide and coordinate timely media or public information; assess and identify emergency risk communication needs across all media platforms; develop, translate, and disseminate key public health messages.
  - Initiate the NICCL, SICCL, and PICCL as identified by ESF #15 leadership for interagency, state, and private sector communications coordination.
  - Coordinate the first release of information to the public and establish social media messaging and media monitoring within the first hour of the incident.
  - Appoint an ESF #15 EAO and deploy ESF #15 component staff to the affected area to support the response. Work with the state to identify external affairs gaps, shortfalls, and staffing needs.
  - Develop, coordinate, and disseminate unified messaging to external stakeholders on key lifesaving and life sustaining information. Stakeholders include: the affected and non-affected public; private sector business partners; members of Congress; the media; and local, state, tribal, territorial, and insular area government partners.
  - Coordinate with other ESFs and local, state, tribal, territorial, insular area, and Federal governments and private sector partners on critical, actionable public information, situational updates and methods to reach the whole community.
  - Ensure all messaging is accessible to the whole community, including individuals with LEP.

- Respond to rumors and inaccurate information to minimize concern and social disruption.

Phase 2b—Deployment

End State: Based on more comprehensive situational assessments, public messaging has been refined to meet the immediate needs of responders and the general public. (Supports PI-MO-1, PI-MO-2)

- Tasks by Phase, by ESF
  - All
    - Maintain coordination with FEMA/EA to provide timely and accurate information for the safety and security of responders and survivors within the impacted area and information to the general public.
  - ESF #5
    - Activate ESF #15 at the national and regional levels to provide coordination and technical assistance.
    - Coordinate the deployment of Infrastructure Liaisons, through DHS Office of Infrastructure Protection, to JFOs to implement critical infrastructure support activities including coordination with ESFs, local, state, tribal, territorial, insular area, and Federal entities and critical infrastructure owners and operators.
    - Assess and revise local emergency public information activities regarding survivor decontamination.
    - Provide information for the development of credible, culturally and linguistically appropriate, and accessible messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions.
    - Disseminate public messages informing the population to be aware of the need to extremely limit communications and allow responders to fully utilize communication pathways.
  - ESF #8
    - Provide an initial HHS-coordinated public service announcement and coordinate and issue follow-on announcements at frequent and regular intervals.
    - Coordinate public information announcements with the American Association of Blood Banks (AABB) regarding the adequacy and safety of the Nation's blood supply.
    - Support a JIC in the release of general medical and public health response information to the public.
  - ESF #15
    - Coordinate national-level messages with local, state, tribal, territorial, insular area, and Federal governments, outlining Federal support and capabilities being provided to local, state, tribal, territorial, and insular area response operations, and establish the National JIC, through DHS Public Affairs.
    - Ensure that sufficient Federal assets are deployed to the field during incidents requiring a coordinated Federal response to provide accurate, coordinated, timely, culturally and linguistically appropriate, and accessible information to affected audiences, including governments, media, the private sector, and the local populace, through FEMA/EA.

- Conduct initial demographic assessments to support field operations and outreach, including information on populations with disabilities or LEP, through FEMA/EA.
- Conduct communications planning through an IAP with incident-specific guidance and objectives.
- Provide critical information to external stakeholders, including: lifesaving and life safety information for impacted populations; risk information and available resources to reduce loss of life or property.
- Work with external stakeholders to reach diverse audiences and widely disseminate information, ensuring information is accessible to the whole community including individuals from diverse racial and ethnic groups and individuals with LEP.
- Provide direct support to the FCO and other members of the UCG.
- Coordinate closely with the affected state(s) to identify community leaders and neighborhood advocacy groups to assist in the rapid dissemination of information, identify unmet needs, establish an ongoing dialogue and information exchange, and facilitate collaborative local, state, tribal, territorial, insular area, and Federal planning and mutual support for disaster response and recovery.
- Coordinate with Congressional offices on situational updates, the assistance process, and constituent issues to ensure consistent two-way communications, through FEMA/CA.
- Inform local, state, tribal, territorial, and insular area elected and appointed officials on Federal available assistance programs to increase the impact of committed Federal resources, through FEMA/IGA.
- Disseminate information with the assistance of state municipal leagues, county associations, tribal governments, and territorial governments, through FEMA/IGA.
- Issue task orders against Broadcast Operations contract for satellite truck/video crew support and against Translation Services contract for multilingual support, as required.
- Support Preliminary Damage Assessment teams with EA staff.
- Coordinate and conduct press conferences (headquarters, state EOC, and/or JFO).
- Coordinate media access to the impacted area.
- Conduct business preparedness, response, recovery, and mitigation outreach and assistance.
- Initiate AABB Task Force coordinated public information announcement regarding the adequacy and safety of the Nation's blood supply.

Phase 2c—Sustained Response

End State: Public messaging has been refined to facilitate the transition to recovery. (Supports PI-MO-1, PI-MO-2)

- Tasks by Phase, by ESF
  - ESF #15
    - Provide incident-related information through DHS/OPA to the media and other sources in accessible formats and multiple languages to individuals, households, businesses, and

industries directly or indirectly affected by the incident, ensuring all messaging is accessible to the whole community.

- Monitor news coverage to ensure that accurate information is disseminated through DHS/OPA.
- Disseminate authorized incident information from DHS/OPA through new media (official Web sites, social networking platforms) to ensure wide delivery of lifesaving information.
- Maximize the use of video and digital imagery to communicate during incidents through DHS/OPA.
- Handle appropriate special projects such as news conferences and press operations for incident area tours by government officials and other dignitaries through DHS/OPA.
- Provide basic services, such as communications and supplies, to assist news media in disseminating information to the public through DHS/OPA.
- Employ risk communications to regularly update the public on the impacts of the incident.
- Disseminate messages to the public on available disaster assistance programs, application processes, and strategies to reduce future risks—ensuring information is accessible to the whole community.
- Provide critical information to evacuees returning home and strategies to rebuild safer and stronger communities.
- Arrange for incident site visits for Members of Congress, senior officials, and others as identified.

Phase 3a—Short Term Recovery

End State: Public messaging content and dissemination mechanisms have begun to transition to pre-incident levels. (Supports PI-MO-1, PI-MO-2)

- Tasks by Phase, by ESF
  - All
    - Continue to provide information to facilitate the delivery of information related to the transition from response messages to responders and survivors to instructional messages related to the transition to recovery.
  - ESF #15
    - Inform local, state, tribal, territorial, and insular area elected and appointed officials on response efforts, protocols, and recovery programs through FEMA/IGA.
    - Provide public messaging to support:
      - Assessment of the extent and severity of damages to homes and other property
      - Restoration of services generally available in communities (e.g., water, food, and medical assistance)
      - Repair of damaged homes and property
      - Professional counseling

- Education on proper rebuilding practices.

- Support the dissemination of information about disaster assistance available to support rebuilding efforts.

Administration and Support

Each Federal department and agency will continue to maintain its roles and responsibilities under Federal laws and regulations. Each department and agency will adhere to individual activation, notification, deployment, and deactivation procedures.

Table C.1-2: Public Information and Warning Core Capability Waivers

Type	Description
FCC Waiver	Issue notices and orders providing telecommunications carriers, wireless, and satellite operators in disaster-affected areas more time to file their regular reports and providing assistance in restoring operations (e.g., granting waivers to allow carriers and their numbering administrators to “port”/redirect telephone numbers geographically outside of their rate centers).

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Appendix 2 to Annex C: Public Health and Medical Services

Purpose

The purpose of this appendix is to describe the delivery of the Public Health and Medical Services core capability.

The Public Health and Medical Services core capability provides lifesaving medical treatment via emergency medical services and related operations to avoid additional disease and injury by providing targeted public health and medical support and products to all people in need within the affected area.

The Public Health and Medical Services (HM) CTs are as follows:

- **HM-CT-1.** Deliver medical countermeasures to exposed populations.
- **HM-CT-2.** Complete triage and initial stabilization of casualties and begin definitive care for those likely to survive their injuries.
- **HM-CT-3.** Return medical surge resources to pre-incident levels, complete health assessments, and identify recovery processes.

Situation

During a disaster, response teams provide acute medical care to survivors and responders. ESF #8 provides health professionals, medical equipment, and supplies for lifesaving medical treatment to injured patients and to prevent the spread of disease in the impact area. Disaster medical treatment occurring at any time during the response timeline focuses on providing stabilizing care with the goals of reducing morbidity and mortality, promoting patient independence, and reducing the demands upon the healthcare systems in the impacted area. The scope of these services may include acute medical care for new conditions, which may or may not be directly related to the disaster. It also includes the delivery of urgent stabilizing care to those who are dependent upon the delivery of healthcare services on an ongoing basis, as these patients have the potential to deteriorate quickly during the initial response phases of a disaster.

During a catastrophic incident, the need for medical support may exceed response capabilities. Transportation resources used to deliver medical supplies and personnel may be limited resulting in a delay in medical care delivery. Damaged or inaccessible healthcare infrastructure can delay the provision of life saving and sustaining services. In addition to acute care survivors, individuals with chronic medical needs may deteriorate more rapidly if their chronic medical conditions are not properly managed. This could result in the worsening of the health and medical condition of the affected disaster population and over-burdening of the healthcare system. If a national event meets the International Health Regulations (2005) definition of a Public Health Emergency of International Concern as assessed by HHS, HHS will notify the World Health Organization of the event.

Assumptions

General assumptions for the Response FIOP have been identified in the base plan. Assumptions specific to this core capability include:

- Waivers will be issued by states to allow interstate-responding medical personnel to provide care to those in the impacted area.

Mission

Federal interagency partners will be initiating and providing lifesaving medical treatment by completing triage and initial stabilization of casualties and beginning definitive care for those likely to survive their injuries following an incident, delivering medical countermeasures, completing health assessments, identifying recovery processes, and returning medical surge resources to pre-incident levels.

Execution

Concept of Operations

Phase 1

The Secretary of Health and Human Services, through the Assistant Secretary for Preparedness and Response reviews readiness and deployment status of personnel and resources to support state and local response operations. Federal health officials will coordinate directly with state Health Departments of the impacted states to determine resource needs. HHS, in coordination with FEMA, state, and local officials, will identify potential locations for Federal Medical Stations and Medical Staging Areas. HHS will provide liaisons to EOCs and assessment teams to the extent that resources permit.

HHS enhances the preparedness and resiliency of communities through public health and medical preparedness grants, mitigation efforts, readiness guidance, and support in planning, training, and exercises. Additionally, PSMAs, IAAs, and contract vehicles (with Federal partners, local, state, tribal, territorial, and insular area agencies, national Voluntary Organizations Active in Disaster and private sector in the likely impact areas) are developed to enable rapid implementation and execution.

In coordination with local, state, tribal, territorial, and insular area officials, FEMA/Logistics and HHS/Logistics pre-identify buildings of opportunity for Federal Medical Stations and locations for medical staging. HHS coordinates with the FEMA-led Interagency Coordinating Council on Emergency Preparedness and Individuals with Disabilities to develop pre-scripted public and responder messaging, ensuring cultural and linguistic appropriateness, to make individuals with medical, access, and functional needs aware of which items they should bring with them during an evacuation and any other appropriate messages. HHS develops pre-scripted public messages that are culturally and linguistically appropriate. Finally, HHS utilizes specialist databases (e.g., Emergency System for Advance Registration of Volunteer Healthcare Professionals, and Medical Reserve Corps) to identify individuals that can meet specialized heath capabilities.

Phase 2

Once a major disaster or emergency declaration has been made under the Stafford Act, and/or a determination has been made that an incident is a public health emergency and a mission assignment or other funding agreement is issued, ESF #8 partners commence providing 24/7 support where

needed to save lives, minimize adverse health and medical effects and stabilize the public health and medical infrastructures.

Once a determination has been made that a need or potential need exists that exceeds the capabilities of the local, state, tribal, territorial, or insular area government, HHS will deploy resources in anticipation of a Stafford Act declaration or under its independent authority. HHS has the following resources that can be integrated into local/state/tribal/territorial/insular area response operations:

- Disaster Medical Assistance Teams (DMATs) from NDMS
- Patient evacuation resources through the NDMS
- Surge ambulances through the FEMA administered National Ambulance Contract
- Medical equipment and personnel to establish Federal Medical Stations
- Veterinary Support from the National Veterinary Response Teams
- Pharmaceuticals and medical supplies from the Strategic National Stockpile
- Medical volunteers through the Emergency System for Advance Registration of Volunteer Health Professionals programs
- Technical assistance on a variety of public health and medical matters
- Health situational awareness through the Secretary's Operations Center that will help build a common operating picture.

Depending on the disaster type, the primary focus is on providing medical surge capability, hospital decompression, or medical evacuation, which consists of caring for and evacuating critical patients out of the affected area to NDMS receiving hospitals and non-NDMS participating hospitals. The HHS-established Patient Movement Coordinating Group liaisons with DOD, VA, and DOT; in coordination with the American Red Cross and local, state, tribal, territorial, and insular area agencies to move patients by air or by ground from locally operated points of embarkation/aeromedical marshaling points to medical facilities outside the anticipated impact area. Accessible transportation may be needed to move individuals with disabilities who need medical care. The National Ambulance Contract, which is activated by FEMA at the request of HHS, is used by the state to support patient movement and is based on validated state plan requirements for ambulance (e.g., ground, air, paratransit vehicles).

HHS medical and veterinary strike teams may be tasked to support medical requirements related to FEMA Federal mass evacuation at reception processing, embarkation and debarkation sites, and Federal congregate shelters. Additionally, they may be called upon to support DOD Disaster Aero-medical Staging Facilities at the designated points of embarkation.

Local healthcare facility assessments, which includes a shelter-in-place assessment in the impact zone, are updated and provided through shared situational awareness products to determine capability to continue operations (power, water, debris) or whether rescue operations are required.

Accurate public health and medical status assessments are necessary for the Emergency Management Group and ESF #8 Support Agencies to plan for and sustain public health and medical response operations; to anticipate the need for follow-on personnel, supplies, and equipment; and to provide other pertinent information, as required to facilitate the response. Patient movement resumes as required by the damage to the healthcare infrastructure in the impacted area.

During sustained response and initial recovery operations, the Secretary's Operations Center maintains comprehensive shared situational awareness of the national-level domestic operating

picture, as well as the specific incident(s), in order for HHS to make informed operational employment and resource allocation decisions.

Phase 3a

As the need for full-time interagency coordination at the JFO ceases, the IRCT plans for selective release of Federal medical resources, demobilization, deactivation, and closeout in an effort to facilitate the transition from Public Health and Medical Services to the Recovery Health and Social Services. Federal departments and agencies then work directly with their respective partners (e.g., grantees, loan applicants) from their program offices to administer and monitor individual recovery programs, support, and technical services. The IRCT is scaled down to a level that ensures continued visibility on the execution of longer-term mission assignments and to maintain shared situational awareness of ongoing response operations. The HHS- Emergency Management Group may scale down operations commensurate with field activities or the operational tempo of the NRCC. As response operations begin to diminish, Incident Commanders demobilize Federal agencies from their respective operations.

Requirements for long-term post-incident health surveillance or investigation are determined, and continued assistance to states regarding surveillance and monitoring efforts of disaster-related illness in the affected area may be necessary. Responsibility for managing these activities transitions back to the HHS Regional Office Staff.

Coordinating Structure

Many ESFs support the Public Health and Medical Services core capability. The ESFs that perform tasks under this core capability are summarized in Figure C.2-1. Specific tasks conducted by these ESFs are identified in the Tasks by Phase, by ESF section below.

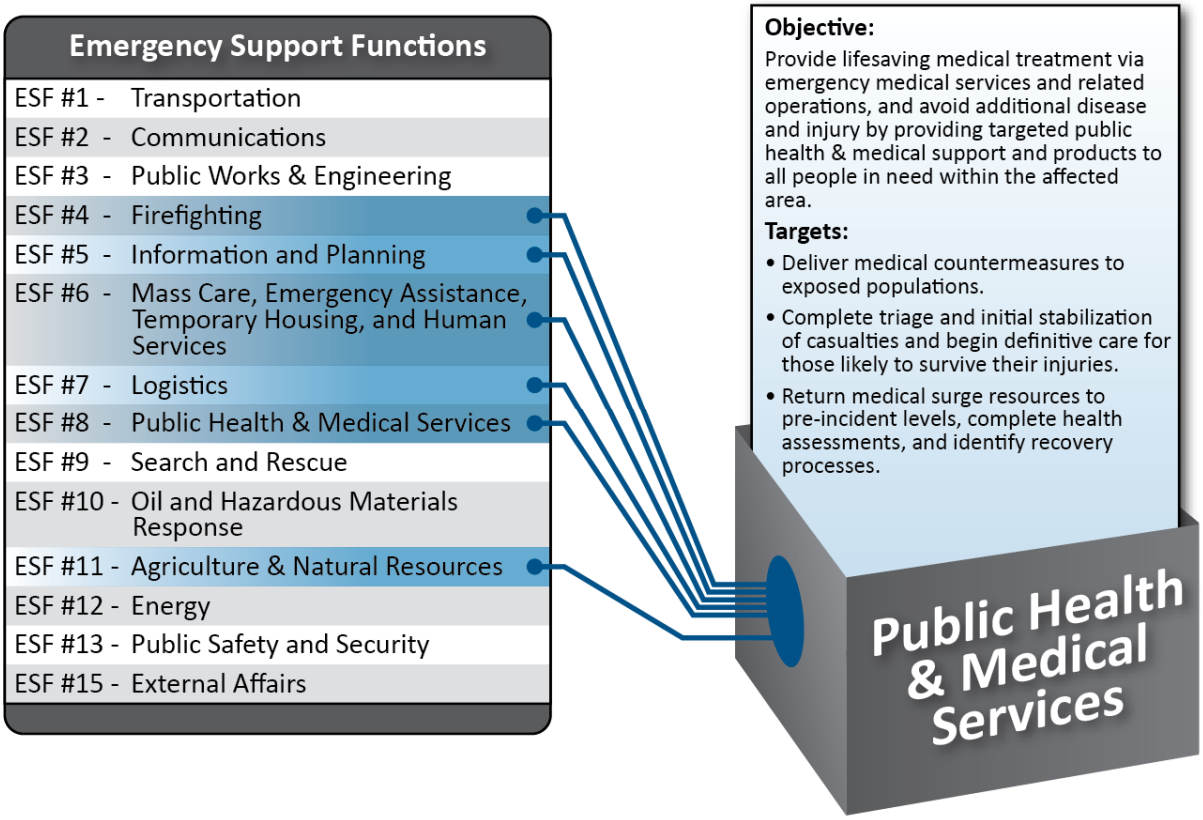

Figure C.2-1: Coordination of ESF Support to Public Health and Medical Services

The vast majority of public health and medical activities and services are provided by the private healthcare sector. ESF #8 augments the support provided by the private healthcare sector when requested by local, state, tribal, territorial or insular area governments. HHS is the Primary Agency for ESF #8 and provides planning and coordination for Federal public health, healthcare delivery, and emergency response systems to minimize and/or prevent health emergencies from occurring, detect and characterize a health incident, provide medical care and human services to those affected, reduce the public health and human service effects on the community, and enhance community resiliency to respond to a disaster. While local, state, tribal, territorial, and insular area officials retain primary responsibility for meeting public health and medical needs, ESF #8 can deploy public health and medical assets to assist as needed.

Coordinating the Response

When an incident occurs, actions are taken to prepare for, respond to, and recover from public health and medical services emergencies. The health security mission activities focuses on those activities that protect the health of the public through the provision of public health, medical, environmental health, and animal health measures. HHS assigns personnel (e.g., U.S. Public Health Service Commissioned Corps, NDMS, Federal Civil Service, and civilian volunteers) to address public health, medical, behavioral health, and veterinary needs. During a public health emergency, HHS assumes operational control of Federal emergency public health and medical assets (except for members of the Armed Forces who remain under the authority and control of the Secretary of Defense) and prepares to deploy regional staff (e.g., IRCT) to provide initial ESF #8 support to the affected location. HHS assists local, state, tribal, territorial, and insular areas by conducting health surveillance to assess morbidity, mortality, and community needs related to an emergency and

establishing a registry of potentially exposed individuals to conduct monitoring of the population for potential long-term health effects. In conjunction with Department or agency partners (USDA, DOD, FEMA, and the American Red Cross), HHS provides shared situational awareness of public health, medical, and behavioral health assistance and works to determine the appropriate response. In addition, HHS is the coordinating agency for activating public health and medical support along with patient movement requirements with other primary and supporting departments and agencies throughout an incident.

When an emergency exceeds the scope of an impacted area's hospital and/or healthcare resources, HHS, in coordination with DOD, VA, and DHS, activates the NDMS. This is an interagency partnership that augments local medical care with healthcare professionals and support personnel consisting of local, state, tribal, territorial, insular area, and Federal government, private sector, and civilian volunteers. Upon activation, DOD provides NDMS support for the evacuation and medical management of patients. They also provide patient reception, tracking, and management of patients evacuated on DOD assets to nearby NDMS hospitals, VA hospitals, and DOD military treatment facilities that are available and can provide appropriate care. Through the National Ambulance Contract, FEMA provides ambulance and paratransit support to the states.

Upon approval by the Secretary of Defense, DOD also assists HHS by deploying available medical, surgical, behavioral health, environmental health, and other healthcare providers and personnel for patient clearing, staging, management, and treatment. DOD healthcare providers can support civilian hospitals, HHS deployed teams and points of medical countermeasure distribution. Military medical and veterinary personnel assist with the protection of public health by providing food, water, medical support, food safety assistance and animal services. Joint Regional Medical Planners within FEMA regions work closely with DCOs, local, state, HHS, FEMA and other regional representatives, and provide planning and operational response support. DOD can provide a range of assistance to HHS through medical logistics, laboratory diagnostics and confirmation testing, biosurveillance, blood products, telemedicine, occupational health assistance, vector control, and medical materials. In addition, DOD deploys available medical teams and platforms (e.g., hospital ships, Expeditionary Medical Support, naval vessels with medical/surgical capability) when requested and approved by the Secretary of Defense.

HHS coordinates with the American Red Cross to assist community health personnel (subject to staff availability) by providing mortality information to requesting agencies and by supporting NDMS evacuation through the provision of services for accompanying family members/caregivers in coordination with local, state, tribal, territorial, insular area, and Federal authorities.

The American Red Cross provides behavioral health support services for family members of the non-survivors, injured, and others affected by the incident. The American Red Cross may provide personnel in temporary infirmaries, immunization clinics, morgues, hospitals, and nursing homes. Their assistance includes administrative support, logistical support, or health services support within clearly defined boundaries. At the request of HHS, the American Red Cross coordinates with the AABB Inter-organizational Task Force on Domestic Disasters and Acts of Terrorism (AABB Task Force) to provide blood and services as needed through regional blood centers.

Federal response agencies also work closely with the private sector (e.g., regulated industries, academic institutions, trade organizations, and advocacy groups), volunteer organizations, and local, state, tribal, territorial, and insular area agencies to coordinate ESF #8 response resources. ESF #8 organizations recognize that leveraging resources from these organizations and individuals with shared interests allows ESF #8 to accomplish its mission in ways that are the least burdensome, most beneficial to the American public, and enhance the resiliency of healthcare systems to deliver

coordinated and effective care during public health emergencies and mass casualty incidents. NGOs, including community-based organizations, are also an important partner in recruiting and supporting medical volunteers, and providing medical and counseling services to survivors and their families.

During an emergency, HHS provides public health risk communication messages and advisories in conjunction with ESF #15 that relay relevant information on health hazards or other situations that could potentially threaten public health. This also includes the dissemination of public health information on protective actions related to exposure to health threats or environmental threats.

ESF #2 provides the essential communication infrastructure that enables the ESF #8 communication capability for coordination and situational awareness. DHS maintains shared situational awareness through HSIN to maintain a common operating picture.

Animal Care and Disease Prevention

The USDA's Animal and Plant Health Inspection Service (APHIS) ensures an integrated response to disasters or emergencies by providing technical assistance regarding the safety and well-being of animals which may include household pets and service animals. Depending on the incident type, APHIS will coordinate with HHS, EPA, USACE, and/or FEMA to provide technical advice regarding disposal of animal carcasses (any or all of which may contain potentially pathogenic organisms in their intestinal tracts such as Salmonella, E coli 0157 campylobacter) to protect animal health and reduce the potential for public health and/or environmental health concerns resulting from an incident. APHIS also responds to animal and agricultural health emergencies under USDA statutory authority, coordinates with ESF #8 on management of zoonotic disease, coordinates with ESF #8 to ensure that animal/veterinary health issues (including both disease management and medical management) are supported, and collaborates with HHS and the Department of the Interior (DOI) to deliver effective "one health" response that integrates human, animal, and environmental health. During emergencies related to potential infectious contamination, the USDA responds in an effort to control and eradicate any outbreak of a highly contagious or economically devastating disease or plant pest. In the event of a contamination from an international source, HHS coordinates with DHS to provide enforcement of international quarantines through USCG, DOS, Customs and Border Protection, and Immigration and Customs Enforcement (ICE).

Public Health and Medical Tasks

Mission Objectives

- HM-MO-1: Coordinate planning and operational analysis among governmental, nongovernmental, and private sector services and other mission areas to prepare for the delivery of medical care and countermeasures. (Supports HM-CT-1)
- HM-MO-2: Analyze, prioritize, adjudicate, allocate, and deliver public health, behavioral health, and medical resources to support local, state, tribal, territorial, and insular area jurisdictions. (Supports HM-CT-1)
- HM-MO-3: Coordinate with the affected jurisdiction(s) to provide medical care and countermeasures. (Supports HM-CT-1, HM-CT-2)
- HM-MO-4: Reduce medical surge support and return resources to pre-incident levels. (Supports HM-CT-3)

Phase 1a—Normal Operations

End State: Federal public health and medical operations plans have been tested and are readily available. (Supports HM-MO-1)

- Tasks by Phase, by ESF
  - ESF #6
    - Communicate plans, requirements, and strategies to core capability service providers.
  - ESF #7
    - Order and verify inventory levels of personal protective equipment (PPE) and other mission essential materials and supplies for response, recovery, and mitigation efforts.
  - ESF #8
    - Identify, create, develop, manufacture, and procure critical medical countermeasures; develop logistical and operational plans for optimized use of medical countermeasures at all levels of response.
    - Promote the National Health Security Strategy objectives to enhance the preparedness and resiliency of communities through preparedness grants, mitigation efforts, readiness guidance, and support in planning, training, and exercises.
    - Review and update key personnel rosters with accurate contact information.
    - Ensure communication systems between local, state, tribal, territorial, insular area and Federal departments are tested and operable.
    - Maintain deployment ready status of ESF #8 response personnel.
  - ESF #11
    - Ensure the safety of the Nation's supply of meat, poultry, and processed egg products.

Phase 1b—Elevated Threat

End State: Trained medical personnel and equipment are inventoried for potential deployment. (Supports HM-MO-1)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. This includes any pre-deployment and/or staging of resources. There will not be any tasks listed for Phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations.

Phase 1c—Credible Threat

End State: Medical caches are ready for deployment and information exchanges with local, state, tribal, territorial, and insular area officials have occurred. (Supports HM-MO-1)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. This includes any pre-deployment and/or staging of resources. There will not be any tasks listed for Phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations.

Phase 2a—Immediate Response

End State: Medical personnel have been alerted and initial information about the incident has been collected for preliminary operational analysis. (Supports HM-MO-1)

- Tasks by Phase, by ESF
  - ESF #4
    - Provide appropriate personnel, equipment, and supplies, which are used primarily for communications and aircraft for deployed Federal public health and medical teams.
  - ESF #5
    - Begin to prepare PSMAs for processing.
    - Activate ESF #8 at the national and regional level to provide coordination and technical assistance.
  - ESF #6
    - Maintain visibility of state evacuations and healthcare facility shelter-in-place and evacuation requirements.
    - Identify and communicate requirements for lifesaving and life-sustaining needs of disaster survivors and household pets and service animals through culturally and linguistically appropriate and accessible messaging.
    - Gather, assess, prioritize, coordinate, and communicate public health and medical requirements of survivors and their household pets and service animals in congregate facilities to core capability providers.
    - Gather, assess, prioritize, and communicate relevant public health and medical needs information to survivors in facilities where mass care services are provided through culturally and linguistically appropriate and accessible messaging.
    - Acquire and manage resources, supplies, and services from core capability service providers via contracts, mission assignments, IAAs, and donations.
  - ESF #7
    - Coordinate logistical support for medical teams to support field operations.
    - Coordinate all air, ground, and maritime movement of Federal resources.
    - Initiate the National Ambulance Contract for ground transportation.
    - Notify, activate, and/or deploy Execution Schedule Resources for NDMS teams.
  - ESF #8
    - Provide pre-hospital triage and initial stabilization. After establishment of the JFO, requests will go through the FCO or Operations Section Chief. The federal health official coordinates the response and identifies the resources that will be provided.
    - Coordinate with state and FEMA regional officials in affected areas in order to determine the need for ESF #8 support, and coordinate and prioritize requests for assistance.
    - Designate a federal health official to serve as the senior HHS official in the JFO.

- Receive initial mission assignments to activate ESF #8 operations and staff the ESF #8 function at NRCC and RRCCs; potentially receive mission assignments to mobilize and stage resources in preparation for response.
- Activate Federal Coordinating Centers to enable them to receive patients.
- Activate the NDMS to allow for deployment of personnel and provision of logistics preparations.
- Issue an Execute Order authorizing the activation of NDMS teams, verify rosters, prepare teams for travel, stage teams/personnel, and deploy ESF #8 resources.
- Activate the patient movement portion of the NDMS.
- Position response resources to support patient movement requirements, if requested, in accordance with published activation timelines.
- Request activation of the National Ambulance Contract.
- Coordinate with FEMA for National Ambulance Contract support for state level assistance.
- Increase staffing, as appropriate, including representatives from ESF #8 partner agencies and HHS representatives for various Federal Coordination Centers (e.g., NRCC, NOC).
- Establish, activate, and/or deploy the HHS IRCT to support pending tactical-level operations.
- Provide public health risk communication messages and advisories, ensuring information is accessible to the whole community including individuals with LEP and are crafted with attention to psychological and behavioral considerations to reduce stress and promote effective decisionmaking.
- Designate HHS leadership personnel for the Initial Operating Center and JFO.
- Activate and coordinate deployment of Federal medical and public health teams, including: DOD, VA, HHS, and CDC resources.
- Coordinate transportation support with DOD and other Federal agencies.
- Verify readiness status and prepare equipment sets/caches/kits for transport (including air transport) and activate associated logistic personnel or teams.
- Identify select on-call teams and place in a heightened state of awareness.
- Establish and maintain required communications and coordination links with ESF #8 partners and other Federal department and agency representatives.
- Provide HHS technical expertise in the coordination of response with international partners, countries, and multilateral organizations.
- Ascertain whether HHS will be supporting any activated IMATs.
- Issue a Warning Order to HHS Division, HHS response teams, and supporting departments and agencies notifying them of potential deployment, providing situational assessment information, and directing them to assume a heightened state of alert in preparation for possible ESF #8 deployment.

- Coordinate with local, state, tribal, territorial, regional, and Federal resources to conduct a rapid needs assessment of the affected area.
- Activate and coordinate deployment of Federal medical and public health teams, including DOD, VA, and HHS resources.
- Support local medical lifesaving and life-sustaining operations (e.g., hospitals, medical facilities, Emergency Medical Service, alternate care sites).
- Provide status reports on team deployments and operations in the affected area.
- Coordinate with ESF #9 to move the rescued and injured to medical facilities or alternate care sites.
- Coordinate with ESF #6 to ensure medical requirements and support are met related to mass evacuations and shelters.
- Determine local, state, tribal, territorial, and insular area patient transportation capabilities.
- Deploy medical caches and determine the appropriate placement of medical support resources.
- Coordinate with local, state, tribal, territorial, insular area, and private sector hospitals in the impact zone to gain shared situational awareness regarding health and medical conditions.
- Coordinate medical transportation support (including patient evacuation) with other Federal departments and agencies.
- Initiate coordination of the response for communicable disease control and environmental public health hazards.
- Execute a Public Health Emergency declaration as necessary.
- Issue waivers or modifications under Section 1135 of the Social Security Act, as necessary when the Secretary of Health and Human Services has declared a public health emergency and the President has declared a disaster or emergency, to ensure that sufficient healthcare items and services are available to meet the needs of individuals enrolled in Medicare, Medicaid, and the Children's Health Insurance Program and to allow healthcare providers providing medical services but unable to comply with certain program requirements to be paid for their good-faith services and be exempt from sanctions for noncompliance.
- Activate the AABB Task Force to assess current blood supply levels throughout the country.
- Coordinate with the AABB Task Force, through the American Red Cross, to provide blood and services as needed through regional blood centers.
- Begin daily reporting requirements for Hospital Available Beds for Emergencies and Disasters.
- Initiate deployment actions for National Medical Response Team.
- Initiate deployment actions for Epidemic Intelligence Service officers and other staff to support epidemiological investigations.

  - Initiate deployment actions for food safety inspectors, as needed.
  - Ascertain extent of contaminated survivor access to medical treatment facilities and impact on operational status.
  - Initiate deployment actions for the on-call response teams and roster of the U.S. Public Health Service Commissioned Corps; depending on the magnitude of the disaster, recommend activating all U.S. Public Health Service Commissioned Corps deployable assets as authorized by the Secretary or delegated authorities.
  - Identify national laboratories that could be used to support diagnostic activity for agent of concern.
  - Initiate deployment actions for the DMAT and DMAT equipment caches.
  - Initiate deployment actions for the National Veterinary Response Teams.
  - Activate the HHS Disaster Behavioral Health Concept of Operations to facilitate coordination of Federal efforts concerning behavioral health.
  - Convene the ESF #8 Patient Movement Coordination Cell to determine which Federal Coordinating Centers will be activated.
  - Activate the Rapid Response Victim Registry.
  - Issue Reserve Enabler and Federal Coordinating Center mission assignments to DOD to allow for transport and pre-staging of Reserve aeromedical evacuation teams and Federal Coordinating Teams at the aerial ports of embarkation and aerial ports of debarkation, respectively.
  - Activate the Emergency Prescription Assistance Program capability to administer and provide a national network of pharmacies and sufficient personnel to address evacuee emergency prescription requirements under a mission assignment.
- ESF #11
  - Coordinate with ESF #8 on management of zoonotic disease.
  - Coordinate with ESF #8 to ensure that animal/veterinary health issues (including both disease management and medical management) are supported.
  - Collaborate with HHS, DOI (U.S. Fish and Wildlife Service and U.S. Geological Survey [USGS], in particular), USDA, EPA, and DHS to deliver effective “one health” response that integrates human, animal, and environmental health.

Phase 2b—Deployment

End State: Based on information analysis, jurisdictional needs, and operational priorities, resources and personnel have been deployed to provide triage and initial stabilization of casualties. (Supports HM-MO-2, HM-MO-3)

- Tasks by Phase, by ESF
  - ESF #5
    - Provide and coordinate information with Federal department and agency partners to maintain shared situational awareness.

- ESF #6
  - Coordinate with core capability service providers to ensure that ESF #6 service delivery locations are appropriately provisioned and operated in a safe, sanitary, secure, and timely manner.
  - Provide coordination to support discharged patients.
- ESF #7
  - Activate the National Ambulance Contract.
- ESF #8
  - Determine appropriate medical countermeasures and non-pharmaceutical interventions and medical countermeasures distribution strategies.
  - As required, determine appropriate vaccines for development and distribution.
  - Execute appropriate vector control strategies to limit the risk of disease transmission.
  - Support individuals with disabilities with acute medical needs to obtain medical treatment and reconnection to durable medical equipment, medications, and consumable medical supplies.
  - Assess short-term medical treatment needs of incident-area population and evacuees.
  - Deploy medical caches and determine the appropriate placement of medical support resources.
  - Coordinate with local, state, tribal, territorial, insular area, and private sector hospitals (through teleconference or other established communication system) to gain situational awareness regarding health and medical conditions; key elements include:
    - Assess damage to hospitals and other key ESF #8 critical infrastructure
    - Assess status of healthcare facilities and emergency medical services
    - Develop status reports on casualties and building damage
    - Perform bed poll in all affected areas.
  - Deliver to the requesting State medical countermeasures, equipment, and supplies from the Strategic National Stockpile.
  - Evacuate and track acute medical needs patients from medical facilities and nursing homes.
  - Initiate, coordinate, and implement patient evacuation, including:
    - Determine local, state, tribal, territorial, and insular area patient transportation capabilities including availability of accessible transportation
    - Activate NDMS
    - Request National Ambulance Contract for ground transportation
    - Coordinate transportation support with DOD and other Federal agencies
    - Activate Federal Coordinating Centers to receive regulated patients.

  - Coordinate with the state(s) to designate airports with sufficient movement on the ground to support patient evacuations.
  - Employ and maintain situational awareness of ESF #8 resources
  - Coordinate with local, state, tribal, territorial, and NGO partners to determine changes in capabilities and anticipated shortfalls on public health, medical, and behavioral health needs.
  - Coordinate emergency first aid.
  - Coordinate emergency medical care with local, state, tribal, territorial, and insular area agencies at the staging areas and pickup points used in evacuations.
  - Integrate Federal ESF #8 assets with local, state, tribal, territorial, private sector, and EMAC deployed resources.
  - Coordinate response for communicable disease control and environmental public health hazards.
  - Provide public health technical assistance to state health departments in the surveillance and investigation of disease outbreaks, injury, and illness and provide support to address identified public health concerns.
  - Coordinate with behavioral health partners at the local, state, tribal, territorial, insular area, and Federal level to determine needs and identify appropriate services and resources.
  - Provide behavioral health technical assistance to State Mental Health Authorities and State Disaster Mental Health Coordinators to assess the need for and facilitate the provision of Federal behavioral health assets.
  - Provide public health risk communication messages and advisories specific to impacted communities. These materials support local, state, tribal, territorial, and insular area risk communication efforts and support ESF #15 and the JIC messaging for press releases in alternate formats and multiple languages, as appropriate.
  - Support JFO and Rapid Needs Assessment Teams to identify public health hazards associated with food safety, water quality, waste water and solid waste, vector control and other environmental health hazards.
  - Coordinate with the Department of Labor (DOL)/Occupational Safety and Health Administration (OSHA) on responder safety guidance, if necessary.
- ESF #11
  - Respond to animal and agricultural health emergencies under USDA statutory authority or as mission assigned.

Phase 2c—Sustained Response

End State: Federal medical response support has supplemented local, state, tribal, territorial, and insular area efforts to provide care to those likely to survive their injuries. (HM-MO-2, HM-MO-3)

- Tasks by Phase, by ESF
  - ESF #8
    - Provide pharmacy prescription support for population (based on national average data from HHS).
    - Maintain shared situational awareness and determine need to rotate medical teams and other medical resources to allow personnel to rest and maintain capability.
    - Maintain coordination of patient evacuations.
    - When mission assigned, DOD may coordinate evacuation of patients from the patient Consolidated Collection Sites to the designated Federal Coordinating Centers, provide tracking data of patients transported on DOD transport. Patient tracking data collected by DOD will be provided to the state through HHS/ESF #8.
    - Monitor and ensure the safety availability, and logistical requirements of blood and tissues.
    - Convene the Federal Disaster Behavioral Health Group to promote a common operating picture and facilitate coordination of Federal response efforts regarding behavioral health.
    - Provide surge capability support to public health laboratories for diagnostics and confirmatory testing.
    - Deliver to the requesting state medical countermeasures, equipment, and supplies from the Strategic National Stockpile.
    - If necessary, request international medical team support through the International Assistance System.
    - Coordinate Federal healthcare providers and coordinate with states to integrate providers and any additional Federal resources with local, state, tribal, territorial, insular area, NGO, and private sector healthcare providers.
    - Coordinate with states to integrate Federal ESF #8 resources with out-of-state resources that states provide through EMAC.
    - Assist states in developing a strategy for augmenting or replacing current Federal Government resources employed in the response.
    - Provide reports on the status of medical operations and objectives to maintain a shared situational understanding and the common operating picture.
    - Conduct inspections and damage assessments of facilities and products (human drugs, biologics, medical devices, food for humans and animals, and veterinary drugs) regulated by the Food and Drug Administration.
  - ESF #11
    - Ensure the safety and defense of the Nation's supply of meat, poultry, and processed egg products through the Food Safety and Inspection Service.

Phase 3a—Short-term Recovery

End State: Federal medical response support has begun to transition to pre-incident levels. (HM-MO-4)

- Tasks by Phase, by ESF
  - ESF #6
    - Ensure information about and access to the National Emergency Family Registry and Locator System (NEFRLS) is provided to the disaster-impacted population to facilitate reunification of displaced individuals with their families.
    - Coordinate with local, state, tribal, territorial, and insular area governments and voluntary organizations to ensure resources are available (e.g., registration, case management, and housing).
  - ESF #8
    - Identify areas where objectives have been achieved and reposition or demobilize personnel when appropriate.
    - Begin backfill of medical support packages from Strategic National Stockpile.
    - Assist the appropriate government jurisdictions and private sector components under local government regulation and oversight to resume direct authority for operations and administration as soon as effectively possible.
    - Coordinate with local, state, and Federal behavioral health partners to identify emerging, ongoing, or unmet needs and facilitate provision of appropriate services and resources.
    - Monitor Crisis Counseling Program grants to states for disaster-related behavioral health needs in coordination with FEMA.
    - Provide technical expertise or guidance to state or local authorities as they rebuild their public health and medical infrastructures.
    - Coordinate with local, state, tribal, territorial, and insular area offices regarding the return of patients evacuated from the affected area.

Administration and Support

Each Federal department and agency will continue to maintain its roles and responsibilities under Federal laws and regulations. Each department and agency will adhere to individual activation, notification, deployment, and deactivation procedures.

If there is no Stafford Act Declaration, a request may be made for a supplemental appropriation from Congress, but there is no guaranteed reimbursement by FEMA of the cost for response missions. If HHS receives a request for support from another Federal department agency under the Economy Act, the mechanism is similar to the mission assignment process when there is a Stafford Act Declaration.

The EMAC is a national interstate mutual aid agreement that enables states to share resources during times of disaster. EMAC Articles V, IV, VII, and IX addresses primary concerns of personnel and states offering and receiving assistance. A person who holds a license, certificate, or other permit issued by any state during a disaster would be deemed licensed, certified, or permitted to render aid by a state that has declared an emergency or disaster and seeks assistance.

Table C.2-1: Public Health and Medical Services Core Capability Waivers

Type	Description
Waiver	The Secretary of Health and Human Services considers declaring a Public Health Emergency for affected states which enables the Secretary of Health and Human Services to take actions such as waiving or modifying temporarily certain Medicare, Medicaid, Children's Health Insurance Program, and other Federal statutes to ensure that sufficient healthcare items and services are available to meet the needs of individual enrolled in Medicare, Medicaid, and Children's Health Insurance Program and to allow healthcare providers providing medical services but unable to comply with certain program requirements to be paid for their good-faith services and be exempt from sanctions for noncompliance. This 1135 waiver authority may help healthcare facilities and providers deal with surges of patients. The Secretary of Health and Human Services must declare a Public Health Emergency and the President must declare an emergency or major disaster under the Stafford Act or National Emergencies Act before HHS may issue 1135 waivers.

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Appendix 3 to Annex C: Environmental Response/Health and Safety

Purpose

The purpose of this appendix is to describe the Environmental Response/Health and Safety core capability.

The Environmental Response/Health and Safety core capability provides for the availability of guidance and resources to address all hazards including hazardous materials, acts of terrorism, and natural disasters in support of the responder operations and the affected communities. This capability supports responder health and safety, public health, environmental health, and environmental response.

The Environmental Response/Health and Safety (EH) CTs are as follows:

- **EH-CT-1.** Conduct health and safety hazard assessments and disseminate guidance and resources, to include deploying hazardous materials teams, to support environmental health and safety actions for response personnel and the affected population.
- **EH-CT-2.** Assess, monitor, perform cleanup actions, and provide resources to meet resource requirements and to transition from sustained response to short-term recovery.

Situation

The primary mission of first responders is the health and safety of a community and its population. In addition to meeting the health and safety needs of an affected area's population, it is vital that personnel be trained, equipped, and available at the time of an incident to protect the health and safety of on-scene first responders. Responders may face a wide range of safety and health hazards across incident types, such as heat stress, electrical hazards, fall hazards, hazards associated with heavy equipment use and debris, and oil, chemical, biological, or radiological hazards.

Local, state, tribal, territorial, insular area, and Federal government agencies, NGOs, and private sector organizations with response workers at the incident location provide health and safety technical support and expertise in accordance with their department's or agency's mission and responsibilities, in coordination with DOL/OSHA.

During a catastrophic incident, there may be multiple, significant environmental, safety, and/or health hazards within an impacted area that require Federal-level support and lifesaving and life-sustaining activities. Multiple significant hazards may result in a shortage of environmental response/health and safety resources. In the event of a shortage, responders will prioritize response actions to focus on minimizing human exposure to environmental public health hazards such as contaminated food, air, water, vegetation, and sediments, and minimizing the spread of environmental contamination. In doing so, emergency responders can mitigate the risk of further exposure to harmful cascading incidents resulting from the incident.

When Federal-level support is necessary for response to an emergency or disaster, guidelines for information dissemination may be incident dependent. For example, in the event of a terrorist attack, or other criminal activity, information concerning potentially contaminated environments needed to protect responders and the public may be sensitive and/or classified as national security information. In such circumstances, this information can be provided by the FBI located within the Unified

Command at the Incident Command Post, an FBI Command Post at the incident site, an FBI JOC Consequence Management Group, or the FEMA JFO, as appropriate.

Assumptions

General assumptions for the Response FIOP have been identified in the base plan.

Mission

Federal interagency partners will conduct health and safety hazard assessments, perform cleanup, and disseminate guidance and resources to support environmental health and safety actions for response personnel and the affected population.

Execution

Concept of Operations

Phase 1

DHS Science and Technology Directorate coordinates partnerships with academia and professional organizations, while the White House Office of Science and Technology Policy coordinates with international and domestic partners. DOS coordinates the development of pre-incident agreements and exchanges needed to permit international entities to provide personnel, resources, and coordinates the activities of other Federal departments and agencies working with international partners.

To ensure the preparedness of ESF #10 Federal environmental response capabilities, EPA and USCG, in conjunction with other Federal departments and agencies, review and update existing response plans (e.g., National, Regional, and Area plans) and standard operating procedures to incorporate best practices and lessons learned from previous incidents or exercises. They also develop PSMAs, MOUs, and IAAs, as appropriate; develop and implement personnel training programs; and update key personnel rosters with accurate contact information.

Under the Worker Safety and Health Support Annex, DOL/OSHA coordinates the Worker Safety and Health Coordination Committee, which is responsible for planning and preparedness to protect the safety of response workers for incidents requiring a coordinated Federal response.

Federal departments and agencies develop environmental response and/or health and safety training and identify resources to protect and monitor response workers and the affected populations, establish vendor contracts, and identify other methods for procurement prior to a disaster or emergency.

Phase 2

The fire departments of local and tribal government generally provide the first response to oil and hazardous materials incidents including conducting the environmental response and taking appropriate health and safety actions. State and territorial governments may have environmental response programs that supplement local governments for larger-scale or more complex responses. The private sector and other parties responsible for oil discharges and hazardous substance releases also have responsibilities for responding under the National Oil and Hazardous Substances Pollution Contingency Plan. For Stafford Act responses, when local and state environmental response resources are inadequate, EPA coordinates with local, state, tribal, territorial, insular area, Federal,

nongovernmental, and private sector partners to determine the personnel, equipment, and resources needed for an environmental response.

EPA and USCG OSCs lead ESF #10 Federal on-scene environmental response activities, with support from partner departments and agencies. Initial efforts focus on identifying the nature and extent of oil/hazardous materials environmental contamination, and as needed, taking any immediate steps to mitigate high priority releases. The assessment of environmental contamination may include use of real-time environmental monitoring with field instruments; collecting environmental samples and analyzing them in mobile or fixed laboratories; conducting aerial overflights with aircraft capable of air monitoring for contaminants; and predictive modeling, such as atmospheric plume modeling provided by the Interagency Modeling and Atmospheric Assessment Center (IMAAC). Environmental assessment information feeds into the overall situational awareness for the incident, and is used by appropriate entities to support decisions regarding actions needed to protect responder health and safety, public health and environmental resources (e.g., for oil/hazardous materials incidents, whether contaminated evacuation routes are safe to use and whether people should return to their homes). It is also used to determine appropriate environmental response actions and verify the effectiveness of actions taken. ESF #10 typically works through local, state, tribal, territorial, and insular area law enforcement officials to secure access to oil/hazardous materials contaminated areas. USCG may also exercise its own authorities to limit access on navigable waters.

Environmental response activities include the prevention and stabilization of oil/hazardous materials releases; the assessment of the extent of environmental contamination and options for decontamination and cleanup; the storage, treatment, and disposal of oil/hazardous materials wastes (including contaminated debris and contaminated animal carcasses); the protection of natural resources; and the provision of technical expertise to support protective actions for the general public.

All Federal departments and agencies take appropriate actions to protect the safety and health of their responding workers. To ensure response worker safety during incidents requiring a coordinated Federal response, DOL/OSHA, as the Coordinating Agency for the NRF Worker Safety and Health Support Annex, coordinates technical support for response worker safety and health. As necessary, DOL/OSHA also subtasks cooperating departments and agencies identified in the Worker Safety and Health Support Annex to most effectively support the worker safety and health needs of the incident, which may include: identification, assessment, and monitoring of worker safety and health hazards; development of site-specific Health and Safety Plans; identification of appropriate hazard controls, including PPE and the coordination and provision of incident-specific response worker training.

Phase 3a

In conjunction with the Natural and Cultural Resources Recovery Support Function, coordinate with appropriate local, state, tribal, territorial, and insular area governments to determine how environmental response/health and safety short-term recovery activities will integrate with long-term actions, assessing and addressing capacity gaps.

In coordination with ESF #8, DOL/OSHA and the cooperating departments and agencies identified in the Worker Safety and Health Support Annex support medical surveillance and monitoring efforts, as required by the incident, and evaluate the need for longer term epidemiological follow-up and medical monitoring of response and recovery workers.

Coordinating Structure

Many ESFs support the Environmental Response/Health and Safety core capability. The ESFs that perform tasks under this core capability are summarized in Figure C.3-1. Specific tasks conducted by these ESFs are identified in the Tasks by Phase, by ESF section below.

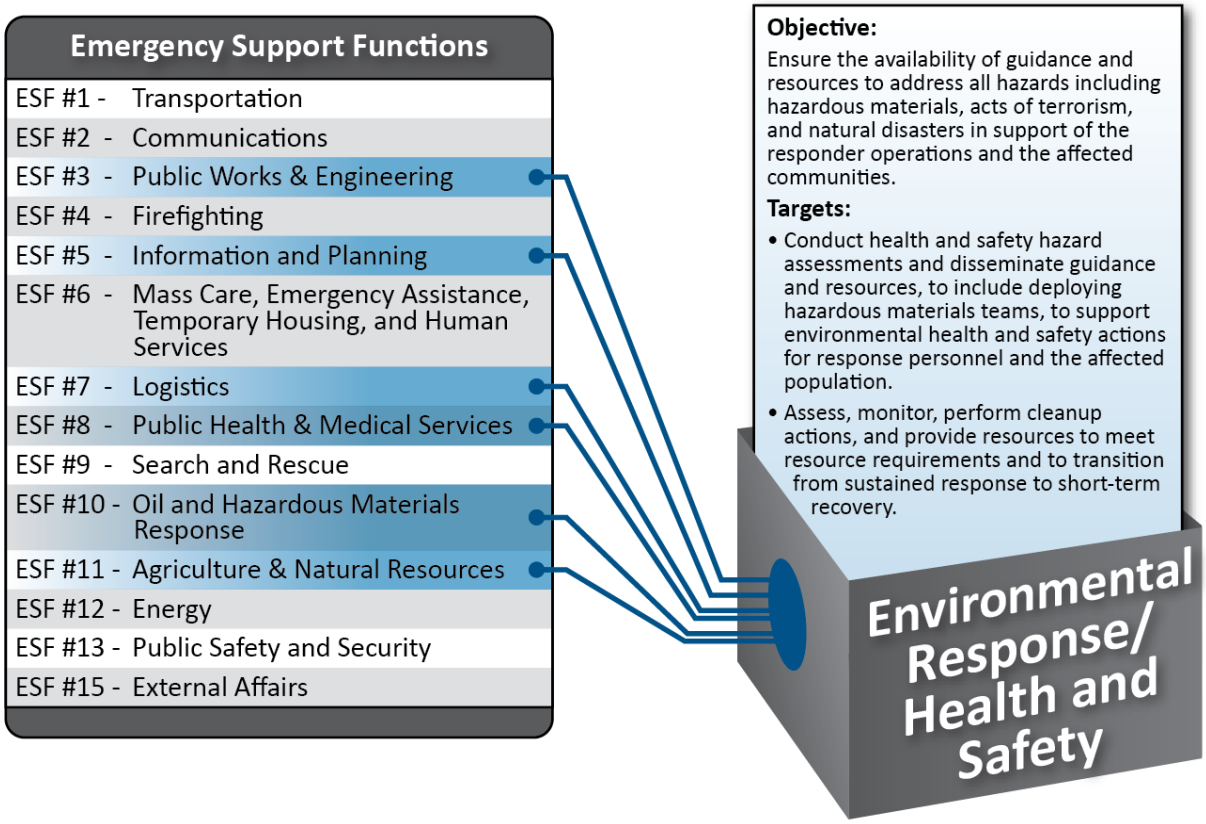

Figure C.3-1: Coordination of ESF Support to Environmental Response/Health and Safety

Environmental

EPA serves as the Primary Agency for ESF #10 actions in the inland zone, and USCG serves as the Primary Agency for ESF #10 actions in the coastal zone (as defined in Regional and Area Contingency Plans). For incidents affecting both, EPA is the Primary Agency, and USCG serves as the deputy.

At the regional level, the EPA/USCG leads of ESF #10 deploy EPA and USCG OSCs to the incident scene. In coordination with local, state, tribal, territorial, and/or insular area officials, the OSCs establish ESF #10 Incident Commands or Unified Commands to carry out ESF #10 assignments from the JFO UCG. EPA regional and USCG district EOCs may also be activated to provide support to the OSCs, as needed.

Regional leads of ESF #10 send representatives to the RRCC/JFO and may also send representatives to local, state, tribal, territorial, and insular area EOCs. The ESF #10 representatives at the RRCC/JFO help coordinate between the RRCC/JFO, the ESF #10 Incident Command/Unified Command activities, and EPA regional/USCG district offices. For larger scale incidents, ESF #10 may establish Area Commands and EPA/USCG national-level EOCs may be activated to provide

additional response support. Additionally, headquarters EPA/USCG ESF #10 deploys representatives to the NRCC, as requested by FEMA.

EPA and USCG OSCs may request the assistance of EPA/USCG "special teams" with expertise in specific areas, when needed. In addition, EPA and USCG are supported by other Federal departments and agencies as described in ESF #10. At the field level, EPA and USCG may coordinate requests for support from these departments and agencies at the RRCC/JFO, or may activate Regional Response Teams, which are co-chaired by EPA and USCG and include representatives from ESF #10 support departments and agencies. If needed, requests for interagency support may also be elevated to the National Response Team or NRCC.

ESF #10 Support Agencies may provide assistance through various means, including by deploying agency personnel and equipment to the ESF #10 Incident Command/Unified Command; reaching back to experts in their home agency offices; and providing support from agency representatives at the JFO or personnel deployed to the incident under other ESFs they lead. The types of assistance provided by ESF #10 Support Agencies to EPA and USCG, as well as other areas of interagency coordination, include the following examples. HHS provides technical assistance in assessing the threat to human health from oil and hazardous materials releases into the environment. For coastal zone incidents, the Department of Commerce/National Oceanic and Atmospheric Administration provides expertise to USCG on the fate and behavior of oil or hazardous materials, resource identification, and recommendations on cleanup and protection priorities. DOT provides expertise on transportation requirements for hazardous materials, and has regulatory authority to issue special permits to facilitate hazardous materials transportation. Where critical infrastructure is contaminated by oil or hazardous materials, ESF #10 provides assistance with assessing the contamination and decontamination and cleanup, and coordinates those activities with the DHS Critical Infrastructure Liaison.

The presence of animal carcasses in the incident area can create logistical challenges for response operations. The appropriate removal and disposal of animal carcasses may require coordination amongst ESFs #3, #10, and #11. Specific responsibilities for animal carcass removal are as follows: Under IAA or Mission Assignment, ESF #3 is responsible for the removal of animal carcasses classified as debris; ESF #10 is responsible for the removal of animal carcasses that have been contaminated by oil or hazardous materials; and ESF #11 is responsible for the removal of animal carcasses infected with a foreign animal disease. ESF #8 may provide public health guidance regarding the health threats an animal carcass disposal site might pose, such as water quality or vector spread diseases, to the state or Federal agency responsible for disposal.

Health and Safety

When FEMA is leading the Federal response efforts (i.e., typically under the Stafford Act), FEMA Safety and Health, serving as the Safety Officer within the Unified Coordination Staff, is the contact for worker safety and health in addition to its role for protecting FEMA deployed assets. When a more extensive worker safety and health response is warranted, FEMA may mission assign DOL/OSHA to coordinate and/or provide worker safety and health support. DOL/OSHA serves as the Coordinating Agency for the NRF Worker Safety and Health Support Annex and provides technical assistance and support to responding agencies concerning the health and safety of response and recovery workers. Additionally, the Worker Safety and Health Coordination Committee identifies and integrates potential response worker safety and health assets needed for emergency planning and preparedness. Coordinated by DOL/OSHA and comprised of representatives of the cooperating departments and agencies, the committee serves as the forum to ensure that the representatives of the occupational safety and health programs from the cooperating departments and

agencies understand how worker safety and health will be provided during activations, as well as the resources available.

To ensure worker safety and health in support of the NRF Worker Safety and Health Support Annex, all departments and agencies are expected to coordinate with FEMA Safety and Health and, when activated, DOL/OSHA on the following tasks:

- Determine potential needs and identify resources for response worker safety and health support
- Participate in the Unified Coordination Interagency Safety and Health Committee and the Worker Safety and Health Coordination Committee to facilitate coordination of the response worker safety and health program among different departments and agencies
- Provide occupational safety and health technical advice and support, including monitoring and providing support and assistance in the monitoring of response worker safety and health hazards; and monitoring and/or providing technical assistance and support in developing, implementing, and/or monitoring an incident PPE program
- Resolve technical or other disputes involving response worker safety and health
- Share data among response organizations, including response worker exposure and DOL/OSHA 300 (or equivalent) accident/injury documentation
- Participate in incident-specific response worker training
- Provide technical assistance, advice, and support for: medical surveillance, monitoring of response workers, including exposure to toxic substances (e.g., asbestos and lead) as required by regulation; appropriate immunizations and prophylaxis for response workers; and psychological resiliency.

EPA and USCG are included among the cooperating departments and agencies under the Worker Safety and Health Support Annex and coordinate with DOL/OSHA as needed regarding worker safety and health hazards associated with oil or hazardous materials sites in the impacted area. ESF #10 coordinates with ESF #8 regarding public health matters related to oil/hazardous materials contamination.

ESFs that provide support to the delivery of the Environmental Response Health and Safety core capability are included in the following section.

Environmental Response/Health and Safety Tasks

Mission Objectives

- EH-MO-1: Determine the appropriate environmental response actions and protective measures for response workers and recommend protective measures to the public. (Supports EH-CT-1)
- EH-MO-2: Provide technical assistance to identify specific environmental risks and safety and health hazards throughout the duration of the response, develop health and safety plans, activate and deploy required environmental response/health and safety resources for responder safety. (Supports EH-CT-1)
- EH-MO-3: Provide incident-specific response worker health and safety and/or other related training. (Supports EH-CT-1)

- EH-MO-4: Coordinate planning and operational analysis among public, private, and nongovernmental sector services to deliver environmental response/health and safety requirements. (Supports EH-CT-2)
- EH-MO-5: Analyze, prioritize, and allocate resources to identify and employ Federal resources to support operations for the delivery of Environmental Response/Health and Safety capabilities. (Supports EH-CT-2)
- EH-MO-6: Alert, deploy, and stage Federal resources to support the assessment and cleanup of the environment. (Supports EH-CT-2)
- EH-MO-7: Coordinate the collection and sharing of predictive modeling data, on scene environmental, hazard, and risk assessments, and sampling and monitoring data. (Supports EH-CT-1, EH-CT-2)

Phase 1a—Normal Operations

End State: Environmental response/health and safety planning, training, and outreach to public, private, and NGOs has occurred, and will be ongoing. (Supports EH-MO-4)

- Tasks by Phase, by ESF
  - ESF #8
    - Support the Worker Safety and Health Support Annex, provide technical assistance, and plan for the development of health exposure risk assessments and health and safety plans to control hazards for response workers.
  - ESF #10
    - Coordinate between Federal departments and agencies to strengthen relationships and identify shortfalls.
    - Review, update, and exercise the following:
      - Existing response plans and standard operating procedures to incorporate best practices and lessons learned
      - Key personnel rosters with accurate contact information (e.g., special teams, EOC personnel, representatives to the NRCC, RRCC, and JFO).
    - Develop and review PSMAs, MOUs, and IAAs.
    - Maintain effective communications by updating point of contact lists, verifying video teleconference and telecom capabilities, and testing information systems.
    - Develop and implement personnel training programs for environmental response.
    - Develop, maintain, and provide information on the environmental and health effects of toxic substances.
  - ESF #11
    - Develop and update national animal and plant surveillance plans, as needed.

Phase 1b—Elevated Threat

End State: Federal environmental response/health and safety resources are identified and inventoried, special environmental risks and safety hazards are identified to the extent possible based on available information, and personnel are trained. (Supports EH-MO-2, EH-MO-3)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. This includes any pre-deployment and/or staging of resources. There will not be any tasks listed for Phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations.

Phase 1c—Credible Threat

End State: Environmental response/health and safety resources have been readied for deployment in anticipation of support needed by response workers and the general public, and appropriate contact has been made with local, state, tribal, territorial, and insular area officials. (Supports EH-MO-1, EH-MO-4, EH-MO-5, EH-MO-6, EH-MO-7)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. This includes any pre-deployment and/or staging of resources. There will not be any tasks listed for Phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations.

Phase 2a—Immediate Response

End State: Preliminary incident-specific information has been reviewed to determine initial environmental response/health and safety response actions, including the alert, staging, allocation, and mobilization of personnel and equipment. (Supports EH-MO-1, EH-MO-2, EH-MO-3, EH-MO-4, EH-MO-5, EH-MO-6, EH-MO-7)

- Tasks by Phase, by ESF
  - ESF #7
    - Prepare and stage regional PPE (coordinate with NRCC and Logistics Management Center).
    - Provide technical assistance and support for response and recovery worker access to required PPE and the supplemental distribution of such PPE on an ad-hoc basis.
  - ESF #8
    - Provide technical assistance, advice, and support for medical surveillance and monitoring as required by regulation (e.g., asbestos and lead).
    - Provide needs assessments, technical assistance, advice, and support for short and long term occupational medical care and health services for response workers.
  - ESF #10
    - Coordinate with FEMA and state, tribal, territorial, and insular area partners, as appropriate, in affected areas to determine needs for ESF #10 support and prioritize requests for assistance.
    - Activate Federal ESF #10 resources at the regional and, as needed, national level to provide assistance. Resources may include EPA/USCG OSCs and Incident Management Team personnel, supporting contractors, and special teams.

- Activate EPA/USCG field and headquarters EOCs as needed.
- Coordinate with local, state, tribal, territorial, and insular area officials, as appropriate, to identify areas of potential oil/hazardous materials releases and hazards to response personnel.
- Utilize local, state, EPA. and USCG database information to identify potential locations of oil/hazardous materials facilities and sites that may have releases.
- Utilize predictive modeling data on atmospheric dispersion of contaminants from the IMAAC if activated.
- Initiate deployment of resources to the NRCC, RRCC, JFO, state/local EOCs, and impacted areas, as appropriate.
- Initiate health and safety planning for ESF #10 field responders.
- Initiate coordination with ESF #10 Support Agencies and other Federal partners as appropriate.
- Implement environmental compliance and consultation requirements, as appropriate, for threatened natural and cultural resources and historic properties (NCH).

• ESF #11

- Coordinate with ESF #3 on the removal of debris (when classified as debris) affecting NCH.
- Coordinate with ESF #10 on the removal of debris affecting NCH when that debris is contaminated by oil or hazardous materials.
- Serve as the Federal lead on zoonotic and wildlife diseases through the USGS and the National Wildlife Health Center.
- Assist with environmental compliance:
  - Section 106 of the National Historic Preservation Act
  - Endangered Species Act, Threatened and Endangered Species Consultation
  - Migratory Species Act, Magnuson-Stevens Act, Coastal Management Zone.
- Perform assessments and surveys to assist with planning and operational decisions (e.g., temporary housing and sheltering plans).
- Monitor environmental conditions and response activities and conduct sampling to determine impacts on natural and cultural resources and historic properties.
- Provide technical advice on mitigating impacts of contaminants and recommends clean-up actions to minimize damage to sensitive natural and cultural resources and historic properties resources from response activities.
- Provide technical assistance, guidance, best management practices, and consultation on a wide range of response actions including guidance on threatened and endangered species.
- Monitor and control conditions in museum and archival collections, historic structures, and other cultural resources that pose a public or occupational health risk such as rampant mold, contaminants that remain after flood waters recede, and effects of prior pesticide applications such as arsenic.

Phase 2b—Deployment

End State: Based on initial hazard assessments, Federal technical experts, in coordination with the affected jurisdictions, have identified initial high priority environmental response activities, public protective actions, and responder health and safety protective actions. (Supports EH-MO-1, EH-MO-2, EH-MO-3, EH-MO-4, EH-MO-5, EH-MO-6, EH-MO-7)

- Tasks by Phase, by ESF
  - ESF #5
    - Activate appropriate ESFs at the national and regional level to provide coordination, technical assistance, and response to environmental/health and safety response.
  - ESF #7
    - Deploy regional PPE.
  - ESF #10
    - Ramp up deployments of ESF #10 personnel to the impacted area to provide coordination, technical assistance, and response.
    - Establish ESF #10 ICs, or Unified Commands with local, state, tribal, territorial, and/or insular area environmental response agency partners, as initial Federal resources arrive on-site. Initiate formal incident action planning and refine identification of high priority assessment and response objectives.
    - Initiate initial high-priority actions to assess, prevent, minimize, or mitigate releases of oil/hazardous materials, as possible. Assessment may include environmental monitoring and reconnaissance to identify locations of oil/hazardous materials releases and oil/hazardous materials containers.
    - Provide recommendations and available environmental assessment information to local, state, tribal, territorial, and/or insular area officials, as appropriate, to support decisions on evacuation/ingress routes and other public protective actions, if applicable.
    - Provide actual site data to IMAAC as it becomes available to help refine IMAAC model, if the IMAAC is activated.
    - Coordinate scientific input regarding the environmental response from local, state, tribal, territorial, insular area, Federal, private, and academic entities.
    - Refine health and safety plans for ESF #10 responders and coordinate activities with Worker Safety and Health Annex as appropriate.
    - Provide environmental response expertise to support ESF #15 public information activities (e.g., developing initial public messaging regarding public health hazards and environmental activities).

Phase 2c—Sustained Response

End State: Predictive modeling data has been coordinated and disseminated, comprehensive hazard and risk assessments have been performed, and sampling and monitoring data has been collected. Planning, operational analysis, and delivery of environmental response/health and safety requirements have been coordinated across public, private, and nongovernmental sectors. (Supports EH-MO-1, EH-MO-2, EH-MO-3, EH-MO-4, EH-MO-5, EH-MO-6, EH-MO-7)

- Tasks by Phase, by ESF
  - ESF #3
    - Manage, monitor, and/or provide technical advice in the demolition and subsequent removal and disposal of buildings and structures contaminated with chemical, biological, radiological, and nuclear elements, in consultation with ESF #10.
  - ESF #10
    - Conduct assessment of oil/hazardous materials releases, which may include sampling and monitoring of air, water, soil, buildings, and other infrastructure.
    - Take actions, as appropriate, to stabilize the release and prevent the spread of contamination; conduct environmental cleanup actions and decontaminate buildings and structures, and manage wastes. Coordinate options for environmental cleanup and waste management with local, state, tribal, territorial, and insular area governments, and other Federal partners, as appropriate.
    - Engage with private sector facilities that handle oil and hazardous substances to ensure that no release has occurred and that appropriate protective measures are in place to stop or minimize any potential future release.
    - Take actions, as appropriate, to collect household hazardous waste, monitor disposal of debris, sample and monitor air and water quality, and protect natural resources.
    - Coordinate public information support activities, including posting environmental data summary results on Web sites and working with environmental and public health agency partners to develop public messaging and Federal recommendations regarding the impacts of the environmental contamination and appropriate public protective actions (e.g., food/water safety, potential needs for population relocation).
    - Manage staffing and resource deployments in support of response objectives, including rotation of response personnel and activation of special teams and Support Agencies in support of the ESF #10 Incident Command/Unified Command.
    - Determine whether operational objectives have been achieved and assess continued need for Federal support; begin to transition any remaining environmental response activities to local, state, tribal, territorial, and/or insular area officials as they become capable of assuming responsibility; and plan for demobilization, as appropriate.
  - ESF #11
    - Ensure regulated facilities are capable of providing safe meat, poultry, and processed egg products.

Phase 3a—Short-term Recovery

End State: Appropriate plans are in place for a smooth transition to local, state, tribal, territorial, and insular area officials for any remaining environmental response activities, and any needed Federal advice on continued protection of local, state, tribal, territorial, and insular area workers have been provided. (Supports EH-MO-7)

- Tasks by Phase, by ESF
  - ESF #8
    - Evaluate the need for longer term epidemiological follow-up and medical monitoring of response and recovery workers.
  - ESF #10
    - Begin coordinating with appropriate local, state, tribal, territorial, insular area, and Federal recovery officials to determine how environmental response activities will integrate with recovery actions and how the environmental cleanup decisionmaking process should be coordinated with the recovery decision-making process for large-scale environmental contamination incidents.
    - Finalize plans, as possible, that describe the transition of ESF #10 Federal actions to local, state, tribal, territorial, and/or insular area entities.
  - ESF #11
    - Begin the transition to short-term recovery activities associated with stabilization of natural and cultural resources and historic properties and removal or control of contaminants.

Administration and Support

The Environmental Response/Health and Safety core capability will follow standard protocols for Activation, Notification, Deployment, and Deactivation with each Federal department and agency continuing to maintain its roles and responsibilities under Federal laws and regulations.

- EMAC options will be utilized as needed.
- MOU options will be utilized as needed.
- Waivers, exceptions, and exemptions related to the delivery of the Environmental Response/Health and Safety core capability.

Table C.3-1: Environmental Response/Health and Safety Core Capability Waivers

Type	Description
Waiver	In the event of a fuel supply emergency, EPA, with the concurrence of the DOE, may temporarily waive a fuel or fuel additive requirement if doing so will alleviate the fuel supply emergency. When granted, the waiver allows use of a fuel that normally is not allowed in a particular time period or geographic area.

Appendix 4 to Annex C: Fatality Management Services

Purpose

The purpose of this appendix is to describe the delivery of the Fatality Management Services core capability.

The Fatality Management Services core capability provides fatality management services, including body recovery and fatality identification, working with local, state, tribal, territorial, and insular area authorities to provide temporary mortuary solutions, sharing information with fatality management services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.

The Fatality Management (FM) CT is as follows:

- **FM-CT-1:** Establish and maintain operations to recover a significant number of fatalities over a geographically dispersed area.

Situation

A mass fatality incident will place extraordinary logistical, religious, cultural, and emotional demands on the affected jurisdictions. The timely, safe, and respectful disposition of the deceased is an essential component of an effective response. Accurate, sensitive, and timely communication with the public is crucial to this effort. An incident involving mass fatalities will require extensive Federal interagency support in all aspects of fatality management. Recovering, identifying, and determining the cause and manner of fatalities can be lengthy and painstaking work, often complicated by the desires of families and the needs of investigative agencies. Hundreds and thousands of fatalities represent an exponential challenge compared to smaller incidents.

The management of mass fatalities includes the location, collection, documentation, retrieval, and transportation of human remains to the examination location or incident morgue, processing for identification of the dead, final disposition, release of remains, and family assistance activities.

Mass fatalities present substantive logistical demands for resources, such as cold storage space, human remains pouches, caskets, and embalming supplies. If the deceased have been contaminated with chemical, biological, or radioactive agents, mortuary personnel may need to use special precautions and PPE to protect themselves and to prevent cross-contamination.

The location, collection, documentation, and retrieval of remains and other pertinent materials from the incident requires a standardized approach to avoid an adverse impact on the speed and accuracy of fatality identification. Uncoordinated removal and transportation of the deceased to the incident morgue, without processing the scene in a deliberate, methodical manner may result in the loss of critical data that could otherwise have led to positive identification.

Establishing and maintaining a chain-of-custody of personal effects and other pertinent materials verifies the integrity of the evidence. Interruptions to the chain-of-custody of remains and personal effects may delay delivery services and may jeopardize personally identifiable information. To protect personally identifiable information, access rights to the remains should be limited to those who would require it for identification purposes. If such information were accessed by unauthorized personnel, it would present a risk of identity theft and medical fraud, and pose other legal concerns.

If remains are not quickly identified, either by surviving family members or from personal effects, the fatality management process may be interrupted.

The fatality management process could also be interrupted if the fatality count is high, human remains are dispersed, and/or family members are unreachable. A large number of fatalities will result in a challenge for timely identification, notification of the next-of-kin, and provision of mortuary services. Furthermore, potential issues such as body fragmentation, a limited number of surviving family members, and the relocation of family members are expected to slow the identification process and limit the ability to meet this objective. As a result, local, state, tribal, territorial, and insular area governments must have a plan and resources in place for the identification of remains regardless of access to surviving family members. It may be necessary to leverage the resources of various Federal departments and agencies and NGOs to successfully identify and have proper disposition of the remains.

Disposition of remains is a sensitive issue that, when not carried out in accordance with cultural sensitivity, can lead to potentially serious legal issues and negatively impact public perception and trust. To prevent legal disputes and negative public reactions, local, state, tribal, territorial, and insular area governments should have a plan in place that takes into consideration cultural and religious requirements for disposition of remains.

When dealing with the provision of mortuary services across multiple states, it is important to note that legal constraints may arise. When local, state, tribal, territorial, and insular area governments have exhausted all resources (e.g., personnel, equipment, supplies) within their means, additional resources from other parts of the country may be required. In the case of mortuary personnel, states may have different legislative requirements that bar medical personnel from providing assistance unless they obtain waivers.

In the case of a mass casualty incident resulting from suspected terrorism or other criminal activity, human remains may be deemed of evidentiary value. As such, they will be controlled by law enforcement, crime scene management, the coroner/medical examiner, and/or the Armed Forces Medical Examiner System. The remains will be released as soon as possible, with a timely and respectful disposition to the families.

The provision of fatality management services is critical to effective response. Insufficient resources in other core capability areas may lead to cascading effects that further inhibit fatality management. For example, insufficient transportation capacity will slow/delay the movement of resources and remains. It is essential that trained mortuary personnel, equipment, and supplies are able to reach the impacted area within a certain timeframe. If the resources necessary to complete the fatality management tasks are unavailable, there will be delays in the identification of non-survivors, proper disposition of the remains, and the ability to provide adequate information to survivors and next-of-kin.

Assumptions

General assumptions for the Response Federal Interagency Operational Plans (FIOP) have been identified in the base plan. Assumptions specific to this core capability include:

- Local, state, tribal, territorial, and insular area entities responsible for providing fatality management services will exhaust their resources requiring additional assistance.
- The Federal government will have limited mortuary capability to support state requests for mortuary resources. Lowering the public expectations and using nontraditional means for disposition may be necessary.

Mission

Federal interagency partners will establish and maintain recovery operations, morgue operations (postmortem activities), Family Assistance Center Operations (antemortem activities), and release of human remains/final disposition.

Execution

Concept of Operations

Phase 1

All local, state, tribal, territorial, insular area, and Federal entities verify rosters of key fatality management personnel and update them with accurate contact information and communications. Relations with local, state, tribal, territorial, and insular area fatality management services are strengthened. HHS prepares its fatality identification and family support capability with associated resources to support State requests for assistance. FEMA's LMD acquires and maintains an inventory of PPE and other fatality management mission-essential materials for Federal response, recovery, and mitigation efforts.

Phase 2

At the request of the State and when mission assigned, HHS activates the Disaster Mortuary Operational Response Teams (DMORTs), the Disaster Portable Morgue Units, and the Family Assistance Center Team, and associated equipment and supplies needed to support disaster mortuary operations in the impacted area. HHS coordinates with local, state, tribal, territorial, and insular area medical examiners or coroners to gain a shared situational awareness of mortuary requirements. This shared situational awareness includes: gathering information on the mortuary services requirements based upon the state reported number of fatalities, and assessing the status of mortuary facilities with remains requiring identification. The state identifies additional storage facilities and coordinates with SAR teams for locations of fatalities found during response operations.

HHS identifies personnel through the Emergency System for Advance Registration of Volunteer Health Professionals program who could provide additional mortuary support, and could fill personnel requirements of other Federal and agency partners, NGOs, or private sector organizations. HHS coordinates with state medical examiners or coroners for efficient use of its victim identification resources to complement the mortuary resources deployed by local, state, other Federal departments and agencies, tribal, territorial, and insular area governments, and private sector organizations.

Phase 3a

Fatality management operations focus on ensuring that correct information is given to the NEFRLS to facilitate reunification between displaced individuals and their families.

When traditional HHS and VA resources are exhausted, GSA may be tasked to provide resource support (e.g., tarps for use as body bags). Additionally, FEMA Acquisitions may be tasked to provide personnel support. Additional storage areas such as morgues and funeral homes are used to hold remains. Surge storage areas include refrigerated cars and trailers, and dry ice walls.

Coordinating Structure

Many ESFs support the Fatality Management Services core capability. The ESFs that perform tasks under this core capability are summarized in Figure C.4-1. Specific tasks conducted by these ESFs are identified in the Tasks by Phase, by ESF section below.

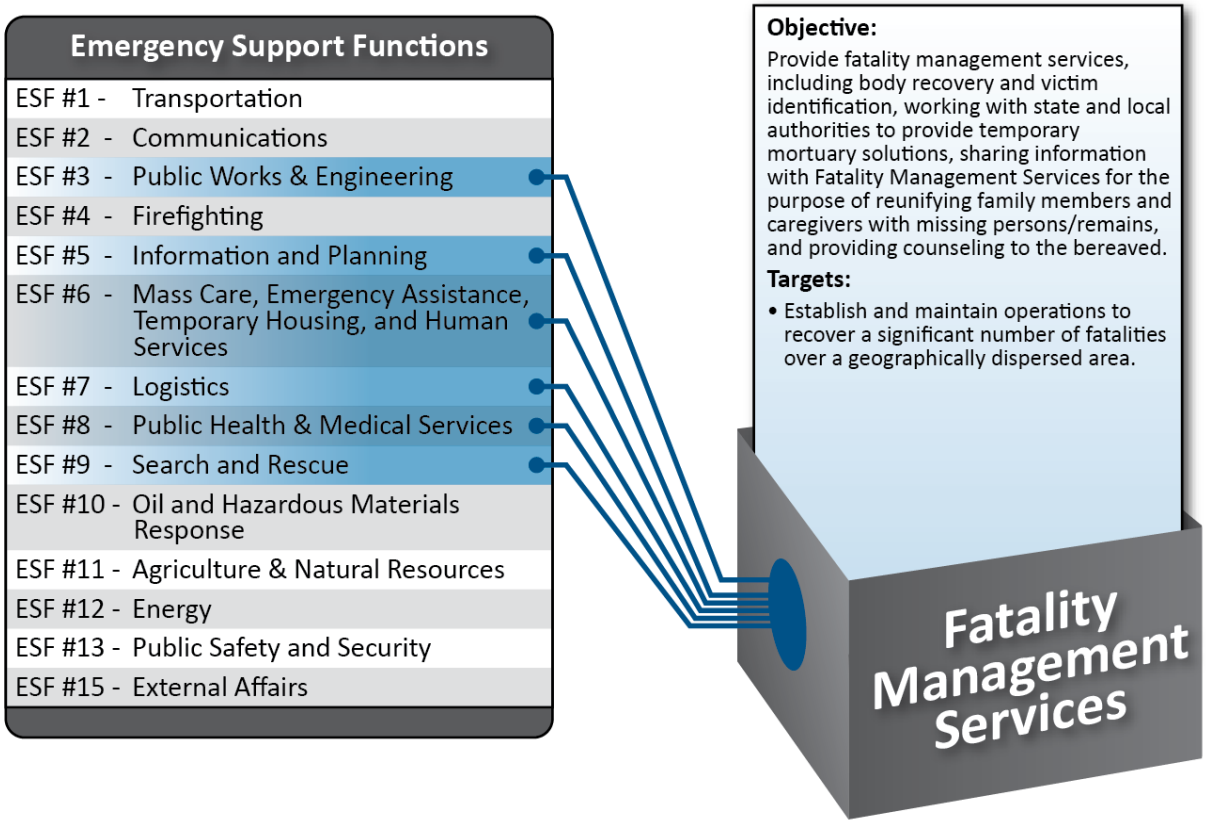

Figure C.4-1: Coordination of ESF Support to Fatality Management Services

ESF #8 provides the primary support to the delivery of this core capability with the support of other ESFs.

Federal departments and agencies support local, state, tribal, territorial, and insular area fatality management operations, which include the search, recovery, and identification of human remains, and mortuary services equipment and supplies.

The medical examiner/coroner has legal authority for conducting fatality identification, or assisting the lead investigative agency in completing fatality identification, determining the cause and manner of death, and managing death certification. In the event of a mass fatality incident, the medical examiner/coroner retains the responsibility for the final determination of cause and manner of death and completion of the death certification. No Federal department or agency can appropriate these responsibilities. Although the Federal interagency partners may provide support to the medical examiner/coroner to accomplish deceased identification and death certification, they may not assume

the authorities or speak on behalf of the local jurisdictional authority with responsibility for deceased identification and death certificate completion.[27]

If the remains are in contact with hazardous materials, the local jurisdiction coordinates with the appropriate state agency to have the remains decontaminated before they are collected and processed. Appropriate Federal departments can provide guidance and technical assistance. If the fatalities are located within a Federal crime scene, the state medical examiner will coordinate with DOJ and the FBI to gain access to bodies. All crime scene activity and evidence collection will remain under the control and supervision of the FBI.

Local, state, or Federal Family Assistance Centers—a family service facility opened following mass-fatality incidents to manage missing persons in coordination with ESF #6, medical examiner/coroner affairs, provide information, give emotional support, and make available Client Support Services to family and friends of victims. HHS coordinates with DOS for communication with foreign embassies or consulates regarding the death of foreign nationals in the United States.

ESFs that provide support to the delivery of the Fatality Management Services core capability are included in the following section.

Fatality Management Services Tasks

Mission Objectives

- FM-MO-1: Coordinate planning and operational analysis to deliver fatality management support to the affected jurisdictions. (Supports FM-CT-1)
- FM-MO-2: Procure and employ Federal resources, in coordination with the affected jurisdictions, to support fatality management services, including: body recovery, identification of remains, temporary mortuary solutions, and the provision of counseling services to the bereaved. (Supports FM-CT-1)

Phase 1a—Normal Operations

End State: Federal fatality management plans have been developed and exercised, resources have been procured, and inventories have been updated. (Supports FM-MO-1)

- Tasks by Phase, by ESF
  - ESF #7
    - Order and maintain an inventory of PPE and other fatality management mission essential materials and supplies for response, recovery, and mitigation efforts.
  - ESF #8
    - Enhance the preparedness of victim identification and family assistance resources through planning, training, and exercises.
    - Review and update key fatality management personnel rosters with accurate contact information.
    - Plan, train, exercise, and organize to build, sustain, and improve operational capabilities.

[27] Where there is an imminent terrorist threat or a suspected act of terrorism, consult the Terrorism Incident Law Enforcement and Investigation Annex and national policy to identify necessary coordination mechanisms for the purposes of preserving evidence and supporting criminal investigations and intelligence activities.

Phase 1b—Elevated Threat

End State: Fatality management personnel are trained and equipped for deployment. (Supports FM-MO-2)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. This includes any pre-deployment and/or staging of resources. There will not be any tasks listed for Phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations.

Phase 1c—Credible Threat

End State: Fatality management caches have been readied for deployment and appropriate contact has been made with local, state, tribal, territorial, insular area, and Federal officials. (Supports FM-MO-1)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. This includes any pre-deployment and/or staging of resources. There will not be any tasks listed for Phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations.

Phase 2a—Immediate Response

End State: Based on preliminary fatality estimates, Federal fatality management resource requirements have been identified. (Supports FM-MO-1)

- Tasks by Phase, by ESF
  - ESF #7
    - Notify distribution centers to prepare for shipment of fatality management resources to the impacted area.
  - ESF #8
    - Activate the headquarters-level ESF #8 coordinator to support disaster mortuary operations.
    - Coordinate with ESF #7 and ESF #9 to identify and store fatalities found during response operations.
    - Coordinate fatality management resource transportation support with Federal departments and agencies if commercial contract carriers are not available.
    - Assist state Department of Health and medical examiner/coroner’s office in determining response requirements.
    - Deploy HHS personnel appropriate to the response requirements which may include Regional Emergency Coordinators, subject matter experts, or mortuary resources.
    - Work with national associations of funeral directors, coroners, and medical examiners to call upon these organizations to provide additional personnel surge capacity if requested.
  - ESF #9
    - Integrate fatality management Liaison Officers into the SAR incident management structure and coordinate the collection of actionable information which drives future (post-rescue) collection and recovery of human remains.

Phase 2b—Deployment

End State: Federal operations have been coordinated with the affected jurisdictions and fatality management resources have been mobilized. (Supports FM-MO-1, FM-MO-2)

- Tasks by Phase, by ESF
  - ESF #3
    - Manage debris to facilitate fatality recovery efforts, to include establishing a system for sorting debris and recovering human remains.[28]
  - ESF #5
    - Activate ESF #8 at the national and regional level to provide coordination and technical assistance.
  - ESF #8
    - Secure transportation to deploy the Disaster Portable Morgue Units.
    - Deploy, employ, and maintain shared situational awareness on DMORT, Disaster Portable Morgue Units, and other mortuary assistance teams.
    - Deploy mortuary caches and determine the appropriate placement of mortuary support.
    - Coordinate with local, state, tribal, territorial, and insular area partners to determine changes in capabilities and anticipated shortfalls.
    - Determine if additional resources are needed and identify and deploy appropriate personnel, as requested.
    - Coordinate with additional resources from local, state, tribal, territorial, and insular area authorities, private sector organizations, and EMAC.
    - Notify FEMA of resource shortfalls, as required.
    - Provide technical guidance regarding methods to reduce the hazard presented by chemical, biological, or radiological contaminated human remains (when indicated and possible).
    - Coordinate logistical support for mortuary teams to support field operations.

Phase 2c—Sustained Response

End State: Additional mortuary support resource and personnel requirements are identified and fulfilled to maintain a sustained response. (Supports FM-MO-1, FM-MO-2)

- Tasks by Phase, by ESF
  - ESF #3
    - Provide construction and engineering support for temporary morgues.

[28] Where there is an imminent terrorist threat or a suspected act of terrorism, consult the Terrorism Incident Law Enforcement and Investigation Annex and national policy to identify necessary coordination mechanisms for the purposes of preserving evidence and supporting criminal investigations and intelligence activities.

- ESF #8
  - Maintain shared situational awareness and determine the need to rotate mortuary teams and other medical resources to allow personnel to rest and maintain capability.
  - Identify areas where objectives have been achieved and reposition or demobilize personnel when appropriate.
  - Provide reports on the status of mortuary operations and objectives to maintain a shared situational awareness and contribute to the common operating picture.
  - Coordinate with additional out-of-state resources provided through EMAC and develop a strategy for augmenting or replacing the current Federal Government resources employed in the response.

Phase 3a—Short-term Recovery

End State: Fatality management operations have transitioned to the identification of remains and the provision of counseling services to the bereaved. (Supports FM-MO-2)

- Tasks by Phase, by ESF
  - ESF #6
    - Provide support and funding for crisis counseling services to the bereaved as well as for local, state, tribal, territorial, and insular area crisis counseling programs.
    - Provide transportation and mass care services for survivors reuniting with deceased family members.
  - ESF #8
    - Continue to support the local jurisdiction with Federal fatality management services. Federal support may conclude once the local jurisdiction has rebuilt their capability and can assume full responsibility for fatality management services.

Administration and Support

Each Federal department and agency will continue to maintain its roles and responsibilities under Federal laws and regulations. Each department and agency will adhere to individual activation, notification, deployment, and deactivation procedures.

Appendix 5 to Annex C: Infrastructure Systems

Purpose

The purpose of this appendix is to describe the delivery of the Infrastructure Systems core capability.

The Infrastructure Systems core capability stabilizes critical infrastructure functions, minimizes health and safety threats, and efficiently restores and revitalizes systems and services to support a viable, resilient community.

The Infrastructure Systems (IS) CTs are as follows:

- **IS-CT-1.** Decrease and stabilize immediate infrastructure threats to the affected population, to include survivors in the heavily-damaged zone, nearby communities that may be affected by cascading effects and infrastructure systems support facilities, and evacuation processing centers with a focus on life-sustainment and congregate services.
- **IS-CT-2.** Re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life-sustainment, community functionality, and a transition to recovery.

Situation

Damage to infrastructure systems in the impacted area will be severe. The restoration of critical infrastructure following an incident is essential to the recovery process. When dealing with infrastructure impacted by a disaster, the primary goal is to stabilize essential functions, minimize health and safety threats, and effectively restore/revitalize systems and services to support a viable, resilient community. This includes facilitating the repair/replacement of infrastructure for oil, gas, electricity, telecommunications, drinking water, wastewater (sewage), transportation and other services. The re-establishment of critical infrastructure within the affected areas serves to support ongoing emergency response operations, life-sustainment, community functionality, and the transition to recovery.

The ability to efficiently restore infrastructure and services to support a viable, sustainable community will not only aid in the recovery process, but also serve to improve resilience to and protection from future hazards. These results may be achieved through improved planning and efficiency during incident response. To ensure the restoration of robust infrastructure systems, it is necessary to decrease and stabilize immediate infrastructure threats to the affected population to include survivors in the heavily-damaged zone, nearby communities that may be affected by cascading effects, mass care support facilities, and evacuation processing centers.

If infrastructure functionality is not restored in a timely manner, negative impacts on response activities occur. When an incident occurs, it is imperative that infrastructure services are quickly restored. When this does not happen, survivors in the impacted area may leave en masse. An exodus risks straining an already damaged infrastructure and, in some cases, may prevent responders from clearing away debris from transportation routes. This produces cascading effects by impeding the ability to bring in much needed equipment, supplies, and responders to the impacted area. Additionally, displaced populations moving to areas outside the impacted area require those unaffected regions to support and care for disaster casualties.

Another risk associated with the deterioration of infrastructure systems is the potential for resource shortages. To mitigate this risk, essential resources are prioritized. The prioritization of critical

resources allows them to be conserved and stretched by restricting allocation to the most critical users (e.g., fuel for emergency responders, priority telecommunications service). Damage to electrical and communication infrastructure is of particular concern as communication is paramount during a disaster and is not sustainable without a lasting power supply. Without clear, sustainable lines of communication and the power supply to support them, the recovery process suffers as responders are unable to effectively organize their operations. As a result, the restoration of reliable and sustainable power is a priority in all response operations.

It is necessary to maintain open lines of communication between private and public sector entities. Representatives from government and the private sector must be able to communicate and collaborate with one another to prioritize essential resources and restoration requirements. Issues with communications equipment between the private and public sectors would not only impede the restoration of the infrastructure systems, but it would also have an impact on the provision of resources and support to individuals with disabilities and others with access and functional needs.

To mitigate risks that are inherent in the revitalization of infrastructure systems, plans must be developed for implementation should a disaster occur. The development of a plan for restoring and redeveloping community infrastructure that contributes to resiliency, accessibility, and sustainability is an integral part of the restoration of affected infrastructure and can help mitigate potential risks. It is vital to provide those systems that meet the community needs such as basic utilities (water and power) as quickly as possible while minimizing service disruption during restoration.

Assumptions

General assumptions for the Response FIOP have been identified in the base plan. Assumptions specific to this core capability include:

- Federal resources will support the restoration of essential infrastructure as emergency needs are met.

Mission

Federal interagency partners will decrease immediate critical infrastructure threats, stabilize infrastructure, and decrease impacts within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and a transition to long-term recovery.

Execution

Concept of Operations

The Nation’s critical infrastructure is composed of 16 sectors that comprise assets primarily owned and operated by the private sector. Response is focused on the immediate restoration of these critical assets to facilitate effective response activities, protect survivors, and allow for a transition to recovery. As activities transition from response, the recovery mission area integrates the capabilities of the Federal Government to support local, state, tribal, territorial, and insular area governments and other private infrastructure owners and operators in their efforts to achieve long-term recovery goals relative to the community’s current and projected demands on their infrastructure system. During steady state, the Protection mission area supports infrastructure systems and provides vital information and support during response activities.

This appendix sets forth the structure and processes used to manage response and short-term recovery activities, with regard to infrastructure systems, in the event of a disaster or emergency. It establishes the operational strategy and logistical procedures necessary to respond to, and recover

from, a significant disaster or emergency in a timely and organized fashion. The overarching goal is to promote coordination of response activities, responsibilities, and resources and detail the associated tasks, to ensure the safety of personnel, facilities, and equipment. The resulting approach is flexible and scalable to ensure the continued performance of essential functions.

Phase 1

The re-establishment of national infrastructure systems is paramount to response efforts for any given incident, so advance planning and preparation are critical. Federal departments and agencies regularly coordinate and support infrastructure risk and vulnerability assessments among local, state, tribal, territorial, and insular area authorities and the private sector. This is done in cooperation with the Protection mission area, which secures, to the extent possible, public and private networks and critical infrastructure, based on vulnerabilities identified through risk assessments, mitigation, and incident response capabilities.

Federal departments and agencies, and the private sector implement structural and nonstructural mitigation procedures, including the deployment of protective measures to eliminate or minimize risk to infrastructure. Additionally, Federal departments and agencies coordinate emergency contracting support for lifesaving and life-sustaining services including the provision of potable water, emergency power, and other emergency commodities and services. Private sector owners and operators as well as local, state, tribal, territorial, and insular area governments drive prioritizations for their jurisdictions. The applicable Federal agency can provide advice to or receive advice from private sector owners and operators and local, state, tribal, territorial, and insular area governments as to why certain infrastructure may or may not be a priority, but otherwise, play no part in the prioritization process. If they are not able to prioritize the restoration process, the Federal Government can coordinate with them to help accomplish it.

In support of this effort, the DHS National Protection and Programs Directorate provides Homeland Infrastructure Foundation-level Data, to augment State GIS for pre-incident assessments. The data is used to identify strategic locations when traditional geographic identifiers are unavailable.

Phase 2

Federal departments and agencies support the restoration of critical infrastructure by coordinating response efforts among local, state, tribal, territorial, and insular area authorities and the private sector. For example, they provide assistance in the monitoring and stabilization of damaged structures and the demolition of structures designated as immediate hazards to public health and safety. Additionally, in conjunction with local, state, tribal, territorial, and insular area authorities, Federal departments and agencies provide emergency repair of damaged infrastructure and critical public facilities (e.g., temporary power, emergency water, sanitation systems) as necessary.

FEMA and appropriate Federal partners coordinate individual industry/sector non-technical assessments (e.g., Homeland Infrastructure Threat and Risk Analysis Center assessments, National Infrastructure Simulation Analysis Center assessments) and disseminate information, as required, to facilitate information-sharing. In addition, some Federal departments and agencies also develop highly technical assessments and provide solutions for complex restoration issues.

Local, state, tribal, territorial, and insular area officials, in coordination with Federal interagency partners, prioritize the allocation, distribution, and installation of temporary generators and identify critical infrastructure where emergency power is required to support public health, safety, and sustainment. During the incident, FEMA utilizes public information campaigns to inform senior leaders and the general public of locations (e.g., shelters, hospitals) where temporary power

generators will be available for people with specific needs (e.g., individuals with disabilities and others with access and functional needs).

Coordinating agencies activate the appropriate existing assessment capabilities, management teams, and contracts for the procurement, installation, operations and maintenance of equipment to support response efforts. DHS Office of Infrastructure Protection, in coordination with all applicable Federal departments and agencies, the JFO, and local, state, tribal, territorial, and insular area sector-specific officials, coordinates immediate and comprehensive, long-term damage assessments.

Phase 3a

Robust and accessible communications between the Federal Government and all other partners are maintained throughout the recovery process to ensure ongoing dialogue and information sharing. During this phase, coordinating agencies participate in post-incident assessments of public works and infrastructure to help determine critical needs and potential workloads to minimize the impact of service disruptions and ensure that infrastructure systems are fully recovered in a timely and efficient manner.

The Infrastructure Systems RSF is a complement to the response and short-term recovery efforts that take place under the NRF. As the ESFs demobilize, the Infrastructure Systems RSF team will facilitate long-term recovery operations. The intent of the Infrastructure Systems RSF is to ensure a seamless transition between the response and recovery phases. Upon activation, Infrastructure Systems RSF members should deploy early in the response phase to work with their ESF counterparts to shape long-term recovery actions. The Infrastructure Systems RSF focuses on four key ESFs during response operations: ESF #1, ESF #2, ESF #3, and ESF #12.

Coordinating Structure

Many ESFs support the Infrastructure Systems core capability. The ESFs that perform tasks under this core capability are summarized in Figure C.5-1. Specific tasks conducted by these ESFs are identified in the Tasks by Phase, by ESF section below.

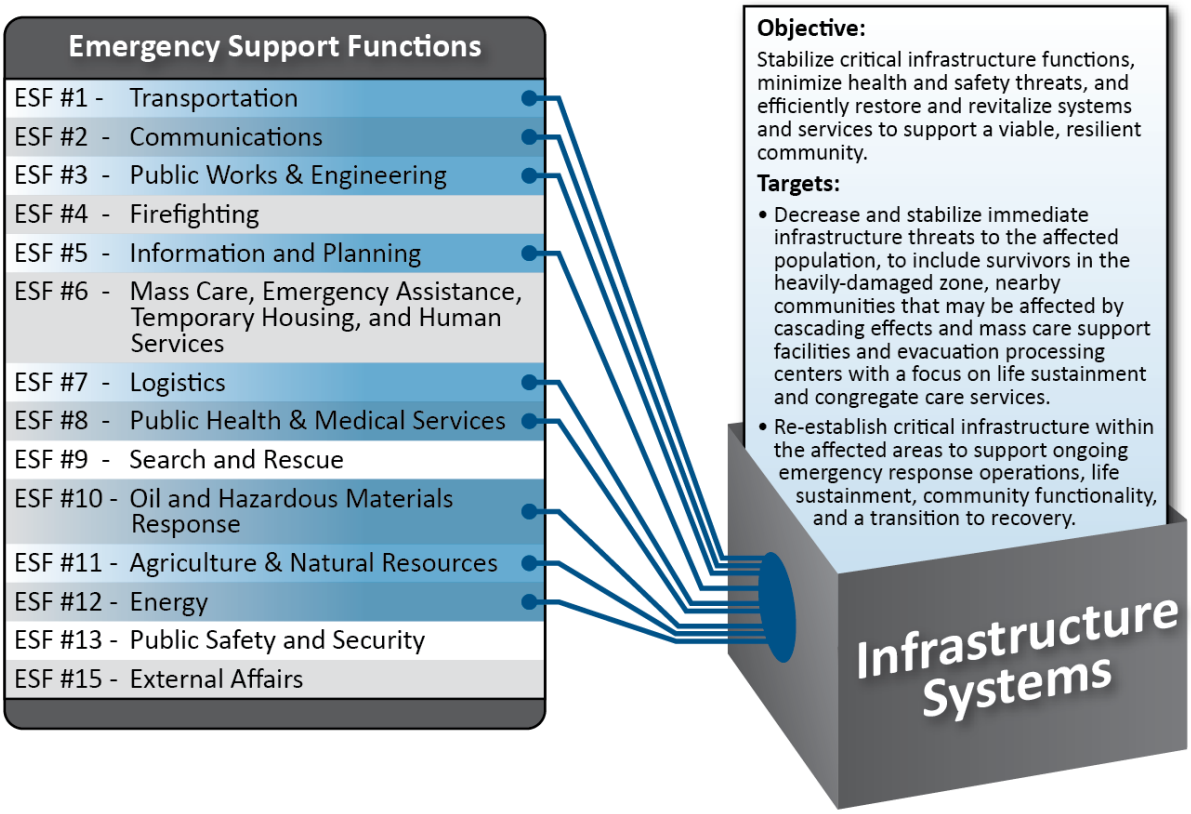

Figure C.5-1: Coordination of ESF Support to Infrastructure Systems

The Primary Agencies overseeing infrastructure systems operations are DHS, FEMA, DOD/USACE, DOE, and DOT. Infrastructure systems consist of private sector and public sector or government owned assets, systems or networks which are so vital that their incapacity or destruction would not only have a debilitating impact on the immediate community's ability to function, but may also have state, regional, national, or international consequences which could include impacts to national and economic security, and public health and/or safety.

Coordination of Public Engineering Services

DHS is responsible for coordinating the overall national effort to protect critical infrastructure including developing and implementing comprehensive risk management methodologies, cross-sector and cross-jurisdictional guidance, and recommending performance metrics and criteria across sectors.[29] Federal departments and agencies provide vital support consistent with their designated functions as ESF primary, supporting or coordinating agencies. When multiple infrastructure sectors are impacted, DHS may coordinate Federal Government capabilities to support local, state, tribal, territorial, and insular area governments and other infrastructure owners and operators' efforts to achieve recovery goals related to the public engineering of the Nation's infrastructure systems.

The Federal Government response efforts are coordinated among various departments and agencies to facilitate the delivery of services, technical assistance, engineering expertise, construction management, and other support to prepare for, respond to, and/or recover from a disaster or an incident requiring a coordinated Federal response. Private sector critical infrastructure owners and

[29] National Response Framework—Critical Infrastructure Support Annex, April 2012.

operators are responsible at the corporate and individual facility levels for business continuity planning, security and preparedness activities.

DHS Office of Infrastructure Protection Support

The DHS Office of Infrastructure Protection provides for the security and resilience of critical infrastructure sustained through strong public and private partnerships. The DHS Office of Infrastructure Protection's mission is to develop a comprehensive national plan for securing the critical infrastructure of the United States and to recommend measures necessary to protect the critical infrastructure of the United States in coordination with other agencies of the Federal Government and in cooperation with local, state, tribal, territorial, and insular area government agencies and authorities; the private sector; and other entities.

The DHS Office of Infrastructure Protection addresses these needs through the National Infrastructure Protection Plan and a series of programs and activities, which support critical infrastructure partners in the field. The National Infrastructure Protection Plan establishes a partnership structure for coordination among infrastructure partners and a risk management framework to identify critical infrastructure whose loss or compromise would result in the degraded provision of essential services, such as water and power, to the public.

The following activities are performed by DHS/Office of Infrastructure Protection in support of infrastructure systems:

- Deploy and employ DHS/Office of Infrastructure Protection support specialists to the JFO(s) and state EOCs, as required, and work in coordination with relevant SSAs to assist with prioritization and provide shared situational awareness.
- The Infrastructure Liaison is the senior National Protection and Programs Directorate/Office of Infrastructure Protection representative to the JFO's UCG and serves as the principal advisor to the FCO on all critical infrastructure-related issues. The Infrastructure Liaison's primary missions are to provide the FCO with a clear picture of the status of critical infrastructure in the affected region and provide prioritized recommendations regarding affected or vulnerable critical infrastructure in support of response operations.
- Provide support to aid restoration operations based upon the priorities provided by affected local, state, tribal, territorial, and insular area partners.
- Determine the need for additional waivers and issue waivers to specific industries, consistent with applicable laws and regulations, as necessary to expedite facility restoration.
- DHS/Office of Infrastructure Protection manages the Infrastructure Asset List, which contains asset data collected from the National Critical Infrastructure Prioritization Program Data Call process, and includes assets nominated by the state and the sectors. The Infrastructure Asset List is used as the foundation data with which DHS/Office of Infrastructure Protection begins most analyses and is used to form the infrastructure of concern list. The infrastructure of concern list is developed by DHS/Office of Infrastructure Protection through analyzing the characteristics of a threat or incident against data sets within its holdings to prioritize protection, preparedness, response, and recovery activities. As the list is refined, additional infrastructures may be added. Depending on the nature of the threat or incident against data sets within its holdings, prioritize protection, prevention, mitigation, response, and recovery activities. The infrastructure of concern list forms the baseline target from which DHS/Office of Infrastructure Protection develops the national-level priorities for restoration, security of infrastructure, and

recommendations for application or other high-demand/low-density assets to secure and reconstitute critical infrastructure impacted by the incident.

Restoration of Infrastructure through Private Sector Collaboration

Through ongoing planning and coordination, the private sector provides critical information to local, state, tribal, territorial, insular area, and Federal entities for incident-action planning and decision-making processes. Private sector mutual aid and assistance networks also facilitate the sharing of resources to support response and recovery. Water and Wastewater Agency Response Networks provide emergency aid and assistance in the form of personnel, equipment, materials, and other associated services from other water and wastewater utilities. DOE facilitates the restoration of damaged energy systems and components through the ESF #12 structure when activated by the Secretary of Homeland Security for incidents requiring a coordinated Federal response. DOE also collaborates with the private sector, which owns and/or operates a large proportion of the Nation's infrastructure. Coordination with the private sector is key to ensuring the rapid restoration of infrastructure-related services.

ESF #12 is an integral part of the larger DOE responsibility of maintaining continuous and reliable energy supplies for the United States through preventive measures and restoration and stabilization actions. DOE collects, evaluates, and shares information on energy system damage and estimations on the impact of energy system outages within affected areas. Additionally, they provide information concerning the energy restoration process such as projected schedules, percent completion of restoration, and geographic information on the restoration. They also provide technical expertise to the utilities, conducts field assessments, and assists government and private sector stakeholders to overcome challenges in restoring the energy system.

Transportation Infrastructure

DOT provides technical expertise and assistance for repair and restoration of transportation infrastructure (e.g., highways, bridges, tunnels, transit systems, port facilities, and railways) and provides advice and assistance on the transportation of contaminated materials. In addition, DOT provides engineering personnel and support to assist in damage assessment, structural inspections, debris clearing, and restoration of the Nation's transportation infrastructure. DOT also administers special funding that can be used for repair or reconstruction of major highway facilities as well as grant programs for transit systems and railroads that could be used for repair and rehabilitation of damaged infrastructure.

ESFs that provide support to the delivery of the Infrastructure Systems core capability are included in the following section.

Infrastructure Systems Tasks

Mission Objectives

- IS-MO-1: Perform site surveys and assessments to inform resource requests, conduct analysis, and determine the prioritization of infrastructure restoration. (Supports IS-CT-1)
- IS-MO-2: Coordinate with public and private sector infrastructure owners, operators, and partners to prioritize restoration activities, based on the degradation to essential infrastructure and the resources required to repair infrastructure. (Supports IS-CT-2)
- IS-MO-3: Conduct planning in coordination with the public and private sectors to support incident objectives for stabilization and repair of essential infrastructure. (Supports IS-CT-2)

Phase 1a—Normal Operations

End State: During the Federal recovery support operation, all public information and communications are coordinated through ESF #15 (which supports all RSFs). (Supports IS-MO-3)

- Tasks by Phase, by ESF
  - ESF #3
    - Review and update key personnel rosters with accurate contact information (e.g., FCOs, NRCC, RRCC, JFO, and special teams).
    - Continually reach out to other local, state, tribal, territorial, insular area, and Federal departments and agencies to strengthen communications and relations, in collaboration with DHS/Office of Infrastructure Protection.
    - Provide mechanisms for vertical and horizontal coordination, communications, and information-sharing on a standardized platform accessible by all partners.
    - Order and verify inventory levels of PPE and other mission essential materials and supplies for response, recovery, and mitigation efforts.
    - Reduce or eliminate long-term risk from hazards on the existing built environment and future construction.
    - Develop focused strategies based on the most common impacts of natural disaster.
    - Review and enter into appropriate IAAs to provide Federal-to-Federal support for animal carcass removal, transportation, and disposal.
  - ESF #12
    - Provide analysis and modeling products, through DOE, depicting the potential impact to the electric power, oil, natural gas, and coal infrastructures; analysis of market impacts to the economy; as well as estimate of the effects that the disruption will have on other critical infrastructure.

Phase 1b—Elevated Threat

End State: Technical personnel and equipment have been identified and inventoried. Operational plans have been refined based on current information. (Supports IS-MO-3)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. This includes any pre-deployment and/or staging of resources. There will not be any tasks listed for Phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations.

Phase 1c—Credible Threat

End State: Response actions and resources have been prioritized based on existing catalogues of pre-identified critical infrastructure. (Supports IS-MO-1, IS-MO-2)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. This includes any pre-deployment and/or staging of resources. There will not be any tasks listed for Phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations.

Phase 2a—Immediate Response

End State: Based on preliminary information about the incident's impacts on critical infrastructure, immediate resource needs have been identified and coordinated across the public and private sectors. Technical personnel have been readied for deployment. (Supports IS-MO-2, IS-MO-3)

- Tasks by Phase, by ESF
  - ESF #1
    - Monitor and report the status of and damage to the transportation system and infrastructure.
    - Identify temporary alternative transportation solutions implemented by others when systems or infrastructure are damaged, unavailable, or overwhelmed.
  - ESF #3
    - Activate and deploy teams to conduct impact assessments for private/public sector assets, as requested.
    - Determine prioritization of repairs with affected local, state, tribal, territorial, and insular area entities.
    - Provide shared situational awareness and prioritized recommendations concerning the recovery and restoration of the associated critical infrastructure sectors through the Infrastructure Liaison.
    - Coordinate with other local, state, tribal, territorial, insular area, and Federal departments and agencies to determine resource allocation and conduct operations supporting the overall shared situational awareness.
    - Notify, alert, and/or initiate deployment actions for ESF #3 Management Team and Planning Response Teams for debris, temporary power, temporary roofing, infrastructure assessment, and structural specialists' cadre.
    - Activate USACE Power Generation Teams.
    - Provide emergency repair of damaged public infrastructure and critical facilities.
    - Provide assistance in the monitoring and stabilization of damaged structures and the demolition of structures designated as immediate hazards to public health and safety.
    - Gather, assess, and share information on energy system damage and estimations on the impact of energy system outages within affected areas.
  - ESF #7
    - Activate fuel support contract in anticipation of the establishment of FEMA ISBs/staging areas.
    - Determine location of FEMA Base Camp(s) and activate National Base Camp Contract.
    - Activate support contracts for fuels and water.
    - Inventory and identify all large-space facilities or structures near the incident venue(s) that could be made available as temporary shelters, temporary morgues, or to support mass casualty medical operations.

  - Provide information on available lease land (commercial) and Federal Government-owned properties available to support response requirements.
- ESF #8
  - Assess and prioritize healthcare facilities' (including facilities used for acute and long-term care as well as mental health facilities) reliance on power, water, and other infrastructure systems for sustaining ongoing operations.
- ESF #12
  - Assess the energy impact of the incident, provide analysis of the extent and duration of energy shortfalls, and identify requirements to repair energy systems.
  - Coordinate preliminary damage assessments in the energy sector to determine the extent of the damage to the infrastructure and the effects of the damage on the regional and national energy system.

Phase 2b—Deployment

End State: Technical personnel have been deployed to the impact area to conduct damage assessments and site surveys. Operational plans have been updated and coordinated with the public and private sectors to stabilize and repair critical infrastructure. (Supports IS-MO-1, IS-MO- 2, IS-MO-3)

- Tasks by Phase, by ESF
  - ESF #2
    - Restore communications infrastructure and provide expertise to coordinate the location of additional capabilities for response operations (e.g., electricity).
  - ESF #3
    - Provide engineering and contracting/procurement personnel and equipment to assist in emergency removal of debris, demolition, and temporary repair of essential public facilities, water supply, and sanitation.
    - Plan, coordinate, and provide emergency contracting and technical assistance for animal carcass removal, transportation, and disposal support, as needed.
  - ESF #5
    - Activate ESF #3 at the national and regional level to provide coordination and technical assistance.
    - Plan, train, exercise, and organize to build, sustain, and improve operational capabilities.
  - ESF #7
    - Provide logistical support to fire and other first response services.
    - Prepare and stage power pack generators.
    - Deploy Defense Logistics Agency fuel support to FEMA ISBs/staging areas.
  - ESF #10
    - Assess the nature and extent of contamination for incidents where infrastructure is contaminated by oil or hazardous materials.

- ESF #11
  - Monitor response operations to protect sensitive NCH.
  - Provide FEMA and other agencies with technical guidance and best management practices on mitigating impacts of operations and recommend response actions to minimize damage to NCH.
  - Coordinate with ESF #3 on the removal of debris (when classified as debris) affecting NCH.
  - Coordinate with ESF #10 on the removal of debris affecting NCH when that debris is contaminated by oil or hazardous materials.

Phase 2c—Sustained Response

End State: Site surveys and damage assessments have been completed. In coordination with the private sector, activities to stabilize existing infrastructure, support facilities, and evacuation processing centers have been completed. (Supports IS-MO-1, IS-MO-2, IS-MO-3)

- Tasks by Phase, by ESF
  - ESF #3
    - Evaluate damage assessment and coordinate local, state, tribal, territorial, insular area, and private sector resources to restore critical infrastructure.
    - Determine priorities that support local, state, tribal, territorial, insular area, and Federal objectives and support private industry in meeting the objectives.
    - Provide situational awareness reporting on the status of critical infrastructure to maintain the common operating picture.
    - Provide updates to the infrastructure of concern list as the incident evolves and updated information regarding infrastructure impacts becomes available.
    - Provide more detailed infrastructure analysis through the National Infrastructure Simulation and Analysis Center and in conjunction with the SSA(s), including supply chain, cascading effects, restoration priorities, and economic impact analysis.
  - ESF #10
    - Decontaminate and/or clean up infrastructure for incidents where infrastructure is contaminated by oil or hazardous materials.

Phase 3a—Short-term Recovery

End State: Repairs to critical infrastructure have been completed. Management of long-term repair and restoration of public and private sector projects have transitioned to recovery mechanisms. (Supports IS-MO-2, IS-MO-3)

- Tasks by Phase, by ESF
  - ESF #3
    - Coordinate with local, state, tribal, territorial, and insular area governments, and voluntary organizations to ensure resources are available (e.g., registration, case management, housing).

  - Support local, state, tribal, territorial, and insular area authorities with debris management and the monitoring and assessment of stabilization and restoration activities.
- ESF #11
  - Ensure non-operational regulated facilities in the affected area return to normal operations and are producing safe meat, poultry, and processed egg products to protect public health and support the national economy and trade.
- ESF #12
  - Participate in post-incident hazard mitigation studies to reduce the adverse effects of future disasters.

Administration and Support

Each Federal department and agency will continue to maintain its roles and responsibilities under Federal laws and regulations. Each department and agency will adhere to individual activation, notification, deployment, and deactivation procedures.

Table C.5-1: Infrastructure Systems Core Capability Waivers and Exemptions

Type	Description
Waiver	DOT grants special authorization under 14 C.F.R. § 375.70 to permit foreign air carriers to carry evacuees and other persons and relief supplies without charge.
Exemption	DOT to grant carriers licensed under 14 C.F.R. Part 125 emergency exemption authority from the provisions of U.S.C. § 4110 to allow those carriers to provide assistance in the carriage of freight and people affected by a disaster, and the transport into affected areas of relief, supplies, and personnel.

Appendix 6 to Annex C: Mass Care Services

Purpose

The purpose of this appendix is to describe the delivery of the Mass Care Services core capability.

The Mass Care Services core capability provides life-sustaining services to the affected population with a focus on hydration, feeding, and sheltering to those who have the most need, as well as support for reunifying families.

The Mass Care Services (MC) CTs are as follows:

- **MC-CT-1.** Move and deliver resources and capabilities to meet the needs of disaster survivors, including individuals with access and functional needs.
- **MC-CT-2.** Establish staff, and equip emergency shelters and other temporary housing options (including accessible housing) for the affected population.
- **MC-CT-3.** Move from congregate to non-congregate alternatives and provide relocation assistance or interim housing solutions for families unable to return to their pre-disaster homes.

Situation

Following an emergency or disaster that impacts a community and its population, mass care services and programs are implemented to assist survivors. Priorities will include providing life-sustaining services to the affected population with a focus on hydration, feeding, and sheltering. Additional resources and services may be mobilized, including support to individuals with disabilities, individuals with LEP, and others with access and functional needs, children, household pets and service animals. Family reunification and the distribution of emergency supplies may also be implemented. During mass evacuations, mass care services may also be required to support the displaced population.

Mass care services are primarily provided by local, state, tribal, territorial, and insular area departments, agencies, and NGOs. When resource requirements exceed the capabilities of these entities in affected and host jurisdictions, substantial and sustained Federal support may be requested. Federal assistance includes coordination, resource acquisition and deployment, and implementation of financial, and/or direct assistance programs. Programs may include nutrition assistance, crisis counseling, disaster unemployment assistance, legal services, case management, temporary housing, loans, relocation assistance, and other services. Other services may include the sustainment, support and management of livestock in the impacted area, which is critical to safeguarding an important source of the Nation's food supply for survivors as well as individuals in non-affected areas. Similarly, sustainment of wildlife and zoo animals will be required to avert the potential for serious health and safety issues in impacted areas. Impacts to agriculture and food production/distribution could affect the types and duration of emergency feeding and nutrition assistance.

During a multi-state or catastrophic disaster, there may be a shortage of critical resources including commodities, food, potable water, trained personnel, warehouses, transportation, and other needed supplies and support resulting in competition among local, state, tribal, territorial, insular area, and/or Federal jurisdictions.

Varying local, state, tribal, territorial, insular area, and Federal authorities and regulations may further inhibit the acquisition of resources necessary to support response operations directly associated with the procurement of supplies and/or delivery of mass care services.

The provision of mass care services requires coordination across government, NGOs, faith-based organizations, and private sector entities to ensure that life-sustaining services are provided to disaster survivors in impacted and host jurisdictions. Depending on the severity of the incident, and the level of response required, the integration of non-traditional responders and resources into the provision of mass care services may be necessary.

Assumptions

General assumptions for the Response FIOP have been identified in the base plan. Assumptions specific to this core capability include:

- Depending upon the number and condition of shelters in the impacted area, damage to infrastructure, access to communication and life-sustaining resources and services, and other factors, there will be a need to evacuate disaster survivors to host jurisdictions.
- A significant number of disaster survivors will self-relocate rather than stay in shelters. Mass care services will need to be provided to survivors relocating to host jurisdictions.
- Impacted communities will open independent/spontaneous shelters to provide for the needs of disaster survivors, but they will lack sufficient trained staff and resources (e.g., baby formula, diapers, cots, blankets, durable medical equipment, consumable medical supplies) to support the needs of shelterees.
- State/local governments will plan for the affected population to remain in the impacted area, creating challenges for mass care service organizations to provide life-sustaining services and increasing health and safety concerns for survivors and responders.
- During multi-state and catastrophic disasters, limited communications and inconsistent legal requirements across jurisdictions will pose challenges for the reunification of unaccompanied minors.
- Mass care service providers will be challenged to meet the diverse dietary needs (e.g., low sodium, low fat, vegetarian/vegan, halal, kosher) of the affected population.
- The scarcity of appropriate vehicles (e.g., ambulances, paratransit, canteens, box trucks, refrigerated trucks, passenger vans/buses) to provide mass care services will hamper the delivery of life-sustaining services and the coordination of response and recovery activities to disaster survivors.
- Unaffiliated volunteers and unsolicited donations on-scene will absorb scarce resources and potentially obstruct coordinated response and recovery efforts.
- Resources to support household pets and service animals in the impacted area will be insufficient (e.g., appropriate vehicles, cages, food, and veterinary care).

Mission

Federal interagency partners coordinate and provide life-sustaining mass care resources, essential services, and statutory programs when the needs of all disaster survivors exceed local, state, tribal, territorial, and insular area resources.

Execution

Concept of Operations

Phase 1

Federal departments and agencies coordinate with local, state, tribal, territorial, and insular area governments, NGOs, and the private sector to develop operational plans, guidance, and training materials; identify resource shortfalls; work together to develop innovative solutions; develop PSMAs, contracts, and acquisition mechanisms; and integrate the capabilities of non-traditional stakeholders into plans to ensure that resources, services, and programs are able to meet the life-sustaining needs of disaster survivors.

Phase 2

Initial mass care response activities, including, shelter, food, and hydration, focus on the life-sustaining needs of disaster survivors in impacted jurisdictions and are provided, managed, and coordinated at the local level. NGOs support the response by providing services under their own mission and/or harnessing the capabilities of partner organizations. When activated, Federal departments and agencies work under their own statutory authorities in coordination with local, state, tribal, territorial, and insular area governments, NGOs, and the private sector to provide a broad spectrum of mass care programs and assistance during both Stafford Act and non-Stafford Act disasters.

Federal interagency partners are committed to assisting affected and host states with the support of individuals with disabilities, individuals with LEP, and others with access and functional needs, individuals with LEP, children, and others who require assistance through the provision of shelter, food that meets dietary requirements, durable medical equipment, consumable medical supplies, assistive technology, personal assistance services, language assistance services, reunification, emotional health services, disaster information, and other necessary services. Service animals remain with the person whom they are trained to assist in accordance with the Americans with Disabilities Act of 1990, as amended.

Federal departments and agencies also support the rescue, transportation, shelter, reunification, care, and essential needs of household pets displaced by disaster. This support may include technical assistance, reimbursement, acquisition of equipment and supplies, and the provision of services.

Recovery efforts are initiated concurrently with response activities. After a Presidential declaration of a major disaster, Federal departments and agencies also immediately begin working toward a seamless transition from response to recovery. Many of the Federal statutory Mass Care Services core capability programs, from housing to financial assistance, begin to assist survivors while life-sustaining services are still being provided.

Local, state, tribal, territorial, insular area, Federal, nongovernmental, and private sector assistance is provided to eligible survivors to rebuild, repair, and replace damaged structures; replace damaged and destroyed personal property; and pay for medical/funeral expenses. Survivors complete the transition from congregate and non-congregate sheltering to interim and permanent housing solutions. Households unable to return to their pre-disaster dwellings rebuild or relocate. FEMA and nongovernmental case management programs help survivors take practical steps to stabilize their lives in the aftermath of a disaster.

Federal departments and agencies that provide financial assistance to survivors include: DOL, Small Business Administration (SBA), Department of Housing and Urban Development (HUD), FEMA,

VA, USDA Rural Development, Internal Revenue Service, and USDA Food and Nutrition Service. Programs include loans and grants to individuals and communities.

Federal Human Services grant programs may be implemented, at the request of the affected state, to provide support services to survivors, including crisis counseling and disaster unemployment. For survivors who qualify for Federal assistance, other programs, including temporary housing and financial assistance, are available. This assistance is intended to help survivors transition to non-congregate sheltering or temporary housing options.

Phase 3a

The private sector provides direct support to affected and host communities through solicited and unsolicited cash and in-kind donations, including goods, services, and skilled and unskilled labor. Federal interagency partners support affected states in the management of unsolicited donations and unaffiliated volunteers. Support may include technical assistance, acquisition of equipment and supplies, coordination of government-to-government assistance, and assistance from international organizations as well as human resource support.

The Mass Care Services core capability is linked closely with two RSFs under the National Disaster Recovery Framework: Housing and Health & Social Services. FEMA works closely with the Housing RSF to coordinate the transition of survivors from sheltering and temporary housing to long term and permanent housing as quickly as possible. FEMA also coordinates closely with the Health & Social Services RSF to ensure continuous support for social services needs in the impacted communities.

Coordinating Structure

Many ESFs support the Mass Care Services core capability. The ESFs that perform tasks under this core capability are summarized in Figure C.6-1. Specific tasks conducted by these ESFs are identified in the Tasks by Phase, by ESF section below.

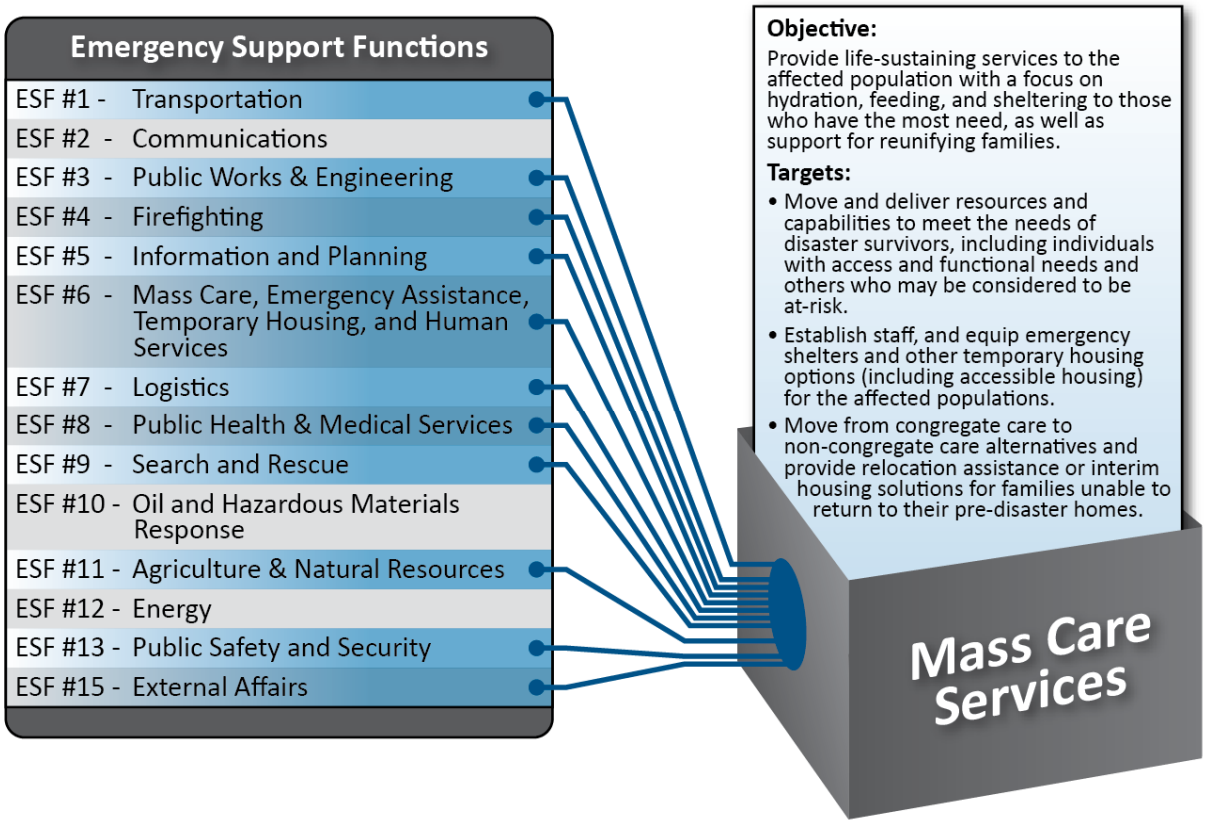

Figure C.6-1: Coordination of ESF Support to Mass Care Services

ESF #6 at the NRCC relies on reports and information from the RRCC, which in turn collects data from state EOCs and other field units, such as IMATs, as well as from NGOs and the private sector, to collectively develop shared situational awareness and a common operating picture, determine mission priorities, and meet resource shortfalls. ESF #6 also distributes operational information to Support Agencies and other ESFs to foster an integrated response.

FEMA coordinates Federal response and recovery operations with whole community mass care providers from local, state, tribal, territorial, and insular area governments, other Federal departments, agencies, voluntary organizations and the private sector. In conjunction with the American Red Cross and National VOAD, FEMA supports the mobilization of NGOs and private sector partners for the provision of mass care services during a response.

Mass care, emergency assistance, temporary housing, and human services agencies and organizations at the local, state, tribal, territorial, insular area, and Federal levels work together to provide life-sustaining assistance to disaster survivors. The four primary functions of ESF #6 are Mass Care, Emergency Assistance, Temporary Housing, and Human Services.

Mass Care

- **Sheltering**
  - Congregate Sheltering

    If requested by an affected state within a declared area, FEMA can provide additional sheltering capacity and capability. Using contracted resources, FEMA can set up, operate, manage, and maintain facilities capable of sheltering, feeding, and providing other support

services for disaster survivors, service animals, and household pets. Additional shelter capacity may be added through collaboration with other Federal departments and agencies and the Corporation for National and Community Service, and with faith-based, community, nonprofit, and private groups.

Shelter providers should ensure that the life-sustaining needs of residents are met, including making necessary accommodations to support the needs of individuals with disabilities, individuals with LEP, and others with access and functional needs. Shelters should also be staffed with private security guards or local enforcement agents 24/7 to provide a safe environment for residents.

FEMA will utilize its National Shelter System database, to identify, track, analyze, and provide reporting on congregate sheltering facilities. As an operational tool, the National Shelter System provides local, state, tribal, territorial, insular area, and Federal emergency managers with the ability to manage and share sheltering information and feeding activities.

- Non-congregate/Transitional Sheltering

  When traditional sheltering is not available or feasible, or the impact of the disaster is of such magnitude that extended shelter operations are required, FEMA may be able to provide resources and technical assistance in support of affected and host local, state, tribal, territorial, and/or insular area governments, and voluntary organizations. Non-conventional/transitional sheltering options include:

  - Hotels/motels
  - Soft-sided non-congregate units and similar facilities
  - Pre-fabricated and modular facilities
  - Recreational vehicles/campers
  - Berthing vessels
  - Campgrounds
  - Shelter-in-place.

  Public authorities may instruct individuals to shelter in place, particularly in the event of an accidental or intentional release of hazardous materials, such as radiological, biological, or chemical contaminants. Federal ESF #6 support may include the provision of food, hydration, hygiene kits and/or services, prophylaxes, and information.

- **Food**

  If requested by an affected state within a declared area, FEMA can provide supplemental feeding services at fixed sites, distribution sites, and through mobile feeding units. Feeding services may include hot or shelf-stable meals, infant formula, baby food, snacks, beverages, and food packages, as well as diverse dietary meals (e.g., low sodium, low fat, vegetarian/vegan, halal, kosher). ESF #6 works in concert with USDA Food and Nutrition Service and with local, state, tribal, territorial, and insular area governments, voluntary organizations, and the private sector to acquire, prepare, cook, and/or distribute food and food supplies. Additional support may include the provision of technical assistance for the development of state feeding plans. USDA Food and Nutrition Service may also authorize the state’s request to implement the Disaster Supplemental Nutrition Assistance Program (D-SNAP) to assist survivors.

- **Hydration**

  Hydration is a critical resource that requires the whole community to ensure that distribution of appropriate liquids will reach the entire affected population and sustain life. Additional individual filtration devices and equipment may be purchased by designated departments or agencies, as directed, for the distribution of potable water to disaster survivors. Additional water will be necessary for portable showers and sanitation units at individual shelter and feeding sites.

- **Reunification**

  After a Presidentially declared major disaster or emergency, the Federal Government supports reunification at the local, state, tribal, territorial, and/or insular area levels with technical assistance, including the deployment of reunification teams. Software systems, such as the NEFRLS and/or the provision of equipment and supplies may also be provided to affected jurisdictions to facilitate reunification. NGO systems, such as the American Red Cross Safe and Well program and social media sites, also provide tools to facilitate reunification.

  Reunification of adults is supported by NEFRLS. Reunification of unaccompanied minors with their parent(s)/legal guardian is a state/local responsibility. Federal ESF #6 provides mechanisms to support the reunification of unaccompanied minors, age 21 and younger, with their parent(s)/legal guardian after a declared incident. Federal assistance includes the deployment of National Center for Missing and Exploited Children Team Adam reunification teams and implementation of a toll-free hotline, as well as provision of information to the public about additional resources available. ESF #6 also coordinates closely with ESF #8 and the National Center for Missing and Exploited Children to facilitate the reunification of pediatric patients displaced as a result of a disaster.

  The agency with legal responsibility for the care of unaccompanied minors varies among jurisdictions and states. It is critical for response personnel to identify the agency responsible for the temporary care of unaccompanied minors in the aftermath of a disaster.

  FEMA and its whole community partners developed the *Post-disaster Reunification of Children: A Nationwide Approach* document to enhance the safety and security of children following a catastrophic incident.

- **Children Support**

  ESF #6 provides support for the physical and emotional needs of children during disasters. Assistance can include the provision of infant/toddler supplies, including infant formula, baby food, diapers, and other life-sustaining resources; reimbursement to states, tribal nations, territories, and insular areas for childcare services; and emotional support.

- **Distribution of Emergency Supplies**

  ESF #6 acquires and facilitates the delivery of life-sustaining resources as well as hygiene and clean-up items to meet the urgent needs of disaster survivors. Points of distribution (PODs) established in coordination with local, state, tribal, territorial, insular area, and Federal governmental entities, voluntary agencies, and other private sector organizations within affected area(s) provide these items to survivors. Additional support includes transportation, warehousing, equipment, technical assistance, and other mission-critical services.

Emergency Assistance

- **Voluntary Agency Coordination**

  Before and during disasters, Voluntary Agency Liaisons (VAL) build relationships with voluntary, faith-, and community-based organizations to provide and share information and guidance on Federal and state assistance programs. VALs also help to enhance relationships among all levels of emergency management and the private sector and assist communities in the establishment of long-term recovery groups.

  In coordination with National VOAD, state VOAD, and other local and national NGOs, VALs provide subject matter expertise and program information in order to assist the locals in developing recovery strategies for disaster survivors and impacted communities. Additionally, VALs assist in the coordination of local, state, national, and international voluntary organization response on behalf of FEMA to minimize duplication of benefits and services and maximize Federal financial assistance programs.

- **Donations and Volunteer Management**

  FEMA provides technical assistance to help impacted states to manage unaffiliated volunteers, unaffiliated organizations, and unsolicited donated goods.

  The Federal Government encourages local, state, tribal, territorial, and insular area governments to coordinate with NGOs, volunteer centers, and private sector entities through local VOAD to participate in preparedness activities including planning, establishing appropriate roles and responsibilities, training, and exercising.

  During disasters, FEMA activates the national and/or state portals of the National Donations Management Network to facilitate connections between donors and recipient organizations and deploys teams to coordinate the management and flow of unsolicited goods and unaffiliated volunteers.

  FEMA also helps states to:

  - Establish a hotline/call center operation to support the processing of donations offers
  - Set up warehouses to store unsolicited donated goods
  - Set up Volunteer Reception Centers to process unaffiliated volunteers
  - Develop public messaging to educate individuals and the private sector on effective and appropriate ways to volunteer and donate.

- **Disabilities, Access, and Functional Needs Support Services**

  ESF #6, as provided for in the Rehabilitation Act of 1973, American with Disabilities Act of 1990, and the Architectural Barriers Act, coordinates and provides equipment, supplies, and services to help individuals with disabilities and also assists others with access and functional needs to maintain their independence in congregate facilities. Services include technical assistance, deployment of assessment teams, personal assistance service providers, durable medical equipment, and consumable medical supplies and may also include temporary retrofitting of facilities.

- **Evacuation Support**

  During mass evacuations, mass care services may be provided to evacuees at points of collection, embarkation, and debarkation, along the evacuation route, at transportation hubs, reception

processing sites, shelters, and other locations. Local, state, tribal, territorial, and insular area jurisdictions activate and execute evacuation protocols for individuals with disabilities and others with access and functional needs, individuals who are institutionalized, tourists, visitors, and foreign students to ensure that lifesaving and life-sustaining services are provided. Federal evacuation support to affected and host jurisdictions includes the provision of mass care services and tracking the movement of evacuees, their household pets and/or service animals, luggage, and medical equipment throughout all phases of the evacuation. Resources are deployed to support affected and host jurisdiction evacuation operations, to include National Mass Evacuation Tracking System kits and staff to provide technical assistance. In coordination with ESF #8, provides mass care services to medical patient evacuees.

- **Animal Response**

  During disasters and emergencies, local, state, tribal, territorial, insular area, and Federal departments, agencies and NGOs identify and coordinate the provision of care to animals, including household pets and service animals. FEMA and USDA mobilize and coordinate resources, including technical assistance to affected jurisdictions. This support may be achieved through scalable and flexible integration of animal issues into the Multi-agency Coordination System. USDA Animal and Plant Health Inspection Service (APHIS) assists in coordinating with nonprofit and private organizations and government departments or agencies to support the rescue, care, shelter, and essential needs of owners and their household pets and service animals. Government, NGOs, and private sector partners work together to share data and resources, as well as, to ensure that social media are utilized to facilitate reunification of household pets. The care of farm, exotic, zoo, and wild animals may be provided under other Federal authorities.

Temporary Housing

Federal housing assistance is provided to eligible survivors after a Presidential declaration of major disaster for Individual Assistance through the FEMA, SBA, HUD, USDA-Rural Development, and VA.

Survivors may be eligible for a rental stipend or government-provided temporary housing unit (THU) grants and loans may be awarded toward home repair or home replacement if not covered by insurance. Additionally, direct or financial assistance may be provided toward home construction. Survivors moving from temporary to permanent housing may be eligible for relocation assistance under the Relocation Assistance Program.

FEMA programs and resources that may enable survivors remain on or near their damaged home/property include:

- Temporary Roof Repair: Provides quick repairs to damaged roofs on private homes. This assistance allows residents to return to and remain in their own homes while performing permanent repairs.
- Repair Program: Provides grants to repair disaster-caused damage not covered by insurance to make the damaged home safe, secure, and functional.
- Replacement Program: Provides funds up to the program limit for home replacement.
- Temporary Housing: Provides funds for eligible survivors to rent an alternate place to live or for a THU when rental properties are not available.

- Existing Temporary Housing Resources: A centralized location for identified available temporary housing resources from the private sector and other Federal departments and agencies (e.g., HUD, VA, and USDA properties).
- Rental Assistance: Provides financial assistance to individuals and families for rental of temporary accommodations.
- Transportation to Other Locations: Provides assistance to relocate individuals and families outside of the disaster area, where short- or long-term housing resources are available. Transportation services may include return to the pre-disaster location.
- Semi-permanent or Permanent Housing Construction: Provides financial or direct assistance to construct permanent or semi-permanent housing.
- Direct Housing Assistance: Provides THUs on private sites, commercial parks, or other temporary group sites. The direct housing program is activated when the disaster impacts a disproportional number of dwellings in one or more areas of the affected communities and no other housing solution is available within a reasonable distance from their pre-disaster address. This program involves the provision of THUs. Units provided are appropriate to the needs of the community and include units accessible to those with disabilities and others with access and functional needs.
- Multi-family Repair Program: Provides funding for the repair of multi-family housing for the purpose of housing disaster survivors when there is a shortage of housing resources available and doing so is cost effective compared to providing other forms of temporary housing.

Human Services

- **Disaster Case Management Program**

  Disaster case management helps survivors manage the recovery process by providing time-limited, one-on-one assistance to develop and implement an individual disaster recovery plan. The case manager provides a single point of contact to a broad range of resources, and, when necessary, serves as an advocate for the survivor.

- **Other Needs Assistance**

  FEMA applicants may receive grants for income-qualified uninsured, necessary and serious needs caused by the disaster. This includes medical, dental, funeral, personal property, transportation, moving and storage, and other critical needs assistance expenses.

- **Disaster Legal Services**

  The American Bar Association Young Lawyers Division offers Disaster Legal Services to help survivors with bankruptcy, civil rights, employment law, landlord-tenant law, FEMA benefits claims, wills, trusts, and probate matters, among other issues potentially arising from disaster.

- **Disaster Unemployment Assistance**

  DOL provides unemployment benefits and re-employment services to individuals who have become unemployed because of major disasters. These benefits are made available to individuals not covered by other unemployment compensation programs.

- **Physical, Emotional, Behavioral, and Mental Health Programs**

  Crisis counseling, mental health assistance and other similar programs provide immediate, short-term psychological assistance to disaster survivors. These services help survivors to relieve

grieving, stress, or mental health problems caused or aggravated by a disaster or its aftermath. Assistance provided is short-term and is at no cost to the disaster survivor.

HHS may augment existing Federal resources for emotional, behavioral, and mental health needs through partnerships with a variety of nonprofit organizations, industry associations, and religious organizations.

ESFs that provide support to the delivery of the Mass Care Services core capability are included in the following section.

Mass Care Services Tasks

Mission Objectives

- MC-MO-1: Integrate planning and implementation of operational plans among public, private, and nongovernmental sectors to deliver mass care services. (Supports MC-CT-1)
- MC-MO-2: Coordinate, alert, and deploy Federal mass care resources to support the staffing and equipping of emergency shelters and other temporary housing options (including accessible housing) for the affected population. (Supports MC-CT-2)
- MC-MO-3: Coordinate with public, private, and nongovernmental partners to gain and maintain shared situational awareness and identify resource and personnel requirements. (Supports MC-CT-1)
- MC-MO-4: Analyze, prioritize, and allocate Federal resources to support mass care operations. (Supports MC-CT-1)
- MC-MO-5: Coordinate the provision of reunification services to reunite family members and caregivers with those missing as a result of the incident. (Supports MC-CT-3)
- MC-MO-6: Identify non-congregate housing alternatives and facilitate transition from congregate facilities, including the provision of relocation assistance or interim housing solutions for families unable to return to their pre-disaster homes. (Supports MC-CT-2, MC-CT-3)

Phase 1a—Normal Operations

End State: Personnel have been trained, mass care plans have been developed and reviewed, and commodities and services have been procured and inventoried. (Supports MC-MO-1)

- Tasks by Phase, by ESF
  - All
    - Review regional and state evacuation and mass care operational plans.
    - Review existing contracts to determine if they meet projected mass care services requirements.
    - Participate in ESF #6 coordination calls.
    - Ensure that resources and assets are mission-ready to support mass care services activities.
  - ESF #1
    - Monitor ground and air traffic and determine potential evacuation routes.

- ESF #3
  - Prepare for potential public works and engineering requirements, including providing public information, gathering information, securing staff for response teams, leveraging technological tools, reviewing contracts and agreements, and working with ESF #6 in the coordination of voluntary organizations and other NGO partners.
- ESF #6
  - Build national mass care capacity and capability through the provision of technical assistance to local, state, tribal, territorial, and insular area governments. Identify shortfalls and develop plans, guidance, training, and exercises to fill gaps.
  - Expand national mass care services capabilities by entering into memoranda of agreement/understanding (MOAs/MOUs), IAAs, mission assignments, cooperative agreements, and contracts with traditional and non-traditional providers.
  - Review evacuation and mass care strategy and develop operational plans.
  - Review Policy Fact Sheet packages to ensure accuracy and applicability.
  - Coordinate with other ESF #6 components, Emergency Assistance, Housing, and Human Services, to ensure that full, efficient, and timely delivery of mass care services is provided.
  - Assess the operational capabilities of the National Donations Management Network and determine how to use it for potential incidents.
- ESF #7
  - Develop plans with ESF #6 partners with a focus on hydration, feeding, and sheltering for the potentially affected population.
  - Develop contracts and acquire inventory to support the mass care mission.
  - Engage states and ESF #6 partners in the completion of the Logistics Capability Assessment Tool to enhance national readiness.
  - Work with ESF #6 to identify items and quantities of resources for potential deployment to ISBs in support of mass care services activities.
- ESF #8
  - Work with ESF #6 to develop, revise, and maintain plans for the provision of mass care, reunification, and human services to patients transported to host jurisdictions; provision of medical services in shelters and other congregate facilities; provision of prophylaxes, guidelines, and information during public health emergencies; and reunification of pediatric patients with their parent(s)/legal guardian after a medical evacuation.
  - Identify potential staff requirements and/or shortfalls for: the potential deployment of shelter assessment teams; the provision of medical services in shelters and other mass care delivery sites; and the provision of technical assistance and information required to provide mass care services safely during public health emergencies.
- ESF #9
  - Develop, revise, and maintain plans to coordinate the transfer of rescued survivors and their household pets from SAR operations to mass care services.

- ESF #11
  - Work with ESF #6 to develop and revise plans for the rescue, transportation, shelter, reunification, care, and essential needs of household pets and service animals.
  - Assist with data collection and information analysis to inform decisions on the placement of temporary housing sites and staging areas and to mitigate possible damage to natural and cultural resources.
  - Conduct surveys of wetlands and archeological sites; make biological assessments; make condition assessments of historic structures and museum and archival collections to assist with evaluating sites to inform planning and operational decisions.
- ESF #13
  - Work with ESF #6 to develop, revise, and maintain plans to coordinate security and safety of survivors at congregate mass care sites and for the safeguarding of emergency supplies.
- ESF #15
  - Develop, revise, and maintain public messaging for mass care services and activities.

Phase 1b—Elevated Threat

End State: Mass care plans, trainings, and exercises have been reviewed and updated to build, sustain, and improve existing operational capabilities. (Supports MC-MO-1)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. This includes any pre-deployment and/or staging of resources. There will not be any tasks listed for Phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations.

Phase 1c—Credible Threat

End State: Identify anticipated mass care and housing support needs and resource requirements, in coordination with public, private, and nongovernmental partners. (Support MC-MO-3)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. This includes any pre-deployment and/or staging of resources. There will not be any tasks listed for Phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations.

Phase 2a—Immediate Response

End State: Based on preliminary situational reports, Federal personnel and resources have been alerted to support evacuation and mass care requirements, in close coordination with whole community partners. (Supports MC-MO-3)

- Tasks by Phase, by ESF
  - ESF #1
    - Provide reports on the status of, and damage to, the transportation system and infrastructure (e.g., roads, air traffic), and other information related to transportation activities and accessibility.

  - Provide information on temporary alternative transportation solutions if primary systems or routes are unavailable or overwhelmed.
  - Provide information on regulatory waivers, exemptions, and permits to support mass care services activities.
  - Coordinate with state(s) Departments of Transportation to provide status of transportations infrastructure (e.g., road conditions).
- ESF #3
  - When requested, inspect mass care facilities to ensure suitability for, and accessibility to, survivors.
  - Provide damage/status reports on water and wastewater treatment plants.
  - Work with ESF #6 to identify shelters and prioritize other mass care facilities that require emergency power.
  - Provide information on the status of waterways.
- ESF #6
  - Coordinate with local, state, tribal, territorial, and insular area governments and NGOs to identify local capabilities and shortfalls and provide resource support for mass care services as requested by the state.
  - Provide a liaison to the Evacuation Liaison Team to support coordination with local, state, tribal, territorial, and insular area governments.
  - Provide mass evacuation coordination support (e.g., registration and tracking of evacuees and mass care support for evacuation operations).
  - Participate in Stafford Act disaster declaration calls with the affected regions and states.
  - Initiate discussions with mass care service providers to discuss potential needs for support based on shared situational awareness (e.g., support for individuals with disabilities, individuals with LEP, and others with access and functional needs, children, human needs assessments, household pets and service animal support).
  - Activate MOUs and MOAs and/or contracts to meet resource requirements at shelters, PODs, and other mass care sites.
  - Support state EMAC requests for out-of-state mass care resources.
  - Collect, analyze, monitor, and report on the status of mass care services activities, including:
    - Sheltering
    - Feeding
    - Support services to individuals with disabilities, individuals with LEP, and others with access and functional needs
    - Distribution of emergency supplies
    - Household pet and service animal support missions (e.g., rescue, transportation, shelter, reunification, care, essential needs)

  - Requirements related to children in mass care facilities
  - Reunification services.
- Provide voluntary agency coordination.
- Coordinate with VOAD members and other mass care service providers to identify available inventory of mass care resources and fill any shortfalls.
- Issue mission assignments to ESF #6 support departments and agencies, as needed.
- Activate and deploy pre-identified personnel/teams and other resources to support logistics response, evacuation, and shelter/mass care/emergency assistance requirements.
- Establish and monitor communication links with FEMA's Logistics Management Directorate regarding mass care support items.
- Identify immediate feeding, hydration, and emergency supply (including durable medical equipment) requirements for the affected area, and coordinate with logistics to support requirements.
- Engage the private sector to determine resource availability within area of impact.
- Place food vendor, personal assistance services, and other contractors on alert.
- Identify and coordinate sheltering requirements to determine the Federal resources required to meet state/regional shortfalls.
- Coordinate with ESF #11 on requests for USDA Foods and ESF #7 on the delivery of shelter and emergency supplies to staging areas, support shelters, PODs, and the shelter-in-place populations. Use the Commonly Used Shelter Items/Services List catalog as a reference for making supply determinations.
- Coordinate, alert, and deploy Federal mass care resources to support mass care services activities, including: sheltering; feeding; distribution of emergency supplies; support to individuals with disabilities, individuals with LEP, and others with access and functional needs, children, household pets, and service animals; reunification services; and mass evacuations. Also, support voluntary agency coordination and unsolicited donations and unaffiliated volunteer management.
- Coordinate with ESF #7 to deliver commodities and other emergency supplies (e.g., tents, tarps) to staging areas.
- Deploy preliminary damage assessment teams. Review/analyze reports on the status of, or restoration of, critical infrastructure and damage to survivors' homes.
- Coordinate procurement specifications with local, state, tribal, territorial, and insular area departments and agencies through Individual Assistance Technical Assistance Contract (IA-TAC) and activate/issue requests for assistance, as needed.
- Request inventory and identify available transportation resources, shelter facilities, medical facilities, personnel (including shelter staffing), equipment, and supplies.
- Activate Contracting Officer's Technical Representatives for mass care contracts and process for resources.
- Mobilize Mass Care Response Teams IA-TAC.

  - Activate and mobilize surge staffing for the National Processing Service Center to meet anticipated increase in registration and call center volume.
  - Coordinate reunification services, including the NEFRLS, and mobilize the NEFRLS call center at the request of the RRCC or the affected state. Activate and fund the National Emergency Child Locator Center, and activate National Center for Missing and Exploited Children Team Adam to support child reunification at the local, state, tribal, territorial, and insular area levels.
  - Provide support for RRCC/JFO housing strategy planning.
  - Implement the National Disaster Housing Strategy.
  - Augment American Red Cross facility, staff, and resource requirements within, as well as, outside of the affected area, if requested.
  - Determine the placement of functional needs sheltering caches from regional storage sites.
  - Coordinate assessment by Administration for Children and Families of human services/social services critical needs in the impacted area.
- ESF #7
  - Ensure coordination with impacted states, ESF #6, and voluntary organizations to minimize duplication of commodities delivered to the field.
- ESF #8
  - Work with ESF #6 to identify the need to implement the Emergency Prescription Assistance Program in impacted states.
  - Provide information to ESF #6 on the location of patients evacuated to host jurisdictions to facilitate family reunification.
- ESF #9
  - Provide information to ESF #6 on SAR activities, including the location of rescued survivors to facilitate family reunification.
  - Coordinate with ESF #6 to transfer rescued survivors and their household pets from SAR operations to mass care services.
- ESF #11
  - Provide technical assistance and coordinate with state agencies on potential needs for USDA Foods and possible D-SNAP requests.
  - Participate in Multi-agency Coordination functions as necessary to provide support to animal issues, as mission assigned and provide technical assistance and subject matter expertise to local, state, tribal, territorial, insular area, and Federal governments, and NGOs, regarding animal response issues.
- ESF #13
  - Coordinate with ESF #6 to provide access to voluntary organization staff to impacted areas.
  - Provide information on safety and security issues in impacted areas.

- ESF #15
  - Work with ESF #6 to develop public messaging for survivors, including locations of shelters and other mass care services, as well as information on available Federal assistance programs. Ensure that messaging is accessible and culturally and linguistically appropriate.

Phase 2b—Deployment

End State: In coordination with the affected jurisdictions, Federal mass care support resources and personnel requirements are analyzed, prioritized, and deployed to the affected area. (MC-MO-2, MC-MO-4)

- Tasks by Phase, by ESF
  - ESF #3
    - Conduct pre-incident and post-incident assessments of public works and infrastructure.
    - Execute emergency contract support for life-sustaining services.
    - Provide technical assistance to include engineering expertise, construction management, contracting, and real estate services.
    - Provide assessment and emergency response support for water, wastewater treatment facilities, levees, dams, buildings, bridges, and other infrastructure.
    - Provide temporary emergency power to critical facilities (e.g., hospitals, water treatment plants, shelters, fire/police stations).
    - Provide assistance in the monitoring and stabilization of damaged structures and the demolition of structures designated as immediate hazards to public health and safety.
    - Provide structural specialist expertise to support inspection of mass care facilities and US&R operations in coordination with ESF #9.
    - Provide technical assistance to include engineering expertise, construction management, contracting, and inspection of private/commercial structures.
  - ESF #4
    - Deploy resources, including cots, blankets, sleeping bags, and personnel to support the mass care mission, if requested and available.
  - ESF #5
    - Activate ESF #6 at the national and regional level to provide coordination and technical assistance.
  - ESF #6
    - Coordinate with potentially affected states to identify anticipated support needs, to include deployment of planning support teams, potential mass care, and housing missions and resource requirements.
    - Mobilize mass evacuation support staff, including food, hydration, information, and reunification, as well as assist with tracking the movement of evacuees, household pets, luggage, and durable medical equipment through deployment of the National Mass Evacuation Tracking Systems, if requested.

- Coordinate with other ESF #6 components, Emergency Assistance, Housing, and Human Services, to ensure full, efficient, and timely delivery of mass care services is provided.
- Manage/provide support for unsolicited donations and unaffiliated volunteers.
- Determine if mass care task forces and/or multiagency coordination systems are required to support state operations (e.g., Feeding Support Task Force, Animal Multiagency Coordination System).
- Request and deploy medical resources to secure health and medical support at shelters and other mass care facilities as requested by the state.
- Identify shortfalls and anticipate potential areas for possible support services needed in shelters and other congregate sites.
- Activate and deploy mass care assessment teams and mass care personnel (including contractors and other support personnel).
- Implement PSMAs in support of mass care services, including the Corporation for National and Community Service, USDA, HHS, USACE.
- Ensure that individuals with disabilities and others with access and functional needs in mass care facilities receive needed commodities, hygiene items, and durable medical equipment (e.g., wheelchairs, hospital beds, canes), consumable medical supplies, and/or personal assistance services.
- Deploy FEMA registration teams to shelters and other mass care sites.
- Collaborate with ESF #11 to provide USDA Foods, infant formula and baby food.
- Coordinate with other local, state, tribal, territorial, insular area, and Federal agency, voluntary organization, and private sector partners to provide mass care support to states as well as to identify and deliver additional service and resource requirements with host jurisdictions.
- Conduct meetings with partner departments and agencies to identify ways to support the whole community, including people from diverse racial and ethnic groups, limited English proficient persons, and people with disabilities, develop a common operating picture, and resolve outstanding activation and operational issues.
- Adjust operational objectives and assumptions based on developing shared situational awareness and understanding.
- Identify secondary shelter locations (including those outside of impact area) and determine resource needs to support them.
- Evaluate the feasibility of non-traditional sheltering methods (e.g., private sector solutions, soft-sided shelters, small-sized portable/collapsible shelters).
- Mission assign DOD, DOI, U.S. Postal Service, DOJ, DOL, DOT, Department of the Treasury, VA, GSA, and Social Security Administration in support of the mass care mission.
- Deploy National Center for Missing and Exploited Children Team Adam to the affected area to assist in the location and reunification of missing children and their parent(s)/legal guardian.

- Obtain status of THUs nationwide from FEMA Logistics (e.g., availability and accessibility). Identify the availability of other types of interim and permanent housing alternatives.
- Initiate the FEMA Transitional Sheltering Assistance Program and provide other mass care services if needed.
- Obtain fatality information for the purpose of reunifying family members and legal guardians with missing persons/remains.
- Determine the need for mobile and fixed Disaster Recovery Center sites and Mobile Registry Intake Centers through the RRCC/JFO.
- Identify and deploy health services, and physical and behavioral health personnel, to support congregate sheltering operations.
- Coordinate the deployment of NGOs in collaboration with the responding departments and agencies (e.g., the American Red Cross, Southern Baptists, The Salvation Army) mobile feeding units and kitchens to staging areas.
- Deploy shelter assessment teams at the request of the state.
- Activate and deploy mass care mission planning teams to the affected areas.
- Coordinate emergency medical care with local, state, tribal, territorial, and insular area departments and agencies from the NRCC or RRCC to the JFO.
- Initiate deployment actions for THUs in the affected area.

• ESF #7
  - Deliver mass care supplies to ISBs, staging areas, shelters, POD(s), and other mass care sites.
  - Work with ESF #6 to identify additional mass care resource requirements.
  - Coordinate and immediately deploy pre-staged packages containing medical equipment and supplies.

• ESF #8
  - Provide reports and information on critical shelter assessment requirements to ESF #6 for resourcing.
  - Coordinate with ESF #6 to identify patients who have been evacuated to hospitals in host jurisdictions to determine the types of mass care support services required.
  - Deploy medical teams to mass care sites, if required.
  - Coordinate with ESF #6 for the purpose of reunifying family members with missing persons/human remains.

• ESF #11
  - Identify resources available to disaster survivors in the impacted area.
  - Provide technical assistance and coordinate with state agencies on potential needs for USDA Foods and possible D-SNAP requests.
  - Provide technical assistance to impacted jurisdictions to assist with animal issues.

- ESF #13
  - Address the needs of institutionalized/incarcerated survivors who cannot access mass care services, while ensuring public security.

Phase 2c—Sustained Response

End State: Additional Federal resources have been delivered to the affected area. Life-sustaining services have been provided in close coordination with whole community partners. Eligible survivors have received relocation assistance or interim housing. Reunification services have been provided to reunite the missing with family members and caregivers. (Supports MC-MO-2, MC-MO-5)

- Tasks by Phase, by ESF
  - ESF #1
    - Provide information on new regulatory waivers and exemptions to support mass care services activities, if any have been requested and approved.
    - Provide technical support to impacted and host states and FEMA for the coordinated return of survivors to pre-disaster dwellings or to new post-disaster locations.
  - ESF #3
    - Provide assistance for the construction of temporary shelter facilities, including accessible shelters in the affected area, as required.
    - Support restoration of critical navigation, flood control, and other water infrastructure systems, including drinking water distribution and wastewater collection systems.
    - Manage, monitor, and/or provide technical advice in the clearance, removal, and disposal of debris from public property and the reestablishment of ground and water routes into impacted areas.
    - Deploy teams to the Area Field Office/JFO to assess the need for an Emergency Residential Roof Covering mission and emergency repair of primary residences damaged as the result of a disaster.
  - ESF #6
    - Communicate and coordinate with appropriate RSF points of contact, such as HHS for the Health and Social Services RSF and HUD for the Housing RSF.
    - Coordinate logistics requirements for mobile Disaster Recovery Center and mass care service sites.
    - Deploy Individual Assistance staff to support Disaster Recovery Center operations. Coordinate resources requirements with ESF #7.
    - Coordinate with the RRCC and JFO to open mobile Disaster Recovery Centers.
    - Evaluate effectiveness in meeting objectives for sheltering, feeding, distribution of emergency supplies, support to individuals with disabilities, individuals with LEP, and others with access and functional needs, children, household pets and service animals, and reunification. Reprioritize and/or adjudicate resources accordingly.
    - Deploy additional resources to the field or reposition current resources based on a shared situational awareness and the status of completed objectives.

- Integrate (or further integrate if already engaged) local, state, tribal, territorial, and insular area governments, NGOs, and private sector partners into mass care operations as well as into Housing and Human Services programs.
- Coordinate with local, state, tribal, territorial, and insular area jurisdictions to identify requirements for direct housing missions, identify alternative housing options and synchronize local, state, tribal, territorial, insular area, and Federal government assistance programs.
- Identify and train additional mass care personnel, as needed.
- Coordinate with local, state, tribal, territorial, and insular area VOAD to identify community needs. Support the transition of survivors from congregate to non-congregate sheltering. Help manage unsolicited donations, coordinate the relief efforts of national voluntary organizations deployed to the affected area, and share information with voluntary organizations to avoid duplication of services.
- Support local, state, tribal, territorial, and insular area governments in the development and employment of the mass care personnel rotation plan to minimize fatigue, ensure worker health, and maintain capabilities.
- Develop a strategy for the transition from emergency sheltering to transitional sheltering and temporary and permanent housing.
- Support reunification services and survivor relocation mechanisms.
- Coordinate with ESFs #1, #7, and #8 for the relocation of individuals with acute medical conditions, whose medical care cannot be sustained in the impacted area, to communities that can provide required services in the most integrated setting appropriate.
- Provide Federal financial assistance to eligible survivors through the Individuals and Households Program, SBA, Internal Revenue Service, DOL, and other programs and departments and agencies to facilitate the transition of survivors from sheltering to permanent housing and begin the recovery process.
- Provide Stafford Act grant programs such as the Crisis Counseling Program, Disaster Unemployment Assistance, Disaster Legal Assistance, Disaster Case Management, and other human services programs.
- Coordinate with voluntary and community organizations, including organizations serving diverse racial and ethnic populations, that provide essential community relief services, including debris removal from disaster survivor residences; mud-out; tear-out; chainsaw work; warehouse management; transportation and distribution coordination; child care services; emotional, mental, and spiritual care and counseling; financial assistance; financial counseling; disaster related case work and case management; and other essential services.
- Provide eligible survivors with relocation assistance or temporary housing solutions.
- Initiate and implement a long-term host jurisdiction mass care services plan to facilitate the integration of survivors into the community.
- Coordinate with the Housing RSF to transition survivors from sheltering and temporary housing to long-term and permanent housing.

  - Coordinate with the Health and Social Services RSF to ensure continuous support for social services needs in impacted communities.
  - Identify temporary and permanent housing alternatives (including accessible housing alternative) and facilitate the movement of survivors from emergency and transitional sheltering to those options. Support may include the provision of relocation assistance, temporary housing solutions, and other support for households unable to return to their pre-disaster dwellings.
- ESF #7
  - Coordinate with ESF #1, ESF #6, ESF #8, ESF #11, and ESF #12 to ensure the continued delivery of equipment and supplies to shelters, PODs, and other mass care services sites.
- ESF #8
  - Coordinate with ESF #1 and ESF #5 for the relocation of individuals with acute medical needs whose medical care cannot be sustained from the impacted area to communities that can provide required services in the most integrated setting appropriate.
  - Coordinate with local, state, tribal, territorial, insular area, and Federal entities, NGOs, and the private sector to attain public health and medical resources, as needed.
- ESF #11
  - Provide USDA Foods to state agencies for distribution to shelters and other mass feeding sites, and in certain limited situations, household distribution.
  - Authorize state agencies to issue D-SNAP benefits.
  - Identify resources available to disaster survivors in the impacted area.
  - Provide technical assistance to impacted jurisdictions to assist with animal issues.
  - Collaborate with ESF #6 to provide nutritional assistance to disaster survivors.
- ESF #15
  - Refine, expand, and broadcast public messaging on ESF #6 programs and services available to disaster survivors.

Phase 3a—Short-term Recovery

End State: Non-congregate housing alternatives have been identified to facilitate the transition of survivors from congregate shelter. Relocation assistance and/or interim housing solutions have been provided to applicable recipients. Mass care activities have transitioned to support the longer-term needs of survivors, and demobilization of Federal resources has begun. (Supports MC-MO-1, MC-MO-3, MC-MO-6)

- Tasks by Phase, by ESF
  - ESF #3
    - Implement the Emergency Residential Roof Covering program and/or the emergency repair of survivors' primary residence, if requested.
    - Provide construction, engineering, and project management expertise and support for temporary housing and direct housing missions.

  - Construct critical public facilities to temporarily replace destroyed or damaged buildings following a disaster (e.g., schools, local government offices, fire stations, police stations, medical facilities), in coordination with ESF #6.

- ESF #6
  - Coordinate with local, state, tribal, territorial, and insular area governments and voluntary organizations to ensure that human services are available (e.g., registration for disaster assistance, disaster case management program, housing programs).
  - Provide reimbursement or tax relief to survivors with substantial verified disaster-caused losses.
  - Provide survivors who have lost their jobs due to a disaster with unemployment benefits.
  - Coordinate with IA-TAC, logistics management, and others to transport THUs outside of the affected area.
  - Coordinate with faith-based organizations, community-based organizations, and NGOs to provide additional emergency assistance, as needed.
  - Begin to transition from mass care, emergency assistance, and temporary housing activities to permanent housing and human services programs.
  - Coordinate with the FEMA Voluntary Agency Liaison team to ensure that long term recovery groups are in development or already established to provide assistance to affected individuals and minimize duplication of benefits and services.
  - Coordinate with the Housing RSF to identify the need to provide relocation assistance to survivors unable to return to their pre-disaster residences.
  - Work with the SBA to facilitate loan information and application/approval processes for disaster survivors.
  - Determine the transitional set-up staging area for THUs and begin construction of group sites, in coordination with impacted regions and states.
  - Determine if the second phase of Individual Assistance programs, including crisis counseling and disaster case management, should be extended, in coordination with impacted regions and states.
  - Determine if the FEMA registration period needs to be extended, in coordination with impacted regions and states.
  - Adjust call center staffing requirements as needed.
  - Provide support for the provision of case management, crisis counseling, and advocacy services.
  - Assist with applications for Federal benefits sponsored by HHS and ensure continuity of assistance services in affected states and in states hosting relocated populations.

Administration and Support

Activation, notification, deployment, and deactivation will be as normally implemented by the pertinent department or agency.

The following agreements/arrangements are specific to this core capability:

- Memoranda of Agreement/Memoranda of Understanding:
  - American Red Cross
  - Corporation for National and Community Service
  - North American Mission Board—Southern Baptists
  - The Salvation Army
  - Adventist Community Services
  - Church World Service
  - Mennonite Disaster Service
  - United Methodist Committee on Relief
  - Feeding America
  - National Voluntary Organizations Active in Disaster
  - Operation Hope
  - National Council on Independent Living.
- PSMAs/Mission Assignments:
  - HHS:
    - Activation of Human Services Assessment and Technical Assistance assets
    - Pre-declaration activation of staff to support the NRCC
    - Pre-declaration activation of staff to support the RRCC
    - Emergency Prescription Assistance and Medical Equipment Replacement Program.
  - USDA/APHIS—Activation of staff to support NRCC, RRCC, JFO and/or other locations
  - Corporation for National and Community Service—Activation of staff to support NRCC, RRCC, JFO and/or other locations
  - USDA Rural Development—Activation of staff to support NRCC, RRCC, JFO and/or other locations

Table C.6-1: Mass Care Core Capability Waivers, Exceptions, and Exemptions

Type	Description
Waiver	Defense Production Act—Allows for Federal priority to secure certain supplies and prohibits the public from hoarding scarce materials. Department of the Treasury/Bureau of the Public Debt—May waive the minimum holding period for Series EE and I Savings Bonds presented to authorized paying agents for redemption.
Exemption	Buy America Act—Establishes requirements intended to give preference to the use of domestically produced materials and any procurements funded at least partially by Federal funds.

Type	Description
Extension	The Internal Revenue Service provides an extension of the taxpayers in Presidentially declared disaster areas of the deadline to file tax returns and provide payment without penalties or interest. The VA works with lenders concerning foreclosure/waiver/underwriting/credit protection flexibilities related to VA-issued home loans.
Exception	USDA provides Letters of Priority Entitlement allowing the holder of the letter (identified survivor) to go to the top of any USDA MF 515 or 514 waiting lists for placement in USDA-financed housing. The Social Security Administration provides expedited processing of new Federal benefit claims during emergency operations.

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Appendix 7 to Annex C: Mass Search and Rescue Operations

Purpose

The purpose of this appendix is to describe the delivery of the Mass SAR Operations core capability.

The Mass SAR Operations core capability delivers SAR capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.

The Mass SAR Operations (MS) CTs are as follows:

- **MS-CT-1.** Conduct SAR operations to locate and rescue persons in distress, based on the requirements of local, state, tribal, territorial, and insular area authorities.
- **MS-CT-2.** Initiate community-based SAR support operations across a wide geographically dispersed area.
- **MS-CT-3.** Ensure the synchronized deployment of local, regional, national, and international teams to reinforce ongoing SAR efforts and transition to recovery.

Situation

Responders will coordinate and conduct SAR response efforts for all hazards, including searching affected areas for survivors and locating, accessing, medically stabilizing, and extricating survivors from the damaged area.

In the likely event that SAR teams and resources within the incident area are unavailable, Federal coordination with local, state, tribal, territorial, and insular area authorities will be required for the provision of limited SAR capabilities for timely rescue. Federal SAR resources may operate under the Economy Act when there is no Stafford Act declaration. SAR teams will conduct SAR operations to locate and rescue persons in distress, based on the requirements of local, state, tribal, territorial, and insular area authorities. This will allow for community-based SAR support operations across a wide geographically dispersed area. This coordinated effort will ensure the synchronized deployment of local, regional, Federal, and international teams to reinforce ongoing SAR efforts and transition to recovery.

The success of rescue operation coordination depends heavily on the interoperability between individual communication systems across all SAR entities. For SAR operations, internal coordination and interoperability between communication systems may be limited due to downed communication systems. The Federal Emergency Management Agency's (FEMA) MERS detachments normally deploy with SAR units to provide a higher level of interoperability.

The success of SAR operations in the affected area also depends heavily on the ability to overcome distance or mobility limitations. SAR operations are dependent on the availability of equipment (e.g., airlift support) and the accessibility of the incident area (e.g., roads). In a notice incident, some assets can be activated and pre-deployed. Severely degraded or destroyed infrastructure will also impact the ability of SAR assets to deliver services in a timely and efficient manner.

SAR operations may face challenges coordinating air support due to the prioritization of SAR which can affect timely access. When large amounts of aircraft are required to assist with SAR operations, having the ability to de-conflict airspace to prevent mid-air collisions will be critical. Should

international assets be required, SAR assets will need to coordinate and standardize communications and procedures.

CBRNE environments can impair SAR capabilities and will require additional resources to support long-term operations. The ability to sustain and equip SAR capabilities in a CBRNE environment will be challenging and the attempt may pose a safety hazard to the SAR personnel. For sustained operations, constant air monitoring and long-term SAR personnel health monitoring are required.

Assumptions

General assumptions for the Response FIOP have been identified in the base plan.

Mission

Federal interagency partners will initiate and conduct SAR operations to rescue people in distress based on the requirements of local, state, tribal, territorial, and insular area authorities. These Federal interagency partners will also ensure synchronization of deployed Federal, Regional, local, and international teams to reinforce ongoing SAR efforts and transition to recovery.

Execution

Concept of Operations

Phase 1

The National SAR Plan of the United States serves as the Nation's plan for coordinating SAR services to meet domestic needs and international commitments. The NRF, U.S. National SAR Supplement, Catastrophic Incident SAR Addendum to the U.S. National SAR Supplement, and other addenda also define SAR responsibilities and provide guidance to the Federal departments and agencies with civil SAR mandates. The U.S. National SAR Supplement provides implementation guidance on the International Aeronautical and Maritime SAR Manual and the National SAR Plan. The Catastrophic Incident SAR Addendum provides a description of the unified SAR response to catastrophic incidents, guides Federal authorities involved in the response, and informs local, state, tribal, territorial, and insular area authorities on what to expect of/from Federal SAR responders.

Federal SAR Coordinators support local, state, tribal, territorial, and insular area SAR Coordinators' efforts to develop catastrophic incident plans through planning, training, and exercises. Local, state, tribal, territorial, insular area, and Federal policies and procedures are continuously updated to reflect lessons learned from exercises and incidents.

Federal departments and agencies continue to provide training guidance to local, state, tribal, territorial, and insular area officials to strengthen their SAR capabilities and to help pre-identify Federal installations and available personnel with SAR skills and expertise that can serve as force multipliers during an incident.

Local, state, tribal, territorial, and insular area authorities are responsible for SAR within their respective jurisdictions and typically designate a SAR Mission Coordinator to provide integration and coordination of all SAR services. If an affected local, state, tribal, territorial, or insular area government publishes guidance or a plan for conducting unified SAR operations, that guidance or plan takes precedence.

Phase 2

Federal SAR resources are alerted, activated, and deployed, as required. Incident-specific factors such as incident type, size, and location will define the MOs and available resources. SAR Regions and their associated rescue coordination centers ensure operational coordination to effectively support civil SAR services. The Federal SAR Coordination Group may also be activated in support of the ESF #9 Overall Primary Agency designated for each event. When requested and approved by the Secretary of Defense, DOD can provide SAR resources, including ground and air assets.

State-to-state SAR assistance is requested by the affected state through the EMAC. Other local SAR resources are requested by the affected locality through other mutual aid and assistance agreements. Non-Federal SAR resources are, as appropriate, incorporated into any coordinated SAR operations.

The Federal SAR Response System provides US&R, maritime/coastal/waterborne SAR, and land SAR. SAR activities include monitoring distress alerts, locating distressed personnel, coordinating rescue efforts, extricating or evacuating survivors, and providing initial medical assistance. Rescued individuals are transported to temporary holding areas or points of safety for triage, emergency life sustaining treatment prior, to transport a more permanent care location.

SAR personnel also provide support with documenting the location of the deceased. If human remains are located during SAR operations, SAR personnel will notify the Incident Commander to ensure proper relocation.

During sustained response operations, additional SAR resources may be activated and rotated in to provide continuous operations. DOS and the USAID/Office of Foreign Disaster Assistance coordinate the use and employment of international SAR assets/resources if the level of response will overwhelm the national capability as stated in the International Assistance System.

Phase 3a

The transition to recovery, in most instances, eliminates the need for Mass SAR Operations core capability services. Federal SAR operations continue until all “reasonable hope of rescuing survivors has passed”[30] and the determination to cease SAR operations has been made by the agency having jurisdiction. By the start of recovery, operations have transitioned to search and recovery of fatalities. Remains Recovery Reconnaissance teams may be assembled from local, state, tribal, territorial, insular area, and Federal entities.

Coordinating Structure

Many ESFs support the Mass SAR Operations core capability. The ESFs that perform tasks under this core capability are summarized in Figure C.7-1. Specific tasks conducted by these ESFs are identified in the Tasks by Phase, by ESF section below.

[30] National Search and Rescue Plan of the United States.

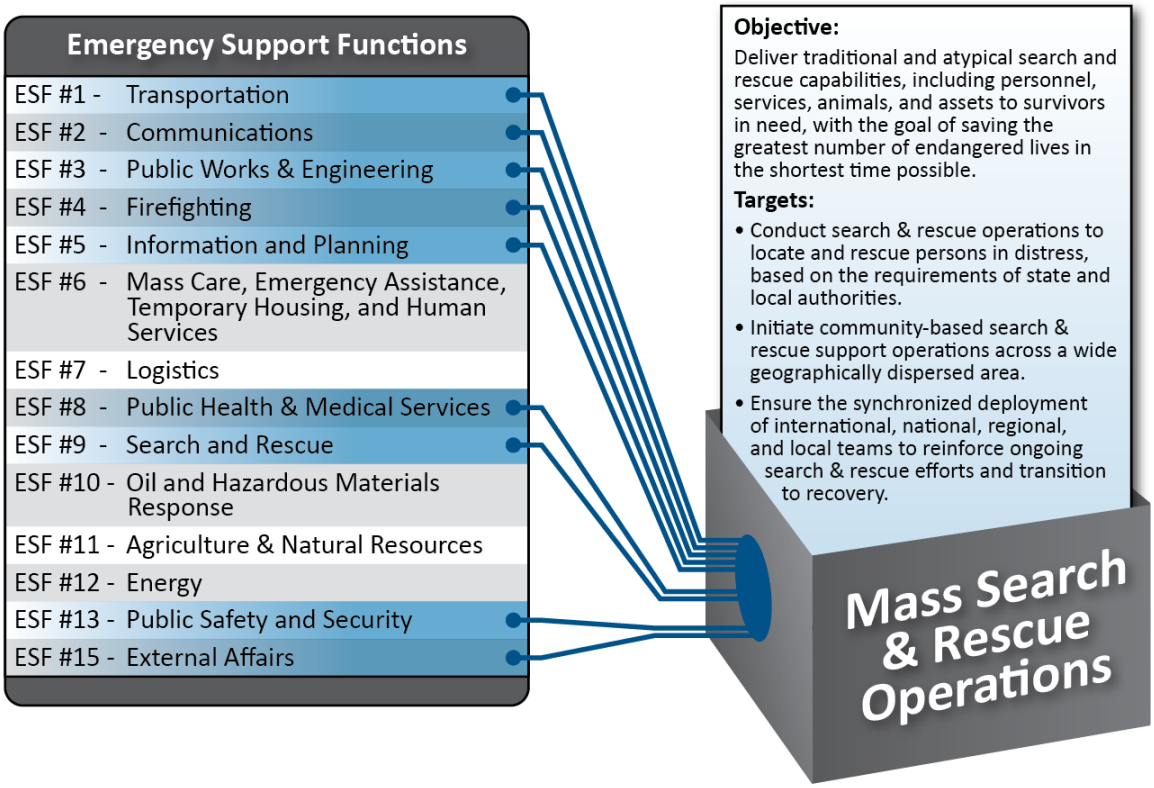

Figure C.7-1: Coordination of ESF Support to Mass Search and Rescue Operations

ESF #9 provides the delivery of this core capability. The Primary Agencies overseeing Federal SAR operations are FEMA, USCG, Customs and Border Protection, DOI/National Park Service (NPS), and DOD. SAR consists of different operational environments requiring different coordination. Accordingly, for every incident, the ESF #9 coordinator assesses the specific SAR requirements and designates one of the four Primary Agencies as the Overall Primary Agency for SAR for that particular incident. When assigned as the Overall Primary Agency for a particular incident, that organization:

- Coordinates planning and operations between Primary and Support Agencies
- Coordinates resolution of conflicting operational demands for SAR response resources
- Provides representation to appropriate incident facilities (e.g., NRCC, RRCC, JFO, EOCs).

All ESF #9 Primary Agencies provide support to the designated Overall Primary Agency as required.

Structural Collapse Urban Search and Rescue

Structural Collapse US&R includes operations for natural and other disasters and catastrophic incidents, as well as other structural collapse operations that primarily require FEMA US&R task force operations. The National US&R Response System integrates FEMA US&R task forces, Incident Support Teams (ISTs), and technical specialists. The Federal US&R response integrates FEMA task forces in support of unified SAR operations conducted following the U.S. National SAR Plan, which is the policy guidance of the signatory Federal departments and agencies for coordinating SAR services to meet domestic needs and international commitments. ISTs provide coordination and logistical support to US&R task forces during emergency operations. They also

conduct needs assessments and provide technical advice and assistance to local, state, tribal, territorial, and insular area government emergency managers.

Maritime/Coastal/Waterborne Search and Rescue

Maritime SAR includes operations for natural and other disasters that primarily require USCG air, ship, boat, and response team operations. USCG develops, maintains, and operates rescue facilities for SAR in waters subject to U.S. jurisdiction and is designated the Primary Agency for maritime SAR. USCG staffing at area, district, and local Sector Command Centers promotes interagency coordination with local, state, tribal, territorial, and insular area emergency managers during incidents requiring a unified SAR response in which maritime SAR resource allocation is required.

Land Search and Rescue

Land SAR includes operations that require DOD and DOI/NPS aviation and ground forces to meet MOs, excluding maritime/coastal/waterborne and structural collapse SAR operations. Examples include a wide-area land SAR, wilderness SAR, volcanic eruption, or CBRNE incident. DOI/NPS maintains preconfigured teams that include personnel and equipment from DOI/NPS, U.S. Fish and Wildlife Service, USGS, Bureau of Indian Affairs, and other DOI components.

ESFs that provide support to the delivery of the Mass SAR Operations core capability are included in the following section.

Mass Search and Rescue Operations Tasks

Mission Objectives

- MS-MO-1: Coordinate operational efforts with local, regional, national, and international SAR teams. (Supports MS-CT-3)
- MS-MO-2: Inventory existing personnel and conduct just-in-time training to provide a surge capacity for SAR operations. (Supports MS-CT-1)
- MS-MO-3: Identify, activate, and deploy Federal personnel and resources needed to support SAR operations. (Supports MS-CT-1, MS-CT-2)
- MS-MO-4: Conduct community-based SAR operations, in close coordination with the affected jurisdictions, and in synchronization with personnel from local, regional, national, and international SAR teams. (Supports MS-CT-1, MS-CT-2, MS-CT-3)

Phase 1a—Normal Operations

End State: Local, regional, and national SAR personnel have been inventoried and trained. (Supports MS-MO-2)

- Tasks by Phase, by ESF
  - ESF #9
    - Evaluate the state of operational readiness of Federal SAR resources by assessing personnel training and inventorying deployable assets.
    - Ensure Federal SAR resources are available for activation.
    - Ensure that an adequate amount of technical specialists required for support are rostered, trained, and available for deployment.

- Ensure that US&R ISTs are able to mobilize for rapid deployment and can be self-sufficient for 72 hours (with approved equipment and supplies list) for a response assignment of up to 14 days.
- Coordinate, exercise, and integrate the appropriate ESF #9 Primary Agencies (FEMA, USCG, NPS, and DOD), the National SAR Plan components (U.S. Pacific Command [Alaska], USCG Maritime [SAR Regions and Hawaii], NPS, Air Force [Continental United States other than Alaska]), the NRF, the U.S. National SAR Supplement, and Catastrophic Incident SAR Addendum to ensure seamless operations during a crisis.

Phase 1b—Elevated Threat

End State: Additional planning, training, and exercises have been conducted in coordination with local, regional, and national entities. (Supports MS-MO-1, MS-MO-2)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. These include any pre-deployment and/or staging of resources. There will not be any tasks listed for Phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations.

Phase 1c—Credible Threat

End State: Personnel and resources have been identified and pre-deployed to staging areas. (MS-MO-3)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. These include any pre-deployment and/or staging of resources. There will not be any tasks listed for Phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations.

Phase 2a—Immediate Response

End State: Personnel and resources have been identified, inventoried, activated, and deployed to the impacted area. Coordinated SAR operations have begun. (Supports MS-MO-2, MS-MO-3, MS-MO-4)

- Tasks by Phase, by ESF
  - ESF #1
    - Perform activities conducted under the direct authority of DOT elements as they relate to aviation, maritime, surface, railroad, and transportation to assist in the provision of the SAR assets.
  - ESF #2
    - Coordinate Federal actions to assist industry in stabilizing and re-establishing the public communications infrastructure thereby allowing alerts, which will facilitate the dissemination of instructions relative to the delivery of SAR information to the public.
    - Provide communications support to the JFO and any JFO field teams which assist in the coordination of the opening and staffing of emergency shelters.
  - ESF #3
    - Provide structural engineering expertise in support of SAR efforts to ensure the safety of responders and/or survivors.

  - Assist with debris removal to allow US&R teams to gain access to survivors trapped within collapsed structures.
- ESF #4
  - Provide equipment and supplies from the National Interagency Cache System and use of National Interagency Fire Center contract aircraft during incidents, based on standby agreements and contingency plans.
- ESF #8
  - Coordinate with the Incident Commander and the assigned IMAT to move the rescued and/or injured.
  - Respond to medical needs associated with physical and mental health, behavioral health, and substance abuse of both incident survivors and response workers.
- ESF #9
  - Activate headquarters and regional-level ESF #9 coordinators: for structural collapse SAR operations, designate FEMA as the ESF #9 Overall Primary Agency; for maritime/costal/waterborne SAR operations, designate USCG as the ESF #9 Overall Primary Agency; and for land SAR operations, designate either DOI/NPS or DOD as the ESF #9 Overall Primary Agency.
  - Activate the ESF #9 Federal SAR Coordination Group to be assigned to the Operations Section of the IMAT/JFO to assist with strategic Federal SAR planning, operations, and coordination of SAR issues from the field.
  - Coordinate dialogue with the JFO on the identification and coordination of any EMAC SAR resources.
  - Assign ESF #9 Liaison Officers to all locations/entities requested (e.g., RRCCs, state EOCs, IMATs, JFOs).
  - Activate USACE structural specialist support for US&R task forces for deployment to, and employment in, the affected area.
  - Coordinate and execute PSMAs (if required) for FEMA Logistics and other Federal resources required by SAR to support field operations.
  - In conjunction with LMD personnel and DOD and USCG liaisons, coordinate the following potentially available air transport in conjunction with the Transportation and Movement Coordination Group at the NRCC: DOD aircraft (when mission assigned); USCG aircraft; commercial air transport providers.
  - Coordinate with LMD to ensure that ground transport, sufficient to meet requirements for Federal SAR resources arriving by air, is in place at reception airport(s).
  - Determine if sufficient material handling equipment capability to meet requirements is in place at reception airport(s) before arrival of Federal SAR resources.
  - Deploy, employ, and maintain shared situational awareness of Federal SAR resources and other mission assigned or mutual aid SAR resources.
  - Activate appropriate Federal SAR resources for deployment to and employment in the affected area.

  - Once activated, depart jurisdiction, arrive at impact area and begin conducting SAR operations within 12-16 hours.
  - Coordinate the mission assignment of other Federal Government SAR resources.
  - Coordinate through the FEMA Transportation Movement and Coordination Group for transportation of personnel and equipment.
  - Obtain and execute strategic objectives for coordination of SAR resources.
  - Issue a mission assignment to USCG for aviation and marine SAR support requirements.
  - Issue a mission assignment requesting that DOD fulfill aviation SAR requirements and provide additional resources as force multipliers to support FEMA US&R resources.
- ESF #13
  - Provide force protection capabilities to deployed SAR resources.

Phase 2b—Deployment

End State: Additional Federal personnel and resources have been deployed to conduct community-based SAR operations, supplementing existing regional and national teams. (Supports MS-MO-1, MS-MO-2)

- Tasks by Phase, by ESF
  - ESF #1
    - Monitor and report status of and damage to the transportation system and infrastructure as a result of the incident.
    - Identify temporary alternative transportation solutions that can be implemented by others when systems or infrastructure are damaged, unavailable, or overwhelmed.
  - ESF #5
    - Activate ESF #9 at the national and regional level to provide coordination and technical assistance.
  - ESF #8
    - Coordinate the hand-off between SAR and medical triage/treatment system.
  - ESF #9
    - Identify reception airports for Federal SAR resources.
    - Coordinate to move the rescued and injured.
    - Coordinate with the local Incident Commander and the assigned IMAT team.
    - Continually evaluate incident objectives and strategic priorities, and determine what additional resources will be required.
    - Coordinate with LMD to ensure that material handling equipment capability is sufficient to meet requirements and is in place at reception airport(s) prior to the arrival of US&R resources.
    - Provide and coordinate resources and personnel to perform operational and tactical SAR services.

- ESF #15
  - Provide incident-related information through the media and other sources in accessible formats and multiple languages to the impacted population, including individuals with disabilities and others with access and functional needs as well households, businesses, and industries directly or indirectly affected by the incident.

Phase 2c—Sustained Response

End State: Final SAR operations have been conducted, utilizing surge capacity, as needed. (Supports MS-MO-4)

- Tasks by Phase, by ESF
  - ESF #9
    - Determine the need to rotate Federal SAR resources and other SAR resources to allow personnel to rest and maintain capability.
    - Integrate additional out-of-state resources provided through EMAC and develop a strategy for augmenting or replacing the current Federal resources employed in the response.
    - Provide reports on the status SAR operations and objectives to maintain a shared situational awareness.
    - Identify areas where objectives have been achieved and reposition or demobilize personnel, when appropriate.

Phase 3a—Short-term Recovery

End State: SAR operations have concluded and remaining activities are transitioned to recovery operations. (Supports MS-MO-4)

- Tasks by Phase, by ESF
  - ESF #9
    - Assist with the transition from SAR operations to search and recovery issues.

Administration and Support

SAR resources will comply with existing procedures for activation, notification, deployment, and deactivation.

The following legal agreement pertains to the Mass SAR Operations core capability:

U.S. National Search and Rescue Committee Interagency Agreement provides for a Federal-level Committee to coordinate civil SAR matters of interagency partner interest within the United States Member agencies include: DHS, DOD, DOT, Department of Commerce, DOI, National Aeronautics and Space Administration, and the FCC.[31]

[31] United States National Search and Rescue Committee Interagency Agreement (2007).

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Appendix 8 to Annex C: On-scene Security and Protection

Purpose

The purpose of this appendix is to describe the delivery of the On-scene Security and Protection core capability.

The On-scene Security and Protection core capability ensures a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for all traditional and atypical response personnel engaged in lifesaving and life-sustaining operations.

The On-scene Security and Protection (OP) CTs are as follows:

- **OP-CT-1.** Establish a safe and secure environment in an affected area.
- **OP-CT-2.** Provide and maintain on-scene security and meet the protection needs of the affected population over a geographically dispersed area while eliminating or mitigating the risk of further damage to persons, property, and the environment.

Situation

To ensure a safe and secure environment for all people and communities located within a designated disaster area, it is necessary to provide and maintain on-scene security to meet the protection needs of the affected population and eliminate or mitigate the risk of further damage to property. On-scene security also provides protection for all traditional and atypical response personnel engaged in lifesaving and life-sustaining operations.

In order to provide effective protection, local, state, tribal, territorial, and insular area law enforcement will require additional capabilities and resources including, but not limited to, force and critical infrastructure protection services, security planning and technical assistance, technological support, and general supplemental law enforcement personnel.

The mission of incident responders must be clear upon the deployment of any Federal support to an affected area under mutual aid agreements, the Stafford Act, the Emergency Federal Law Enforcement Assistance Act, or other proper authorities. Federal law enforcement activities are severely limited without specific statutory authority or authorization by the Chief Executive Officer of the state where the emergency has occurred. In order to enforce state and local laws and ordinances, including making arrests, Federal law enforcement personnel must be acting pursuant to an express authorization under either Federal or state law, and the Federal officers must comply with the Purpose Act, 31 U.S.C. § 1301(a) (2006), which requires that Federal funds be used for a particular object or purpose authorized by a law. Indemnification issues must be resolved prior to any deployment.

When Federal law enforcement support is authorized to act in a declared disaster area pursuant to ESF #13, under the NRF, it is important that agents operate with clear guidance on the use of force, up to and including deadly force. In the absence of direction by the Attorney General to the contrary, Federal law enforcement agents will continue to employ the use of force policy of their originating department or agency.

Insufficient resources can greatly impact the ability of responders to protect people and property. Logistical management is a key to a successful engagement by Federal law enforcement. In addition, shortages in interoperable communications systems would severely limit the ability to communicate and coordinate across all levels of a response initiative. Insufficient equipment (e.g., Global Positioning System navigation) to navigate an environment with destroyed or severely damaged infrastructure is another potential logistical shortfall which would limit the ability of law enforcement personnel to navigate the incident area where security and protection are needed.

Assumptions

General assumptions for the Response FIOP have been identified in the base plan.

Mission

Federal interagency partners will support the jurisdiction in their responsibility to establish a safe and secure environment in the affected area by providing and maintaining the protection needs of the affected population, while eliminating or mitigating the risk of further damage to persons, property, and the environment.

Execution

Concept of Operations

Phase 1

DOJ's Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF) is the ESF #13 Primary Agency, responsible for developing operational and tactical plans, conducting technical security and vulnerability assessments, and coordinating planning, training, and exercises with state ESF #13 Coordinators and other relevant emergency management personnel. To provide surge capacity in the event of an emergency or disaster, DOJ Regional Law Enforcement Coordinators coordinate with local, state, tribal, territorial, and insular area officials to assess capabilities and expected needs in the event of a disaster. State laws will be examined to determine whether and under what circumstances Federal law enforcement may exercise state or local law enforcement authority in the state and any mechanism to grant further authorities to responding Federal agents. Special Agent Regional Law Enforcement Coordinators support local, state, tribal, territorial, and insular area-led efforts to develop just-in-time training to allow civilian volunteers (e.g., retired law enforcement officials, Community Emergency Response Teams) to support law enforcement activities. Just-in-time training may be focused on awareness and support during the response. In addition, the department collects information and analyzes incongruities between local, state, tribal, territorial, and insular area law enforcement guidelines to prepare for potential engagement by Federal law enforcement personnel.

Phase 2

ESF #13 Field Support Teams, led by a Special Agent Regional Law Enforcement Coordinator, conduct an assessment of the impacted area and identify resource needs and requirements. Liaison Officers are deployed to the NRCC, activated RRCCs, and JFOs, and Field Support Teams are deployed to state EOCs to determine public safety and security needs in support of the governor's request pursuant to the Stafford Act. ESF #13 does not assume responsibility for investigative aspects related to an incident.

ATF, working through FEMA, may utilize existing Federal contracts with private sector entities to provide security personnel and secure transportation assets (e.g., rental cars for law enforcement use) based on incident requirements.

The ability of Federal law enforcement personnel to integrate with local, state, tribal, territorial, and insular area components depends on their authority to enforce local, state, tribal, territorial, and insular area laws and ordinances. Any Federal enforcement of local, state, tribal, territorial, and insular area laws and ordinances will require specific statutory authority that expressly provides Federal Law Enforcement Officers (FLEOs) with the ability to enforce such laws, either through direct statutory grants of authority to FLEOs or express deputation statutes. Without such statutory authority, FLEOs do not have the authority to enforce those laws.

Phase 3a

ESF #13 Federal departments and agencies continue to develop and maintain relationships with local, state, tribal, territorial, and insular area law enforcement officials throughout the remainder of response and recovery operations to determine any additional security or law enforcement needs. Federal law enforcement departments and agencies continue to support the local law enforcement agency until it is capable of transitioning to full control.

Coordinating Structure

Many ESFs support the On-scene Security and Protection core capability. The ESFs that perform tasks under this core capability are summarized in Figure C.8-1. Specific tasks conducted by these ESFs are identified in the Tasks by Phase, by ESF section below.

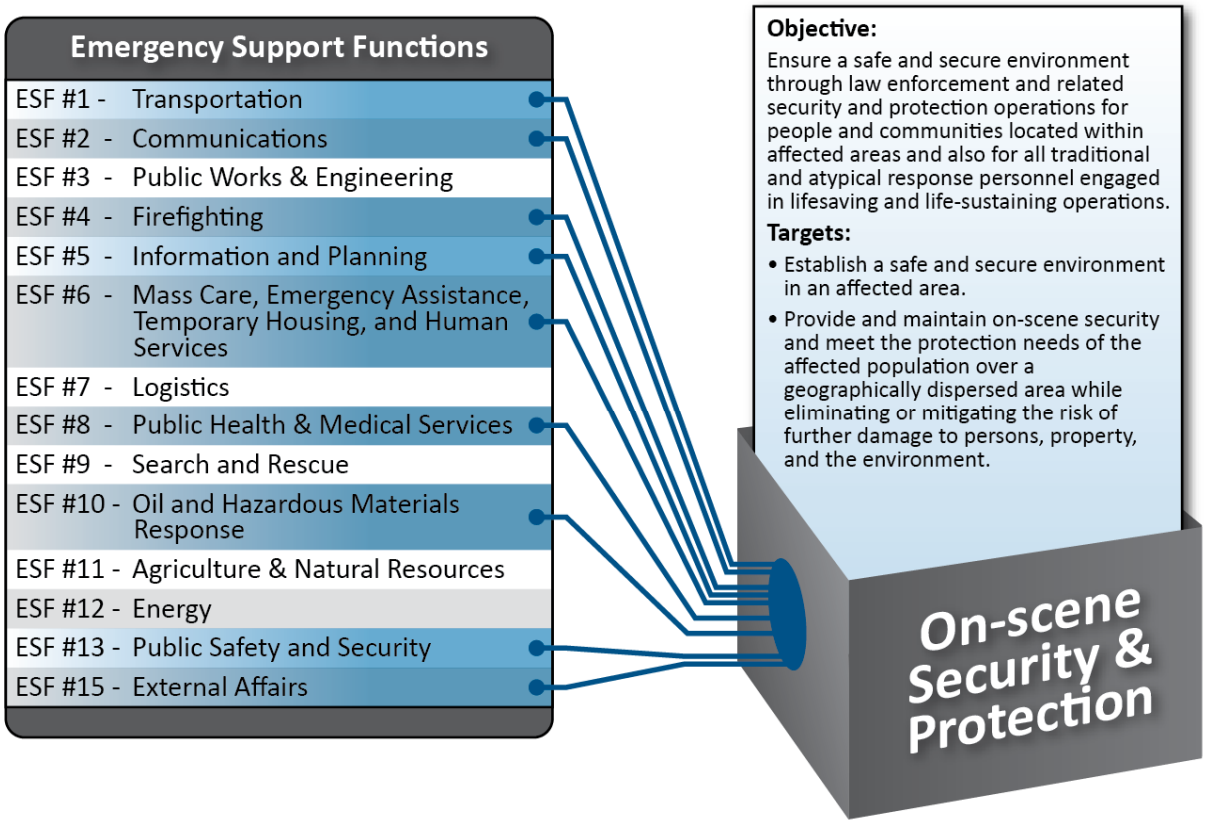

Figure C.8-1: Coordination of ESF Support to On-scene Security and Protection

Local law enforcement responsibility and authority rests with local, state, tribal, territorial, and insular area law enforcement departments and agencies. During disasters or acts of terrorism, when these departments and agencies are overwhelmed and unable to fulfill their public safety and security missions, additional resources should be obtained through mutual aid and assistance agreements such as the EMAC and/or activation of the state National Guard. Once it is determined that these means of support are exhausted, unavailable or inadequate, Federal public safety and security needs can be supported by a request through ESF #13.

ESF #13 provides the primary support to the delivery of this core capability. The Primary Agency responsible for coordination is the DOJ/ATF, with assistance from other DOJ components, including the Drug Enforcement Administration, FBI, Bureau of Prisons, and U.S. Marshals Service, as required. ESF #13 utilizes resources from many of the Federal law enforcement departments and agencies within the United States through the whole of the Federal law enforcement community. These supporting departments and agencies provide technical subject matter expertise, data, equipment, and staff support for operations, as requested by ESF #13.

DOJ coordinates all ESF #13 activities at the national level and across all 10 FEMA regions. ESF #13 liaison personnel are deployed to staff the NRCC, RRCCs, JFO, and/or state EOCs during activations and/or to other EOCs, when required. ATF, in coordination with ESF #13 supporting departments and agencies, coordinates with various operations centers, as necessary.

Private sector/nongovernmental security forces continue to perform their assigned safety and security missions to the best of their ability. All departments and agencies retain authority over their personnel, but operational command may be shifted during the incident to coordinate response.

When necessary, the Attorney General will appoint a Senior Federal Law Enforcement Official to coordinate all Federal law enforcement, public safety, and security operations. The Senior Federal Law Enforcement Official serves as a member of the UCG and is responsible for ensuring that law enforcement requirements and resource allocations are coordinated with other components of the UCG. Under such circumstances, the Senior Federal Law Enforcement Official may rely on ESF #13 Liaison Officers' and Field Support Teams' assessments when planning the Federal law enforcement response, including whether Federal Law Enforcement Coordination Centers are needed. The Senior Federal Law Enforcement Official will identify, for example, whether Federal resources are needed to move prisoners, protect critical infrastructure, or conduct security planning.

ESFs that provide support to the delivery of the On-scene Security and Protection core capability are included in the following section.

On-scene Security and Protection Tasks

Mission Objectives

- OP-MO-1: Coordinate planning and operational analysis, and locate and inventory equipment to deliver on-scene security and protection. (Supports OP-CT-1)
- OP-MO-2: Analyze, prioritize, and allocate Federal law enforcement resources to support local, state, tribal, territorial, and insular area jurisdictions. (Supports OP-CT-2)
- OP-MO-3: Provide law enforcement functions, in support of local, state, tribal, territorial, and insular area jurisdictions, which may fall outside of traditional patrol and investigation duties. (Supports OP-CT-1, OP-CT-2)

Phase 1a—Normal Operations

End State: Equipment and personnel are maintained in a readiness state. Coordinated planning across Federal law enforcement departments and agencies, coupled with procedures for rapid recall and deployment of personnel have been established and exercised. (Supports OP-MO-1)

- Tasks by Phase, by ESF
  - ESF #5
    - Review and update existing plans.
    - Conduct the appropriate technical security and/or vulnerability assessments.
    - Provide expertise and coordination for stakeholder security planning efforts and conducting technical assessments.
    - Develop PSMAs and contracts for providing security personnel and resources.
  - ESF #13
    - Provide mechanisms for vertical and horizontal coordination, communications, and information-sharing on a standardized platform accessible by all partners.
    - Synchronize planning, training and exercises, after-action reviews, and corrective action plans with local, state, tribal, territorial, insular area, and Federal partners.
    - Provide expertise and coordination for stakeholder security planning efforts and conducting technical assessments.
    - Plan, train, exercise, and organize to build, sustain, and improve operational capabilities within the whole community.
    - Conduct the appropriate technical security and/or vulnerability assessments.
    - Conduct a thorough, systematic inventory of resources and update personnel rosters.
    - Develop PSMAs with Federal departments and agencies to expedite the mission assignment process for providing supplemental personnel and resources.
    - Review and update existing response plans and standard operating procedures.
    - Develop operational objectives for coordination of Federal law enforcement resources.
    - Assist state law enforcement and government officials in determining the methodology by which FLEOs may be granted state law enforcement authority during ESF #13 responses if statutory authority exists for such.

Phase 1b—Elevated Threat

End State: Federal law enforcement assets have been inventoried for recall, based upon pre-incident intelligence. (Supports OP-MO-1)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. This includes any pre-deployment and/or staging of resources. There will not be any tasks listed for Phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations

Phase 1c—Credible Threat

End State: Assessment teams have pre-deployed to staging areas, as needed. (Supports OP-MO-2)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, and 2b, as appropriate. This includes any pre-deployment and/or staging of resources. There will not be any tasks listed for Phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations

Phase 2a—Immediate Response

End State: local, state, tribal, territorial, and insular area law enforcement capabilities have been identified, and possible mission assignments are determined based upon operational objectives. (Supports OP-MO-2)

- Tasks by Phase, by ESF
  - ESF #1
    - Contribute to shared situational awareness on the status of airports, including capability for screening operations and airport security, which is reported back to Transportation Security Administration headquarters.
  - ESF #5
    - Coordinate: alerts and notifications; staffing and deployment of DHS and FEMA response teams, as well as response teams from other Federal departments and agencies; incident action planning; operations; logistics management; direction and control; information collection, analysis, and management; facilitation of requests for Federal assistance; resource acquisition and management; Federal worker safety and health; facilities management; financial management; and other support as required.
    - Coordinate the use of remote sensing and reconnaissance operations, activation and deployment of assessment personnel or teams, and geospatial and GIS support needed for incident management.
    - Coordinate the provision of security for field operational structures (e.g. JFO, ISBs) and deployed FEMA assets.
    - Conduct the appropriate technical security and/or vulnerability assessments of field operational structures.
  - ESF #6
    - Address the needs of institutionalized/incarcerated survivors who cannot access mass care services, while ensuring public safety.
  - ESF #13
    - Activate a headquarters-level ESF #13 coordinator for Federal law enforcement operations.
    - Activate and deploy an ESF #13 Field Support Team to the affected area(s). The ESF #13 Field Support Teams liaise with local, state, tribal, territorial, and insular area departments and agencies to determine law enforcement requirements.
    - Coordinate with local, state, tribal, territorial, and insular area jurisdictions to determine if law enforcement shortfalls are anticipated.
    - Determine availability of safety and security resources within all ESF #13 departments and agencies for potential deployments to the affected area.

- Review laws and regulations in potentially affected jurisdictions to determine if explicit authority exists and/or if statutory deputation authority is available, needed, or advised.
- Coordinate with ESF #7 to provide potential requirements for base camp and other resources for ESF #13 deployed personnel.
- Coordinate with ESF #8 to provide additional security in support of medical assets and staff.
- Provide status reports on Federal law enforcement capabilities, deployments, and operations throughout the affected area(s).
- Deploy additional Federal law enforcement assets and personnel when requested and approved.
- Identify law enforcement shortfalls and the need for mission assignment assistance through ESF #13.
- Coordinate with other Federal departments and agencies to identify additional security requirements or unidentified shortfalls.
- Coordinate logistical support to Federal law enforcement resources to support field operations.
  - Give priority to lifesaving missions first, followed by missions that address security and the protection of infrastructure/property.
  - Activate and deploy general and specialized Federal law enforcement resources to support local, state, tribal, territorial, insular area, and Federal law enforcement departments and agencies overwhelmed by disasters or acts of terrorism.

Phase 2b—Deployment

End State: Federal law enforcement resources and capabilities have been prioritized, activated, and deployed in support of local, state, tribal, territorial, and insular area entities. (Supports OP-MO-2, OP-MO-3)

- Tasks by Phase, by ESF
  - ESF #1
    - Initiate deployment of Transportation Security Forward Team (Transportation Security Officers) if required by the Transportation Security Advance Team.
  - ESF #2
    - Coordinate Federal actions to assist industry in stabilizing and re-establishing the public communications infrastructure thereby allowing alerts, which will facilitate the dissemination of instructions relative to the delivery of on-scene security and protection information to the public.
  - ESF #4
    - Provide trained public safety, law enforcement, investigations, and security resources if the appropriate authority is provided.

- ESF #5
  - Activate ESF #5 at the national and regional level to provide coordination and technical assistance.
- ESF #8
  - Provide counseling and basic psychological support, ensure chain of custody of evidence, and fingerprint the remains to identify fatalities.
- ESF #10
  - Secure access to oil/hazardous materials contaminated areas, through EPA/USCG OSCs and local, state, tribal, territorial, and insular area law enforcement officials. EPA's National Criminal Enforcement Response Team may assist ESF #10 in coordinating with law enforcement officials (and also supports ESF #13 as needed when it is activated for additional on-scene security and protection).
- ESF #13
  - Deploy ESF #13 Field Support Teams to coordinate with local, state, tribal, territorial, and insular area partners, assess law enforcement capabilities, and provide situational awareness for determining operations objectives.
  - Coordinate with local, state, tribal, territorial, and insular area jurisdictions to evaluate changes in security requirements within the affected area.
  - Deploy Federal law enforcement resources and capabilities in support of local, state, tribal, territorial, insular area, and Federal authorities.
  - Provide security forces and establish protective measures around the incident site, critical infrastructure, and/or critical facilities.
  - Provide force protection services for the protection of emergency responders and other workers operating in a high-threat environment, and for the operational security of emergency response operations wherever they may occur.
  - Provide specialized security assets such as traffic barriers; CBRNE detection devices; canine units; and law enforcement personal protective gear.
  - Conduct perimeter enforcement in quarantine zones during an animal health emergency.
- ESF #15
  - Coordinate and provide public messaging on movement restrictions and curfews to keep the public informed and provide crowd control.

Phase 2c—Sustained Response

End State: Federal law enforcement support to local, state, tribal, territorial, and insular area law enforcement entities has been provided. Deployed Federal resources have been re-tasked upon completion of mission assignments, as appropriate. (Supports OP-MO-1, OP-MO-2, OP-MO-3)

- Tasks by Phase, by ESF
  - ESF #11
    - Coordinate with ESF #13 to ensure protection/provide security for sensitive records in all formats.

- ESF #13
  - Assess projected local, state, tribal, territorial, and insular area law enforcement shortfalls and operational objectives that have been achieved based on information provided by those departments and agencies.
  - Determine if additional resources are needed or if current resources should be redeployed to other areas or demobilized.
  - Augment resources and capabilities for Federal operations and in support of local, state, tribal, territorial, and insular area authorities.
  - Rotate out Federal law enforcement resources as needed to minimize fatigue and maintain capabilities.
  - In cases in which the Federal Government exercises primary law enforcement and security responsibilities, determine operational strategy for transitioning primary law enforcement and security responsibilities to local, state, tribal, territorial, and insular area law enforcement officers.

Phase 3a—Short-term Recovery

End State: Through continued operational analysis, local, state, tribal, territorial, and insular area law enforcement needs have been reviewed and assessed to determine when Federal law enforcement demobilization is required. (Supports OP-MO-1, OP-MO-2)

- Tasks by Phase, by ESF
  - ESF #13
    - Begin orderly transition to demobilization and transition of law enforcement functions to local, state, tribal, territorial, and insular area authorities.

Administration and Support

All On-scene Security and Protection core capability stakeholders will follow their pre-defined activation, notification, deployment, and deactivation procedures.

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Appendix 9 to Annex C: Synchronization Matrix

Introduction

The overall strategy from the National Preparedness Goal informs and guides each level of the Response FIOP. The preliminary targets in the National Preparedness Goal, which became CTs in the NRF, inform the MOs for each core capability. The MOs are used to establish desired end states for each phase of a core capability's response, as well as the corresponding tasks under each phase.

The synchronization matrix illustrates this relationship by mapping the MOs to the phases that are supported. In doing this, the synchronization matrix visually depicts a high-level view of each core capability's level of effort at each phase of the response effort. The shaded cells identify the phase(s) that each MO corresponds to. Taken overall, the matrix provides a broad view of when and how a core capability engages in the response effort.

Table C.9-1: Core Capability Mission Objectives

Core Capability	Mission Objective	P	H	A	S	E
		1a	2a	2b	2c	3a
Planning (P)	P-MO-1: Utilize an integrated planning process to develop a coordinated operational plan across local, state, tribal, territorial, insular area, and Federal jurisdictions. (Supports P-CT-1)					
	P-MO-2: Based on the operational plan, identify critical objectives across the mission areas and operational phases. (Supports P-CT-1)					
	P-MO-3: Identify required resources to achieve the critical objectives in the most effective and cost-effective manner. (Supports P-CT-1)					
	P-MO-4: Identify, sequence, and scope tasks to achieve measurable objective targets. (Supports P-CT-1)					
Public Information and Warning	PI-MO-1: Coordinate the development and delivery of emergency services and public messaging with affected jurisdictions, including the private sector and NGOs. (Supports PI-CT-1, PI-CT-2)					
	PI-MO-2: Monitor, analyze, and validate incoming information. (Supports PI-CT-2)					

Core Capability	Mission Objective	P	H	A	S	E
		1a	2a	2b	2c	3a
Operational Coordination	OCD-MO-1: Facilitate a planning, training, and exercising process utilizing NIMS to enable responders to work in a coordinated manner to meet the needs of disaster survivors. (Supports OCD-CT-2)					
	OCD-MO-2: Gain and maintain shared situational awareness and understanding through a consistent operational analysis. (Supports OCD-CT-1, OCD-CT-2)					
	OCD-MO-3: Establish and maintain command, control, and coordination utilizing NIMS. (Supports OCD-CT-2)					
	OCD-MO-4: Mobilize and establish Federal assets within the impacted area to support the Federal command and coordination structure. (Supports OCD-CT-1)					
	OCD-MO-5: Facilitate the execution of Response core capabilities across local, state, tribal, territorial, insular area, Federal, private sector, and NGOs. (Supports OCD-CT-1, OCD-CT-2)					
Fatality Management Services	FM-MO-1: Coordinate planning and operational analysis to deliver fatality management support to the affected jurisdictions. (Supports FM-CT-1)					
	FM-MO-2: Procure and employ Federal resources, in coordination with the affected jurisdictions, to support fatality management services, including: body recovery, identification of remains, temporary mortuary solutions, and the provision of counseling services to the bereaved. (Supports FM-CT-1)					

Core Capability	Mission Objective	P	H	A	S	E
		1a	2a	2b	2c	3a
Critical Transportation (TR)	TR-MO-1: Coordinate the planning and operational analysis to deliver critical transportation requirements. (Supports TR-CT-1, TR-CT-2)					
	TR-MO-2: Conduct assessments of the condition and safety of transportation pathways and plan accordingly. (Supports TR-CT-1, TR-CT-2)					
	TR-MO-3 Prioritize the restoration of damaged/unusable pathways, identify alternate pathways, and coordinate rapid repairs to facilitate responder access and provide basic services. (Supports TR-CT-1)					
	TR-MO-4: Assess resource requirements to support the reconstitution of the transportation infrastructure. (Supports TR-CT-2)					
	TR-MO-5: Prioritize, adjudicate, and allocate resources to deliver critical transportation requirements. (Supports TR-CT-2)					
	TR-MO-6: Support the evacuation of disaster survivors. (Supports TR-CT-1, TR-CT-2)					
	TR-MO-7: Provide delivery of vital response personnel, equipment, and services into the impacted area. (Supports TR-CT-1)					
	TR-MO-8: Respond to, coordinate, and prioritize the delivery of resources to disaster survivors and responders in the impacted area. (Supports TR-CT-2)					

Core Capability	Mission Objective	P	H	A	S	E
		1a	2a	2b	2c	3a
Environmental Response/ Health and Safety	EH-MO-1: Determine the appropriate environmental response actions and protective measures for response workers and recommend protective measures to the public. (Supports EH-CT-1)					
	EH-MO-2: Provide technical assistance and identify specific environmental risks and safety and health hazards throughout the duration of the response, develop health and safety plans, activate and deploy required Environmental Response/Health and Safety resources for responder safety. (Supports EH-CT-1)					
	EH-MO-3: Provide incident-specific response worker health and safety and/or other related training. (Supports EH-CT-1)					
	EH-MO-4: Coordinate planning and operational analysis among public, private, and nongovernmental sector services to deliver environmental response/health and safety requirements. (Supports EH-CT-2)					
	EH-MO-5: Analyze, prioritize, and allocate resources to identify and employ Federal resources to support operations for the delivery of Environmental Response/Health and Safety Environmental Response/Health and Safety capabilities. (Supports EH-CT-2)					
	EH-MO-6: Alert, deploy, and stage Federal resources to support the assessment and cleanup of the environment. (Supports EH-CT-2)					
	EH-MO-7: Coordinate the collection and sharing of predictive modeling data, on scene environmental, hazard, and risk assessments, and sampling and monitoring data. (Supports EH-CT-1, EH-CT-2)					
Infrastructure Systems	IS-MO-1: Perform site surveys and assessments to inform resource requests, conduct analysis, and determine the prioritization of infrastructure restoration. (Supports IS-CT-1)					
	IS-MO-2: Coordinate with public and private sector infrastructure owners, operators, and partners to prioritize restoration activities, based on the degradation to essential infrastructure and the resources required to repair infrastructure. (Supports IS-CT-2)					
	IS-MO-3: Conduct planning in coordination with the public and private sectors to support incident objectives for stabilization and repair of essential infrastructure. (Supports IS-CT-2)					

Core Capability	Mission Objective	P	H	A	S	E
		1a	2a	2b	2c	3a
Mass Care	MC-MO-1: Integrate planning and implementation of operational plans among public, private, and nongovernmental sectors to deliver mass care services. (Supports MC-CT-1)					
	MC-MO-2: Coordinate, alert, and deploy Federal mass care resources to support the staffing and equipping of emergency shelters and other temporary housing options (including accessible housing) for the affected population. (Supports MC-CT-2)					
	MC-MO-3: Coordinate with public, private, and nongovernmental partners to gain and maintain shared situational awareness and identify resource and personnel requirements. (Supports MC-CT-1)					
	MC-MO-4: Analyze, prioritize, and allocate Federal resources to support mass care operations. (Supports MC-CT-1)					
	MC-MO-5: Coordinate the provision of reunification services to reunite family members and caregivers with those missing as a result of the incident. (Supports MC-CT-3)					
	MC-MO-6: Identify non-congregate housing alternatives and facilitate transition from congregate facilities, including the provision of relocation assistance or interim housing solutions for families unable to return to their pre-disaster homes. (Supports MC-CT-2, MC-CT-3)					
Mass Search and Rescue	MS-MO-1: Coordinate operational efforts with local, regional, national, and international SAR teams. (Supports MS-CT-3)					
	MS-MO-2: Inventory existing personnel and conduct just-in-time training to provide a surge capacity for SAR operations. (Supports MS-CT-1)					
	MS-MO-3: Identify, activate, and deploy Federal personnel and resources needed to support SAR operations. (Supports MS-CT-1, MS-CT-2)					
	MS-MO-4: Conduct community-based SAR operations, in close coordination with the affected jurisdictions, and in synchronization with personnel from local, regional, national, and international SAR teams. (Supports MS-CT-1, MS-CT-2, MS-CT-3)					

Core Capability	Mission Objective	P	H	A	S	E
		1a	2a	2b	2c	3a
On-scene Security and Protection	OP-MO-1: Coordinate planning and operational analysis, and locate and inventory equipment to deliver on-scene security and protection. (Supports OP-CT-1)					
	OP-MO-2: Analyze, prioritize, and allocate Federal law enforcement resources to support local, state, tribal, territorial, and insular area jurisdictions. (Supports OP-CT-2)					
	OP-MO-3: Provide law enforcement functions, in support of local, state, tribal, territorial, and insular area jurisdictions, which may fall outside of traditional patrol and investigation duties. (Supports OP-CT-1, OP-CT-2)					
Operational Communications (OC)	OC-MO-1: Coordinate operational communications planning among whole community partners. (Supports OC-CT-1)					
	OC-MO-2: Gain and maintain a shared situational awareness and understanding of the operating environment as it pertains to the communications infrastructure. (Supports OC-CT-1)					
	OC-MO-3: Identify, alert, deploy, and adjudicate Federal communications resources to support responders at all levels and the affected population. (Supports OC-CT-1, OC-CT-2)					
	OC-MO-4: Integrate Federal response equipment with jurisdictional communications systems to facilitate interoperable communications between responders at all levels and the affected population. (Supports OC-CT-1)					
	OC-MO-5: Reestablish sufficient communications within the affected area. (Supports OC-CT-2)					

Core Capability	Mission Objective	P	H	A	S	E
		1a	2a	2b	2c	3a
Public and Private Services and Resources (PS) (Operational Support)	PS-MO-1: Coordinate planning and operational analysis among governmental, nongovernmental, and private sector services and other mission areas. (Supports PS-CT-2)					
	PS-MO-2: Analyze, prioritize, adjudicate, allocate, and mobilize public and private resources to support local, state, tribal, territorial, and insular area jurisdictions, and the transition to long-term recovery. (Supports PS-CT-1)					
	PS-MO-3: Coordinate and implement international assistance resources and capabilities. (Supports PS-CT-1)					
Public Health and Medical	HM-MO-1: Coordinate planning and operational analysis among governmental, nongovernmental, and private sector services and other mission areas to prepare for the delivery of medical care and countermeasures. (Supports HM-CT-1)					
	HM-MO-2: Analyze, prioritize, adjudicate, allocate, and deliver public health, behavioral health, and medical resources to support local, state, tribal, territorial, and insular area jurisdictions. (Supports HM-CT-1)					
	HM-MO-3: Coordinate with the affected jurisdiction(s) to provide medical care and countermeasures. (Supports HM-CT-1, HM-CT-2)					
	HM-MO-4: Reduce medical surge support and return resources to pre-incident levels. (Supports HM-CT-3)					

Core Capability	Mission Objective	P	H	A	S	E
		1a	2a	2b	2c	3a
Situational Assessment (SA)	SA-MO-1: Coordinate existing planning and operational analysis processes across public, private, and nongovernmental sectors to facilitate the timely analysis of situational information. (Supports SA-CT-1)					
	SA-MO-2: Collect, distill, and analyze incoming information from all available sources within and outside of the affected area. (Supports SA-CT-1, SA-CT-2)					
	SA-MO-3: Develop, validate, and make available decision-relevant information to facilitate situational understanding across public, private, and nongovernmental sectors. (Supports SA-CT-1, SA-CT-2)					
	SA-MO-4: Enhance preliminary situational assessments with more comprehensive information collection, validation, and analysis processes to inform decisionmaking. (Supports SA-CT-2)					

Annex D: Public and Private Services and Resources (Operational Support)

Purpose

The purpose of this annex is to describe support to response operations through the delivery of the Public and Private Services and Resources core capability.

The Public and Private Services and Resources core capability provides essential services and resources to the affected population and surrounding communities, to include emergency power to critical facilities, fuel support for emergency responders, and access to community staples (e.g., grocery stores, pharmacies, banks) and fire and other first response services.

The Public and Private Services and Resources (PS) critical tasks (CTs) are as follows:

- **PS-CT-1.** Mobilize and deliver governmental, nongovernmental, and private sector resources within and outside of the affected area to save lives, sustain lives, meet basic human needs, stabilize the incident, and transition to recovery, to include moving and delivering resources and services to meet the needs of disaster survivors.
- **PS-CT-2.** Enhance public and private resource and services support for an affected area.

Public and Private Services and Resources provides the logistical, or operational support, to achieve the response priorities established by leadership in the Operational Coordination core capability by identifying, prioritizing, and coordinating how lifesaving resources are coordinated to prepare for or meet response resource requirements across the whole community. The Critical Transportation core capability is integrated into this annex as an appendix to facilitate the alignment of transportation objectives and capabilities with the prioritization of the delivery of resources into the affected areas to stabilize the incident and transition to recovery operations.

Situation

When a disaster occurs, public and private services and resources are needed to effectively deliver the core capabilities. Disaster responders will require field support, and their response operations across all core capabilities are dependent upon the availability, accessibility, and distribution of public and private resources. Response operations are stabilized when resources to support operations are available within 72 hours of onset of the incident.

Assumption

General assumptions for the Response Federal Interagency Operational Plan (FIOP) have been identified in the base plan.

Mission

Federal interagency partners will mobilize and deliver governmental, nongovernmental, and private sector resources within and outside of the affected area to save and sustain lives, and facilitate a seamless transition to recovery.

Execution

Concept of Support

During a Stafford Act response, or when requested through Federal-to-Federal support, the Federal Emergency Management Agency (FEMA) is responsible for the coordination of required operational support. Emergency Support Function (ESF) #7 implements an effective interagency end-to-end supply chain system, known as the National Logistics System (NLS), for an all-hazards response. The NLS maintains management services and resources support capability with the flexibility, adaptability, and agility to implement and sustain a dynamic operational tempo consisting of other Federal departments and agencies, nongovernmental organizations (NGOs), National Voluntary Organizations Active in Disasters (VOAD), and private sector partners.

Supply chain management focuses on integrating the end-to-end supply chain processes, beginning with planning of customer-driven requirements for resources and services and ending with delivery to customers. Figure D-1 depicts the overlay between the general response phases of incident support and a basic six-step supply chain approach.

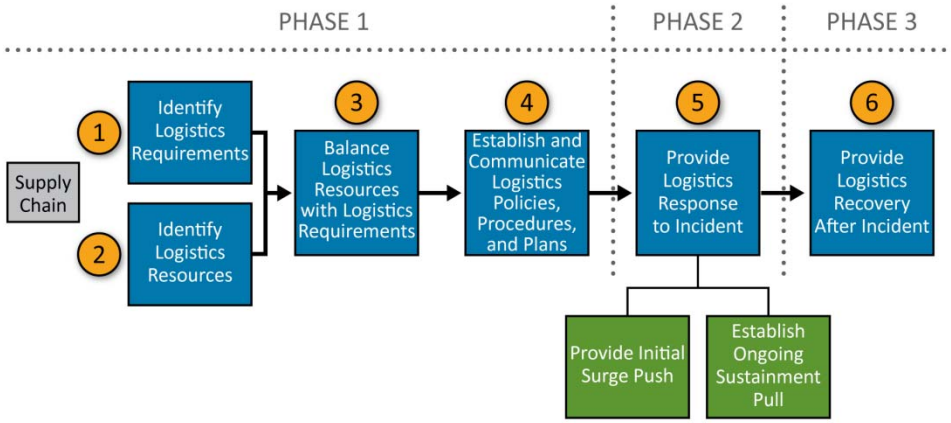

Figure D-1: Supply Chain Approach

Phase 1

Federal watch/operations centers maintain steady state operations. FEMA, the General Services Administration (GSA), the Department of Health and Human Services (HHS), the Department of Defense (DOD), and other Federal departments and agencies participate in planning working groups to identify and validate resource capabilities and requirements, test planning effectiveness, perform enhancements, as required, and leverage resources to remediate shortfalls. Commercial contracts and NGO agreements are established to augment the capabilities of the Federal Government. The supply chain approach also illustrates steps for balancing logistics resources with requirements and establishing and communicating logistics policies, plans, and procedures.

FEMA distribution centers (DCs), as displayed in Figure D-2, are used to store resources including pre-configured initial response resources.

Incident Support Bases (ISBs) are identified, in coordination with the FEMA Headquarters, regions, and the Incident Management Assistance Team (IMAT), during planning activities to expedite the response and for the purposes of pre-positioning resources. ISBs are a designated Federal site where uncommitted resources are temporarily received, pre-staged, and maintained until a requirement has been identified through the Unified Coordination Group (UCG). For notice incidents, ISBs may be

stood up during this phase. Pre-staged resources at an ISB expedite the immediate delivery of resources once they are requested, and the ISBs typically store the following resources: water, emergency meals, cots, blankets, tarps, plastic sheeting, generators, and other resources, as required.

Figure D-2: FEMA Distribution Centers

Phase 2

FEMA Headquarters and regions deploy logistics teams to disaster locations to establish FEMA's initial on-site resource response capability at either ISBs or staging areas. The teams provide both personnel and resources necessary to establish field activities. The Regional Response Coordination Center (RRCC)/Initial Operating Facilities (IOFs) may establish a staging area for pre-staged requested resources or assume initial operations of the ISB. For no-notice incidents, an ISB is coordinated with the Region/IMAT/Joint Field Office (JFO) or is stood up at the direction of the FEMA Administrator. In either a catastrophic or multi-state incident, or when deemed appropriate by the FEMA Administrator, the ISB may remain an enduring site to support either the staging areas, points of distribution (PODs), or community distribution points (CDPs) throughout response operations.

The deployment and delivery of resources is executed using a push-pull strategy. FEMA will either push pre-staged uncommitted resources from provider locations to ISBs or push pre-staged, pre-planned committed resources to pre-designated staging areas based on an analysis of the situation and projected resource needs. Once staging areas or ISBs are established and the JFOs are functional, distribution management may revert to a pull strategy for resource sustainment that coordinates the regional request for commodities prior to sending resources. The Resources Support Section (RSS) in the National Response Coordination Center (NRCC) and the Region will jointly determine when to change from the push to the pull approach.

ISBs are located as close to an impacted area as the incident will allow. ISBs may receive resources from various FEMA DCs, commercial vendors, other Federal departments and agencies, NGOs, and even other ISBs. ISBs establish a two-day supply for resource requirements. Resource requirements are established at the RRCC or the UCG in coordination with local, state, tribal, territorial, and/or insular area counterparts based on projections or reports of the impacted percentage of the population and the capacity to distribute to the public.

If a region or JFO has a requirement for ISB commodities, one of two things can occur:

- If an ISB serves a single region or JFO and a validated state requirement has been received, commodities are identified and dedicated to fill that requirement. The region, UCG, Logistics Section Chief, or Ordering Unit Leader can request disaster commodities and support directly from the servicing ISB. This is considered single point ordering.
- If an ISB services multiple regions or JFOs, and state requirements have been received, standard commodity requisition procedure applies. If there are competing requests for scarce commodities, adjudication will be made by FEMA Headquarters.

Initial Response Packages are comprised of the following commodities, which includes commonly used shelter items:

- Meals
- Water
- Cots
- Blankets
- Infant and toddler kit
- Durable medical equipment kit
- Consumable medical supplies kit
- Generators
- Mobile Communications Office Vehicle from FEMA's Disaster Emergency Communications (DEC) Division.

The team and resource cache is found in Tab 1 to Appendix 1 of this annex.

The Federal Government encourages cooperative relations between private sector organizations and local, state, tribal, territorial, and insular area authorities regarding response activities. The Federal Government encourages extensive two-way and multidirectional sharing between the public and private sectors for operational information and shared situational awareness relative to potential or actual incidents. The Federal Government may direct private sector response resources where pertinent contractual relationships exist and also retains its full authorities to oversee and control, as appropriate, infrastructure involved in an incident.

Federal departments and agencies prepare, coordinate, adjudicate, and deploy national-level resources in support of local, state, tribal, territorial, and insular areas government efforts to save and sustain lives, protect property, and mitigate environmental impacts in response to a catastrophic incident.

The following considerations will be used when providing resources for survivor requirements when appropriate:

- Determine which specific national-level and Public and Private Services and Resources capabilities are currently available
- Determine which national-level resources will be maintained in reserve for deployment to future incidents

- Identify the considerations for deployment of specific national-level and Public and Private Services and Resources capabilities based on FEMA Region(s) and by state(s) survivor requirements
- Calculate requirements based upon the impacted survivor population
- Evaluate the local, state, tribal, territorial, regional, and insular area capabilities (inclusive of the public/private sector) that are affected or degraded
- Allocate available national-level and public and private services and resources capabilities to each impacted region based on percentage of total impacts
- Allocate available national-level and public and private services and resources capabilities to each impacted region based upon adjudication of limited resources.

Table D-1 highlights the major factors that ESFs should consider for coordinating the allocation of Federal national-level resources.

Table D-1: Major Considerations for Allocation of Federal National-level Resources

ESF	Major Considerations
All ESFs	▪ Number of states affected. ▪ Population impacted.
ESF #1—Transportation	▪ Major highways/bridges/airports/ports damaged/closed to traffic. ▪ Estimated time to repair/restore transportation critical infrastructure. ▪ Ability of the private sector to respond to damaged transportation infrastructure.
ESF #2—Communications	▪ Location of IOFs and JFOs. ▪ Location of IMAT. ▪ Location of deployed teams. ▪ Status of local, state, tribal, territorial, and insular area government communications critical infrastructure. ▪ Extent of damages to private sector communications critical infrastructure.
ESF #3—Public Works and Engineering	▪ Major transportation routes with non-functioning equipment. ▪ Major transportation routes blocked by debris. ▪ Status of water/wastewater infrastructure. ▪ Status of power grid/critical facilities and estimated time until restored. ▪ Status of navigation infrastructure. ▪ Number of buildings damaged, flooded, or destroyed. ▪ Number of dams/levees damaged or destroyed. ▪ Estimated number of collapsed buildings by type.

ESF	Major Considerations
ESF #4—Firefighting	▪ Number of local fire stations without power, damaged, flooded, or destroyed. ▪ Number of structural and wildland fires. ▪ Number of buildings damaged, flooded, or destroyed. ▪ Locations of area-wide quantities of combustible debris, including building debris and fallen trees.
ESF #5—Information and Planning	▪ Location of Federal Coordinating Officer (FCO), IOFs, and JFOs. ▪ Environmental response, health and safety, and occupational safety concerns.
ESF #6—Mass Care, Emergency Assistance, Temporary Housing, and Human Services	▪ Shelter-seeking population and their household pets/service animals. ▪ Population requiring some level of support or assistance for access and functional needs. ▪ Number of buildings damaged, flooded, destroyed, or without power. ▪ Number of water/wastewater facilities damaged, destroyed, or without power. ▪ Number of customers without power.
ESF #7—Logistics	▪ Shelter-seeking population and their household pets/service animals. ▪ Number of responders requiring shelter support. ▪ Population requiring some level of support. ▪ Number of customers without power. ▪ Number of water/wastewater facilities damaged, destroyed, or without power. ▪ Critical infrastructure requirements.
ESF #8—Public Health and Medical Services	▪ Number of critically injured that need medical care. ▪ Number of injured that need medical care. ▪ Number of fatalities. ▪ Number of healthcare facilities impacted or damaged. ▪ Number of patients who require medical evacuation. ▪ Number of survivors who require medical oxygen or medical oxygen generation capabilities. ▪ Number of potentially exposed individuals who may require prophylaxis.
ESF #9—Search and Rescue	▪ Number of and type of buildings damaged, destroyed, or without power.

ESF	Major Considerations
ESF #10—Oil and Hazardous Materials Response	▪ Number of hazardous materials leaks, spills, or releases or threatened releases from facilities, vessels, pipelines, and other sources. ▪ Extent of hazardous materials facilities damaged, destroyed, or without power. ▪ Nature and extent of actual or potential environmental contamination and its impacts.
ESF #11—Agriculture and Natural Resources	▪ Impact to agriculture and natural resources. ▪ Availability of nutritional resources. ▪ Status to provide food to survivors.
ESF #12—Energy	▪ Number of petroleum/natural gas pipelines damaged/destroyed. ▪ Status of energy needs to meet public and private sector requirements. ▪ Number of customers without power. ▪ Status of release of fuel from fuel reserves to meet survivor requirements (e.g., for cars, home heating). ▪ Outages in impacted area/utility service territory and estimated time until restored. ▪ Status of petroleum/natural gas system. ▪ Status of ports/platforms. ▪ Crude oil, refined products, and natural gas production/shutdown status. ▪ Energy import/export impacts. ▪ Energy shortages outside impacted region.
ESF #13—Public Safety and Security	▪ Number of facilities/areas/roadways requiring security. ▪ Transport and ISBs/staging areas security. ▪ Major highways/bridges/airports/ports damaged/closed to traffic. ▪ Estimated time to repair/restore transportation critical infrastructure. ▪ Status of local, state, tribal, territorial, and insular area law enforcement critical infrastructure. ▪ Number of injured/fatalities.
ESF #15—External Affairs	▪ Location of FCOs, IOFs, and JFOs. ▪ Number of buildings damaged/destroyed or without power, people injured, and numbers of fatalities. ▪ Shelter, POD, CDP locations. ▪ Status of public communications systems (e.g., television, radio, Internet).

The Federal Government supports measures that ensure site accessibility for essential service providers responding to disasters or emergencies, including telecommunications services, electrical

power, natural gas, water and sewer services, or any other essential service, as determined by the President.

Phase 3a

When response operations are complete, commodities are returned or disposed of in accordance with disposition instructions from FEMA Logistics.

FEMA Logistics Management Directorate (LMD) acts as the clearing house for resource returns, regardless of whether the resource is residual or defective, or equipment which requires refurbishment. The FEMA regions request disposition instructions for residual or defective items before returning them through FEMA's inventory management system or initiating disposal or donation. FEMA/LMD may authorize a disposal initiated by the region or that the direct uncommitted residual ISB/staging area items be returned to a distribution center.

During recovery operations, the Federal Government's role in supply chain management for response operations will transition to a responsibility picked up by local, state, tribal, territorial, and insular area jurisdictions. Operational support progresses in the capacity of providing temporary housing as the hand-off to recovery. Coordination for continuing support operations will transition from the ESF to the Recovery Support Functions (RSFs).

Coordinating Structures

Many ESFs support the Public and Private Services and Resources core capability. The ESFs that perform tasks under this core capability are summarized in Figure D-3. Specific tasks conducted by these ESFs are identified in the Tasks by Phase, by ESF section below.

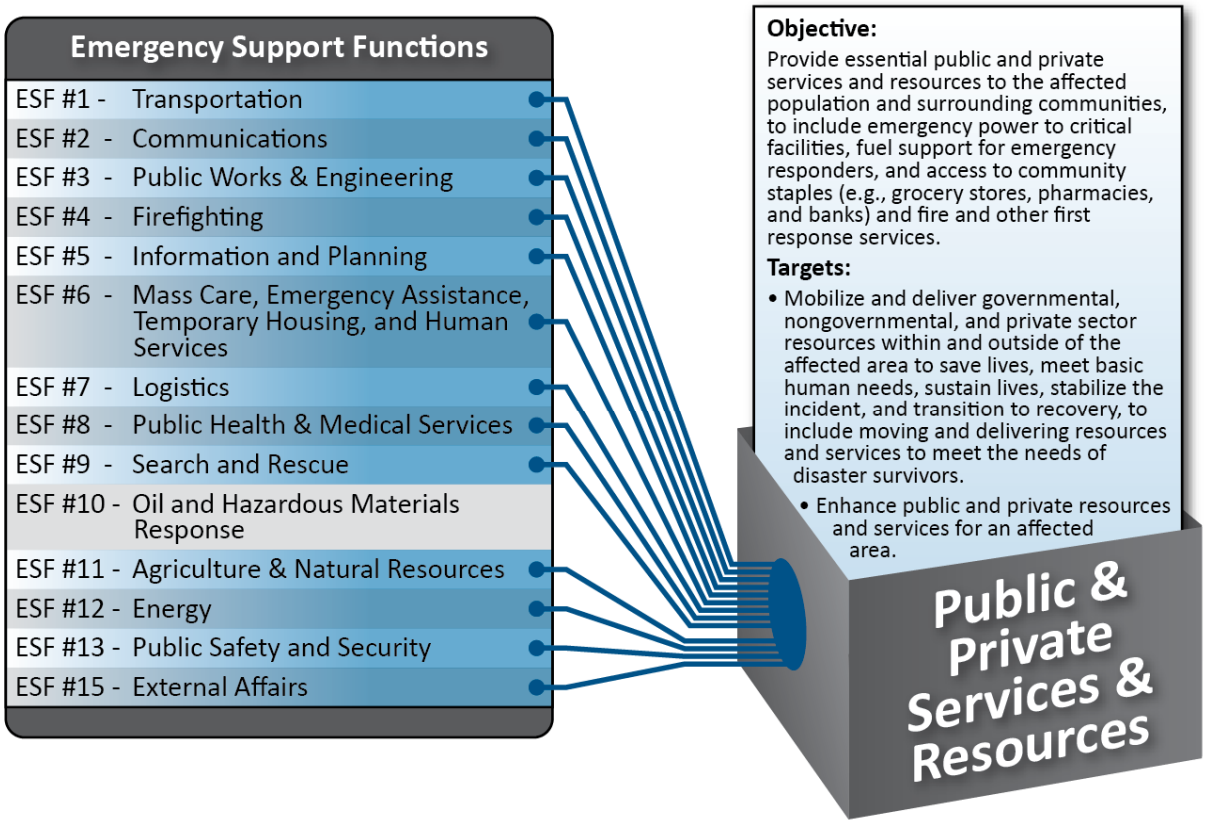

Figure D-3: Coordination of ESF Support to Public and Private Services and Resources

National Level

The FEMA Assistant Administrator for Logistics, or a designated representative, serves as the "Single Integrator" or National Logistics Coordinator (NLC). The NLC leverages all partners of the Logistics whole community, including NGOs, faith-based organizations, and the National VOAD, into a single synchronized effort during response and short-term recovery. The NLC and ESF #7 accomplish this through the NLS by anticipating, prioritizing, and executing timely and effective readiness, preparedness, response, and short-term recovery actions following an incident. The NLC activates the NLS to fulfill time-phased requirements by the required delivery dates.

The Resource Management Group (RMG) is an operational, interagency body that is assembled upon activation as part of the National Response Coordination Staff when existing resource support mechanisms need augmentation. All or specially designated NLS partners may be invited to meetings, and they may be called upon to provide resource status, readiness, and availability updates for implementation actions (e.g., transport).

The RMG utilizes disaster requirements to recommend an appropriate sourcing plan for the requested commodities. The RMG considers all available factors affecting the sourcing recommendation, such as location, quantity, and cost, in identifying the best resources from which to source the requirement. The RMG provides initial and sustainment resources to meet the requirements of the impacted region(s) using the ESF #7 Supply Chain Resource Concept sourcing capability.

The U.S. Northern Command and U.S. Pacific Command coordinate—and the Secretary of Defense approves—Defense Support of Civil Authorities support. The Defense Logistics Agency (DLA) is an active partner of FEMA that may provide emergency meals and fuel to first responders per an

existing interagency agreement (IAA). FEMA may request support of the DOD to assist in the augmentation of logistics support sites or operational capabilities.

FEMA coordinates Federal response and recovery operations in close coordination with local, state, tribal, territorial, and insular area governments, NGOs, Sector-Specific Agencies, and the private sector. National VOAD will provide guidance in the management of unaffiliated volunteers and unsolicited donated goods, along with other donations management issues, as outlined within the support annexes of the National Response Framework (NRF). During disaster activation, the Department of Homeland Security (DHS) Private Sector Office coordinates with the National Operations Center (NOC) to provide private sector information for situational awareness briefings presented to the Secretary of Homeland Security. The National Business Emergency Operations Center (EOC) integrates into NRCC operations to coordinate with the private sector to identify resource needs and potential private sector donations to fulfill these needs.

The National Infrastructure Coordinating Center (NICC) currently works with 16 critical infrastructure sectors and serves as the coordinating mechanism for critical infrastructure and the private sector. Other coordinating structures include the National Business EOC, Small Business Administration, and the Chambers of Commerce.

Immediately following an incident, actions are initiated to facilitate coordination with relevant private sector entities. Private sector businesses and organizations report threats and incidents to the NOC using existing jurisdictional incident reporting channels. The NOC will evaluate this information and will then make an initial determination to initiate the coordination of Federal response activities.

The DHS Private Sector Office representatives act as a liaison to communicate at a strategic level with private sector and DHS leadership to facilitate communication and maintain awareness of public sector issues and needs as a complement to awareness being achieved by the NRCC and the NICC. The NRCC receives information through the existing partnership with ESFs and uses this information, as applicable, to inform the private industry on response and recovery efforts as it relates to impacted areas. Together, these entities also coordinate directly with the private sector, internal DHS partners, and other Federal departments or agencies to assess the economic impact of an incident.

The DHS Office of Public Affairs works in conjunction with the NOC to provide timely public information to the private sector during national-level incidents that require a coordinated Federal response. The ESFs implement established protocols for coordination with private sector counterparts at the national and regional levels. To facilitate private sector coordination, DHS assigns representatives to various regional and national-level response coordination centers.

DHS coordinates with local, state, tribal, territorial, and insular area officials to utilize non-traditional resources (e.g., U.S. Postal Service, community groups) to distribute messaging and resources to non-congregate and rural survivors, as required. Requested services or resources may be provided by the Federal Government or coordinated by the RSS-RMG using atypical solutions to meet requested requirements.

ESF #7 implementing partners coordinate the transportation of resources to ISBs/staging areas and PODs.

FEMA/Logistics Transportation, in coordination with ESF #1, requests permits (e.g., weight, movement times) for the transportation of resources into the impacted areas. ESF #1 and the Department of Transportation (DOT) are not responsible for the movement of goods, equipment, animals, or people, but they do help identify alternative transportation solutions that can be

implemented when traditional infrastructure is unavailable. ESF #7 and other interagency partners identify the need for security support to protect and secure resources during movement, storage, and distribution and coordinates with ESF #13 for needed support.

The FEMA Transportation and Management Coordination Group (TMCG) will coordinate the transportation requirements processes and execute movement of resources from storage facilities, partners, and vendors to ISBs, staging areas, and as required to PODs/CDP, shelters, and survivors. Services provided include multi-modal transportation, fuel ordering, and various fleet maintenance and tracking management tools. Transportation management also includes providing services in response to requests from other Federal organizations.

To meet required delivery dates, the TMCG will rely on the GSA Tenders Program as the primary source of acquiring transportation during all disaster phases. Maintaining flexibility and responsiveness may require the TMCG to reach out to other Federal partners for additional support through the mission assignment process or acquire transportation support via FEMA acquisition channels. The TMCG's strategy is to source the mode of transportation, pickup at an intermediate site, then deliver by the required delivery date.

FEMA Private Sector Division, within EA, facilitates the improvement of information sharing and coordination between FEMA and the private sector during disaster response efforts. FEMA Private Sector Division cultivates public-private collaboration and networking in support of the various roles the private sector plays in emergency management, including impacted organization, response resource, partner in preparedness, and component of the economy. The FEMA Private Sector Division also fosters internal collaboration and communication among FEMA programs that have an interest in private sector engagement during response activities.

The NLC will determine whether the requested services or resources will be provided by the Federal Government or coordinated by the RSS-RMG. Items that are readily available from outside organizations, in the timeframe and quantity required, will be considered prime candidates for outsourcing. Figure D-4 demonstrates the supply chain concept for sourcing of requirements. The source of supply could be other Federal agencies, NGOs, or the private sector. FEMA/LMD reallocates resources among DCs based on stockage and requirements.

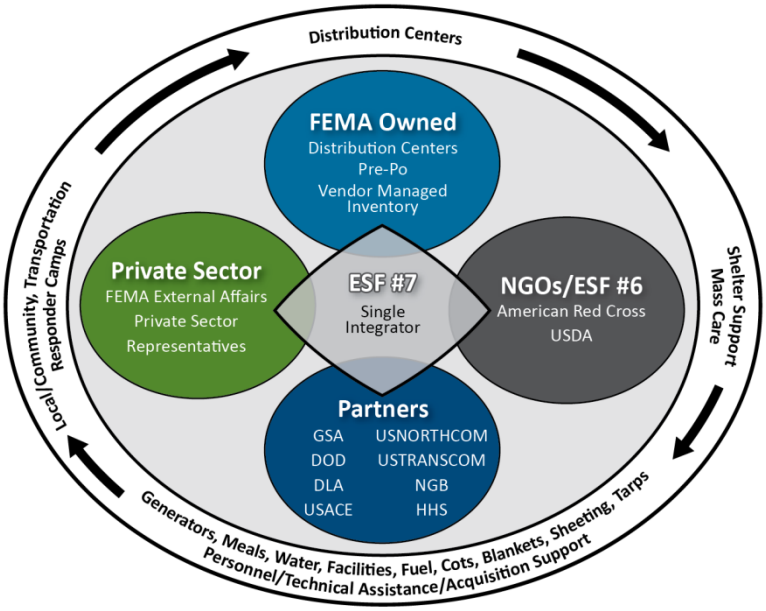

Figure D-4: ESF #7 Logistics Management and Public and Private Services and Resources Supply Chain Sourcing Concept

FEMA, GSA, DLA, the U.S. Department of Agriculture (USDA), and the U.S. Army Corp of Engineers (USACE) will be responsible for sourcing essential resources. FEMA will employ both strategic sourcing for supplies and services procured nationally to economies of scale. Local Business Transition Teams will provide economic stability to the affected region or local area and achieve shorter delivery times. For commodities that FEMA determines will not be sourced nationally, FEMA field activities will be authorized to procure locally while implementing Local Business Transition Teams.

Regional Level

FEMA regions are integrated decision makers for all logistics functions prior to, during, and following an incident. Regional personnel staff JFOs and ISBs/staging areas and identify, develop, and coordinate distribution of regional resource requirements and capabilities with local, state, tribal, territorial, and insular area responders.

The RRCC or the UCG establishes resource requirements in coordination with local, state, tribal, territorial, and insular area counterparts based on steady state planning and projected reports of the impacted percentage of population and the capacity to distribute commodities.

Resource and service requests will be processed through the RSS in the NRCC using the following information as guidelines:

- Number of survivors
- Resource, service, type of support required
- Number of days of support required
- Required delivery date or date support is required (start date)
- Location (staging area)
- Special requirements/concerns/instructions

- Coordination required with point of contact information.

Local, State, Tribal, Territorial, and Insular Areas

Local, state, tribal, territorial, and insular area areas affected are responsible for initial disaster response. The individual entities are responsible for operating PODs or CDPs for the distribution of disaster supplies to survivors. They also provide some integrated staffing to JFOs. When resources are exhausted at the local, state, tribal, territorial, or insular area levels, Federal Government requests for services and resources may be made.

The lead FEMA element for coordinating local, state, tribal, territorial, and insular area requirements will be within the operations section of the UCG.

Incident Level

National teams will staff the ISB. If an ISB becomes a staging area, the RRCC, IMAT, or UCG may request the National ISB remain in place or regional teams can take over. Each team is staffed, trained, and ready to deploy. The DLA is a reserve capability if FEMA's capability is overwhelmed. FEMA may request support of the DOD to assist in ISB logistics support operations.

International Level

The Department of State, U.S. Agency for International Development (USAID)/Office of Foreign Disaster Assistance (OFDA), and FEMA utilize the International Assistance System to identify and manage incoming international donations and volunteers as outlined in the support annexes of the NRF.

ESFs that provide support to the delivery of Public and Private Services and Resources core capability are included in the following section.

Public and Private Services and Resources (Operational Support) Tasks

Mission Objectives (MO)

- PS-MO-1: Coordinate planning and operational analysis among governmental, nongovernmental, and private sector services and other mission areas. (Supports PS-CT-2)
- PS-MO-2: Analyze, prioritize, adjudicate, allocate, and mobilize public and private resources to support local, state, tribal, territorial, and insular area jurisdictions and the transition to long-term recovery. (Supports PS-CT-1)
- PS-MO-3: Coordinate and implement international assistance resources and capabilities. (Supports PS-CT-1)

Phase 1a—Normal Operations

End State: Plans, checklists, IAAs, and contracts have been reviewed and revised as necessary; private sector partners have been integrated into teleconferences and planning meetings. (Supports PS-MO-1)

- Tasks by Phase, by ESF
  - All
    - Coordinate between Federal departments and agencies to strengthen relationships and identify and mitigate service and resource shortfalls.

  - Develop and review pre-scripted mission assignments (PSMAs), memoranda of understanding (MOUs), and IAAs.
- ESF #2
  - Identify potential local, state, tribal, territorial, insular area, and Federal emergency communications requirements.
- ESF #3
  - Establish advance contracts for the provision of private/public services support.
- ESF #5
  - Plan and identify the linkages required between the NRCC and the RRCC with the private sector-operated EOC or state EOCs.
  - Conduct detailed resource analysis with local, state, tribal, territorial, and insular area partners to ascertain expected Federal support resources.
  - Set plans and checklists according to the FEMA Administrator's priorities and review internally and with partners.
- ESF #7
  - Review all associated plans and coordinate with regions and partners.
  - Coordinate with the regions to maintain or conduct detailed requirements analysis with local, state, tribal, territorial, and insular area partners to ascertain expected Federal support services and resources to mitigate limiting factors or shortfalls.
  - Review the readiness and deployment posture of personnel, services, resources, contracts, and logistics support systems.
  - Review PSMAs, license and use agreements, IAAs, and contracts.
  - Coordinate and plan to mobilize and deliver governmental, nongovernmental, and private sector resources within and outside of the affected area.
  - Review and prepare additional pre-disaster agreements and contracts to ensure the greatest capability/flexibility to provide sufficient resources to survivors and responders during an incident.
  - Identify inventory of equipment and resources needed to support response.
  - Maintain backup generators.
  - Order, maintain, and verify inventory levels of personal protective equipment (PPE) and other fatality management mission essential materials and supplies for response, recovery, and mitigation efforts.
  - Prepare advanced readiness contracting.
  - Conduct Public and Private Services and Resources core capability working group meetings to coordinate requirements, implement after action report (AAR) lessons learned and best practices, and coordinate disability-related assistance/functional needs support services, durable medical equipment, and consumable medical supplies.
  - Coordinate with regions to validate the locations of regional staging areas, state staging areas, and PODs, including trigger points.

- ESF #15
  - Prepare to activate the Private Sector Incident Communications Conference Line (PICCL).

Phase 1b—Elevated Threat

End State: Select resources have been pre-positioned, and updates on commodities, facility status, personnel, and other FEMA and partner assets have been provided to deliver shared situational awareness. (Supports PS-MO-1)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in phases 1a, 2a, 2b, or 3a, as appropriate. This includes any pre-deployment and/or staging of resources. There will not be any tasks listed for phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations.

Phase 1c—Credible Threat

End State: Assets have been positioned, as appropriate, through coordination with local, state, tribal, territorial, and insular area jurisdictions; the private sector; and other stakeholders. Situational awareness has been attained to effectively coordinate the delivery of equipment, supplies, and services. (Supports PS-MO-1)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in phases 1a, 2a, 2b, or 3a, as appropriate. This includes any pre-deployment and/or staging of resources. There will not be any tasks listed for phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations.

Phase 2a—Immediate Response

End State: Information has been analyzed regarding the operational environment to gauge preliminary planning and response needs. (Supports PS-MO-1)

- Tasks by Phase, by ESF
  - ESF #1
    - Coordinate with owners/operators of variable messaging signs (local and state Departments of Transportation.
  - ESF #3
    - Execute emergency contracting support for lifesaving and life-sustaining services, to include providing potable water, ice (for lifesaving/life-sustaining purposes, such as medical-related requirements), emergency power, and other emergency commodities and services.
  - ESF #4
    - Obtain an initial fire situational and damage assessment through established intelligence procedures.
    - Determine the appropriate management response to meet the request for assistance.
    - Obtain and distribute, through appropriate channels, incident contact information to emergency responders mobilized through ESF #4.

  - Ensure that an all-hazards, incident-specific briefing and training are accomplished prior to task implementation.
  - Identify key protective equipment and associated needs for tasks that employees do not routinely encounter or perform.
- ESF #5
  - Coordinate with ESF #15; local, state, tribal, territorial, and insular area jurisdictions; and volunteers to disseminate messaging requesting the donation of emergency supplies.
  - Integrate resources from GSA; USACE; DLA; other local, state, tribal, territorial, insular area, and Federal jurisdictions; and private sector providers to allow for coordinated operations and to meet operational requirements.
  - Coordinate with ESF #13 to provide security requirements.
  - Activate ESF #7 at the national and regional level to provide coordination and technical assistance.
  - Coordinate with ESF #15 to provide the locations of resources to the public.
  - Coordinate with NRCC to initiate necessary notifications/activations:
    - Ensure surge account is funded
    - Activate PSMA, memoranda of agreement (MOAs), and other support documentation for select ESFs
    - Initiate coordination and support efforts with relevant NGO and private sector partners.
- ESF #6
  - Provide hydration, food, cots, blankets, and other resources and services to the impacted population(s), leveraging ESF #7 and other capabilities.
  - Stage, sort, and distribute donated items to the affected population.
  - Analyze projected population impacts to determine hydration, feeding, and sheltering requirements in the forecasted impact areas.
- ESF #7
  - Develop shared situational awareness through coordination with local, state, tribal, territorial, and insular area jurisdictions, the private sector, and other stakeholders to identify additional resource shortfalls.
  - Initiate national IAAs with other Federal agencies/NGOs, MOAs/MOUs, and logistics contracts.
  - Leverage pre-existing IAAs with GSA and DLA and pre-existing contracts with the private sector resource providers.
  - Coordinate with all response partners to establish supply chain management and the effective movement of resources.
  - Procure additional resources to meet requirements and mitigate shortfalls.

- Manage tracking of resource movement to and from ISBs to staging areas and other locations.
- Deliver information technology services to support resource movement, tracking, and coordination (logistics supply chain management system and geospatial).
- Coordinate the delivery of equipment, supplies, and other services to ISBs, staging areas, PODs, and CDPs.
- Determine requirements for supply of fuel, power generation, and sanitation services to support ISBs, staging areas, and deployed resources.
- Maintain coordinated and synchronized supply chain management monitoring with all response partners including security aspects to determine current resource inventories.
- Coordinate the distribution of infant and toddler kits, durable medical equipment kits, and consumable medical supplies kits.
- Manage and coordinate RSCs for deployed responders.
- Activate the RMG, as required.
- Activate the Defense Production Act with interagency partners, as required.
- Coordinate with other Federal agencies for the activation of individual authorities, statutes, or the implementation of waivers.
- Adapt existing plans for logistical support to responders and survivors; promulgate Incident Action Plans for each operational period.
- Inventory and report to the NRCC on the availability and functional status of all services and resources.
- Identify Federal emergency assets and capabilities available for deployment.
- Conduct national-level operational planning with respective region(s) to develop unified Federal response plans.
- Begin to establish coordination and resource planning with other Federal agencies at both the national and regional levels.
- Coordinate with the FEMA/Private Sector Office regarding public information and outreach with national private sector stakeholders, associations, academia, and NGOs.
- Provide goods and services to support evacuation efforts and transportation services and coordinate logistical support for medical teams to support field operations.
- Coordinate all air, ground, and maritime movement of Federal resources.
- Initiate FEMA’s National Ambulance Contract for ground transportation.
- Staff and activate the Private Sector desk in NRCC.
- Activate support from other interagency partners such as DOD airlift/sealift, DLA commodities and fuel, and USACE resources, as required.
- Initiate/Conduct daily logistics coordination conference calls with the affected region(s) and interagency partners:
  - Confirm execution schedule timeline with affected region(s), including trigger points

        - Identify and mitigate limiting factors and shortfalls
        - Discuss expected resource movements with the DOD Liaison Officer, GSA, and the TMCG/Movement Coordination Center (MCC).
    - Identify Disaster Workforce employee requirements.
    - Coordinate with FEMA Region/Defense Coordinating Officer (DCO) to validate ISB or staging area as appropriate.
    - Conduct future planning with NRCC Planning Support Section.
    - Coordinate with ESF #13 concerning transportation and site security requirements.
    - Coordinate with FEMA/Office of Response and Recovery concerning Federal evacuation support actions, as required.
    - Modify and execute all PSMAs into mission assignments with NRCC Mission Assignment Coordinator.
    - Alert the DLA of potential support requirements.
    - Notify GSA to be prepared to procure needed items as well as support transportation requests.
    - Coordinate to deploy logistical staging vehicles.
    - Identify reservists for possible deployment to a staging area.
    - Discuss expected cargo movements with DOD DCO/Defense Coordinating Element and Liaison Officer, GSA, and the MCC.
    - Confirm that JFO kits and Disaster Information Systems Clearinghouse packs are ready for deployment by Mobile Emergency Response Support (MERS).
    - Activate and prepare Accountable Property Officer and logistics supply chain management system kits for deployment.
    - Coordinate blanket purchase agreements and contract(s) for immediate implementation with Office of Chief Procurement Officer for support requirements.
    - Convene the Distribution Management Strategy Working Group/RMG to apprise all partners current resource levels, convey actions required, list known shortfalls, and identify action items and points of contact.
- ESF #8
    - Notify DCs to prepare for shipment of fatality management resources to the impacted area.
- ESF #9
    - Notify, activate, and/or deploy urban search and rescue (US&R) teams and deploy US&R caches through secure transportation.
- ESF #11
    - Provide technical assistance and coordination with state agencies on potential needs for USDA foods and possible Disaster Supplemental Nutrition Assistance Program (D-SNAP).

  - Support ESF #6 to coordinate an integrated Federal response to meet the mass care and emergency assistance needs of animals, including household pets and service animals, and their owners.
  - Coordinate with local, state, tribal, territorial, insular area, and Federal response to an outbreak of a highly contagious or economically devastating animal/zoonotic, plant pest, or disease.
- ESF #13
  - Activate Federal law enforcement resources for deployment to and employment in the affected area(s).
- ESF #15
  - Activate the PICCL and hold coordination calls, if not already activated.
  - Coordinate messages regarding local, state, tribal, territorial, insular area, and Federal governments and establish the National Joint Information Center.

Phase 2b—Deployment

End State: Governmental, nongovernmental, and private sector resources have been mobilized to support immediate lifesaving and life-sustaining needs, and stabilize the incident. (Supports PS-MO-2)

- Tasks by Phase, by ESF
  - ESF #1
    - Coordinate and support response and recovery activities among transportation stakeholders.
  - ESF #2
    - Coordinate Federal actions to assist the public and private industry in restoring the critical communication infrastructure facilitating the dissemination of instructions relative to the delivery of information to the public.
  - ESF #3
    - Coordinate with RRCC/JFO for potential, local, state, tribal, territorial, and insular area requests for debris removal missions.
  - ESF #4
    - Coordinate the mobilization of interagency firefighting resources and appropriate logistical support to support local, state, tribal, territorial, insular area, and Federal jurisdictions through the national firefighting mobilization system.
    - Arrange for and provide direct liaison with local, state, tribal, territorial, and insular area EOCs and fire chiefs in the designated area, as appropriate, to coordinate requests for firefighting assistance in structural or industrial fire detection, protection, and suppression operations.
    - Analyze each request before committing people and other resources; ensure employees will be provided with appropriate vaccinations, credentials, and PPE to operate in the all-hazards environment to which they are assigned; and ensure that all employees involved

in all-hazards response will be supported and managed by an agency leader, agency liaison, or interagency Incident Management Team.

  - Provide and coordinate firefighting assistance to other Federal land management, local, state, tribal, territorial, and insular area fire organizations as requested under the terms of existing agreements.

- ESF #5
  - Coordinate and conduct planning and response activities with local, state, tribal, territorial, and insular area, and Federal governments along with public and private sector partners.
  - Determine the need (or lack of need) for emergency supplies, resources, and services.
  - Evaluate consolidation of ISBs/staging areas and resource movement away from staging to permanent locations within the affected area.
- ESF #6
  - Cooperate with ESF #11 to ensure the safety, security, and defense of federally regulated foods and the health, safety, and security of food-producing animals, animal feed, and therapeutics.
  - Provide support to ESF #11 as it relates to zoonotic disease response.
  - Coordinate through USAID/OFDA for receiving donated international goods.
  - Assess the need for, and coordinate the provision of, life-sustaining ESF #6 services, resources, and supplies from government agencies, NGOs, and the private sector.
  - Gather, assess, prioritize, coordinate, and communicate resource requirements.
  - Provide subject matter expertise to identify resource requirements to meet the life-sustaining needs of disaster survivors, including those with access and functional needs, and their household pets and service animals.
  - Gather, assess, prioritize, and communicate relevant information.
  - Communicate plans, requirements, and strategies to core capability providers.
  - Acquire and manage resources, supplies, and services from core capability providers via contracts, mission assignments, IAAs, or donations.
- ESF #7
  - Coordinate the provision of logistics resources of local, state, tribal, territorial, insular area, and Federal entities, the private sector, and NGOs by providing comprehensive logistics planning, management, and sustainment resources and capabilities.
  - Acquire and manage resources, supplies, and services from core capability providers via contracts, mission assignments, IAAs, or donations.
  - Identify potential sites, coordinate the implementation of, and source Responder Support Camps in coordination with FEMA regions, as required.
  - Develop and implement plans for the delivery of critical resources to responders and survivors.

- Activate ambulance services that have MOUs in place with transportation companies to move patients to available facilities.
- Establish and operate logistics facilities, including the management of services related to lodging and feeding of incident support personnel.
- Manage electronic data interchanges to provide end-to-end visibility of response resources.
- Deploy ISB/staging area cache/kits and ISB teams, as required.
- Provide base camp services to support deployed responders.
- Execute fuel and mobile maintenance contract support as needed.
- Maintain shared situational awareness to determine shortfalls and additional resource requirements.
- Inventory and identify (to ESF #7) all large-space facilities/structures within 250 miles of the incident venue(s) that could be made available as temporary shelters, temporary morgues, or to support mass casualty medical operations.
- Activate MERS and deploy life support vehicles and MERS emergency operations vehicle(s) to the affected area to establish a temporary operating location for the principal Federal official/FCO and support staff.
- Coordinate with the RMG on recommended sourcing solutions to fulfill validated requirements (large quantities).
- Identify and coordinate generator support requirements with ESF #3.
- Reassess and adjust site location(s) for ISBs or staging areas, as required, in coordination with FEMA regions.
- Identify and mitigate limiting factors and shortfalls.
- Coordinate with affected regions to augment staging area teams and staging area kits, as required.
- Coordinate distribution of durable medical equipment and disposable medical supplies.

- ESF #8
  - Coordinate with funeral homes/funeral directors for the handling of remains.
  - Coordinate the use of public/private facilities for alternate healthcare treatment sites.
- ESF #11
  - Clarify requests for resources and provide animal subject matter expertise to assist meeting animal response needs (e.g., evacuation and sheltering of animals).
  - Provide technical assistance and coordinate with state agencies on potential needs for USDA foods and possible D-SNAP requests.
  - Cooperate with ESF #8 to ensure the safety and defense of federally regulated foods and the health and safety of food-producing animals and veterinary biologics.
  - Coordinate with local, state, tribal, territorial, and insular area agencies and private sector experts on requests to stabilize fragile natural and cultural resources.

- ESF #12
  - Coordinate with local, state, tribal, territorial, insular area, and Federal governments for the restoration of energy during response and recovery operations.
  - Provide subject matter expertise to the private sector as requested, to assist in restoration efforts.
  - Serve as a Federal point of contact, through the Department of Energy (DOE), with the energy industry for information sharing and requests for assistance from private and public sector owners and operators.

Phase 2c—Sustained Response

End State: Federal assistance, including coordination with nongovernmental, private sector, and international entities, has been incorporated into response operations. (Supports PS-MO-2, PS-MO-3)

- Tasks by Phase, by ESF
  - ESF #4
    - Coordinate with local, state, tribal, territorial, and insular area responders to identify additional incident firefighting resource needs and determine issues regarding resource shortages and resource ordering.
  - ESF #7
    - Shift responsibility for supply chain management to local, state, tribal, territorial, and insular area logistics coordinators.
    - Coordinate and implement international assistance resources and capabilities.
    - Coordinate the demobilization of unneeded resources, supplies, services, and personnel.
    - Produce plans for resource execution, sustainment, and eventual demobilization.
    - Participate in incident action planning, other adaptive planning, functional planning, and other efforts to support the actions of responders and protect survivors.
    - Collaborate with ESF #1, ESF #3, ESF #6, ESF #8, ESF #11, and ESF #12 to ensure the continued delivery of emergency relief supplies to shelters, PODs, and dispersed/shelter-in-place populations.
    - Monitor and manage elements associated with the logistics supply chain; logistics supply chain management system status; RMG/commodity managers; replenishment actions; temporary housing units (THUs) status; and transportation.
    - Coordinate with region(s)/JFO(s) concerning daily resource burn rates and pull requirements.
    - Report field receipt of deployed commodities for incorporation into reports and shared situational awareness products.
    - Request space requirements from all partner departments and agencies with regards to the resources they are providing to support operations.
  - ESF #11
    - Provide USDA foods to state agencies for distribution to shelters and other mass feeding sites and, in certain limited situations, household distribution.

- Authorize state agencies to issue D-SNAP benefits.
- Coordinate natural and cultural resources and historic properties (NCH) identification and vulnerability assessments.
- Facilitate the development and application of measures and strategies to protect, preserve, conserve, rehabilitate, recover, and restore NCH.
- Assist in emergency compliance with relevant Federal environmental laws during emergency response activities, such as emergency permits/consultation for natural resources use or consumption.
- Manage, monitor, and assist/conduct response and recovery actions to minimize damage to NCH.
- Share best practices and assist in the development of programmatic approaches to address and expedite NCH-related requirements for all Federal actions/initiatives taken to respond to or recover from an incident requiring a coordinated Federal response.
- Provide assistance and expertise in addressing impacts to properties of traditional religious and cultural importance.
- Provide up-to-date geospatial data related to impacted NCH; develop and provide standard operating procedures for collecting NCH digital data; conduct geographic information system analyses; and disseminate geospatial products related to NCH, such as maps.
- Provide Incident Management Teams, such as the National Park Service (NPS) Museum Emergency Response Team, to assist in NCH response and recovery actions.

- ESF #15
  - Evaluate the need for messaging regarding requests for donations. Messaging should focus on key shortfalls or resources that will support recovery.

Phase 3a—Short-term Recovery

End State: Responsibility for supply chain management has shifted to the local and state jurisdictions. (Supports PS-MO-2)

- Tasks by Phase, by ESF
  - ESF #3
    - Implement and manage the FEMA Public Assistance Program and other recovery programs between and among local, state, tribal, territorial, insular area, and Federal officials, to include efforts to permanently repair, replace, or relocate damaged or destroyed public facilities and infrastructure.
  - ESF #7
    - Participate in the development of planning to facilitate the transition from response activities to recovery activities.
    - Demobilize selected ESF #7 response efforts as the appropriate RSFs continue to mobilize. Selected ESF #7 support actions activate THUs while others continue to support actions of ESF #6 and the National Disaster Response Framework, as required.
    - Review AARs and revise plans and procedures accordingly.

- Closeout with ISB or staging area, as appropriate.
- Develop and implement retrograde plan.
- Support the Response Directorate with the return of evacuees, as required.
- Develop, coordinate, and implement a plan to donate excess resources to various local, state, tribal, territorial, and insular area entities, NGOs, and VOADs.

Administration and Support

The Public and Private Services and Resources core capability will follow standard protocols for activation, notification, deployment, and deactivation as Federal departments and agencies continue to maintain their roles and responsibilities under Federal laws and regulations.

Table D-2 indicates waivers relating to the Public and Private Services and Resources core capability during a catastrophic incident.

Table D-2: Legal Waivers

Type	Description (to include the citation of the law if applicable)
Waiver	DHS: Waive "coastwise laws" under the Merchant Marine Act of 1920 that provide that only vessels built and owned by citizens of the United States and flagged in the United States may carry merchandise between U.S. ports (e.g., granting waivers to allow non-U.S. vessels to transport petroleum and refined products). A "Jones Act" waiver may be granted by the Secretary of Homeland Security when the Secretary determines: (1) the Maritime Administration at the Department of Transportation has concluded there is no qualified U.S.-flagged vessel available and (2) the waiver is "necessary in the interest of national defense." Also, on request of the Secretary of Defense, the Secretary of Homeland Security shall waive these laws as necessary in the interest of national defense.
Waiver	Federal Communication Commission: Issue notices and orders providing telecommunications carriers, wireless carriers, and satellite operators in disaster-affected areas more time to file their regular reports and providing assistance in restoring operations (e.g., granting waivers to allow carriers and their numbering administrators to "port" telephone numbers geographically outside of their rate centers).
Waiver	In the event of a fuel supply emergency, the Environmental Protection Agency (EPA), with the concurrence of DOE, may temporarily waive a fuel or fuel additive requirement if doing so will alleviate the fuel supply emergency. When granted, the waiver allows use of a fuel that normally is not allowed in a particular time period or geographic area.

Annex D, Tab 1: Pre-scripted Mission Assignments

PSMAs were developed to facilitate rapid response and standardize mission assignments. The following tables lists the most commonly used PSMAs by disaster level (e.g., level 1, level 2) during the period from 1998–2011, sorted by ESF.

Table D, Tab 1-1: PSMA Level 1

ESF #	PSMAs Used	Title
N/A	31	Regional and National Activation
1	3	Pre-declaration Activation, RRCC
1	33	Pre-declaration Activation
1	105	Pre-declaration Activation
1	133	Federal Transportation Assistance
1	136	DOD/Rotary Wing Lift (Medium)
1	138	Tactical (Ground) Transportation Support
2	35	Pre-declaration Activation
2	107	Pre-declaration Activation
2	148	Communications Support to First Responders
3	5	Pre-declaration Activation, Regional Activation
3	80	Pre-declaration Activation
3	108	Pre-declaration Activation
3	153	Infrastructure Assessment
3	156	National Water
3	157	National Ice
3	160	Critical Public Facilities Pre-declaration
3	163	Drinking Water Safety/Water & Wastewater Infrastructure Assessment Technical Assistance to State
3	164	Drinking Water Safety/Water & Wastewater Infrastructure Assessment & Repair
3	165	Emergency Power
3	171	National Water
3	173	National Ice
3	204	U.S. Army Corps of Engineers (USACE) Deployable Tactical Operations Systems
3	209	USACE Deployable Tactical Operations System Support
3	212	USACE Local Government Liaison
3	214	USACE Recovery Field Office Operations
3	216	Remote Sensing/Geographic Information System (GIS)

ESF #	PSMAs Used	Title
3	268	Debris Oversight
4	81	Pre-declaration Activation
4	183	Mobilization Centers Support
5	187	Contract Security Officers
5	217	U.S. Coast Guard (USCG)
5	220	USCG, FEMA Region Activation
5	224	USCG, Damage Assessment
5	226	Aerial Imagery
6	116	Pre-declaration Activation
6	233	HHS, Federal Operations Support
6	237	Temporary Roofing
6	241	Temporary Housing—COTR (Contracting Officer's Technical Representative) and/or Technical Monitor Support to FEMA Individual Assistance Technical Assistance Contract (IA-TAC)
6	244	Veterinary Medical Support (non-National Disaster Medical System [NDMS])
6	249	Temporary Housing—Site Design
6	253	Animal and Plant Health Inspection Services (APHIS)
7	16	Pre-declaration Activation, RRCC
7	47	Pre-declaration Activation
7	207	USACE Logistics Support
8	49	Pre-declaration Activation
8	73	Federal Medical Station
8	118	Pre-declaration Activation
8	240	Emergency Prescription Assistance and Medical Equipment Replacement Program
8	248	Behavioral Healthcare
8	252	NDMS (includes Disaster Medical Assistance Team [DMAT], National Veterinary Response Team, Disaster Mortuary Operational Response Team [DMORT])
9	210	DOD Rotary Wing Lift (Medium) for Search and Rescue (SAR) (Federal Operations Support/Direct Federal Assistance)
9	211	USCG Search & Rescue Support
9	218	NPS Search & Rescue
10	53	Post-declaration, RRCC
10	120	Post-declaration, NRCC
10	179	Conduct Aerial Technical Analysis—Oil and Hazardous Materials Impacted Areas

ESF #	PSMAs Used	Title
10	199	USCG Strike Team Technical Assistance
10	205	EPA Technical Analysis—Oil and Hazardous Materials Response (Direct Federal Assistance)
10	208	EPA—Oil & Hazardous Materials Response
11	20	Pre-declaration Activation
11	94	Pre-declaration Activation
11	121	Pre-declaration Activation
11	185	Technical Advice to States
11	190	Public Health Outreach Activities—Food Safety and Inspection Service
11	196	USDA Animal Disease Control-Veterinary Services—Food Safety and Inspection Service
12	96	Pre-declaration Activation
12	123	Pre-declaration Activation
13	62	Pre-declaration Activation
13	64	Pre-declaration Activation
13	180	Force Protection for Search & Rescue Personnel
15	167	USCG Public Affairs-Subject Matter Experts (SMEs)

Table D, Tab 1-2: PSMA Level 2

ESF #	PSMAs Used	Title
N/A	32	Pre-declaration Activation
N/A	76	DOD, DCO/Defense Coordinating Element
1	3	Pre-declaration Activation, RRCC
1	77	Pre-declaration Activation
1	105	Pre-declaration Activation
2	4	Pre-declaration Activation, RRCC
2	35	Pre-declaration Activation
2	79	Pre-declaration Activation
2	146	Transportation Communications Central
3	80	Pre-declaration Activation
3	108	Pre-declaration Activation
3	151	Debris
4	6	Pre-declaration Activation, RRCC
4	81	Pre-declaration Activation
4	183	Mobilization Centers Support
5	40	Pre-declaration Activation

ESF #	PSMAs Used	Title
5	187	Contract Security Officers
5	220	USCG FEMA Region Activation
5	224	USCG, Damage Assessment
6	231	Corporation for National and Community Service, Field Deployment
6	251	Temporary Housing—COTR/Technical Monitor Support to FEMA IA-TAC
7	47	Pre-declaration Activation
7	117	Pre-declaration Activation
8	17	Pre-declaration Activation
8	71	Public Health Services
8	72	Medical Care and Support
8	91	Pre-declaration Activation
8	238	HHS, Technical Assistance
8	240	Emergency Prescription Assistance and Medical Equipment Replacement Program
9	211	USCG Search & Rescue Support
10	208	EPA—Oil & Hazardous Materials Response
11	20	Pre-declaration Activation
11	94	Pre-declaration Activation
12	96	Pre-declaration Activation
13	64	Pre-declaration Activation
13	67	Pre-declaration Activation
15	167	USCG Public Affairs-SMEs

Table D, Tab 1-3: PSMA Level 3

ESF #	PSMAs Used	Title
1	3	Pre-declaration Activation, RRCC
3	5	Pre-declaration Activation, Regional Activation
3	36	Pre-declaration Activation
3	159	Debris
3	268	Debris Oversight
5	187	Contract Security Officers
6	231	Corporation for National and Community Service, Field Deployment
7	16	Pre-declaration Activation, RRCC
7	47	Pre-declaration Activation
7	90	Pre-declaration Activation

ESF #	PSMAs Used	Title
7	117	Pre-declaration Activation
10	19	Pre-declaration Activation

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Appendix 1 to Annex D: Critical Transportation

Purpose

The purpose of this appendix is to describe the delivery of the Critical Transportation core capability within the Response mission area.

The Critical Transportation core capability provides transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.

The Critical Transportation (TR) CTs are as follows:

- **TR-CT-1.** Establish physical access through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors.
- **TR-CT-2.** Ensure basic human needs are met, stabilize the incident, transition into recovery for an affected area, and restore basic services and community functionality.

The Critical Transportation core capability facilitates the movement of lifesaving and life sustaining resources and services through support to the assessment and reconstitution of the transportation infrastructure to meet operational response priorities. This core capability is organized as an appendix to the Public and Private Services and Resources (Operational Support) Annex because it enables logistical or operational support, similar to the way the ground unit aligns to the Logistical Section in the National Incident Management System (NIMS).

Situation

Transportation routes are inaccessible following the disaster, delaying the delivery of critical lifesaving and life-sustaining Response core capabilities.

There may be bridge collapses that severely restrict the flow of traffic in the impacted area(s). Highways will require some level of debris clearance and removal. Urban transportation systems within the major metropolitan areas are nonfunctional. Obstructions to waterways disrupt marine transportation and require some level of clearance or workaround.

Within the impacted area, the ability to deliver resources via air, water, and rail is functional but limited. Railways within the impacted area have at least some debris across them, limiting movement. Several stations are damaged, and washouts require repairs before the railways will be fully operational. Physically accessible transportation, including public transportation, may be damaged or substantially unavailable, preventing evacuation by individuals with disabilities and their families and friends.

During a disaster, a Temporary Flight Restriction may be put in place over all or part of the airspace covering the impact area. The Federal Aviation Administration (FAA) has the authority to manage the aircraft moving into and out of that airspace and may control it for safety reasons, though there may be conflicts regarding which aircraft should be given priority.

There will be competition for transportation resources, requiring competing requests to be prioritized and de-conflicted. Transportation assets and operations outside of the continental United States are minimal, which could prohibit or delay critical transportation response to Alaska, Hawaii, or U.S. territories.

If telecommunications services (e.g., Wireless Priority Service) are not properly functioning, damage assessments may be unavailable, delaying the prioritization and adjudication of resources to the impact area. Transportation of people and resources into and out of the impact area will be delayed until damage assessments are complete on bridges, roads, rail, and runways. Functional planning will be delayed until pathways are known.

The ability to sustain transportation services, mitigate adverse economic impacts, meet societal needs, and move emergency relief personnel and commodities will hinge on effective transportation decisions at all levels. Unnecessary reductions or restrictions to transportation will directly impact the effectiveness of all prevention, preparedness, response, recovery, and mitigation efforts.

Assumptions

General assumptions for the Response FIOP have been identified in the base plan.

Mission

Within the impacted area, Federal interagency partners will establish physical access through appropriate transportation corridors and deliver required resources to save and sustain lives and facilitate a seamless transition to recovery, in conjunction with whole community partners, as appropriate.

Execution

Concept of Operations

Phase 1

Federal Government departments, agencies, and partners work with local, state, tribal, territorial, and insular area government departments and agencies; NGOs; and private sector businesses during steady state and pre-incident operations to strengthen relationships and identify shortfalls. Through planning, training, and exercises, standard operating procedures, MOUs, IAAs, and other emergency plans that support capability are reviewed to assess the readiness and deployment posture of personnel, resources, and logistics support structures. Organizational structures and Federal officials responsible for the disaster response are pre-identified, and focus is placed on coordination with transportation system owners.

DHS will identify and catalog a national inventory of engineering resources (e.g., academia, retired engineers, professional associations such as the Society of American Military Engineers' Emergency Preparedness and Homeland Security Committee and the American Society of Civil Engineers) to develop a surge capacity for planning efforts and lower-level damage assessments. FEMA Logistics and Acquisitions personnel will explore the use of procuring transportation assets from non-impacted areas (e.g., recreational vehicles, regional commuter buses, school buses, vessels) to meet surge transportation needs. Identification and utilization of these resources will enable the Federal interagency partners to expand its capacity to rapidly deploy personnel and resources to facilitate the delivery of the Critical Transportation core capability during response.

Phase 2

The Federal Government alerts, deploys, and stages resources to support the assessment and reconstitution of the transportation infrastructure. During an incident, DOT and other Critical Transportation core capability support departments and agencies, structured through the NRF and NIMS, provide DHS with a unified structure to assemble and access key transportation-related

information, planning, and emergency management, including prevention, preparedness, response, recovery, and mitigation capabilities at headquarters and at regional, state, and local levels. Initial response activities include:

- Monitoring and reporting the status of and damage to the transportation system and infrastructure
- Identifying temporary alternative transportation solutions to be implemented by others when primary systems or routes are unavailable or overwhelmed
- Implementing appropriate air traffic and airspace management measures
- Coordinating the issuance of regulatory waivers and exemptions.

Operations will be coordinated to restore and repair roadways, bridges, rails, ports, and national airspace system infrastructure. Additionally, support is provided for the transportation (including use of accessible vehicles) of evacuees back to the affected area and for moving affected populations, household pets, and service animals.

Phase 3a

The Federal Government works to ensure that transportation-related infrastructure is operational to allow for the free ingress and egress of personnel, equipment, and services into the affected area. The focus then shifts to providing longer-term coordination of the restoration and recovery of the affected transportation systems and infrastructure.

The Infrastructure Systems RSF is a complement to the response and short-term recovery efforts that take place under the NRF. As the ESFs demobilize, the Infrastructure Systems RSF team will facilitate long-term recovery operations. The intent of the Infrastructure Systems RSF is to ensure a seamless transition between the response and recovery phases. Upon activation, Infrastructure Systems RSF members should deploy early in the response phase to work with their ESF counterparts to shape long-term recovery actions. The Infrastructure Systems RSF focuses on four key ESFs during response operations: ESF #1, ESF #2, ESF #3, and ESF #12.

Coordinating Structure

Many ESFs support the Critical Transportation core capability. ESFs that perform tasks under this core capability are summarized in Figure D.1-1. Specific tasks conducted by these ESFs are identified in the Tasks by Phase sections (listed by ESF) below.

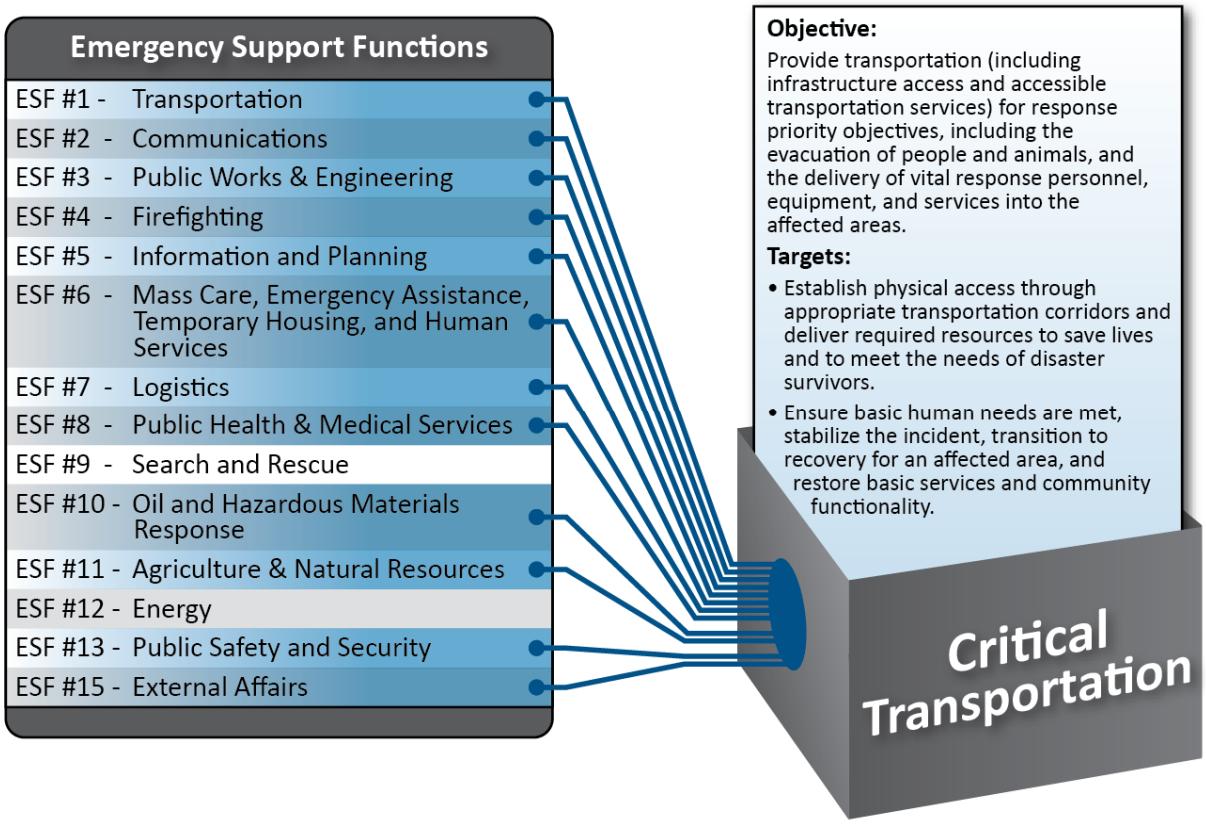

Figure D.1-1: Coordination of ESF Support to Critical Transportation

Primary responsibility for management of incidents involving transportation normally rests with local, state, tribal, territorial, and insular area authorities and the private sector, which own and operate the majority of the Nation's transportation resources. As such, a Federal response must acknowledge local, state, tribal, territorial, and insular area transportation policies, authorities, and plans that manage transportation systems and prioritize the movement of relief personnel and supplies during emergencies.

ESF #1 supports Federal response operations by assisting local, state, tribal, territorial, insular area, and Federal Government entities, voluntary organizations, NGOs, and the private sector in managing transportation systems and infrastructure during domestic threats or in response to incidents. ESF #1 provides a single hub for obtaining key transportation-related information, planning, and emergency management (including prevention, preparedness, response, mitigation, and recovery) capabilities at all levels of government. ESF #1 departments and agencies are not responsible for the movement of goods, equipment, animals, or people.

DOT serves as both the coordinator and Primary Agency for ESF #1. ESF #1 primary and support departments and agencies maintain considerable intermodal expertise and public and private sector stakeholder relationships to provide transportation assistance in domestic incident management. DOT provides support personnel to the NRCC, Regional RRCCs, and JFOs, with assistance from supporting departments and agencies, as necessary, to perform ESF #1 responsibilities. DOT coordinates closely with DHS, who, in support of ESF #1, is responsible for the security and safety of transportation assets, and liaises with DHS' Office of Infrastructure Protection to coordinate DOT activities with the private sector.

The Secretary of Transportation coordinates ESF #1, consistent with DOT's statutory mission, to promote fast, safe, efficient, and convenient transportation in support of the national objectives of general welfare, economic growth and stability, and the security of the United States.

FEMA is responsible for providing transportation assets and services (including contracts or other agreements for transportation assistance) for responders, equipment, and goods, consistent with ESF #7.

DOD transportation support will be provided in accordance with existing DOD guidance, the MOUs between DOD and DOT concerning commercial aviation programs, and the MOA between DOD and DOT concerning the National Defense Reserve Fleet and the Ready Reserve Force.

DOT will coordinate with FEMA and DOD for air support. Within 6 hours of a disaster, FAA will develop and implement contingency air traffic and airspace management measures (e.g., temporary flight restrictions and specialized air traffic flow management for air transport and air mobility type missions) and the NRCC will have identified the prioritization and use of airfields to enable air support to the disaster. DOT will support local, state, tribal, territorial, and insular area officials' efforts to conduct damage assessments to evaluate ground transport (e.g., roads, railways) conditions and restrictions (e.g., weight restrictions). USACE's Debris Planning and Response Teams (PRTs), including contract support, removes and disposes of debris to provide clearance of roadways.

DOT will provide guidance to local, state, tribal, territorial, and insular area officials on routing for evacuations. During mass evacuations, consistent with the Mass Evacuation Incident Annex, FEMA provides transport for persons, including individuals who require accessible transportation, provided the individuals meet the following criteria:

- Evacuees can be accommodated at both embarkation points and at destination general population shelters.
- Evacuees can travel on commercial long-haul buses, aircraft or passenger trains, or lift-equipped buses.
- Evacuees do not have medical needs indicating the need for transportation by ESF #8.

Consistent with the Mass Evacuation Incident Annex and the Post-Katrina Emergency Management Reform Act, FEMA is responsible for evacuation of service and companion animals.

FEMA will support states by providing limited bus evacuations for ambulatory patients, possibly without medical oversight, between medical facilities and within limitations and capabilities of assets and drivers.

For incidents involving a blast or explosion associated with a chemical, biological, radiological, or nuclear (CBRN) threat agent resulting in a contaminated debris field, ESF #3 leads Federal actions to clear critical transportation routes of CBRN-contaminated debris, during the emergency phase, in consultation with ESF #10. ESF #10 assumes leadership for management of CBRN-contaminated debris after the emergency phase is over.[32]

ESFs that provide support to the delivery of the Critical Transportation core capability are included in the following section.

[32] Where there is an imminent terrorist threat or a suspected act of terrorism, consult the Terrorism Incident Law Enforcement and Investigation Annex and national policy to identify necessary coordination mechanisms for the purposes of preserving evidence and supporting criminal investigations and intelligence activities.

Critical Transportation Tasks

Mission Objectives

- TR-MO-1: Coordinate the planning and operational analysis to deliver critical transportation requirements. (Supports TR-CT-1, TR-CT-2)
- TR-MO-2: Conduct assessments of the condition and safety of transportation pathways and plan accordingly. (Supports TR-CT-1, TR-CT-2)
- TR-MO-3: Prioritize the restoration of damaged/unusable pathways, identify alternate pathways, and coordinate rapid repairs to facilitate responder access and provide basic services. (Supports TR-CT-1)
- TR-MO-4: Assess resource requirements to support the reconstitution of the transportation infrastructure. (Supports TR-CT-2)
- TR-MO-5: Prioritize, adjudicate, and allocate resources to deliver critical transportation requirements. (Supports TR-CT-2)
- TR-MO-6: Support the evacuation of disaster survivors. (Supports TR-CT-1, TR-CT-2)
- TR-MO-7: Provide delivery of vital response personnel, equipment, and services into the impacted area. (Supports TR-CT-1)
- TR-MO-8: Respond to, coordinate, and prioritize the delivery of resources to disaster survivors and responders in the impacted area. (Supports TR-CT-2)

Phase 1a—Normal Operations

End State: Plans have been reviewed, updated, and exercised and coordination has occurred between local, state, tribal, territorial, insular area, and Federal governments and voluntary and private sector representatives. (Supports TR-MO-1)

- Tasks by Phase, by ESF
  - ESF #1
    - Develop a plan to coordinate transportation support functions to provide transportation infrastructure information among NGO participants.
    - Review, update, and exercise the following:
      - Existing response plans and standard operating procedures to incorporate best practices and lessons learned
      - Key personnel rosters with accurate contact information (e.g., FCO, NRCC, RRCC, JFO, and special teams)
      - Develop and review PSMAs, MOUs, and IAAs.
    - Conduct detailed gap analysis of transportation infrastructure with local, state, tribal, territorial, and insular area partners to ascertain expected Federal support resources.
  - ESF #2
    - Maintain effective communications by updating point-of-contact lists, verifying video teleconference and telecommunications capabilities, and testing information systems.

- ESF #5
  - Pre-designate key Federal officials and identify response organizational structures in anticipation of an incident (e.g., FCO and the locations of JFOs).
- ESF #7
  - Maintain backup generators for FAA assets in preparation for a potential large-scale power outage.

Phase 1b—Elevated Threat

End State: Evacuation planning has been coordinated with public and private sector transportation system owners and operators. (Supports TR-MO-2)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. This includes any pre-deployment and/or staging of resources. There will not be any tasks listed for Phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations.

Phase 1c—Credible Threat

End State: Pre-incident coordination with public and private stakeholders has led to the pre-identification of resources necessary for the reconstitution of transportation infrastructure. (Supports TR-MO-1, TR-MO-4)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. This includes any pre-deployment and/or staging of resources. There will not be any tasks listed for Phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations.

Phase 2a—Immediate Response

End State: Information regarding the operational environment has been analyzed to gauge preliminary planning and response needs. (Supports TR-MO-1, TR-MO-2, TR-MO-3, TR-MO-4, TR-MO-5)

- Tasks by Phase, by ESF
  - ESF #1
    - Initiate reporting to the Office of the Secretary of Transportation, NOC Watch, NICC, NRCC, Federal Bureau of Investigation (FBI) Strategic Information and Operations Center, Transportation Security Operations Center, DOT operating administrations and regional offices, and the Regional Emergency Transportation Coordinator (RETCO) and Regional Emergency Transportation Representatives.
    - Activate the DOT Emergency Response Team.
    - Staff ESF #1 at the NRCC.
    - Dispatch staff to the NRCC, RRCC(s), JFO(s), and Evacuation Liaison Team.
    - Activate the RETCOs and Regional Emergency Transportation Representatives.
    - Inform and invite participation by ESF #1 support departments and agencies.
    - Identify temporary alternative transportation solutions that can be implemented by others when systems or infrastructure are damaged, unavailable, or overwhelmed.

- Work with transportation system owners and operators to coordinate the pre-positioning of resources to complete the restoration of transportation infrastructure following a disaster.
- Coordinate with ESF #5, ESF #6, ESF #8; local, state, tribal, territorial, and insular area governments; the private sector; and voluntary organizations to identify and deploy capabilities to transport identified populations.
- Determine the time available to conduct operations and the distance to (and availability of) shelters.
- The Evacuation Liaison Team is activated to support coordination with local, state, tribal, territorial, and insular area governments and nonprofit and private sector participants.
- Provide transportation coordination and analysis for evacuation operations and evacuation route conditions.
- Coordinate with DHS to initiate emergency permit and waiver requests to facilitate evacuation, including:
  - Temporary relief from specific safety regulations to allow direct response or relief transportation services to continue to a declared disaster or emergency from the Federal Motor Carrier Safety Administration
  - Truck size and weight limit permits from state Departments of Transportation
  - Jones Act waivers from DHS
  - Fuel quality waivers from EPA.
- Activate specialized aviation support units through the Department of Commerce (DOC)/National Oceanic and Atmospheric Administration (NOAA)/Office of Marine and Aviation Operations.
- Coordinate air operations requirements with ESF #1, ESF #5, and ESF #13.
- Identify evacuation shortfalls and outstanding transportation needs.
- Monitor and report the status of, and damage to, the transportation system and infrastructure as a result of the incident.
- Maintain coordination with ESF #1/DOT/FAA to enable air operations through air navigation services measures, including air traffic control, flow management, and airspace measures.
- Coordinate the availability of privately owned transportation.
- Coordinate with Federal departments and agencies to determine evacuation support requirements.
- Inventory and make available cargo and passenger aviation assets and report availability to the MCC in the NRCC to read inventory and report availability to the MCC.
- Deploy Federal Air Marshals Transportation Security Advanced Team through DHS/Transportation Security Administration to affected airports.
- Coordinate with USCG and local, state, tribal, territorial, and insular area departments and agencies to manage maritime traffic and provide maritime port and infrastructure awareness and analysis.

- If the International Assistance System were to be activated, the USAID/OFDA will begin to identify commercial assets in the region to help with receiving international donations and transport as directed.
- Review all necessary cargo and passenger aviation activities, inventory and make available cargo and passenger aviation assets, and report availability to the MCC in the NRCC to inventory and report availability to the MCC.
- Provide an assessment of the transportation and infrastructure systems to the NOC and NRCC.
- Notify, activate, and/or deploy pre-positioned equipment teams.
- Provide an update on the status of transportation systems and provide emergency transportation management recommendations to DHS. Continue updates as necessary.
- Request Deployable Distribution Expeditionary Depot availability through DOD, if necessary.

- ESF #3
  - Provide public works and engineering-related support to activities relating to the debris clearance of evacuation routes.
  - Staff ESF #3 at the NRCC.
- ESF #5
  - Provide situational awareness and coordination of mass evacuation efforts.
  - Develop requirements for manifesting evacuees.
  - Support Federal evacuation support actions, as requested.
- ESF #6
  - Identify population shelters as close to the embarkation points as safely possible.
  - Determine the distance and number of household pets and service animals that will be evacuated.
  - Provide information and coordination of non-medical mass care support for mass evacuations, including providing emergency housing and human services and child reunification with an appropriate adult.
  - Coordinate available Federal, private sector, and voluntary organization resources to support feeding and sheltering along evacuation routes.
  - Coordinate planning and execution of evacuations across navigable waters of the United States with USCG.
  - Initiate capabilities to support the tracking of evacuee movement and reunification services through FEMA in coordination with the private sector and NGOs (where appropriate).
  - Identify numbers of evacuees, including individuals with disabilities and others with access and functional needs, and determine the distance to and availability of shelters.
  - Coordinate with FEMA Regions to assist/support state emergency evacuation (as requested by the state).

- ESF #7
  - Deploy Mobile Communications Office Vehicle drivers to Distribution Centers (DCs) for deployment at Deputy Assistance Directors' direction, as described in the International Assistance System process.
  - If required, USAID/OFDA would contact DOD to request use of an air base to receive donations from international donors through the International Assistance System process.
  - Provide goods and services to support evacuation efforts and transportation services.
  - Manage transportation of material from storage facilities and vendors to incident survivors, with emphasis on the surge and sustainment portions of response.
  - Initiate actions to deploy and deliver appropriate Strategic National Stockpile initial push-packages to an ISB/Staging Areas or other designated reception location. Coordinate with NRCC and the Logistics Management Center.
  - Activate links to the private sector (e.g., secure Critical Emergency Operations Communications Link and request the inventory and identification of available transportation assets; potential mass shelter facilities; and medical facilities, personnel, equipment, and supplies).
  - Execute fuel and mobile maintenance contract support as needed.
  - FEMA Logistics Transportation will collaborate, determine, source, and implement support requirements. FEMA will provide access to storage facilities as needed. Commence transportation of Execution Schedule Assets. Continue to execute at a minimum of 2-hour intervals (all departments and agencies should refer to that schedule).
  - Notify GSA to be prepared to procure needed items as well as support transportation requests.
- ESF #8
  - Coordinate medical staging and medical evacuation of patients.
  - Provides supplemental assistance in identifying the public health and medical needs of evacuees, including patient evacuation and child reunification with an appropriate adult.
  - Mobilize resources for immediate pickup at the designated air/ground departure point. Initiate actions to deploy and deliver appropriate Strategic National Stockpile initial push-packages to an ISB/staging area or other designated reception location. Coordinate with NRCC and Logistics Management Center.
  - Deploy requested NDMS DMAT caches using secure transportation. FEMA and other ESF #8 partners provide access to storage facilities as needed.
- ESF #11
  - Provide planning assistance to the states for the evacuation of household pets, when mission assigned.
- ESF #13
  - Secure the perimeter of the impacted area, including secondary and tertiary roads.
  - Coordinate with local, state, tribal, territorial, and insular area law enforcement as well as ESF #13 to ensure the security of transportation assets used for evacuation.

  - Provide support of local, state, tribal, territorial, and insular area public safety and security measures (e.g., crowd control, traffic direction, and control of contraflow lanes used in evacuations).
- ESF #15
  - Provide public messaging to notify the affected population of evacuation routes and other emergency information through FEMA EA.
  - Support responders and local, state, tribal, territorial, and insular area government officials in providing accurate, coordinated, and timely public information to affected audiences.

Phase 2b—Deployment

End State: Activation and deployment of transportation assessment teams has yielded information necessary for operational coordination. Priorities for the coordination and restoration of critical infrastructure have been established, and Federal resources in support of critical transportation efforts have been prioritized and deployed to the affected area. (Supports TR-MO-2, TR-MO-3, TR-MO-5, TR-MO-6, TR-MO-7, TR-MO-8)

- Tasks by Phase, by ESF
  - ESF #1
    - Coordinate with local and state departments of transportation on operations to restore and repair roadways, bridges, rails, ports, and national airspace system infrastructure.
    - Provide resources and coordinate support to local, state, tribal, territorial, and insular area evacuations of the affected population.
    - Support local, state, tribal, territorial, and insular area governments in evaluating evacuee reception capabilities throughout the impacted area and surrounding region.
    - Support local, state, tribal, territorial, and insular area governments in coordinating transportation assets, including accessible transportation at reception sites to transport evacuees to appropriate shelters.
    - Enable air operations through air navigation services measures, including air traffic control, flow management, and airspace measures. Coordinate air operations requirements with ESF #1, ESF #5, and ESF #13.
    - Develop requirements for manifesting evacuees.
    - Coordinate with the energy industry to ensure fuel is available to responders and individuals along the evacuation route. Private sector fuel distributors identify specific retail outlets to remain open and dispense fuels to emergency responders and/or evacuees.
    - Coordinate with local, state, tribal, territorial, and insular area law enforcement.[33]
    - Identify shortfalls and use additional capabilities to transport identified populations, support required pet evacuation capabilities, and provide reception capabilities

[33] Where there is an imminent terrorist threat or a suspected act of terrorism, consult the Terrorism Incident Law Enforcement and Investigation Annex and national policy to identify necessary coordination mechanisms for the purposes of preserving evidence and supporting criminal investigations and intelligence activities.

throughout the impacted area and surrounding region while maintaining tracking of evacuees.

  - Coordinate evacuation routes with local, state, tribal, territorial, and insular area departments and agencies; private sector and voluntary organizations.[34]
  - Coordinate the impact of outflow of evacuating persons and the transportation requirements for the entry of response teams and supplies into the affected area.
  - Provide emergency transportation management recommendations to DHS, based on the status of the transportation system.

- ESF #3
  - Conduct restoration of navigation pathways, including air, surface, and waterways.
  - Coordinate with local, state, tribal, territorial, and insular area governments to support debris-removal operations that align with transportation priorities.
  - Advise state/local representatives on the safety of infrastructure to support reentry decisionmaking.
  - Provide technical assistance to support the rapid recovery and reconstitution of critical waterways, channels, and ports (including vessel removal, significant marine debris removal, emergency dredging, and hydrographic surveys).
- ESF #4
  - Provide engineering and contracting and procurement personnel and equipment to assist in emergency removal of debris, demolition, and repair to roads and bridges.
  - Provide resources (personnel and equipment) necessary to clear fallen trees, brush, and debris from state, county, and city roads to facilitate emergency access in the disaster area.
- ESF #5
  - Activate ESF #1 at the national and regional levels to provide coordination and technical assistance.
  - Provide reports on the status of evacuation, repopulation, and transportation to support shared situational awareness and the common operating picture. Coordinate with local, state, tribal, territorial, and insular area entities and private sector and voluntary organization transportation service providers to ensure that vehicles and vehicle operators are available and are dispatched to pick up points.
  - Provide support to coordinate the evacuation of household pets.
- ESF #6
  - Initiate capabilities to support tracking of evacuee movement and providing mass care, access and functional needs support, support to household pets and service animals, and reunification services.

[34] Where there is an imminent terrorist threat or a suspected act of terrorism, consult the Terrorism Incident Law Enforcement and Investigation Annex and national policy to identify necessary coordination mechanisms for the purposes of preserving evidence and supporting criminal investigations and intelligence activities.

  - Identify, request, and acquire transportation resources for the delivery of life-sustaining supplies and services to the affected area.
  - Collect, analyze, and disseminate ESF #6 service delivery site assessments of transportation infrastructure damage.
  - Provide critical transportation for survivors including individuals with disabilities and others with access and functional needs.
  - Initiate outreach to vendors, NGOs, and national voluntary organizations active in disasters to acquire additional support vehicles for mobile feeding activities.
  - Coordinate available Federal resources to support feeding and sheltering along the evacuation routes.
- ESF #8
  - Coordinate medical staging and medical evacuation to patients.
  - Identify medical evacuation shortfalls through NDMS. FEMA's National Ambulance Contract provides ground transportation, including accessible transportation for people with mobility disabilities, and DOD, if mission assigned, may register patients and provide air transportation outside of the impacted areas.
- ESF #10
  - Support the identification of safe evacuation and ingress routes and assess the nature and extent of contamination, if transportation infrastructure or routes are contaminated by oil or hazardous materials.
- ESF #11
  - Conduct surveys and evaluations for archaeological resources, historic structures, cultural landscapes, biological resources, wetlands, and critical habitats.
  - Recommend mitigation activities for both natural and cultural resources to reduce the impacts of repairs, road surveys, and construction.
  - Ensure meat, poultry, and processed egg products in commerce are safe.
- ESF #13
  - Support the security of transportation assets used for evacuation.
- ESF #15
  - Provide public messaging to notify the affected population of evacuation routes and other emergency information.

Phase 2c—Sustained Response

End State: Infrastructure assessments have been performed, and stabilization of critical transportation infrastructure has been completed. Survivor evacuation is complete, and vital resources and services have been delivered to disaster survivors and responders within the impacted area. (Supports TR-MO-2, TR-MO-3, TR-MO-6, TR-MO-7, TR-MO-8)

- Tasks by Phase, by ESF
  - ESF #1
    - Identify shortfalls and reposition or demobilize resources from areas where objectives have been achieved.
  - ESF #3
    - Coordinate with local, state, tribal, territorial, and insular area governments to support debris removal operations that align with transportation priorities.
  - ESF #6
    - Develop a strategy for allowing the population to return to the affected area without disrupting response operations or putting strain on local resources (e.g., feeding, sheltering, power distribution, roads, fuel, and security).
      - Determine that the affected area is safe for individuals to return and that the infrastructure can sustain a return of the population.
      - Coordinate the transportation of evacuees back to the affected area and provide vehicles, including accessible vehicles.
      - Determine housing options, including return to affected areas, for evacuees temporarily displaced to locations away from the home of record.
  - ESF #8
    - Develop a strategy for medical patient repatriation as healthcare facilities in the affected area return to service.
  - ESF #10
    - Clean-up and/or decontaminate transportation infrastructure and routes as appropriate if they are contaminated by oil or hazardous materials. Assume leadership from ESF #3 for management of CBRN-contaminated debris.

Phase 3a—Short-term Recovery

End State: Transportation infrastructure has been restored to allow the free ingress and egress of personnel, equipment, and services into the affected area. (Supports TR-MO-7)

- Tasks by Phase, by ESF
  - ESF #1
    - Provide longer-term coordination of the restoration and recovery of the affected transportation systems and infrastructure.

Administration and Support

The Critical Transportation core capability will follow standard protocols for activation, notification, deployment, and deactivation with each Federal department and agency continuing to maintain its roles and responsibilities under Federal laws and regulations.

Table D.1-1: Critical Transportation Core Capability Permits and Waivers

Type	Description
Permit and Waiver	The Federal Motor Carrier Safety Administration may provide temporarily relief from specific safety regulations to allow direct response or relief transportation services to continue to a declared disaster or emergency. This condition allows covered drivers to drive longer hours than would otherwise be permitted.
Permit and Waiver	Grant exemptions under 49 U.S.C. § 40109 to permit certain air carriers to engage in foreign air transportation of people and property (for compensation) between any point not in the United States and any point in the United States for the evacuation of people from affected areas and to carry personnel relief supplies in support of the relief efforts.
Permit and Waiver	Grant exemptions under 49 U.S.C. § 40109 to issue emergency exemptions to permit air carriers normally licensed only for private air transportation to offer their services to the public at large, including government and private relief organizations, to assist in relief efforts.
Permit and Waiver	Grant special authorization under 14 C.F.R. § 375.70 to permit foreign air carriers to carry evacuees and other people and relief supplies without charge.
Permit and Waiver	Grant carriers licensed under 14 C.F.R. Part 125 emergency exemption authorities from the provisions of 49 U.S.C. § 41101 to allow those carriers to provide assistance in the carriage of freight and people affected by the disaster and the transport into the affected areas of relief and personnel supplies.

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Appendix 1 to Annex D, Tab 1: Resource and Team Cache

The Resource and Team Cache spreadsheet is an inventory of resources and teams from various Federal departments and agencies and that, if available, could be activated and deployed. This is not an all-inclusive list but a sampling of the array of Federal resources that can be applied. The table below lists resources by core capability and ESFs that are being supported and provides a brief description of the services provided by the team(s). This list may be used to determine if a resource exists; however, it does not indicate that the resource is either available or deployable at the time a disaster occurs. The FIOP is designed to be an all-hazard no-notice plan that describes how local, state, tribal, territorial, insular area, and Federal governments provide for the needs of survivors following an emergency or disaster. The Resource and Team Cache lists chemical, biological, radiological, nuclear, or high-yield explosive (CBRNE) teams among other incident specific specialty teams and captures their capabilities so that they can be considered for deployment to satisfy specific needs.

Table 1, Tab 1: Resource and Team Cache

Core Capability	ESF Support	Capability	Description
TR	ESF #1	Air Component Coordination Element	Provides coordination assistance to the Joint Air Operations Center.
TR	ESF #1	Airborne Command and Control—Emergency Management Support	Promotes the safe flow of high-density SAR air traffic in coordination with the FAA; coordinates and prioritizes time-critical survivor data among ground, air, and command elements; and manages and expedites search-and-rescue efforts.
TR	ESF #1	Airspace Control (Ground)	Provides air traffic control from ground locations for the purposes of providing visual flight rules and reconstitution of visual flight rule tower services and visual flight rule operations.
TR	ESF #1	Rotary Wing Lift (Heavy)	Supports the movement of personnel and supplies through the use of heavy lift rotary wing aircraft.
TR	ESF #1	Rotary Wing Lift (Medium)	Supports the movement of personnel and supplies through the use of medium lift rotary wing aircraft.
TR	ESF #1	Strategic Transportation Support	Supports the movement of cargo and/or non-medical personnel.
TR	ESF #1	Tactical (Ground) Transportation Support	Provides DOD ground transportation resources to support the movement of cargo and/or passengers.
TR	ESF #3	Emergency Route Clearance	Provides support for the clearance of routes.
TR	ESF #11	Cultural Resources Emergency Response Team	Supports the protection of natural and cultural resources and historic properties.

Core Capability	ESF Support	Capability	Description
TR	ESF #1	Evacuation Liaison Teams	Provides resources for evacuation coordination, including liaison teams and transportation system and coordination support. Participates in evacuation planning and identifying assets to support evacuations.
TR	ESF #1	Federal Transportation Assistance	Monitors and reports the status of and damage to the transportation system and infrastructure resulting from the incident; identifies alternative transportation solutions that can be implemented by others when infrastructure are damaged, unavailable, or overwhelmed; coordinates restoration and recovery of transportation infrastructure; and performs activities conducted under the direct authority of DOT elements as these relate to aviation, maritime, surface, railroad, and pipeline transportation.
TR	ESF #1	RETCO	RETCOs coordinate and provide assistance to other state, local, tribal, territorial, insular area, and Federal entities in emergency preparedness and response for transportation services. RETCOs act as a single point of contact during major, Presidentially declared incidents to expedite and validate requests to DOT by the FCO or the principal Federal official at the incident site. However, the Secretary can designate another official in this capacity on the basis of the nature and extent of the disaster or major incident.
TR	ESF #8	Federal Rail Evacuation Support	Provides pre-planning and coordination support during rail evacuations.
TR	ESF #1	Transportation Security Advanced Team	Supports evacuation operations and surge requirements in the affected area and develops support requirements to continue the mission of transportation security related operations.
TR	ESF #1	Transportation Security Forward Team	Supports evacuation operations or surge requirements in the affected area to expeditiously screen passengers and property that will be carried aboard passenger aircraft.
TR	ESF #3	Vessel Salvage/Vessel Debris Assessment and Removal (Direct Federal Assistance)	Conducts assessment and removal of eligible vessels and vessel debris in support of operations.
TR	ESF #5	Damage Assessment	Conducts aerial and waterborne damage assessments.
TR	ESF #7	Transportation Support	Provides fixed-wing transportation support for cargo and/or personnel.

Core Capability	ESF Support	Capability	Description
TR	ESF #7	Vessel Transportation Support	Provides vessel transportation support for cargo and/or personnel.
TR	ESF #8	Transportation of Medical/Casualty Personnel and/or Cargo	Provides aircraft transportation for medical and/or personnel evacuation.
TR	ESF #3	Emergency Road Chainsaw Crew	Provides chainsaw crews to assist in debris clearing.
TR, Infrastructure Systems (IS)	ESF #3	Debris Oversight	Provides support for oversight of state and/or local entities' debris operations.
TR, IS	ESF #3	Debris PRT	Support demolition, clearance, removal, transport, temporary storage, segregation, reduction, and, ultimately, disposal of debris.
TR, IS	ESF #3	Debris Team	Debris management refers to the collective operations of demolition, clearance, removal, transport, temporary storage, segregation, reduction, and, ultimately, disposal of debris, whether generated by natural disaster or terrorist event. Debris may be largely woody in nature resulting from hurricanes, tornadoes, or coastal storms; construction and demolition material resulting from earthquakes or acts of terrorism; and household contents resulting from flooding or any of the other aforementioned threats. Reduction operations are typically accomplished by grinding, chipping, or incinerating, and the preferred method of disposal is to deposit debris in locally provided landfills. Recycling, particularly as related to construction and demolition material, is desirable as a means of preserving landfill capacity.
Environmental Response/ Health and Safety (EH)	ESF #12	National Atmospheric Release Advisory Center	Provides tools and services to map the probable spread of hazardous material accidentally or intentionally released into the atmosphere. The National Atmospheric Release Advisory Center provides atmospheric plume predictions to determine if taking protective action is necessary.

Core Capability	ESF Support	Capability	Description
EH	ESF #10	EPA CBRN Consequence Management Advisory Team	Provides scientific and technical support for all phases of environmental response to a CBRN incident, including site characterization, building and structure decontamination, environmental cleanup, and clearance for use; manages EPA's Airborne Spectral Photometric Environmental Collection Technology (ASPECT) fixed-wing aircraft, which provides chemical/radiological plume mapping; and operates EPA's mobile chemical warfare agent laboratories known as Portable High Throughput Integrated Laboratory Identification Systems.
EH	ESF #10	EPA Environmental Response Team	Provides scientific and technical expertise, including health and safety, environmental sampling, air monitoring, toxicology, risk assessment, waste treatment, contaminated water/scientific divers; and site decontamination and cleanup; provides field-analytical and real-time air monitoring with EPA mobile laboratories known as Trace Atmospheric Gas Analyzers.
EH	ESF #10	Fixed Laboratories	Provide capability to analyze environmental samples for toxic industrial chemicals.
EH	ESF #10	Fixed Laboratories—Radiation	Provides capability to perform routine and emergency radio analysis of environmental samples.
EH	ESF #10	EPA Fixed-wing Aircraft for Aerial Air Monitoring	The ASPECT aircraft is managed by EPA's CBRN Consequence Management Advisory Team and provides chemical/radiological plume mapping. It is also capable of collecting high-resolution digital photography and video and can take thermal and night images.
EH	ESF #10	EPA Radiological Environmental Assessment Equipment	Provides mobile laboratories and sample preparation trailers, fixed and deployable RadNet monitors, field radiological scanning systems, sampling equipment, and hand-held monitors.
EH, On-scene Security and Protection (OP)	ESF #10, ESF #13	EPA National Criminal Enforcement Response Team	Provides criminal investigative expertise, including evidence collection, chain of custody, and other investigative and forensic technical assistance, particularly for contaminated environments; provides law enforcement protective escorts, general law enforcement personnel, and critical infrastructure protection within a contaminated zone.

Core Capability	ESF Support	Capability	Description
EH, IS	ESF #3, ESF #10	Response Support Corps	EPA personnel trained to support EPA's Incident Management Teams and other response venues (e.g., EPA headquarters and Regional emergency operations centers [EOCs]) for ESF #3, ESF #10, and other EPA NRF/FIOP support functions.
EH	ESF #10	Scientific Support Coordinators	Scientific Support Coordinators, as defined in the National Oil and Hazardous Substances Pollution Contingency Plan, may be designated by the Federal On-scene Coordinator (OSC) for oil and hazardous materials spills to serve as the principal advisors for: addressing scientific issues, communicating with the scientific community, and coordinating requests for assistance from state and Federal agencies regarding scientific studies. Areas of expertise include predicting the movement of releases; assessing the environmental and health impacts of releases; and advising on environmental response options. Generally, the EPA provides the Scientific Support Coordinator for inland zone incidents, and the DOC/NOAA provides the Scientific Support Coordinator for coastal zone incidents.
EH	ESF #10	OSCs	Coordinates the on-scene, tactical response to oil and hazardous materials incidents, including assessment of the extent and nature of environmental contamination; assessment of environmental cleanup options; and implementation of environmental cleanup, including decontaminating buildings and structures and management of wastes. EPA generally provides the Federal OSC for incidents in inland areas, while USCG provides the Federal OSC for incidents in coastal areas.
EH	ESF #10	DOC/NOAA	DOC/NOAA/National Weather Service (NWS) provides spot forecasting and incident meteorology tailored to support response activities
EH	ESF #10	EPA Radiological Emergency Response Team	Following a radiological incident, provides advice on protective measures to ensure public health and safety; assessments of dose and impact of release to public health and the environment; monitoring, sampling, laboratory analyses and data assessments to assess and characterize environmental impact; and technical advice and assistance for containment, cleanup, restoration, and recovery.

Core Capability	ESF Support	Capability	Description
EH	ESF #10	National Strike Force	Under the National Oil and Hazardous Substances Pollution Contingency Plan, the National Strike Force is listed as a "special team" available to assist OSCs in their preparedness and response duties. Teams respond to actual or potential discharge and/or uncontrolled release of oil or hazardous materials. Provides oil and hazardous material spill support, including technical assistance, assessment, and oversight for cleanup activities.
Fatality Management Services (FM)	ESF #8	Mortuary Affairs Assistance	Provides personnel in support of recovery and transport of remains to collection points and mortuary affairs facilities and the preparation and shipment of remains to designated locations for final disposition.
IS	ESF #12	Energy Infrastructure Response Team	Energy infrastructure responders that are available to respond to an event location to minimize disruptions to energy.
IS	ESF #12	Homeland Infrastructure Foundation Level Data	Provides access to federally sponsored data sets, geospatial software tools, and training/education resources to meet mission needs.
IS	ESF #5	Modeling, Simulation, Analysis, and Geospatial Support (Federal Operations Support/Technical Assistance)	Provides critical infrastructure data, geospatial products, modeling, simulation, and analysis support.
IS	ESF #3	Critical Public Facilities	Provides support for critical public facilities.
IS	ESF #3	Emergency Power	Provides Type I, Type II, and Type III Generator Response Packages.
IS	ESF #3	FEMA Public Assistance for Drinking Water and Wastewater Infrastructure	Provides water-sector experts to assist FEMA Public Assistance program staff with water-sector activities.
IS	ESF #3	Infrastructure Assessment	Supports structural evaluations of primarily residential buildings to determine whether damaged or potentially damaged buildings are safe for use of if entry should be restricted or prohibited."
IS	ESF #3	National Ice PRT	Provides event-specific planning and acquires, transports, and distributes bag ice.
IS	ESF #3	National Water PRT	Provides event-specific planning and acquires, transports, and delivers bottled and bulk water.

Core Capability	ESF Support	Capability	Description
IS	ESF #3	Drinking Water Safety/Water & Wastewater Infrastructure Assessment and Repair	Provides assessments, evaluation, and design/build response and recovery activities for drinking water and wastewater systems and storm water infrastructure.
IS	ESF #3	Drinking Water Safety/Water & Wastewater Infrastructure Assessment Technical Assistance to State	Provides technical assistance to jurisdictions for the drinking water and wastewater infrastructure/safety mission.
IS	ESF #3	Emergency Power	Provides temporary emergency power generation to the affected area.
IS	ESF #3	Infrastructure Assessment PRT	Provides assets and support personnel to execute rapid structural assessments of affected infrastructure-primarily residential. USACE also provides assistance for missions, including electrical, mechanical, geotechnical, structural engineering, US&R, and water/water infrastructure assessments and repairs.
IS	ESF #3	Prime Power 249th Engineer Battalion	Assesses critical facilities to determine generator and other requirements for temporary emergency power.
IS	ESF #3	Technical Assistance to the State	Provides technical assistance to jurisdictions to aid them in accomplishing priority missions.
IS	ESF #3	US&R Structural Specialist Cadre	Deploys specially trained and equipped structural engineers to augment FEMA US&R task forces, Incident Support Teams (ISTs), military technical rescue organizations, and general purpose troops during structural collapse incidents and other disaster response missions. This rescue engineering capability provides technical support and advice to task force leaders and commanders to assess damage, mitigate hazards, enable safe entry, and assure mobility throughout a disaster site to enable rescue and lifesaving operations. The US&R Program develops doctrine, training programs, and national standards for structural collapse response operations, conducts initial training courses, advanced coursework, exercises and continuing education for all FEMA US&R Structures Specialists and others, under ESF #9 of the NRF.
IS	ESF #11	Food Emergency Response Network	Integrates the Nation's food-testing laboratories at Federal, state, and local levels into a network of capable responding to emergencies involving food contamination.

Core Capability	ESF Support	Capability	Description
IS	ESF #11	Food Safety and Inspection Service Personnel to Maintain Supervisory Control for In-plant Inspection Team	Maintains span of control for in-plant inspection personnel; conducts emergency monitoring and verification of activities that include sampling of products that may have become adulterated in commerce.
IS	ESF #12	EAGLE-I capability to monitor the Nation's energy infrastructure in near real-time and geospatially map energy assets and systems.	Provides access to the electric grid, the Nation's petroleum and natural gas networks. Mapping functionality within EAGLE-I includes the ability to add real-time weather hazards such as earthquakes, floods, hurricanes, volcanoes, wildfires, and weather watches and warnings.
IS, Situational Assessment (SA)	ESF #5	Critical Infrastructure Crisis Action Team	Provides integrated situational awareness to DHS leadership and critical infrastructure partners to reduce risk, prevent damage and enable rapid recovery of critical infrastructure assets caused by natural disaster, attack, or other emergency.
Mass Care (MC)	ESF #6	Prepare Sites for Temporary Housing Sites	Conducts site preparations for the placement of temporary housing (mobile or modular homes).
MC	ESF #6	Department of Housing and Urban Development, Federal Operations Support	
MC	ESF #6	Temporary Roofing PRT	Coordinates for the distribution of temporary roofing options.
MC	ESF #6	Temporary Housing (Haul and Install)	Conducts hauling, installation, and recovery of manufactured housing units or other readily fabricated dwellings; performs environmental assessment; and performs staging area operation and site restoration.
MC	ESF #6	Temporary Housing (Site Design)	Provides design, site development, and construction, including installation of utilities at manufactured housing unit group sites.

Core Capability	ESF Support	Capability	Description
MC	ESF #6	Temporary Housing—COTR/Technical Monitor Support to FEMA IA-TAC—Post-declaration	Provides planning support, assists in IA-TAC orders, and provides continued contract administration and management support.
MC	ESF #6	Temporary Housing Team	Provides a wide range of temporary housing assistance, in coordination with FEMA, to fill the needs of survivors. One type of assistance is technical assistance to FEMA through the review of plans and specifications of group mobile home and travel trailer sites, and coordination of environmental compliance; provides plans, specifications, and construction-management activities associated with providing emergency temporary housing.
MC	ESF #6	Temporary Roofing Team	Assists state, local, tribal, territorial, and insular area requests for support in coordination with FEMA, providing temporary Blue Plastic Roofs to residences to prevent additional damage after a windstorm. The capabilities extend from Technical Expertise and Assistance through complete management of a Temporary Roofing Mission, including the scoping, procurement, and installation of temporary roofing repairs.
MC	ESF #6	Field Deployment	Supports activities including shelter, feeding, donations and volunteer management, warehousing, nonhazardous disaster debris removal for access and functional needs populations, tarps under the approved USACE program, chain saw work, call centers, volunteer base camp, needs assessment, and long-term recovery committees.
MC, Planning (P)	ESF #6	Temporary Housing	Conducts emergency planning and/or assessment of potential sites for housing.
MC, P	ESF #6	Temporary Housing—COTR and/or Technical Monitor Support to FEMA IA-TAC	Provides pre-event planning, assists in preparing task orders, and contracts administration support.
MC, P	ESF #6	Mass Care Planning Support Personnel	Provide Planning Section Personnel for producing Incident Command System-specific planning and reporting products in support of mass care activates.
MC, PS	ESF #6	Temporary Roofing PRT	Implements the Advanced Contracting Initiative or other contracting processes to provide temporary roofing.

Core Capability	ESF Support	Capability	Description
Mass Search and Rescue (MS)	ESF #9	National Activation (Pre-/Post-declaration)	Provides air and ground lifesaving SAR capability, apart from those operations in which USCG has SAR responsibilities in the National SAR Plan.
MS	ESF #9	NPS ESF #9, Department of the Interior Force Protection—FEMA US&R Task Forces (Federal Operations Support)	Provides field SAR teams and personnel in support of SAR operations.
MS	ESF #9	NPS ESF #9, Department of the Interior-NPS Single Boat & Operator Support (Federal Operations Support)	Provide motorized boats for SAR operations.
MS	ESF #9	SAR—Boating Crews	Provide boating crews to navigate flood waters in support of SAR operations.
MS	ESF #9	DOD ESF #9, Rotary Wing Lift (Medium) for SAR (Federal Operations Support/Direct Federal Assistance/Technical Assistance)	Provides SAR operation support with medium-lift rotary-wing aircraft.
MS	ESF #9	US&R Response System	Capabilities include reconnaissance to assess damage and needs; assessment and shut-off of utilities to houses and buildings; physical SAR operations in damaged and collapsed structures; hazardous materials surveys and evaluations; structural and hazard evaluations of buildings; operations in known or suspected weapons of mass destruction (WMDs) events; emergency medical care for entrapped casualties, task force personnel, and search canines; stabilization of damaged structures, including shoring and cribbing operations; and operations in a known or suspected WMD environment.
MS	ESF #5	Contract Security Officers	Provides security officer support.
MS	ESF #9	US&R Support to ESF #9	Provides US&R structural specialist advance strike team to accompany the FEMA US&R IST Engineering Cell.
MS	ESF #9	US&R Support to ESF #9	Provides structural specialist and equipment to coordinate and integrate SAR resources.

Core Capability	ESF Support	Capability	Description
Operational Communications (OC)	ESF #2	25-User Communications Package (Fixed Site Teams)	Provides voice, data, and video communications support at fixed locations for persons who provide coordination of initial assessment teams and other first responders. Capability for Internet reach back.
OC	ESF #2	75-User Communications Package	Provides voice, data, and video communications support at fixed locations for persons who provide coordination of initial assessment teams and other first responders. Capability for Internet reach back.
OC	ESF #2	Communications Support to First Responders	Dedicates users with mobile voice and data communications for initial entry assessment and coordination of initial response.
OC	ESF #2	Domestic Emergency Support Team	Interagency subject matter experts who support the FBI On-scene Commander.
OC	ESF #2	Project Roll Call	Conducts assessment of the impact to public safety and the Emergency Alert System in the affected area and identify all surviving and non-working systems. The Federal Communications Commission will analyze radio spectrum management and integrate and correlated spectrum analysis results with radio license data and coordinate with IMAT and DEC Division.
OC	ESF #2	Spectrum Management and Coordination	Coordinates with Project Roll Call, provides radio frequency spectrum analysis, investigates and resolves interference issues, provides frequency coordination for first responders, and provides special temporary authorizations and waivers to assist in interoperability and mutual aid issues.

Core Capability	ESF Support	Capability	Description
OC	ESF #2	MERS	Provides rapid augmentation of communication capabilities in disaster areas.
OC	ESF #2	National Communications System	24/7 government/industry watch assists in initiation, coordination, restoration, and reconstitution of national security or emergency preparedness telecommunications services or facilities under all conditions of crisis or emergency; vulnerability assessments (e.g., satellite vulnerability, interconnection sites); liaison support to ESF #2 response functions; Telecommunications Service Priority: establishes system of priorities for provision/restoration of communication circuits to ensure connectivity for national security/emergency personnel users; Government Emergency Telecommunications Service/Wireless Priority Services: provide prioritized queuing for users on the public switched telephone network to support communications during periods of severe network congestion
OC	ESF #2	Office of Emergency Communications—Regional Coordination Program	Office of Emergency Communications Regional Coordinator (RC) in Region with federally declared disaster may be deployed to support the National Communications System (support disaster emergency communications response efforts at the JFO, RRCC, and EOC in coordination with Federal, state, local, tribal, territorial, and insular area representatives.
OC	ESF #2	Regional Coordination Program	May be deployed to support disaster emergency communications response efforts.
OC	ESF #5	Deployable Tactical Operations Systems	Provides operations with initial operating facilities and emergency communications to support command and control.
OC	ESF #2	Transportable Communications Central	Mobile communications teams to support first responders/damage assessments. Specifically, satellite phones, VHF, HF, UHS, LOS radios, 800 MHz Circuit, Non-secure/secure radio capability, non-secure data, voice over Internet protocol.
OC	ESF #2	Radio Starter System	Telecommunications requirement and personnel.

Core Capability	ESF Support	Capability	Description
Operational Coordination (OCD)	ESF #5	FCOs	Cadre is trained and credentialed to response as Type I, II, and III leaders for operational response to Presidential Declaration/Emergency operations and national and regional level exercises. Provide support to state government officials in coordination with all Federal agency response capabilities.
OCD	ESF #5	FEMA Operations Center	A continuously operating entity of DHS that is responsible for monitoring emergency operations and promulgating notification of changes to Continuity of Government Condition status.
OCD	ESF #5	NOC	Working in concert with NOC elements NOC Watch, National Watch Center/NRCC, NICC, Intelligence Watch and Warning, and NOC Planning Element, serves as the principal operations center for DHS and provides situational awareness and a common operating picture for the entire Federal Government and for local, state, tribal, territorial, and insular area governments, as appropriate, in the event of a natural disaster, act of terrorism, or other disaster. The NOC ensures that critical terrorism and disaster-related information reaches government decision makers.
OCD	ESF #5	IMAT	Rapid response teams to support initial establishment of unified command and provide situational awareness.
OCD	ESF #5	Mobile Communications Office Vehicle	Provides workstations and conference space for 20–25 people. Operations and communication center. Reception, kitchen, and restroom facilities. Self-contained generators. Telephones and computers with voice and data switch. Local and wide area networks. Video teleconferencing. HF/VHF/UHF radios with telephone interface.
OCD	ESF #5	National IMAT	Coordinate and integrate inter-jurisdictional response in support of the affected state(s) or U.S. territory(s). National IMATs provide initial situational awareness for Federal decision makers, and support the initial establishment of a unified command. IMATs provide multi-disciplinary needs of emergency management and may include members from the inter-agency community.

Core Capability	ESF Support	Capability	Description
OCD	ESF #5	NRCC	Coordinates Federal response efforts at the National level by maintaining connectivity with FEMA RRCCs, Federal departments and agencies, Federal Executive Boards, Federal operations and coordination centers, nonprofit organizations; and private sector businesses. The NRCC provides situational awareness that is crucial to determining the levels and types of Federal support that may be required and assist decision makers at all levels of government.
OCD	ESF #5	Regional IMAT	Supports the establishment of a unified command and provides situational awareness for Federal and state decision makers crucial to determining the level and type of immediate Federal support that may be required.
OCD	ESF #5	Industrial Control System-Cyber Emergency Response Team	Provides onsite incident response, free of charge, to organizations that require immediate investigation and resolution in the event of a cyber incident. The Industrial Control System-Cyber Emergency Response Team is able to provide mitigation strategies and assist asset owners/operators in restoring service, and provide recommendations for improving overall network and control systems security.
OCD	ESF #5	Deployable Operations Group	Develops and strengthens incident management capabilities.
OCD	ESF #5	USACE Team and Assistant Team Leaders	Deploys to JFO, RRCC and NRCC to shape USACE missions and support in coordination with FEMA and other departments and agencies.
OCD	ESF #5	Coast Guard IMAT	Available to deploy anywhere within the Coast Guard area of responsibility or in support of an interagency request (e.g., Olympics or other National Special Security Events [NSSEs])
OP	ESF #13	National Response Team	Assists in the investigation of significant explosives and fire incidents.
OP	ESF #13	Border Patrol Search, Trauma, and Rescue Team	Deploys to areas of concern and provides assistance to those in distress. Responds to emergency medical, trauma management, and national incident response as appropriate.
OP	ESF #13	Border Patrol Tactical Unit	Mobile training teams able to support counterterrorism, counter narcotics, National Security nexus, direct enforcement, special reconnaissance, and border assessments.
OP	ESF #13	Force Protection for SAR Personnel	Armed Federal Officers and Agents trained to support SAR techniques, concepts, and supporting skills.

Core Capability	ESF Support	Capability	Description
OP	ESF #13	Force Protection Non-US&R	Armed Federal Officers and Agents trained to perform Force Protection and Security duties.
OP	ESF #13	Law Enforcement SAR Canine Team	Law Enforcement officers with trained canines are able to support SAR tracking and trailing techniques.
OP	ESF #13	National Special Response Team Mobile Response Team	Supports DHS/FEMA during response operations and NSSEs.
OP	ESF #13	National Canine Program	Detect concealed humans, various illegal controlled substances and contraband concealed within vehicles rapidly with less inconvenience to the general public.
OP	ESF #13	National Special Response Team	Specialized response team trained and tactically equipped for long rapid deployment to emergency and/or unusual law enforcement situations, requiring special tactics and techniques beyond the reasonable operational capabilities of Customs and Border Protection officers at land, air, and sea Points of Entry.
OP	ESF #13	Horse Patrol Units	Provides mobile law enforcement response to threats in remote locations and the ability to patrol most remote areas that are inaccessible to vehicles.
OP	ESF #13	Border Enforcement Security Task Force (BEST)	BEST takes an all-threats approach to border-related crime. These threats include narcotics smuggling, financial crime, human trafficking, illegal import/export, bulk cash smuggling, the violation of intellectual property rights, and identification and benefit fraud, as well as state and local, and foreign crimes that are committed by TCOs. BEST targets these organizations from all perspectives, utilizing the expertise, authority, and the full-range of capabilities of its partner departments and agencies.
OP	ESF #13	Canine—Explosive Detector Dog Team	Conduct searches for a variety of explosive materials on or near building exteriors, parking lots, office areas, vehicles, materials, packages and persons in and around Federal facilities. Provide mobile and effective capabilities for the protection of life/property through the provision of a strong, visible, and psychological deterrence against criminal and terrorist threats. Provide immediate and specialized response to bomb threats/unattended packages or other dangerous items.

Core Capability	ESF Support	Capability	Description
OP	ESF #13	Federal Protective Service Crisis Response Team	Provides support to manage crowd control, perimeter security, patrol, protection, and similar missions.
OP	ESF #13	Contract Security Officers	Provides physical security support.
OP	ESF #13	Crisis Negotiation Teams	Crisis Negotiation Teams are trained to assist Special Response Teams and Disturbance Control Teams (DCTs) in a response to a disturbance, riot, or other security incident.
OP	ESF #13	Immigration and Customs Enforcement (ICE) Special Response Teams and DCTs	ICE Special Response Teams and DCTs are specially trained and equipped to provide support for disturbances, riots, tactical events, and other security incidents in support of ESF #13/surge requirements.
OP	ESF #13	Document and Benefit Fraud Task Force	The Document and Benefit Fraud Task Force combines a variety of law enforcement tools and authorities to achieve focused, high-impact criminal prosecutions and financial seizures. Task Force investigations relate to immigration benefit fraud, other fraud schemes, identity theft schemes, and document fraud.
OP	ESF #13	High Intensity Drug Trafficking Area (HIDTA)	HIDTA personnel have access to HIDTA's intelligence and investigative support centers which help identify new targets and trends, develop threat assessments, de-confliction, and manage cases.
OP	ESF #13	Polygraph Operations	Conducts criminal polygraph response on short notice.
OP	ESF #13	Rapid Response Teams	Self-contained, rapid deployment groups with tactical, basic medical and communications assets. Used to secure ICE facilities, assist DHS/ICE personnel, prepare impacted area for the arrival of additional equipment and personnel, and perform ESF #13 missions.
OP	ESF #13	Undercover Operations Unit	Capable of providing human resources in support of HSI investigations such as trained and certified operatives, identification of special agents and task force officers with unique or specialized skill sets (e.g., foreign language, industry experience, professional certifications), as well as covert assets (e.g., physical storefronts/warehouses, proprietary businesses, commercial Web sites, vehicles, vessels, aircraft).

Core Capability	ESF Support	Capability	Description
OP	ESF #13	Law Enforcement Strike Team—Field Operations	Provide law enforcement surge support.
OP	ESF #13	Regional Activation (Pre-/Post-declaration) ESF #9	Activation of the organization to support RRCC operations.
OP	ESF #13	Federal Air Marshal Service (FAMS)	Ability to rapidly deploy Federal Law Enforcement Officers (FLEOs) worldwide with minimal notification. Critical Incident Response teams offer organization-wide support services in response to any critical incident such as an employee suicide, shooting, or other line of duty exposure to traumatic events. FAMS maintains robust cadres of FLEOs who are trained and certified EMTs capable of deploying world-wide with minimal notification. International Air Marshal Program conducts training, education, outreach, and liaison efforts that encourage development/maturity of foreign air marshal programs.
OP	ESF #13	FBI Special Agents	Federal law enforcement and law enforcement management of law enforcement response operations.
OP	ESF #13	FBI Electronic Technicians	Support FBI communications under multiple platforms.
OP	ESF #13	Joint Vulnerability Assessment Team	Conduct security vulnerability assessments on U.S. commercial airport critical infrastructure. The team identifies security vulnerabilities, analyzes data, and provides recommended countermeasures to mitigate vulnerabilities.
OP	ESF #13	Man-portable Air Defense Systems (MANPADS) Vulnerability Assessment Team	Conducts MANPADS Vulnerability Assessments at high risk U.S. commercial airports, provides assistance with MANPADS mitigation plans for all U.S. airports and provides MANPADS awareness training to first responders. The team also conducts MANPADS assessments and training at foreign airports upon the request of a host nation.

Core Capability	ESF Support	Capability	Description
OP	ESF #13	National Deployment Force	Rapid response teams of Transportation Security Officers and Behavioral Detection Officers who are deployable as needed; fully trained Transportation Security Officers and Behavioral Detection Officers who provide DHS/Transportation Security Administration with a force capable of augmenting surges in passenger and baggage screening operations in a timely and effective manner; provide screening support for seasonal demands, special security events, and other circumstance requiring greater number of personnel than is normally available to a Federal Security Director.
OP	ESF #13	National Explosives Detection Canine Team	Transportation Security Administration-certified National Explosives Detection Canine Teams search narrow- and wide-body aircraft, terminals, luggage, vehicles, freight, mass transit rail and buses, and maritime vessels. National Explosives Detection Canine Team is currently training 48 Passenger Screening Canine Teams, as well as procuring 42 Passenger Screening Canine Teams.
OP	ESF #13	Office of Law Enforcement/FAMS Federal Air Marshal Team, Deployment	Conduct transportation-security related law enforcement functions in support of evacuation operations or surge requirements.
OP	ESF #13	Transportation Security Advanced Team and Transportation Security Support Team	Rapid deployment and ability to support Federal Security Director's operations within 24 hours; screening of passengers and their baggage for prohibited items before entry into the sterile areas of U.S. airports.
OP	ESF #13	Visible Intermodal Prevention and Response Program	Supplementation of existing security resources; provide deterrent presence and prevention capabilities, and introduce element of unpredictability to disrupt potential terrorist planning activities. Operations are planned using a risk-based methodology that considers threats, vulnerabilities, and consequences that is applied in partnership with local transportation security and law enforcement stakeholders.
OP	ESF #13	Maritime Law Enforcement	Provides security forces for rescue, recovery, and evacuation operations.
P	ESF #5	Mobile Response Team	National rapid deployment asset which provides additional operational capabilities of Customs and Border Protection Officers/Agents at and between land, air, insular, and littoral Points of Entry and borders.

Core Capability	ESF Support	Capability	Description
P	ESF #5	Response Planning	Assists in response planning and operations with state natural resource and environmental offices, performs survey work for temporary housing plans to identify staging area that mitigate impacts on possible archeological sites, and ensures threatened and endangered species or ecosystems are not negatively impacted.
P	ESF #5	Joint Mitigation and Individual Public Assistance Preliminary Damage Assessment Teams	Collect damage information to determine program eligibility for disaster declarations. The team supports local law enforcement and acts as the lead Federal Agency along with state, local, tribal, territorial, insular area, and/or private entities in the affected disaster areas. Other responsibilities include: coordinate with state, local, tribal, territorial, insular area, and/or private officials; provide initial reports on the extent of impact; make initial contacts with impacted communities; direct media and individual inquiries to the appropriate support entity.
P	ESF #5	Geospatial Support Team	Provides geospatial products for emergency incidents, special security events, and facility security assessments. Products are used for situational awareness and planning in the infrastructure protection mission area.
P	ESF #5	NICC	Watch/Steady State: maintains/shares ongoing operational and situational awareness of the Nation's infrastructure assets. When an incident occurs: the Critical Infrastructure Crisis Action Team component of the NICC becomes the Office of Infrastructure Protection's focal point for incident management. It provides integrated situational awareness, assessment and analysis, decision support, operations management and future operations planning.
P	ESF #5	Protected Critical Infrastructure Information	Validate information submitted for protection, disseminate it to requested recipients, and store it within searchable databases for other users. Information submitted in an emergency can be validated under expedited procedures. Protected Critical Infrastructure Information also oversees access on the part of users.

Core Capability	ESF Support	Capability	Description
Public Health and Medical (HM)	ESF #8	Applied Public Health Team	The primary areas of Applied Public Health Team activities and reporting include epidemiology surveillance, preventive (medical) services delivery (e.g., disease prevention, vaccinations, laboratory information, health information), environmental public health (e.g., air, water, wastes, vectors, food, safety, shelter).
HM	ESF #8	Rotary Wing Medical/Casualty Evacuation	Provides aircraft transportation for medical and/or personnel evacuation.
HM	ESF #11	Animal Disease Control (USDA)	Provides personnel to ensure control against the spread of animal disease agents; maintain supervisory span of control for deployed veterinary personnel and assistants; and conduct emergency quarantine or verification activities that include sampling of animals or carcasses thereof.
HM	ESF #11	APHIS National Plant Diagnostic Network and National Animal Health Laboratory	Supports animal and plant disease and pest response.
HM	ESF #11	APHIS National Veterinary Stockpile	Provides critical countermeasures and supplies to address animal disease outbreaks.
HM	ESF #8	Emergency Management Teams	Law enforcement officers trained in Critical Incident Stress Management and the distribution of medications during the response to a WMD incident.
HM	ESF #8	Critical Incident Response Team	Provides peer-level support to Customs and Border Protection operational component personnel and aids victims involved in traumatic events.
HM	ESF #8	Rotary Wing Medical Patient Evacuation	Supports medical patient evacuations through the use of rotary wing aircraft and personnel.
HM	ESF #8	Temporary Medical Treatment Facilities	Provides temporary medical treatment facilities that are equivalent to those established by HHS.
HM	ESF #8	Theater Patient Movement and Airlift	Provide aero medical evacuation forces and enablers for patient movement.
HM	ESF #8	Rapid Response Team	A partnership between the Food and Drug Administration and state food regulatory partners to conduct integrated, multiagency responses to all-hazards food and feed emergencies, and to streamline foodborne illness investigations.

Core Capability	ESF Support	Capability	Description
HM	ESF #8	Advance Logistics Reception Team Push Package	Provide reception, staging, and onward movement of advance logistics and forward medical assets. Advance Logistics Reception Team package consists of one Logistics Team, two DMATs on alert status, two DMAT caches, two DMAT pharmacy caches, two DMAT field re-supply caches, one Incident Response Coordination Team (IRCT) cache; two Strike Team kits, and four Emergency Medical Record kits.
HM	ESF #8	Behavioral Healthcare	Provides mental health and substance abuse support services to disaster casualties, their families, and rescue response workers. Mental Health teams will conduct screening and assessment of community needs relevant to mental and behavioral conditions and the provision of supportive and educational interventions such as psychological first aid to incident casualties, survivors, and responders.
HM	ESF #8	DMAT	A nationwide medical response system that supplements state and local emergency resources during disaster or major emergencies
HM	ESF #8	DMORT	Conducts mobility morgue operations; forensic examination; DNA acquisition; remains identification; search and recovery; scene documentation; medical/psychological support; embalming/casketing; family assistance center; ante mortem data collection; postmortem data collection; records data entry; database administration; personal effects processing; coordination of release of remains; provides communications equipment; safety officers and specialist.
HM	ESF #8	DMORT—WMD	Provides victim identification and mortuary services in support of a WMD incident.
HM	ESF #8	Disaster Portable Morgue Unit Team	The Disaster Portable Morgue Unit contains a complete morgue, with designated workstations and prepackaged supplies.
HM	ESF #8	Emergency Prescription Assistance and Medical Equipment Replacement Program	Provides pharmaceutical supplies, limited durable medical equipment and personnel sufficient to administer the Emergency Prescription Assistance Program.

Core Capability	ESF Support	Capability	Description
HM	ESF #8	Environmental Health—Hazard Identification and Control Measures	Conducts evaluations of environmental conditions and impacts on human health, and where possible, work to initiative public health interventions and control measures to lessen impacts in the affected area. Areas of consideration include potable water and ground water issues; wastewater and human waste disposal; sanitation for emergency shelter operations; toxin abatement; and vector control.
HM	ESF #8	Victim Information Center	Supports the collection of victim information and conducts death notifications.
HM	ESF #8	Federal Medical Stations	250-bed configurations with medical supplies to support acute, non-surgical, non-traumatic, non-chronic patients for the purposes of supporting immediate and short-term medical needs.
HM	ESF #8	Food and Product Safety Inspection	Addresses immediate and short-term issues that impact whether food, drugs, biological, and medical devices that have been impacted by the incident are appropriate for use.
HM	ESF #8	Federal Operations Support	Personnel to serve as SMEs for the purpose of public health assessments, support to access and functional needs populations, and other entities as needed
HM	ESF #8	Technical Assistance	Provide technical assistance and scientific expertise for the development of necessary health actions/precautions for the public health response. Specifically, resource coordination; food safety and inspections; and environmental health.
HM	ESF #8	IRCT	Based upon Incident Command System doctrine, Ops/Logs/Plans construct
HM	ESF #8	International Medical/Surgical Response Team	The International Medical/Surgical Response Team is equipped and trained to provide surgical care in and outside the continental United States.
HM	ESF #8	Medical Care and Support	Provides medical care for sheltered populations; mobile medical teams with go-bags; medical equipment and supplies; deploy the Strategic National Stockpile; deploy assets from the Department of Veterans Affairs (VA) and DOD in support of intermediate medical operations and resupply; blood availability monitoring, supply, and distribution.

Core Capability	ESF Support	Capability	Description
HM	ESF #8	Mental Health Teams	Provides mental health and substance abuse support services to disaster casualties, their families, and rescue response workers. Mental Health teams will conduct screening and assessment of community needs relevant to mental and behavioral conditions and the provision of supportive and educational interventions such as psychological first aid to incident casualties, survivors, and responders.
HM	ESF #8	Mortuary Operations Assistance (Non-NDMS)	Provides assistance in performing victim identification and mortuary services in support of state/local medical examiners. Actions may include the establishment of temporary morgue facilities; collecting and managing ante mortem and postmortem data to support victim identification in accordance with forensic standards; and processing and preparing the deceased for their return to next-of-kin or alternate caretaker.
HM	ESF #8	National Veterinary Response Teams	Provides care to service and companion animals.
HM	ESF #8	NDMS, Patient Movement	Provide medical evacuation support of seriously ill or injured patients from casualty collection staging areas. Specifically, transportation assets (airlift, rotary wing medevac/lift support, and ground), medical regulation assistance and patient tracking support; en-route medical care; medical personnel movement; medical logistics resupply; patient reception operations; and Federal coordination centers.
HM	ESF #8	DOC/National IST	The primary areas of DOC/National IST activities and reporting include continual event needs assessment, support and direction for incoming response assets, coordination of deployed field assets, onsite incident management, and response asset health and safety.

Core Capability	ESF Support	Capability	Description
HM	ESF #8	National Medical Response Team (NMRT)	NMRTs provide rapidly deployable mass casualty decontamination and specialty medication administration in the event of a WMD or hazardous materials event. The NMRTs are designed to function in high-threat, contaminated environments with specially certified NMRT personnel. Team members deploy with detection devices, personal protective equipment, specialized pharmaceuticals, and antidotes in addition to other equipment specifically designed to rescue and care for casualties of a WMD or hazardous materials incident. NMRTs are often pre-staged at high-threat events and are designed to rapidly deploy after notification.
HM	ESF #8	NDMS (includes DMAT, National Veterinary Response Team, DMORT)	NDMS capabilities include primary and acute care, mass causalities triage, initial resuscitation and stabilization, advanced life support, and preparing the sick or injured for evacuation; veterinary medical services in support of ESF #11 for service and companion animals; mortuary assistance to recover, identify, and process deceased casualties; mass casualty decontamination; medical triage following chemical, biological, nuclear and radiological events.
HM	ESF #8	U.S. Public Health Service	Provides personnel to augment and assist state, local, tribal, territorial, and insular area health authorities to mitigate immediate or short-term negative health impacts from the disaster.
HM	ESF #8	Regional ISTs	The primary areas of Regional IST activities and reporting include rapid event needs assessment; support and direction for incoming response assets; liaison with state, local, tribal, territorial, and insular area officials; onsite incident management; and response asset health and safety.
HM	ESF #8	Strategic National Stockpile	Rapidly available medical caches to address ill-defined threats in the early hours of the event.
HM	ESF #8	U.S. Public Health Service Commissioned Corps Teams-Rapid Deployment Force	Conducts community outreach and assessments, among other functions.

Core Capability	ESF Support	Capability	Description
HM	ESF #8	Veterinary Medical Support (Non-NDMS)	Deploy veterinary teams to support ESF #6 and ESF #11 authorities to evaluate, make recommendations, and provide assistance to temporary shelters and existing veterinary clinical care facilities; assist ESF #11 in veterinary medical assistance for ameliorating animal disease and care for research animals; deploy veterinary public health surveillance teams to rapidly determine and report event related mobility, mortality, and environmental exposures of service and companion animals to the local incident command, and recommend treatment and mitigation; assist ESF #11 to protect the health of livestock, companion animals, and service animals by ensuring the safety of the manufacture and distribution of foods and drugs given to animals used for human food production, as well as companion animals.
HM	ESF #8	Emergency Management Group	Operates from the Secretary of Health and Human Services' Operations Center and coordinates the overall national ESF #8 response for the HHS Assistant Secretary for Preparedness and Response.
HM	ESF #8	Services Access Team	The primary areas of Services Access Team activities and reporting include needs assessment, plan development/cultural sensitivity, advocating/connecting, clinical care coordination, continuity/transition management, psychosocial management, re-integration, and confidentiality assurance.
Public Information and Warning (PIW)	ESF #15	Media Assessment Team	Assists in state, local, tribal, territorial, and insular area media-viability assessments.
PIW	ESF #15	Integrated Public Alert and Warning System	Integrated set of services and capabilities that enable state, local, and Federal authorities to provide alerts and warnings.
PIW	ESF #15	Personal Localized Alerting Network	Allows mobile devices to receive geographically-targeted messages alerting them to imminent threats.
PIW	ESF #15	USCG Public Affairs-SMEs	Support the RRCC or JFO and/or others to provide technical advice on USCG mission activities.
P	ESF #5	Local Government Liaison	Support the Federal team and provide assistance to local governments in planning for response and recovery mission execution.

Core Capability	ESF Support	Capability	Description
P	ESF #11	Food Safety Inspections—Food Safety and Inspection Service Office of International Affairs	Personnel for event-specific planning and preparation to implement the process of re-inspection or proposed imported meat, poultry, and egg products at U.S. borders and to control those products that are not eligible for entry. Monitor transportation of imported products to mobilization centers or other delivery sites in coordination with ESF #1.
PS	ESF #7	MCC	Plans, coordinates, schedules, and tracks transport of resources (supplies, equipment, teams and personnel) necessary for support to incident operations.
PS	ESF #3	Commodities PRT	USACE has typically been assigned by FEMA to provide commodities such as bottled water and packaged ice in the aftermath of disasters to the state and local governments for distribution to the casualties. The distribution of these items to the public is a local responsibility in coordination with the state, and is a labor intensive operation. To help support the local effort we offer the planning guidance as well as technical assistance.
PS	ESF #3	Ice	Provide emergency supplies of ice and refrigerated storages for response and recovery operations. Actions include planning, procurement, transportation, distribution, testing, and disposal.
PS	ESF #3	Water	Providing emergency supplies of water and dry storage trailers for response and recovery. Capabilities include planning, procurement, transportation, distribution, testing, and disposal.
PS	ESF #5	Logistics PRT	Provides event-specific planning to include resource tracking, receiving, warehouse management, issuing, equipment operations and maintenance, and property accountability of USACE and FEMA resources in support of Federal operations.
PS	ESF #5	Deployable Tactical Operations System	Provides operations with initial operating facilities and emergency communications to support command and control.
PS	ESF #5	Recovery Field Office Operations	Funding to lease space for Recovery Field Offices.

Core Capability	ESF Support	Capability	Description
PS	ESF #7	National Commodity Team	Provide commodities such as bottled water and packaged ice in the aftermath of disasters to the state and local governments for distribution to the casualties. The distribution of these items to the public is a local responsibility in coordination with the state, and is a labor intensive operation. To help support the local effort we offer the planning guidance as well as technical assistance.
PS	ESF #7	Logistics PRT support to FEMA logistics	Support the Federal team and provide assistance to local governments in planning for response and recovery mission execution.
PS	ESF #7	National Ice Team	Supports state, local, tribal, territorial, insular area, and Federal responders under the NRF by providing emergency supplies of ice and refrigerated storage for disaster response and recovery. USACE has the capability to provide turn-key management of emergency ice missions to include planning, procurement, transportation, distribution, testing, and disposal.
PS	ESF #7	National Water Team	USACE supports state, local, tribal, territorial, insular area, and Federal responders under the NRF by providing emergency supplies of water and dry storage trailers for disaster response and recovery. USACE has the capability to provide turn-key management of emergency water missions to include planning, procurement, transportation, distribution, testing, and disposal.
PS	ESF #7	International Coordination Support Annex, International Assistance System Support	Provides policy, operational, and logistical support for the integration of foreign assistance into domestic response operations.
PS	ESF #7	Acquire Federal Operational Staging Area	Establishes a Federal Operational Staging Area to support forward distribution of supplies/equipment within an affected area.
PS	ESF #7	Acquire Mobilization Center	Provides a Mobilization Center to support forward distribution of supplies/equipment to affected area.
PS	ESF #11	Hands-on Assistance to Equal to States Food Safety and Inspection Service	Provide goods and services beyond the 28 'Equal to' States capability to meet regulatory requirements.
PS	ESF #6	Communications Cache Support, Shelter Items	Provide available resources (e.g., cots, blankets, sleeping bags) for shelters.

Core Capability	ESF Support	Capability	Description
PS	ESF #7	Federal Teams Staging Facility	Provides a location for the placement of Federal Staging Facilities.
PS	ESF #7	Fuel Distribution Points—Ground Vehicle	Provides support for the conduct of retail fuel distribution operations at different points.
PS	ESF #7	Fuel Distribution Points—Military Rotary Wing Aircraft	Provides support for retail fuel supply operations at airfields or other locations through the use of military rotary wing aircraft.
PS	ESF #7	ISB	The location for the forward distribution of supplies and/or equipment.
SA	ESF #5	Aerial Imagery	Provide Aerial imagery to include still photography, downloadable video, streaming video, in-text flight imagery and other information as needed.
SA	ESF #5	Full Motion Video Capability	Provides full-motion video for incident awareness and assessment.
SA	ESF #5	Hurricane Liaison Team	Provide immediate and critical storm information to government agency decision makers at all levels to help them prepare for their response operations, which may include evacuations, sheltering, and mobilizing equipment.
SA	ESF #5	National Watch Center	National teams of specialized equipment and personnel, capable of deployment. Deployments are tailored to meet specific emergency or special event response requirements. The FEMA National Watch Center includes the following capabilities: satellite phones; Washington Area Warning and Alert System, Critical Infrastructure Warning Information Network, High Frequency to communicate with EOCs, non-secured phones and video-teleconferencing; secure phones and secure video teleconferencing.
SA	ESF #5	NOC	Working in concert with NOC elements NOC Watch, National Watch Center/NRCC, NICC, Intelligence Watch and Warning, and NOC Planning Element, serves as the principal operations center for DHS and provides situational awareness and a common operating picture for the entire Federal Government and for local, state, tribal, territorial, and insular area governments, as appropriate, in the event of a natural disaster, act of terrorism, or other disaster. The NOC ensures that critical terrorism and disaster-related information reaches government decision makers.

Core Capability	ESF Support	Capability	Description
SA	ESF #5	Geospatial Intelligence US&R Task Forces Support	Provide geospatial intelligence support for US&R operations.
SA	ESF #5	JFO Geospatial Intelligence Analytical Support	Provides geospatial intelligence support to the JFO Planning Section.
SA	ESF #5	National Geospatial Intelligence Agency (NGA) ESF #5, Regional Geospatial Intelligence Analytical Support (Federal Operations Support)	Provides geospatial intelligence support to the RRCC.
SA	ESF #5	NGA ESF #5, Rapid Needs Assessment Geospatial Intelligence Analytical Support (Federal Operations Support)	Provides geospatial intelligence support for the FEMA Regional Rapid Needs Assessment Team.
SA	ESF #5	Homeland Infrastructure Threat and Risk Analysis Center—Incident Risk Analysis Cell	Production of analytical products such an Infrastructure Impact Assessment, Office of Infrastructure Protection Note, or an In Response to Your Question to address requests for information/requests for analysis directed from the White House, Secretary, and other DHS senior leadership.
SA	ESF #5	NWS ESF #5, Deploy NWS Meteorological and Hydrological On-site Expertise (Federal Operations Support)	Meteorologist for meteorological and hydrological on-site expertise, coordination, and analysis.
SA	ESF #5	Remote Sensing/GIS PRT	Deploy the remote sensing/GIS resources to include advising, assessing, and coordinating remote sensing/GIS needs to include mapping, modeling, or imagery.
EH	ESF #5	Defense CBRNE Response Force	Provides enhanced lifesaving (decontamination, emergency medical and technical rescue) support as well as command and control, CBRNE assessment, surgical, security, engineering, logistics, transportation, aviation lift, and both ground and air evacuation.
EH	ESF #11	Conservators	Assist with records recovery and stabilization of vital records.
EH	ESF #11	Museum Emergency Response Team	Supports the protection of natural and cultural resources and historic properties.

Core Capability	ESF Support	Capability	Description
OP	ESF #13	National Fugitive Operations Program-Fugitive Operations Teams	Highest priority is placed on cases involving aliens who pose a threat to national security and community safety, including members of transnational street gangs, child sex offenders, and aliens with prior convictions for violent crimes.
EH, OP	ESF #10	Chemical Facility Anti-terrorism Standards (CFATS) Inspection Teams	The Chemical Security Inspectors are a compliance enforcement team primarily responsible for the inspection and enforcement of the CFATS program. Chemical Security Inspectors provide outreach and compliance assistance to the regulated community and key stakeholders and, when required, support the Protective Security Advisors during emergencies and exercises by providing CFATS subject matter expertise.
OP	ESF #13	Operation Shield Teams	Law Enforcement functions (e.g., covert penetration tests at entry control points; explosive detection sweeps of the perimeter using canine teams; performing visible deterrent activities; conducting law enforcement reporting as required) Conducts approximately two Operation Shield missions per week, per region.
IS, OP	ESF #13	Protective Security Advisors	Establish relationships with state, local, tribal, territorial, insular area, and private sector critical infrastructure protection partners, coordinate training and assistance, support incident management, assist security planning for special events and NSSEs, facilitate communication between the private sector and DHS, and conduct vulnerability and security assessments on the Nation's most critical infrastructure.
IS	ESF #3	Temporary Emergency Power Team	USACE has the capability to provide local and state officials broad support for their unmet temporary emergency power needs. This support ranges from technical expertise/assistance through complete management of an emergency power mission including the procurement, installation and operation of generators.

Core Capability	ESF Support	Capability	Description
MS	ESF #9	Helicopter Interdiction Tactical Squadron	Coast Guard Airborne Use of Force- Counter Drug. Helicopter Interdiction Tactical Squadron's deployment force package consists of a MH-65C helicopter, two AUF-CD qualified pilots, one embarked Coast Guard Precision Marksman, an M240B machine gun area fire weapon, and an M107 precision fire weapon. This package is specifically designed to be used from a flight deck equipped Coast Guard cutter with embarked helicopter maintenance team and helicopter support kit.
MS	ESF #9	Maritime Force Protection Unit	Each Maritime Force Protection Unit provides the Patrol Commander, weapons operators, reaction vessel and screening vessel capabilities for each mission. The Patrol Commander has Tactical Command of escort surface vessels conducting the mission. The escort vessels enforce the Naval Vessel Protective Zone by determining temper and intent of other vessels in the vicinity of the transit route.
EH, OP	ESF #9	Maritime Security Response Team	Ready assault force able to conduct maritime threat response unilaterally or as part of an interagency task force. Capable of interdicting, boarding, verifying threats, and when required, engaging in offensive operations against hostile threats. Capable of tactical operations up to using modified Level B or C PPE during an entry with hazardous materials. The Maritime Security Response Team can pre-stage personnel and equipment for threats or actual events and actual releases in a hostile or potentially hostile environment.
OP	ESF #13	Port Security Unit	The Port Security Unit can operate as either a law enforcement or non-law enforcement unit. In addition to its operational and team missions, the units also provide: Maritime Law Enforcement, Logistics Coordination, Medical Services, and Humanitarian relief. The team uses a military-based structure; Commanding, Executive, and Operations Officers, as well as, Staff Officer, and Enlisted Support Staff.

Core Capability	ESF Support	Capability	Description
IS	ESF #3	Regional Dive Lockers: East & West	Capable of conducting scuba operations to a max depth of 190 feet, shallow water search, inspection, light repair and recovery, light salvage, light ships husbandry and providing Remote Operated Vehicles and limited sonar capability.
IS, EH	ESF #10	Salvage Engineering Response Team	The Salvage Engineering Response Team is comprised of naval architects trained to conduct technical analysis in the areas of vessel stability and structural integrity. The Salvage Engineering Response Team provides assistance to Coast Guard Field Units by performing numerous technical evaluations including: Assessment and analysis of intact and damaged stability; Hull stress and strength; Grounding and freeing forces; Prediction of oil/hazardous substance outflow; and Expertise on passenger vessel construction, fire protection, and safety.
OP	ESF #13	Tactical Law Enforcement Team & Law Enforcement Detachments	Tactical Law Enforcement Team & Law Enforcement Detachments were originally formed to conduct counter narcotics missions. Over the years the capabilities have grown from simple space accountability and drug detection to advanced boarding techniques, Airborne Use of Force, and close quarters combat in order to meet the current real world threat environment.
SA	ESF #8	National Biosurveillance integration Center	Enables the identification, characterization, localization, tracking, and dissemination or alerts on the occasion of biological incidents of national concern.
SA	ESF #8	BioWatch System	Provides detection of various biological agents within many of the Nation's largest metropolitan areas. These detection reports are called BioWatch Actionable Results (BAs) and are shared with the NOC.

Core Capability	ESF Support	Capability	Description
PS	ESF #7	Fuel Operations Bulk Fuel	The JFO initiates a 48- to 72-hour warning order via eTasker to activate the contractor. After this, an eTasker is initiated, requesting the commodity by type and quantity in gallons. This eTasker is sent to FEMA-LRC-Chief@dhs.gov, who determines the proper supply chain manager and forwards the request. The manager validates the request through the Logistics Management Center Chief and creates an order in the Trading Partner Management module of Logistic Supply Chain Management System for the States requirement. The Trading Partner Management order(s) is emailed to the DLA's Joint Logistics Operations Center at cat.hq@dla.mil.
PS	ESF #7	Responder Support Camp Operations	A large base camp can be established to support 301 to 2,000 disaster responders. The Region sends an eTasker to the FEMA-LRC-Chief@dhs.gov, who will in turn submit the eTasker to Logistics Operations Division Support Services Branch for sourcing action via RMG partner, FEMA Office of the Chief Procurement Officer. FEMA Office of the Chief Procurement Officer sends a Task Order Proposal Request to contractors for bids. Contractors have 24 hours to respond. Coordination occurs between the following entities: Regional Administrators, FCO(s), Office of the Chief Procurement Officer, Logistics/Resource Support Section.
OCD	ESF #5	DHS Surge Capacity Force	The Surge Capacity Force is organized into four tiers. Tier 1: Disaster Reservists with FEMA credentials; Tier 2: Permanent Full-time Employees with FEMA credentials; Tier 3: Non-FEMA Credentialed, but NIMS-trained Permanent Full- or Part-time Federal Employees, and Tier 4: Non-FEMA Credentialed and Untrained Permanent Full- or Part-time Federal Employees.

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Annex E: Operational Communications

Purpose

The purpose of this annex is to describe the delivery of the Operational Communications core capability within the Response mission area. The Operational Communications core capability ensures the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

The Operational Communications (OC) critical tasks (CTs) are as follows:

- **OC-CT-1:** Ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice and data communications between local, state, tribal, territorial, insular area, and Federal first responders.
- **OC-CT-2:** Reestablish sufficient communications infrastructure within the affected areas to support ongoing life-sustaining activities, meet basic human needs, and transition to recovery.

Operational communications is the concept of operations for delivery and employment of the Federal Operational Communications core capability consistent with the missions identified in the Federal Interagency Operational Plan (FIOP). Operational communications includes the identification of Federal support organizations, capabilities, and teams with internal interoperable voice, video, and data systems and networks essential for effective disaster response and recovery operations.

Operational communications is the integrated interagency emergency communications means and modes used to support disaster response and recovery operations. The foundation of the Operational Communications core capability is the timely, dynamic, and reliable movement and processing of disaster information in a form that meets the needs of emergency management decision makers at all levels of government.

Interagency operational communications involves the integration of multiple local, state, tribal, territorial, insular area, and Federal agencies, each with their own systems and capabilities enacting a comprehensive strategy for deployment of interoperable systems.

The Operational Communications core capability provides mechanisms to enable the Operational Coordination core capability to receive information for decision-making and direct, organize, and provide strategic direction to response operations. It provides a means for exchanging information internally to response operations and externally with the public.

Situation

When communications are degraded or unavailable, then transmission of coordination, situational reporting, alerts, warnings, and public awareness information must be accomplished via organized Federal augmentation or restoration of operational communications in the affected area through access to primary, backup, and if possible, tertiary communications equipment and processes that are robust, reliable, and interoperable.

The delivery of operational communications through unity of effort is the most important principle driving response and recovery communications support operations. Horizontal and vertical information sharing ensures that all stakeholders are integrated and in sync with the needs of the state, tribal, territorial, and insular area jurisdictions.

Assumptions

General assumptions for the Response FIOP are identified in the base plan.

Mission

The Federal Interagency partners will ensure the capacity to communicate with the emergency response community and the affected populations; establish interoperable voice and data communications between local, state, tribal, territorial, insular area, and Federal responders; and reestablish sufficient communications infrastructure within the affected areas

Execution

Operational communications provides rapidly deployed capabilities to provide mission essential communications connectivity in order to ensure critical information exchanges occur between key response and recovery emergency management entities.

Operational communications enables emergency managers to maintain unity of coordination and continuity of operations at critical times and places throughout catastrophic incident areas. Properly employed communications systems are the key to effective situational awareness, information management, and successful disaster support.

Mission planning and communications management are critical to successful execution of Federal interagency response and recovery support. Federal communications service providers must develop procedures that support interoperable, compatible, and interconnected field communications networks.

Local, state, tribal, territorial, insular area, and Federal operations plans should address the plan for employment of operational communications systems. Deployed systems and capabilities should be National Incident Management System (NIMS) compliant and meet the following mission support priorities:

- Support to survivors in communities as defined by the authority having jurisdiction
- Augmentation of local first responder communications
- Support to local, state, tribal, territorial, and insular area governments
- Federal response and recovery team communications
- Mobile and fixed disaster facilities and field infrastructure
- Support to state National Guard/Emergency Management Assistance Compact/mutual aide operations
- Federal-to-Federal Emergency Support Function (ESF) assistance
- Other support as deemed necessary by Federal Coordinating Officers (FCOs).

Concept of Operations

Phase 1

Operational communications focuses on planning, training, exercising, and assessing communications capabilities should an incident occur. The goal is to connect who needs to communicate, when they need to communicate, in a field expedient manner. This can only be achieved through planning, training, exercising, and coordination at all levels of government.

This is a continual process and encompasses public and private resources, plans, and procedures. Horizontal and vertical information sharing (pre-event) ensures that all stakeholders are integrated and in sync with the needs of the local, state, tribal, territorial, and insular area jurisdictions. Situational awareness is crucial throughout incident response and recovery, but more so prior to deployment by providing realistic insight of known shortfalls, deficiencies, as well as the Governor's intent and priorities in the projected affected areas.

Shared situational awareness is attained through not only a unity of effort that is developed among stakeholders, but also through reporting that occurs at the level of local, state, tribal, territorial, insular area, and Federal governmental agencies; nongovernmental organizations (NGOs); industry-essential service providers; other private sector partners; and individuals.

The Federal Emergency Management Agency (FEMA), as Primary Agency for ESF #2 (Tactical), has primary responsibility for operational communications and integrates not only internal FEMA assets, but also assets owned by other ESF #2 Federal supporting Support Agency, local, state, tribal, territorial, insular area, and private sector communications partners to ensure a single integrated operational communications management structure in the field.

Phase 2

ESF #2 identifies opportunities where the Federal Government can support critical communications providers' response efforts to restore vital communications assets and, when appropriate, facilitate the transfer of international technical and communications assets.

During response operations, the FEMA Regional Administrator may establish a Communications Unit at the regional headquarters to serve as the focal point for coordination during the initial phases of the event. The Regional Response Coordination Center (RRCC) Communications Unit is led by the Emergency Communications Unit Leader and is structured to coordinate in both the tactical and commercial communications support domains.

During incidents that impact a single state, tribe, territory, or insular area in the Region, the Regional Emergency Communications Coordinator (RECC) may consider deploying to the field. Field deployments of RECC personnel are only considered when it does not limit the RECCs ability to successfully coordinate and execute regional emergency communications responsibilities. Reasons for deploying include to:

- Affect direct coordination with state, tribal, territorial, and insular area counterparts
- Conduct first-hand damage assessments
- Hone field experience while operating as a Disaster Emergency Communications (DEC) Group Supervisor
- Conduct limited training of disaster workforce personnel.

Successful execution of immediate response operations depend upon the ability of Mobile Emergency Response Support (MERS) detachments to provide timely, accurate, and tailored operational communications to Federal response teams (e.g. Incident Management Assistance Team [IMAT], urban search and rescue) during all Response phases. When authorized, MERS detachments are deployed to provide rapid response communications. Key to the ability of MERS to provide effective communications support is the rapid deployment and integration of MERS Coordinator(s) into various field organizations. Once deployed, MERS establishes initial communications to support key nodes in the incident area.

The MERS Coordinator employs capability to augment regional resources and provide support to the FCO and all assets and entities under the FCO's authority. MERS communications systems are integrated with other emergency responder networks to provide operational communications, situational awareness, and critical links that connect Initial Operating Facilities (IOFs), mobile disaster recovery centers, Joint Field Offices (JFOs), MERS Operations Centers, RRCCs, jurisdictional Emergency Operations Centers (EOCs), and other recognized command centers.

Operational communications and most essential information will normally flow from the incident level, through Federal response teams, to disaster facilities (e.g. FCOs) to regional operations and coordination centers, and ultimately to national-level decision makers. At the same time, decision makers, resource providers, and operations and coordination centers provide accurate, actionable, and relevant information to support incident operations using FEMA applications, systems, and networks.

FEMA deploys other Federal department and agency communications and information technology capabilities to support the sustained Federal response effort. Most of the communications infrastructure in the incident area is owned and operated by the private sector. As such, coordination with these entities is a primary focus of ESF #2 (Communications Restoration) and is crucial to success in any response, recovery, and whole community restoration effort.

Phase 3a

Operational Communications transitions to the National Disaster Recovery Framework's Infrastructure Systems Recovery Support Function to conduct long-term (30 days after the incident) activities to rebuild damaged communications infrastructure.

Coordinating Structure

Coordination of ESF support to the Operational Communications core capability is depicted in Figure E-1. Specific activities conducted by ESFs are detailed in the operational communications tasks below.

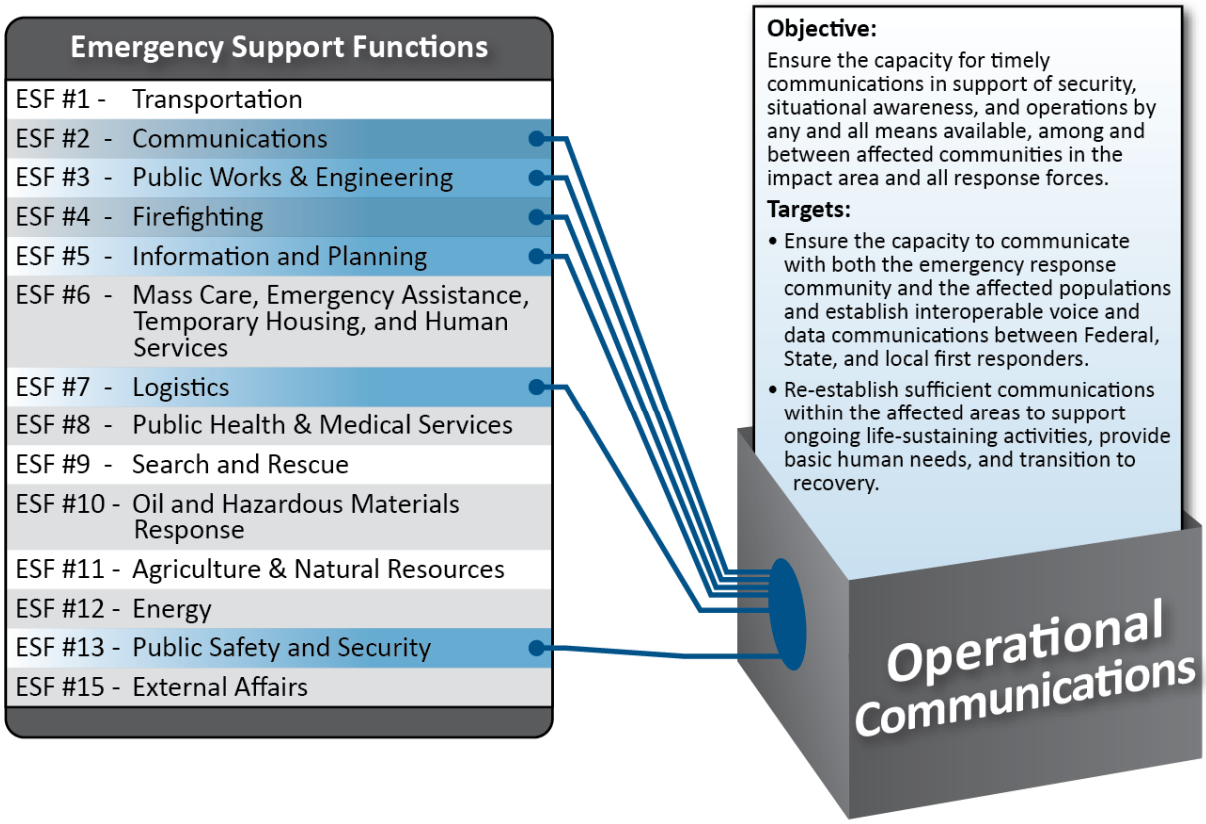

Figure E-1: Coordination of ESF Support to Operational Communications

The operational communications concept provides the new doctrine necessary to unify all responders around one common effort—the delivery of information to emergency responders and survivors of catastrophic disasters. The common vision creates an interconnected interagency system of communications capabilities across all levels of government to provide mission-critical information and situational awareness vital to disaster responder command and control decisionmaking.

Federal Emergency Management Agency

FEMA leads and coordinates the Federal Government's disaster response, continuity efforts, and restoration of information technologies and communications essential for an effective response. FEMA's operational and tactical capabilities converge to provide seamless response and recovery connectivity throughout the designated incident area. FEMA performs operational communications functions to support incident response in complex environments, where knowledge of disaster management and emergency communications systems and networks is critical to mission success. Operational communications is executed through FEMA's 10 Regions, Federal response teams (e.g. IMATs), and its MERS detachments.

Department of Homeland Security Cyber Security and Communications

As the ESF #2 Coordinator and co-Primary Agency under the National Response Framework, the DHS Office of Cyber Security and Communications (CS&C) plays a critical role in supporting commercial private sector communications infrastructure restoration. This role supports industry partners with logistics coordination (e.g., access, fuel, security) in an effort to expedite commercial

restoration efforts. CS&C performs this critical role in disasters as an integral part of FEMA's operational communications management structure.

Department of Homeland Security National Coordinating Center for Communications

The National Coordinating Center (NCC) for Communications coordinates all department and agency communications assets in response to the event and works closely with industry to expedite restoration using all nationally-available assets. The NCC also provides the forum for industry to discuss its needs and plans with government and other industry members. The Department of Homeland Security (DHS) NCC coordinates with DHS CS&C to obtain appropriate staff resources and deploys them to meet FEMA mission requirements. The NCC, in close coordination with FEMA and the Support Agencies under ESF #2, can direct deployment of response and restoration personnel to coordinate Federal communications response and recovery in support of the state, tribe, territory, or insular area.

The NCC will coordinate with the Federal Communications Commission (FCC) to provide initial radio-based (e.g., cellular radio, broadcast services, microwave radio, some satellite services, land mobile radio) frequency assessments of the affected area and assists in prioritization and location of available assets to assist in the reconstruction. At the same time, the FCC and the National Telecommunications and Information Administration (NTIA) assist in any provisioning of temporary licensing or other rule requirements. The reconstitution or implementation of temporary facilities for media services will be essential.

Supporting Departments and Agencies

ESF #2 works with Federal departments and agencies and industry to coordinate prioritization of communications requirements. FEMA and its ESF #2 partners routinely examine the lead times for equipment and support personnel needed for response and recovery operations. ESF #2 Primary and Support Agencies work with local, state, tribal, territorial, and insular area governments to ensure that, through their planning, training, and exercises, they understand how the communications infrastructure must be maintained and supplied during response and recovery operations.

In addition, the DHS Office of Emergency Communications must advise local, state, tribal, territorial, and insular area governments of consequences should specific sites fail to be maintained operational. DHS CS&C provides communications analysis that identify critical communications infrastructure. During an actual response, the NCC provides data to assist the FCO with restoration prioritization, access coordination, security assurance, and fuel replenishment in an effort to mitigate communications inoperability.

Core Capability Communications Tools

Operational communications tools include both hardware and software command and control capabilities required to implement the whole community approach. Disaster support information systems support large-scale emergency management requirements, including situational awareness; logistics; search and rescue; medical; evacuation; law enforcement; and Federal team support. New and innovative communications systems are being used to support recovery (e.g., in-take registration) and disaster survivor assistance mission planning. Essential operational communications are composed of mobile applications, systems, and nodes delivering information and knowledge to emergency management decision makers at all levels of government. Key disaster support management information systems capabilities are provided in Table E-1.

Table E-1: Communications Assets

Application	
Automated Deployment Database	The electronic system used to deploy FEMA personnel to disaster field operations, regional assignments, exercises and training. Tracks deployed personnel through a self-check-in and checkout process and provide an audit of deployed personnel by facility. Used to manage PFTs, COREs, Reservists, and FEMA Corps deployed personnel.
Crisis Information Management Software	Supports the standard NIMS Incident Command System (ICS) incident command functional and includes ICS forms and features tailored for specific ESFs.
Disaster Information Reporting System/Network Outage Reporting System	The Disaster Information Reporting System is a voluntary, web-based system that communications companies, including wireless, wireline, broadcast, and cable providers, can use to report communications infrastructure status and situational awareness information during times of crisis. The FCC requires communications providers, including wireline, wireless, paging, cable, satellite, and Signaling System 7 service providers to electronically report information about significant disruptions or outages to their communications systems. The Network Outage Reporting System is the web-based filing system through which required communications providers submit reports to the FCC.
Logistics Supply Chain Management System	Supports FEMA's mission of responding to all hazards expediently and efficiently by managing the Nation's end-to-end supply chain of disaster assets and commodities. Manages the supply chain process, including initial request for assets and commodities; orders to FEMA and partners; transportation; inventory management at FEMA locations; and shipment and receipt by the state, tribe, territory, or insular area. Also provides supply chain management, situational awareness and in-transit visibility, performance management reporting, and geographic information system (GIS) mapping capabilities.
Radio Systems	
Area Satellite Communications (Ku Band)	Satellite communication systems designed to service large groups such as a JFO, Disaster Recovery Center, or Survivor Assistance locations. These systems typically operate in the Ku frequency band and can provide voice, video, data, public Internet, and access to selected government networks.
National Response Network (Land Mobile Radio Network)	A rapidly expandable, always on, system of interconnected repeaters providing potential nationwide interoperable communications. Provides critical voice communications for FEMA and the emergency response community by providing a rapidly deployable land mobile radio network capability enabling communications in the field and to key command and control nodes nationwide. These nodes include the FEMA National Response Coordination Center, RRCCs, MERS detachments, FEMA Regions, and prospective future nodes as required.
Gulf Coast Trunked System—Land Mobile Radio Network Resources (800 MHz)	An in-place network of trunked repeaters available to support disaster response along the Louisiana/Mississippi coast. Caches of radios are maintained and accessible to each MERS detachment as needed.

Radio Systems	
National Cache—Land Mobile Radio Network Resources (UHF/VHF/800 MHz)	A FEMA-managed assembly of land mobile radio network and satellite communications systems for rapid deployment. Contained in two warehouse trucks with accompanying shop trailers. Capability was developed and outfitted to support response efforts when the demand for additional equipment exceeded the resources available within the first 24 hours of operation.
National Oceanic and Atmospheric Administration Weather Radio All-Hazards	This network of remotely operated radio transmitters operated by National Weather Service Weather Forecast Offices can be used to transmit weather and public safety messages.
Personal Satellite Communications	Satellite communication systems designed for a single person, including, but not limited to, Iridium, MSAT, and Thuraya. Provide access to the public switched telephone network through a satellite to telephone system gateway. Iridium provides Type 1 encryption. Several enhancements have been implemented recently, such as real-time tracking with input into GIS mapping systems and Over-The-Horizon, Beyond-Line-of-Sight, one-too-many broadcast systems.
Mobile Satellite with Satellite Mutual Aid Radio Talk Group	Provides one-to-many broadcast-style push-to-talk communications that lets government and public safety responders quickly communicate with each other during incidents and emergencies. The network can be linked locally, regionally, or nationally. In addition to the ability to communicate across multiple public safety agencies, each national Satellite Mutual Aid Radio Talk Group is designed to serve different public safety communities.
Team Satellite Communications	Satellite communications systems designed to service a small group (2–6 personnel) with voice and data capabilities. These systems are extremely easy to install and provide rapid arrival to communications response times.
Information Sharing Networks	
Defense Information Systems Networks Non-Secure Internet Protocol Routed Network	Used to exchange sensitive but unclassified information between internal users as well as providing users access to the Internet. Composed of Internet Protocol routers owned by the Department of Defense (DOD).
DHS Homeland Security Data Network	A secure web-based communications system that serves as the primary DHS nationwide information sharing and collaboration network for transferring classified information. Provides Secret-level connectivity to enhance the ability of local, state, tribal, territorial, and insular area partners to receive federally generated classified threat information.
DHS Homeland Security Information Network	An unclassified, web-based communications system that serves as the primary DHS nationwide information sharing and collaboration network. Supports interagency information exchange and enables all states and major urban areas to collect and disseminate near-real-time information among communities of interest in managing all-hazard contingencies. Provides adequate protection for Law Enforcement Sensitive, Sensitive but Unclassified, and For Official Use Only information to be shared during an incident. All participants should work within this unclassified medium to maximize information sharing with other participants.

Information Sharing Networks	
DHS OneNet	A unified Internet Protocol platform for connecting every DHS location and all DHS mission areas. DHS OneNet will drive DHS spectrum requirements in the future. DHS OneNet supports existing mission-critical wireless data and voice systems to provide on-demand, wireless communications capabilities with appropriate levels of coverage, security, and reliability. OneNet infrastructure also supports interoperability by leveraging existing local, state, tribal, territorial, insular area, and Federal systems to provide DHS users access to improved capabilities in a cost effective manner.
Defense Information Systems Agency Secure Internal Protocol Routed Network	A system of interconnected computer networks used by DOD and Department of State (DOS) to transmit classified information (up to and including information classified Secret) by packet switching over the Transmission Control Protocol/Internet Protocol protocols in a completely secure environment. Also provides services such as hypertext document access and electronic mail. Network is DOD's classified version of the civilian Internet and is the Secret component of the Defense Information Systems Network.
DisasterAWARE	The Office of the Secretary of Defense Crisis Management uses a web-based integrated GIS platform called DisasterAWARE for shared situational awareness, decision support, and information exchange. This platform is available to the public and private sector to support humanitarian assistance in the realm of disaster management and risk reduction. In addition, a disaster alert is available for mobile devices that display the DisasterAWARE active hazards on maps.
Messaging Systems	
Emergency Notification System	An automated emergency notification tool which enables FEMA to notify personnel in an emergency situation where activation for disaster response is possible or anticipated.
Integrated Public Alert and Warning System	A multi-agency emergency population warning system designed to provide rapid, reliable and effective communication to the public in case of major emergencies such as natural disasters and terrorist attacks.
Personal Accountability System	Provides a standardized method to account for and determine the status of DHS employees, detailees, and contractor staff who may be affected by a catastrophic event or emergency situation.

Mobile Systems	

Command and Control; Command Post; and Emergency Office Vehicles	Command and control and operations support vehicles that can be more rapidly deployed than an emergency office vehicle to an incident or event. Its primary purpose is to provide initial work space and communications capabilities for response personnel. Multiple departments and agencies have acquired command and control; command post; and emergency office vehicles and capabilities. Examples include:
	• FEMA MERS
	  o Emergency Office Vehicles
	  o Mini Emergency Office Vehicles
	  o Incident Response Vehicles
	  o U.S. Coast Guard Enhanced Mobile Incident Command Post
	  o U.S. Coast Guard Rescue-21
	• FCC Roll Call
	• DOD Communications Assets
	• Federal Protective Services Incident Command Post

Other	
Government Emergency Telecommunications System	Provides emergency access and priority processing in the local and long distance segments of the Public Switched Telephone Network. It is intended to be used in an emergency or crisis situation when the public switched telephone network is congested and the probability of completing a call over normal or other alternate telecommunication means has significantly decreased.
H.323 Video Teleconferencing	H.323 is the suite of protocols for Internet Protocol-based videoconferencing. This establishes the standards for computers, equipment, and services for multimedia communication over packet-based networks that define how real-time audio, video and data information is transmitted. Connections, via an Internet Protocol-to-Integrated Service Digital Network gateway can provide the ability to videoconference with older H.320 based systems.
High Frequency Systems and Networks	Multiple high frequency networks provide contingency, long-range, and/or public switched telephone network independent communications. These networks are managed by several different agencies and provide connectivity based on their participants.
Integrated Common Analytical Viewer	A web-based geospatial analytical and situational awareness system consisting of imagery; government-owned and licensed data; and dynamic mission-specific information integrating threats, weather, and situation awareness information. Imagery fused with data layers and information feeds provide users with a rapid, shared situational awareness of the cyber incident and the critical infrastructure or population centers affected to support coordinated preparedness, response, and recovery activities. Unites partners at the local, state, tribal, territorial, insular area, and Federal levels as well as other nongovernmental partners through an integrated geographic shared-situational understanding for information sharing, analysis, visualization, and dissemination.

Other	
Interoperability/Cross-banding (ACU)	ACUs (several models) can simultaneously cross-connect different radio networks; connect radio networks to telephone or satellite communications systems; and network Radio Over Internet Protocol/Voice Over Internet Protocol talk paths to enhance interoperable communications between response elements.
Satellite-based Internet Service (Ka Band)	Contracts providing satellite-based Internet and phone capabilities, including installation and removal, are currently available. These contracts can provide short notice (within 48 hours) installation of satellite capabilities providing voice and Internet to identified locations.
Wireless Priority Service	A priority calling capability that greatly increases the probability of call completion during a national security and emergency preparedness event while using their cellular phone. To make a Wireless Priority System call, the user must first have the Wireless Priority System feature added to their cellular service. Once established, the caller can dial *272 plus the destination telephone number to place an emergency wireless call.

Operational Communications Tasks

Mission Objectives (MOs)

- OC-MO-1: Coordinate operational communications planning amongst whole community partners. (Supports OC-CT-1)
- OC-MO-2: Gain and maintain a shared situational awareness and understanding of the operating environment as it pertains to the communications infrastructure. (Supports OC-CT-1)
- OC-MO-3: Identify, alert, deploy, and adjudicate Federal communications resources to support responders at all levels and the affected population. (Supports OC-CT-1, OC-CT-2)
- OC-MO-4: Integrate Federal response equipment with jurisdictional communications systems to facilitate interoperable communications between responders at all levels and the affected population. (Supports OC-CT-1)
- OC-MO-5: Re-establish sufficient communications within the affected area. (Supports OC-CT-2)

Phase 1a—Normal Operations

End State: Planning, training, and exercises have been conducted, and systems build-out has enhanced the abilities of responders to communicate. Coordination with public and private partners has resulted in increased awareness of technological and procedural gaps and the solutions required to achieve communications interoperability. (Supports OC-MO-1)

- Tasks by Phase, by ESF
  - All
    - Identify potential local, state, tribal, territorial, insular area, and Federal emergency communications requirements.
    - Identify and inventory equipment and resources needed to support response operations.
    - Conduct essential planning functions to achieve operational coordination objectives and key critical tasks by conducting the following planning:

- Provision of tactical communications
- Coordination of commercial communications
- Coordination of spectrum management
- Information assurance
- Establishment of external connectivity
- Performance of recovery operations
- Development of joint/interagency concepts.

- Prepare local, state, tribal, territorial, insular area, and Federal responders through the development and use of new and existing communications doctrine, policy, regulations, and standard operating procedures.
- Develop, review and distribute Federal disaster emergency communications planning information to Support Agencies.
- Develop strategies for an effective program of national-level plans and capabilities to provide sufficient and timely support in the event of multiple events or a catastrophic incident.
- Coordinate with local, state, tribal, territorial, insular area, and Federal partners to develop plans to achieve interoperable communications across jurisdictions and establish baseline disaster emergency communications requirements, standards, guidance, and metrics that define measures of success.
- Establish a consensus on essential emergency communications capabilities each local, state, tribal, territorial, or insular area jurisdiction should strive to have in place to serve as a baseline for addressing capability shortfalls.
- Identify, with DHS and other Federal departments and agencies, nationwide capabilities and shortfalls.

Phase 1b—Elevated Threat

End State: Based on preliminary information, operational communications plans are refined to address the operational communications needs of whole community partners. (Supports OC-MO-1)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. This includes any pre-deployment and/or staging of resources. There will not be any tasks listed for Phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations.

Phase 1c—Credible Threat

End State: Existing Federal communications response equipment is catalogued and readied for deployment. (Supports OC-MO-3)

The Response FIOP is based upon a no-notice incident. Tasks that would be conducted for a notice incident are addressed in Phases 1a, 2a, 2b, or 3a, as appropriate. This includes any pre-deployment and/or staging of resources. There will not be any tasks listed for Phases 1b or 1c. Refer to the base plan for general information regarding pre-incident operations.

Phase 2a—Immediate Response

End State: Preliminary damage assessments have been conducted, in coordination with public and private sector partners, to identify the status of communications infrastructure. Federal personnel have been alerted. (Supports OC-MO-2, OC-MO-3)

- Tasks by Phase, by ESF
  - ESF #2
    - Establish incident area communications capabilities for local, state, tribal, territorial, insular area, and Federal entities.
    - Coordinate with states, tribes, territories, and insular areas to implement state and regional emergency communications plans in concert with the National Preparedness Goal.
    - Identify communications requirements for internal and external stakeholders.
    - Push communications capabilities forward to responders at the incident location.
    - The FEMA DEC Office will employ its tactical communications capabilities to enable Federal command and control; assist state offices of emergency communications; and support the JFO.
    - Provide connections between incident-level networks and regional/national-level systems to provide status updates; situational awareness; command and control; and resource coordination.
    - Support the operating requirements of the FCOs, their staffs, and National and Regional IMATs.
    - Gather information to determine where needs exist and where communications may be interrupted.
    - Issue mission assignments for other Federal department and agency partners for communication assets that cannot be supplied by FEMA.
    - Coordinate with ESF #13, as required, for escort, on-scene security, or protection of deployed resources.
  - ESF #3
    - Mobilize Deployable Tactical Operation Systems to support the mission execution.
  - ESF #5
    - Gather information to determine where needs exist and where communications may be interrupted.
    - Issue mission assignments to ESF #2 and other Federal department and agency partners for communication assets that cannot be supplied by FEMA.
  - ESF #13
    - Assess the need for on-scene security and protection of deployed resources.

Phase 2b—Deployment

End State: Resources and capabilities have been coordinated amongst public and private sector partners and deployed to the affected area to meet shortfalls. Preliminary Federal response equipment has been adjudicated and integrated with jurisdictional communications systems. (Supports OC-MO-3, OC-MO-4)

- Tasks by Phase, by ESF
  - All
    - Coordinate with local, state, tribal, territorial, and insular area governments, NGOs, and private sector partners to integrate resources, increase capabilities, and meet shortfalls.
  - ESF #2
    - Deploy, install, operate, maintain, and protect telecommunications and operations assets in response to disasters and in support of planned special events.
    - Coordinate with appropriate departments, agencies, and industry partners to perform temporary restoration of local communications infrastructure.
    - Increase bandwidth and connectivity by tying into public networks as far forward as possible.
    - Deploy FCC and NTIA frequency managers to coordinate frequency usage, and DOD frequency assignments to the IOF, JFO, and elsewhere as appropriate.
    - Deploy communications resources, as directed, to support Incident Management Teams; command and control; emergency operations centers; mass care services; public health and medical services; search and rescue; and public information and warning.
    - Establish, maintain, and operate voice, video, and data communications systems.
    - Install, operate, and maintain communications towers.
    - Integrate mobile communications devices into first responder networks.
    - Provide interoperability through the integration of disparate systems.
    - Provide fixed, mobile, and commercial communications capabilities to stakeholders.
    - Provide backup capabilities through the use of redundant communications systems.
    - Establish backhaul for local networks into national-level systems.
    - Ensure communications reach back to FEMA national and regional fixed facilities.
    - Provide tactical communications by coordinating the acquisition and delivery of tactical communications capabilities necessary to meet one or more responding agencies' response and recovery requirements.
    - Coordinate the acquisition and delivery of commercial communications to permit access to services normally available to, or to enhance capabilities for, response agencies and the public.
    - Coordinate spectrum management by processing requests for frequency assignments, performing frequency de-confliction, and designating spectrum assignments based upon requests for resources (e.g., channels, talk groups, mutual aid interoperability).

  - Protect systems and information in storage, processing, or transit from unauthorized access or modification; denial of service to unauthorized users; or the provision of service to authorized users. Implement measures necessary to detect, document, and counter such threats.
  - Aid in evaluating post-incident communications needs for restoration of the communications infrastructure.
  - Enhance disaster communications restoration through satellite backhaul and network Land Mobile Radio using Radio over Internet Protocol technologies.
  - Coordinate with ESF #4, as required.
  - Coordinate, as required, for the procurement of communications equipment and services.
- ESF #4
  - Provide engineers, technicians, and liaison staff to assist ESF #2, as required.
  - Provide National Interagency Radio Support systems for use by damage reconnaissance teams and other applications.
  - Provide appropriate communications personnel to accompany radio systems for user training and operator maintenance indoctrination.
- ESF #5
  - Activate ESF #2 at the national and regional levels to provide coordination and technical assistance.
- ESF #7
  - Coordinate the procurement of communications equipment and services.

Phase 2c—Sustained Response

End State: Sufficient communications have been reestablished within the affected area. (Supports OC-MO-5)

- Tasks by Phase, by ESF
  - ESF #2
    - Assess the viability of tactical (hastily formed networks) and commercial communications infrastructure and provide mid-to long-term restoration plans for public and private communications systems.
    - Introduce resources needed to repair critical infrastructure.
    - Implement required resources for short-term restoration of critical infrastructure.

Phase 3a—Short-term Recovery

End State: As communications systems are restored, Federal communications support resources have been reconstituted or demobilized, as appropriate. (Supports OC-MO-5)

- Tasks by Phase, by ESF
  - ESF #2
    - The FEMA DEC Office will operationalize emergency communications plans established with states, tribes, territories, and insular areas pre-event by ensuring the integrity of first responder networks and a smooth transition to long-term restoration.

Coordinating Information

FEMA Office of the Chief Information Officer

FEMA Office of the Chief Information Officer's Disaster Response Team is responsible for rapidly establishing full-service voice, data, and video communications for all responders working from JFOs and other FEMA-established locations. Upon arrival, the Disaster Response Team immediately provides full local area network connectivity for supported departments, agencies and NGOs working from these locations. Arrangements for home-agency connectivity through virtual private networking must be coordinated with the Disaster Response Team in advance.

Federal Spectrum Management

The Communications Act of 1934 grants the President authority for spectrum management for all Federal use (47 U.S.C. § 305). The NTIA manages the spectrum for the Federal Government. The rules can be found in the NTIA Manual of Regulations and Procedures for Federal Radio Frequency Management. The FCC manages and regulates all domestic non-Federal spectrum use (47 U.S.C. § 301). Their rules can be found in 47 C.F.R. The DOD, in accordance with NTIA authority and policy, manages parts of the radio spectrum that are designated exclusively or primarily for DOD use. The NTIA Office of Spectrum Management is responsible for managing the Federal Government's use of the radio frequency spectrum. To achieve this, the Office of Spectrum Management receives assistance and advice from the Inter-department Radio Advisory Committee. The Office of Spectrum Management carries out this responsibility by:

- Establishing and issuing policy regarding allocations and regulations governing the Federal spectrum use
- Developing plans for the peacetime and wartime use of the spectrum
- Preparing for, participating in, and implementing the results of international radio conferences
- Participating in all aspects of the Federal Government's communications related emergency readiness activities
- Assigning frequencies to Federal departments and agencies
- Responding to radio frequency coordination requests from the FCC
- Maintaining spectrum-use databases
- Reviewing Federal departments' and agencies' new telecommunications systems and certifying that spectrum will be available
- Providing the technical engineering expertise needed to perform specific spectrum resources assessments and automated computer capabilities needed to carry out these investigations
- Participating in Federal Government telecommunications and automated information systems security activities.

Non-Federal Spectrum Management

The FCC, an independent U.S. Government agency, manages the use of non-Federal spectrum by:

- Licensing the use of non-Federal spectrum, to include radio and television broadcast, wire, satellite, land mobile, and cable communications
- Processing applications for licenses and other filings
- Investigating complaints of harmful radio frequency interference
- Granting special temporary authority or waiving rules in an emergency to assist with emergency response and restoration.

Information Systems Protection

Effective response to a significant cyber incident relies on interagency coordination and each individual agency's level of engagement relies, in part, on the nature and impact of the incident. Departments and agencies may be involved in the cyber incident response effort, to include DHS, DOD, and the Department of Justice. They receive additional support from the Department of Commerce, Department of Energy, DOS, Department of Transportation, Department of the Treasury, FCC, Intelligence Community, National Institute of Standards and Technology, and the Office of Management and Budget. Coordination of these efforts is conducted through the National Cybersecurity and Communications Integration Center (NCCIC) and the National Cyber Investigative Joint Task Force (NCIJTF). For cyber incidents that have significant physical cascading effects, FEMA leads the physical consequence management effort in accordance with the National Response Framework in cooperation with the DHS Office of Cybersecurity and Communications (CS&C).

The DHS NCCIC is a 24/7, integrated cybersecurity and communications operations center. It serves as a centralized location where the operational elements that participate in the NCCIC involved in cyber response activities are physically and virtually co-located. During steady state operations, the NCCIC will utilize its co-located elements and outreach mechanisms to bring all appropriate information together and, as necessary, to support incident response. During a significant cyber incident, the NCCIC is responsible for coordinating and integrating information to provide cross-domain situational awareness and fostering collaboration and a shared situational awareness among collaborating cybersecurity centers. Co-located elements includes: NCC for Telecommunications; U.S. Computer Emergency Readiness Team; and Industrial Control Systems Cyber Emergency Response Team.

The NCIJTF, which is operated by the Federal Bureau of Investigation, is the 24/7 focal point for all Federal Government agencies to coordinate, integrate, and share information related to investigations of cyber incidents. In its role as a national level investigative task force, the NCIJTF enhances collaboration and integrates operations among U.S. Intelligence Community and Federal law enforcement partners against all cyber attacks and incidents. Such investigations involve identifying and attributing the source of a cyber incident and disrupting it through arrest, prosecution, or other lawful use of criminal, national security, and civil authority.

Communications Security

The primary responsibility for secure communications rests with users who require that capability, and those users must plan to bring appropriate devices with them when they deploy. Secure landline voice capabilities, such as secure terminal equipment devices, are available in some state, tribal, territorial, insular area, and Federal facilities; secure cellular phones may be provided to senior

leadership by MERS. MERS may deploy vehicles with secure voice capabilities to the state, tribal, territorial, or insular area EOC or to the incident area in support of FCO requirements. Secure communications capabilities are also available in the MERS equipment.

Video Teleconference and Communications Requirements

DEC Division coordinates Federal resources to provide video assets to support response operations. MERS uses its own organic assets, such as the Mobile Communications Office Vehicle, to provide shared situational awareness and to supply video capabilities, including secure video, if required, to leadership.

Administration and Support

Activation, notification, deployment, and deactivation will be accomplished by the standard procedures of each of the responding departments and agencies. All actions in response to an incident will be in accordance with all laws, acts, regulations, or other legal authorities that may apply.

The following legal agreements may be applied specifically to operational communications:

- Emergency Management Assistance Compact will be utilized as need dictates.
- Memoranda of Understanding will be implemented as need dictates.

Table E-2: Operational Communications Core Capability Waivers, Exceptions, and Exemptions

Type	Description
Waiver	FCC: Issue notices, orders, and approve requests for Special Temporary Authority and waivers providing telecommunications providers the authority to operate outside of their regularly established parameters during disaster response operations as well as allowing extension of report filing deadlines.

Annex X: Execution Checklist

The Execution Checklist provides a listing of activities or tasks that are, or may be, performed during each phase (i.e., steady state, response, recovery) and were taken from tasks found in the Federal Interagency Operational Plan (FIOP) core capabilities annexes and appendices. The individual tasks are categorized by core capability, the Emergency Support Function (ESF) that supports that task, and the lead element or agency responsible.

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Table X-1: Execution Checklist

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 1A	Critical Transportation	ESF #1	Conduct detailed gap analysis of transportation infrastructure with local, state, tribal, territorial, and insular area partners to ascertain expected Federal support resources.			
Phase 1A	Critical Transportation	ESF #1	Develop a plan to coordinate transportation support functions to provide transportation infrastructure information among nongovernmental organization (NGO) participants.			
Phase 1A	Critical Transportation	ESF #1	Review, update, and exercise the following: • Existing response plans and standard operating procedures to incorporate best practices and lessons learned • Key personnel rosters with accurate contact information (e.g., Federal Coordinating Officer [FCO], National Response Coordination Center [NRCC], Regional Response Coordination Center [RRCC], Joint Field Office [JFO], and special teams) • Develop and review PSMAs, MOUs, and IAAs.			
Phase 1A	Critical Transportation	ESF #2	Maintain effective communications by updating point of contact lists, verifying video teleconference and telecommunications capabilities, and testing information systems.			
Phase 1A	Critical Transportation	ESF #5	Pre-designate key Federal officials and identify response organizational structures in anticipation of an incident (e.g., FCO and the locations of JFOs).			
Phase 1A	Critical Transportation	ESF #7	Maintain backup generators for Federal Aviation Administration (FAA) assets in preparation for a potential large-scale power outage.			
Phase 2A	Critical Transportation	ESF #1	Activate specialized aviation support units through the Department of Commerce/National Oceanic and Atmospheric Administration/Office of Marine and Aviation Operations.			
Phase 2A	Critical Transportation	ESF #1	Activate the Department of Transportation (DOT) Emergency Response Team.			
Phase 2A	Critical Transportation	ESF #1	Activate the Regional Emergency Transportation Coordinators (RETCOs) and Regional Emergency Transportation Representatives.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Critical Transportation	ESF #1	Coordinate air operations requirements with ESF #1, ESF #5, and ESF #13.			
Phase 2A	Critical Transportation	ESF #1	Coordinate the availability of privately owned transportation.			
Phase 2A	Critical Transportation	ESF #1	Coordinate with the Department of Homeland Security (DHS) to initiate emergency permit and waiver requests to facilitate evacuation, including: • Temporary relief from specific safety regulations to allow direct response or relief transportation services to continue to a declared disaster or emergency from the Federal Motor Carrier Safety Administration • Truck size and weight limit permits from state Departments of Transportation • Jones Act waivers from DHS • Fuel quality waivers from the Environmental Protection Agency (EPA).			
Phase 2A	Critical Transportation	ESF #1	Coordinate with ESF #5, ESF #6, ESF #8, state and local governments, the private sector, and voluntary organizations to identify and deploy capabilities to transport identified populations.			
Phase 2A	Critical Transportation	ESF #1	Coordinate with Federal departments and agencies to determine evacuation support requirements.			
Phase 2A	Critical Transportation	ESF #1	Coordinate with the U.S. Coast Guard (USCG) and local, state, tribal, territorial, and insular area departments and agencies to manage maritime traffic and provide maritime port and infrastructure awareness and analysis.			
Phase 2A	Critical Transportation	ESF #1	Deploy Federal Air Marshals Transportation Security Advanced Team through DHS/Transportation Security Administration to affected airports.			
Phase 2A	Critical Transportation	ESF #1	Determine the time available to conduct operations and the distance to (and availability of) shelters.			
Phase 2A	Critical Transportation	ESF #1	Dispatch staff to the NRCC, RRCC(s), JFO(s), and Evacuation Liaison Team.			
Phase 2A	Critical Transportation	ESF #1	Identify evacuation shortfalls and outstanding transportation needs.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Critical Transportation	ESF #1	Identify temporary alternative transportation solutions that can be implemented by others when systems or infrastructure are damaged, unavailable, or overwhelmed.			
Phase 2A	Critical Transportation	ESF #1	If the International Assistance System were to be activated, the U.S. Agency for International Development (USAID)/Office of Foreign Disaster Assistance [OFDA] will begin to identify commercial assets in the region to help with receiving international donations and transport as directed.			
Phase 2A	Critical Transportation	ESF #1	Inform and invite participation by ESF #1 support departments and agencies.			
Phase 2A	Critical Transportation	ESF #1	Initiate reporting to the Office of the Secretary of Transportation, National Operations Center (NOC) Watch, National Infrastructure Coordinating Center (NICC), NRCC, Transportation Security Operations Center, DOT operating administrations and regional offices, and the RETCO and Regional Emergency Transportation Representatives.			
Phase 2A	Critical Transportation	ESF #1	Inventory and make available cargo and passenger aviation assets and report availability to the Movement Coordination Center (MCC) in the NRCC.			
Phase 2A	Critical Transportation	ESF #1	Maintain coordination with ESF #1/DOT/FAA to enable air operations through air navigation services measures, including air traffic control, flow management, and airspace measures.			
Phase 2A	Critical Transportation	ESF #1	Monitor and report the status of, and damage to, the transportation system and infrastructure as a result of the incident.			
Phase 2A	Critical Transportation	ESF #1	Notify, activate, and/or deploy pre-positioned equipment teams.			
Phase 2A	Critical Transportation	ESF #1	Provide an assessment of the transportation and infrastructure systems to the NOC and NRCC.			
Phase 2A	Critical Transportation	ESF #1	Provide an update on the status of transportation systems and provide emergency transportation management recommendations to DHS. Continue updates as necessary.			
Phase 2A	Critical Transportation	ESF #1	Provide transportation coordination and analysis for evacuation operations and evacuation route conditions.			
Phase 2A	Critical Transportation	ESF #1	Provide transportation coordination and analysis for evacuation operations and evacuation route conditions.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Critical Transportation	ESF #1	Request Deployable Distribution Expeditionary Depot availability through the Department of Defense (DOD), if necessary.			
Phase 2A	Critical Transportation	ESF #1	Review all necessary cargo and passenger aviation activities, inventory and make available cargo and passenger aviation assets, and report availability to the MCC in the NRCC.			
Phase 2A	Critical Transportation	ESF #1	Staff ESF #1 at the NRCC.			
Phase 2A	Critical Transportation	ESF #1	The Evacuation Liaison Team is activated to support coordination with the local, state, tribal, territorial, and insular area governments and non-profit and private sector participants.			
Phase 2A	Critical Transportation	ESF #1	Work with transportation system owners and operators to coordinate the pre-positioning of resources to complete the restoration of transportation infrastructure following a disaster.			
Phase 2A	Critical Transportation	ESF #11	Provide planning assistance to the states for the evacuation of household pets when mission assigned.			
Phase 2A	Critical Transportation	ESF #13	Coordinate with local, state, tribal, territorial, and insular area law enforcement as well as ESF #13 to ensure the security of transportation assets used for evacuation.			
Phase 2A	Critical Transportation	ESF #13	Provide support to local, state, and tribal public safety and security measures (e.g., crowd control, traffic direction, and control of contraflow lanes used in evacuations).			
Phase 2A	Critical Transportation	ESF #13	Secure the perimeter of the impacted area, including secondary and tertiary roads.			
Phase 2A	Critical Transportation	ESF #15	Provide public messaging to notify the affected population of evacuation routes and other emergency information through Federal Emergency Management Agency (FEMA) External Affairs (EA).			
Phase 2A	Critical Transportation	ESF #15	Support responders and local, state, tribal, territorial, and insular area government officials in providing accurate, coordinated, and timely public information to affected audiences.			
Phase 2A	Critical Transportation	ESF #3	Provide public works and engineering-related support activities relating to the debris clearance of evacuation routes.			
Phase 2A	Critical Transportation	ESF #3	Staff ESF #3 at the NRCC.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Critical Transportation	ESF #5	Develop requirements for manifesting evacuees.			
Phase 2A	Critical Transportation	ESF #5	Provide situational awareness and coordination of mass evacuation efforts.			
Phase 2A	Critical Transportation	ESF #5	Support Federal evacuation support actions, as requested.			
Phase 2A	Critical Transportation	ESF #6	Coordinate planning and execution of evacuations across navigable waters of the United States with USCG.			
Phase 2A	Critical Transportation	ESF #6	Coordinate with FEMA Regions to assist/support state emergency evacuation (as requested by the state).			
Phase 2A	Critical Transportation	ESF #6	Determine the distance and number of household pets and service animals that will be evacuated.			
Phase 2A	Critical Transportation	ESF #6	Identify numbers of evacuees including individuals with disabilities and others with access and functional needs and determine the distance to (and availability of) shelters.			
Phase 2A	Critical Transportation	ESF #6	Identify population shelters as close to the embarkation points as safely possible.			
Phase 2A	Critical Transportation	ESF #6	Initiate capabilities to support the tracking of evacuee movement and reunification services through FEMA in coordination with the private sector and NGOs, where appropriate.			
Phase 2A	Critical Transportation	ESF #6	Provide information and coordination of non-medical mass care support for mass evacuations, including providing emergency housing and human services, and child reunification with an appropriate adult.			
Phase 2A	Critical Transportation	ESF #7	Activate links to the private sector (e.g., secure Critical Emergency Operations Communications Link) and request the inventory and identification of available transportation assets, potential mass shelter facilities, and medical facilities, personnel, equipment, and supplies.			
Phase 2A	Critical Transportation	ESF #7	Deploy Mobile Communications Office Vehicle drivers to Distribution Centers for deployment at Deputy Assistance Director direction, as described in the International Assistance System process.			
Phase 2A	Critical Transportation	ESF #7	Execute fuel and mobile maintenance contract support as needed.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Critical Transportation	ESF #7	FEMA Logistics Transportation will collaborate, determine, source, and implement support requirements. FEMA will provide access to storage facilities as needed. Commence transportation of Execution Schedule Assets. Continue to execute at a minimum of two-hour intervals and all departments and agencies should refer to that schedule.			
Phase 2A	Critical Transportation	ESF #7	If required, USAID/OFDA would contact DOD to request use of an air base to receive donations from international donors through the International Assistance System process.			
Phase 2A	Critical Transportation	ESF #7	Initiate actions to deploy and deliver appropriate Strategic National Stockpile initial push/packages to an Incident Support Base (ISB)/Staging Areas or other designated reception location. Coordinate with NRCC and Logistics Management Center.			
Phase 2A	Critical Transportation	ESF #7	Manage transportation of material from storage facilities and vendors to incident survivors, with emphasis on the surge and sustainment portions of response.			
Phase 2A	Critical Transportation	ESF #7	Notify the General Services Administration (GSA) to be prepared to procure needed items as well as support transportation requests.			
Phase 2A	Critical Transportation	ESF #7	Provide goods and services to support evacuation efforts and transportation services.			
Phase 2A	Critical Transportation	ESF #8	Coordinate medical staging and medical evacuation of patients.			
Phase 2A	Critical Transportation	ESF #8	Deploy requested National Disaster Medical System (NDMS) Disaster Medical Assistance Team (DMAT) caches using secure transportation. FEMA and other ESF #8 partners provide access to storage facilities as needed.			
Phase 2A	Critical Transportation	ESF #8	Mobilize resources for immediate pickup at the designated air/ground departure point. Initiate actions to deploy and deliver appropriate Strategic National Stockpile initial push-packages to an ISB/SA or other designated reception location. Coordinate with NRCC and Logistics Management Center.			
Phase 2A	Critical Transportation	ESF #8	Provide supplemental assistance in identifying the public health and medical needs of evacuees, including patient evacuation.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Critical Transportation	ESF #1	Coordinate evacuation routes with local, state, tribal, territorial, and insular area departments and agencies; private sector and voluntary organizations.			
Phase 2B	Critical Transportation	ESF #1	Coordinate the impact of outflow of evacuating persons and the transportation requirements for the entry of response teams and supplies into the affected area.			
Phase 2B	Critical Transportation	ESF #1	Coordinate with local, state, tribal, territorial, and insular area law enforcement.			
Phase 2B	Critical Transportation	ESF #1	Coordinate with state and local departments of transportation on operations to restore and repair roadways, bridges, rails, ports, and national air space system infrastructure.			
Phase 2B	Critical Transportation	ESF #1	Coordinate with the energy industry to ensure fuel is available to responders and individuals along the evacuation route. Private sector fuel distributors identify specific retail outlets to remain open and dispense fuels to emergency responders and/or evacuees.			
Phase 2B	Critical Transportation	ESF #1	Develop requirements for manifesting evacuees.			
Phase 2B	Critical Transportation	ESF #1	Enable air operations through air navigation services measures, including air traffic control, flow management, and airspace measures. Coordinate air operations requirements with ESF #1, ESF #5, and ESF #13.			
Phase 2B	Critical Transportation	ESF #1	Identify shortfalls and use additional capabilities to transport identified populations, support required pet evacuation capabilities, and provide reception capabilities throughout the impacted area and surrounding region while maintaining tracking of evacuees.			
Phase 2B	Critical Transportation	ESF #1	Provide emergency transportation management recommendations to DHS, based on the status of the transportation system.			
Phase 2B	Critical Transportation	ESF #1	Provide resources and coordinate support to local, state, tribal, territorial, and insular area evacuations of the affected population.			
Phase 2B	Critical Transportation	ESF #1	Support local, state, tribal, territorial, and insular area governments in coordinating transportation assets, including accessible transportation at reception sites to transport evacuees to appropriate shelters.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Critical Transportation	ESF #1	Support local, state, tribal, territorial, and insular area governments in evaluating evacuee reception capabilities throughout the impacted area and surrounding region.			
Phase 2B	Critical Transportation	ESF #10	Support the identification of safe evacuation and ingress routes, and assess the nature and extent of contamination, if transportation infrastructure or routes are contaminated by oil or hazardous materials.			
Phase 2B	Critical Transportation	ESF #11	Conduct surveys and evaluations for archaeological resources, historic structures, cultural landscapes, biological resources, wetlands, and critical habitats.			
Phase 2B	Critical Transportation	ESF #11	Ensure meat, poultry, and processed egg products in commerce are safe.			
Phase 2B	Critical Transportation	ESF #11	Recommend mitigation activities for both natural and cultural resources to reduce the impacts of repairs, road surveys, and construction.			
Phase 2B	Critical Transportation	ESF #13	Support the security of transportation assets used for evacuation.			
Phase 2B	Critical Transportation	ESF #15	Provide public messaging to notify the affected population of evacuation routes and other emergency information.			
Phase 2B	Critical Transportation	ESF #3	Advise state/local representatives on the safety of infrastructure to support reentry decisionmaking.			
Phase 2B	Critical Transportation	ESF #3	Conduct restoration of navigation pathways including air, surface, and waterways.			
Phase 2B	Critical Transportation	ESF #3	Coordinate with local, state, tribal, territorial, and insular area governments to support debris removal operations that align with transportation priorities.			
Phase 2B	Critical Transportation	ESF #3	Provide technical assistance to support the rapid recovery and reconstitution of critical waterways, channels, and ports (to include vessel removal, significant marine debris removal, and hydrographic surveys).			
Phase 2B	Critical Transportation	ESF #4	Provide engineering and contracting/procurement personnel and equipment to assist in emergency removal of debris, demolition, and repair roads and bridges.			
Phase 2B	Critical Transportation	ESF #4	Provide resources (personnel and equipment) necessary to clear fallen trees, brush and debris from state, county, and city roads to facilitate emergency access in the disaster area.			
Phase 2B	Critical Transportation	ESF #5	Activate ESF #1 at the national and regional levels to provide coordination and technical assistance.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Critical Transportation	ESF #5	Provide reports on the status of evacuation, repopulation, and transportation to support shared situational awareness and the common operating picture. Coordinate with the local, state, tribal, territorial, and insular area entities, private sector, and voluntary organization transportation service providers to ensure that vehicles and vehicle operators are available and are dispatched to pick up points.			
Phase 2B	Critical Transportation	ESF #5	Provide support to coordinate the evacuation of household pets.			
Phase 2B	Critical Transportation	ESF #6	Collect, analyze, and disseminate ESF #6 service delivery site assessments of transportation infrastructure damage.			
Phase 2B	Critical Transportation	ESF #6	Coordinate available Federal resources to support feeding and sheltering along the evacuation routes.			
Phase 2B	Critical Transportation	ESF #6	Identify, request, and acquire transportation resources for the delivery of life-sustaining supplies and services to the affected area.			
Phase 2B	Critical Transportation	ESF #6	Initiate capabilities to support the tracking of evacuee movement, as well as providing mass care, access and functional needs support, support to household pets and service animals, and reunification services.			
Phase 2B	Critical Transportation	ESF #6	Initiate outreach to vendors, NGOs, and National Voluntary Organizations Active in Disaster (VOAD) to acquire additional support vehicles for mobile feeding activities.			
Phase 2B	Critical Transportation	ESF #6	Provide critical transportation for survivors including individuals with disabilities and others with access and functional needs.			
Phase 2B	Critical Transportation	ESF #8	Coordinate medical staging and medical evacuation to patients.			
Phase 2B	Critical Transportation	ESF #8	Identify medical evacuation shortfalls through NDMS. FEMA's National Ambulance Contract provides ground transportation, including accessible transportation for people with mobility disabilities; and DOD, if mission assigned, may register patients and provide air transportation outside of the impacted areas.			
Phase 2C	Critical Transportation	ESF #1	Identify shortfalls and reposition or demobilize resources from areas where objectives have been achieved.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2C	Critical Transportation	ESF #10	Clean-up and/or decontaminate transportation infrastructure and routes as appropriate if they are contaminated by oil or hazardous materials. Assume leadership from ESF #3 for management of chemical, biological, radiological, or nuclear (CBRN)-contaminated debris.			
Phase 2C	Critical Transportation	ESF #3	Coordinate with local, state, tribal, territorial, and insular area governments to support debris removal operations that align with transportation priorities.			
Phase 2C	Critical Transportation	ESF #6	Develop a strategy for allowing the population to return to the affected area without disrupting response operations or putting strain on local resources (e.g., feeding, sheltering, power distribution, roads, fuel, and security). • Determine that the affected area is safe for individuals to return and that the infrastructure can sustain a return of the population. • Coordinate the transportation of evacuees back to the affected area and provide vehicles, including accessible vehicles. • Determine housing options, including return to affected areas, for evacuees temporarily displaced to locations away from the home of record.			
Phase 2C	Critical Transportation	ESF #8	Develop a strategy for medical patient repatriation as health care facilities in the affected area return to service.			
Phase 3A	Critical Transportation	ESF #1	Provide longer-term coordination of the restoration and recovery of the affected transportation systems and infrastructure.			
Phase 1A	Environmental Response/Health and Safety	ESF #10	Coordinate between Federal departments and agencies to strengthen relationships and identify shortfalls.			
Phase 1A	Environmental Response/Health and Safety	ESF #10	Develop and implement personnel training programs for environmental response.			
Phase 1A	Environmental Response/Health and Safety	ESF #10	Develop and review PSMAs, MOUs, and IAAs.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 1A	Environmental Response/Health and Safety	ESF #10	Develop, maintain, and provide information on the environmental and health effects of toxic substances.			
Phase 1A	Environmental Response/Health and Safety	ESF #10	Maintain effective communications by updating point of contact lists, verifying video teleconference and telecom capabilities, and testing information systems.			
Phase 1A	Environmental Response/Health and Safety	ESF #10	Review, update, and exercise the following: • Existing response plans and standard operating procedures to incorporate best practices and lessons learned • Key personnel rosters with accurate contact information (e.g., special teams, emergency operations center [EOC] personnel, representatives to the NRCC, RRCC, and JFO).			
Phase 1A	Environmental Response/Health and Safety	ESF #11	Develop and update national animal and plant surveillance plans, as needed.			
Phase 1A	Environmental Response/Health and Safety	ESF #8	Support the Worker Safety and Health Support Annex, provide technical assistance, and plan for the development of health exposure risk assessments and health and safety plans to control hazards for response workers.			
Phase 2A	Environmental Response/Health and Safety	ESF #10	Activate EPA/USCG field and Headquarters EOCs as needed.			
Phase 2A	Environmental Response/Health and Safety	ESF #10	Activate Federal ESF #10 resources at the regional and, as needed, national level to provide assistance. Resources may include EPA/USCG OSCs and incident management team personnel, supporting contractors, and special teams.			
Phase 2A	Environmental Response/Health and Safety	ESF #10	Coordinate with FEMA and state, tribal, territorial, and insular area partners, as appropriate, in affected areas to determine needs for ESF #10 support and prioritize requests for assistance.			
Phase 2A	Environmental Response/Health and Safety	ESF #10	Coordinate with local, state, tribal, territorial, and insular area officials, as appropriate, to identify areas of potential oil/hazardous materials releases and hazards to response personnel.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Environmental Response/Health and Safety	ESF #10	Implement environmental compliance and consultations as appropriate, for threatened natural and cultural resources and historic properties (NCH).			
Phase 2A	Environmental Response/Health and Safety	ESF #10	Initiate coordination with ESF #10 support agencies and other Federal partners as appropriate.			
Phase 2A	Environmental Response/Health and Safety	ESF #10	Initiate deployment of resources to the NRCC, RRCC, JFO, state/local EOCs, and impacted areas, as appropriate.			
Phase 2A	Environmental Response/Health and Safety	ESF #10	Initiate health and safety planning for ESF #10 field responders.			
Phase 2A	Environmental Response/Health and Safety	ESF #10	Utilize local, state, EPA, and USCG database information to identify potential locations of oil/hazardous materials facilities and sites that may have releases.			
Phase 2A	Environmental Response/Health and Safety	ESF #10	Utilize predictive modeling data on atmospheric dispersion of contaminants from the Interagency Modeling and Atmospheric Assessment Center (IMAAC) if activated.			
Phase 2A	Environmental Response/Health and Safety	ESF #11	Assist with environmental compliance: • Section 106 of the National Historic Preservation Act • Endangered Species Act, Threatened and Endangered Species Consultation • Migratory Species Act, Magnuson-Stevens Act, Coastal Management Zone.			
Phase 2A	Environmental Response/Health and Safety	ESF #11	Coordinate with ESF #10 on the removal of debris affecting NCH when that debris is contaminated by oil or hazardous materials.			
Phase 2A	Environmental Response/Health and Safety	ESF #11	Coordinate with ESF #3 on the removal of debris (when classified as debris) affecting NCH resources.			
Phase 2A	Environmental Response/Health and Safety	ESF #11	Monitor and control conditions in museum and archival collections, historic structures, and other cultural resources that pose a public or occupational health risk such as rampant mold, contaminants that remain after flood waters recede, effects of prior pesticide applications, such as arsenic.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Environmental Response/Health and Safety	ESF #11	Monitor environmental conditions and response activities and conduct sampling to determine impacts on NCH.			
Phase 2A	Environmental Response/Health and Safety	ESF #11	Perform assessments and surveys to assist with planning and operational decisions (e.g., temporary housing and sheltering plans).			
Phase 2A	Environmental Response/Health and Safety	ESF #11	Provide technical advice on mitigating impacts of contaminants and recommends cleanup actions to minimize damage to sensitive NCH resources from response activities.			
Phase 2A	Environmental Response/Health and Safety	ESF #11	Provide technical assistance, guidance, best management practices, and consultation on a wide range of response actions including guidance on threatened and endangered species.			
Phase 2A	Environmental Response/Health and Safety	ESF #11	Serve as the Federal lead on zoonotic and wildlife diseases through the U.S. Geological Survey (USGS) and the National Wildlife Health Center.			
Phase 2A	Environmental Response/Health and Safety	ESF #7	Prepare and stage regional personal protective equipment (PPE) (coordinate with NRCC and Logistics Management Center).			
Phase 2A	Environmental Response/Health and Safety	ESF #7	Provide technical assistance and support for response and recovery worker access to required PPE and the supplemental distribution of such PPE on an ad hoc basis.			
Phase 2A	Environmental Response/Health and Safety	ESF #8	Provide needs assessments, technical assistance, advice, and support for short- and long-term occupational medical care and health services for response workers.			
Phase 2A	Environmental Response/Health and Safety	ESF #8	Provide technical assistance, advice, and support for medical surveillance and monitoring as required by regulation (e.g., asbestos and lead).			
Phase 2B	Environmental Response/Health and Safety	ESF #10	Coordinate scientific input regarding the environmental response from local, state, tribal, territorial, insular area, Federal, private, and academic entities.			
Phase 2B	Environmental Response/Health and Safety	ESF #10	Establish ESF #10 Incident Commands, or Unified Commands with local, state, tribal, territorial, and/or insular area environmental response agency partners, as initial Federal resources arrive on-site. Initiate formal incident action planning and refine identification of high priority assessment and response objectives.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Environmental Response/Health and Safety	ESF #10	Initiate initial high-priority actions to assess, prevent, minimize, or mitigate releases of oil/hazardous materials. Assessment may include environmental monitoring and reconnaissance to identify locations of oil/hazardous materials releases and oil/hazardous materials containers, as possible.			
Phase 2B	Environmental Response/Health and Safety	ESF #10	Provide actual site data to IMAAC as it becomes available to help refine IMAAC model, if the IMAAC is activated.			
Phase 2B	Environmental Response/Health and Safety	ESF #10	Provide environmental response expertise to support ESF #15 public information activities (e.g., developing initial public messaging regarding public health hazards and environmental activities).			
Phase 2B	Environmental Response/Health and Safety	ESF #10	Provide environmental response expertise to support ESF #15 public information activities (e.g., developing initial public messaging regarding public health hazards and environmental activities).			
Phase 2B	Environmental Response/Health and Safety	ESF #10	Provide recommendations and available environmental assessment information to local, State, local, tribal, territorial and/or insular area officials, as appropriate, to support decisions on evacuation/ingress routes and other public protective actions, if applicable.			
Phase 2B	Environmental Response/Health and Safety	ESF #10	Ramp up deployments of ESF #10 personnel to the impacted area to provide coordination, technical assistance, and response.			
Phase 2B	Environmental Response/Health and Safety	ESF #10	Refine health and safety plans for ESF #10 responders and coordinate activities with Worker Safety and Health Annex as appropriate.			
Phase 2B	Environmental Response/Health and Safety	ESF #5	Activate appropriate ESFs at the national and regional level to provide coordination, technical assistance, and response to environmental/health and safety response.			
Phase 2B	Environmental Response/Health and Safety	ESF #7	Deploy regional PPE.			
Phase 2C	Environmental Response/Health and Safety	ESF #10	Conduct assessment of oil/hazardous materials releases, which may include sampling and monitoring of air, water, soil, buildings, and other infrastructure.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2C	Environmental Response/Health and Safety	ESF #10	Coordinate public information support activities, including posting environmental data summary results on Web sites and working with environmental and public health agency partners to develop public messaging and Federal recommendations regarding the impacts of the environmental contamination and appropriate public protective actions (e.g., food/water safety, potential needs for population relocation).			
Phase 2C	Environmental Response/Health and Safety	ESF #10	Determine whether operational objectives have been achieved and assess continued need for Federal support; begin to transition any remaining environmental response activities to local, state, tribal, territorial and/or insular area officials as they become capable of assuming responsibility; and plan for demobilization, as appropriate.			
Phase 2C	Environmental Response/Health and Safety	ESF #10	Engage with private sector facilities that handle oil and hazardous substances to ensure that no release has occurred and that appropriate protective measures are in place to stop or minimize any potential future release.			
Phase 2C	Environmental Response/Health and Safety	ESF #10	Manage staffing and resource deployments in support of response objectives, including rotation of response personnel and activation of special teams and support agencies in support of the ESF #10 Incident Command/Unified Command.			
Phase 2C	Environmental Response/Health and Safety	ESF #10	Take actions, as appropriate, to collect household hazardous waste, monitor disposal of debris, sample and monitor air and water quality, and protect natural resources.			
Phase 2C	Environmental Response/Health and Safety	ESF #10	Take actions, as appropriate, to stabilize the release and prevent the spread of contamination; conduct environmental cleanup actions and decontaminate buildings and structures, and manage wastes. Coordinate options for environmental cleanup and waste management with local, state, tribal, territorial, and/ insular area governments, and other Federal partners, as appropriate.			
Phase 2C	Environmental Response/Health and Safety	ESF #11	Ensure regulated facilities are capable of providing safe meat, poultry, and processed egg products.			
Phase 2C	Environmental Response/Health and Safety	ESF #3	Manage, monitor, and/or provide technical advice in the demolition and subsequent removal and disposal of buildings and structures contaminated with CBRN elements, in consultation with ESF #10.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 3A	Environmental Response/Health and Safety	ESF #10	Begin coordinating with appropriate local, state, tribal, territorial, insular area, and Federal recovery officials to determine how environmental response activities will integrate with recovery actions and how the environmental cleanup decisionmaking process should be coordinated with the recovery decision making process for large-scale environmental contamination incidents.			
Phase 3A	Environmental Response/Health and Safety	ESF #10	Finalize plans, as possible, that describe the transition of ESF #10 Federal actions to local, state, tribal, territorial and/or insular area entities.			
Phase 3A	Environmental Response/Health and Safety	ESF #11	Begin the transition to short-term recovery activities associated with stabilization of NCH resources and removal or control of contaminants.			
Phase 3A	Environmental Response/Health and Safety	ESF #8	Evaluate the need for longer term epidemiological follow-up and medical monitoring of response and recovery workers.			
Phase 1A	Fatality Management	ESF #7	Order and maintain an inventory of PPE and other fatality management mission-essential materials and supplies for response, recovery, and mitigation efforts.			
Phase 1A	Fatality Management	ESF #8	Enhance the preparedness of victim identification and family assistance resources through planning, training, and exercises.			
Phase 1A	Fatality Management	ESF #8	Plan, train, exercise, and organize to build, sustain, and improve operational capabilities.			
Phase 1A	Fatality Management	ESF #8	Review and update key fatality management personnel rosters with accurate contact information.			
Phase 2A	Fatality Management	ESF #7	Notify distribution centers to prepare for shipment of fatality management resources to the impacted area.			
Phase 2A	Fatality Management	ESF #8	Activate the headquarters-level ESF #8 coordinator to support disaster mortuary operations.			
Phase 2A	Fatality Management	ESF #8	Assist state Department of Health and medical examiner/coroner's office in determining response requirements.			
Phase 2A	Fatality Management	ESF #8	Coordinate fatality management resource transportation support with Federal departments and agencies if commercial contract carriers are not available.			
Phase 2A	Fatality Management	ESF #8	Coordinate with ESF #7 and ESF #9 to identify and store fatalities found during response operations.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Fatality Management	ESF #8	Deploy Department of Health and Human Services (HHS) personnel appropriate to the response requirements which may include regional emergency coordinators, SMEs, or mortuary resources.			
Phase 2A	Fatality Management	ESF #8	Work with national associations of funeral directors, coroners, and medical examiners to call upon these organizations to provide additional personnel surge capacity if requested.			
Phase 2A	Fatality Management	ESF #9	Integrate fatality management Liaison Officers into the search and rescue (SAR) incident management structure and coordinate the collection of actionable information which drives future (post-rescue) collection and recovery of human remains.			
Phase 2B	Fatality Management	ESF #3	Manage debris to facilitate fatality recovery efforts, to include establishing a system for sorting debris and recovering human remains.			
Phase 2B	Fatality Management	ESF #5	Activate ESF #8 at the national and regional level to provide coordination and technical assistance.			
Phase 2B	Fatality Management	ESF #8	Coordinate logistical support for mortuary teams to support field operations.			
Phase 2B	Fatality Management	ESF #8	Coordinate with additional resources from local, state, tribal, territorial, and insular area authorities, private sector organizations, and the Emergency Management Assistance Compact (EMAC).			
Phase 2B	Fatality Management	ESF #8	Coordinate with local, state, tribal, territorial, and insular area partners to determine changes in capabilities and anticipated shortfalls.			
Phase 2B	Fatality Management	ESF #8	Deploy mortuary caches and determine the appropriate placement of medical support.			
Phase 2B	Fatality Management	ESF #8	Deploy, employ, and maintain shared situational awareness on Disaster Mortuary Operational Response Team, Disaster Portable Morgue Units, and other mortuary assistance teams.			
Phase 2B	Fatality Management	ESF #8	Determine if additional resources are needed and identify and deploy appropriate personnel, as requested.			
Phase 2B	Fatality Management	ESF #8	Notify FEMA of resource shortfalls, as required.			
Phase 2B	Fatality Management	ESF #8	Provide technical guidance regarding methods to reduce the hazard presented by chemical, biological, or radiological contaminated human remains (when indicated and possible).			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Fatality Management	ESF #8	Secure transportation to deploy Disaster Portable Morgue Units.			
Phase 2C	Fatality Management	ESF #3	Provide construction and engineering support for temporary morgues.			
Phase 2C	Fatality Management	ESF #8	Coordinate with additional out-of-state resources provided through EMAC and develop a strategy for augmenting or replacing the current Federal Government resources employed in the response.			
Phase 2C	Fatality Management	ESF #8	Identify areas where objectives have been achieved and reposition or demobilize personnel when appropriate.			
Phase 2C	Fatality Management	ESF #8	Maintain shared situational awareness and determine the need to rotate mortuary teams and other medical resources to allow personnel to rest and maintain capability.			
Phase 2C	Fatality Management	ESF #8	Provide reports on the status of mortuary operations and objectives to maintain a shared situational awareness and contribute to the common operating picture.			
Phase 3A	Fatality Management	ESF #6	Provide support and funding for crisis counseling services to the bereaved as well as for local, state, tribal, territorial, and insular area crisis counseling programs.			
Phase 3A	Fatality Management	ESF #6	Provide transportation and mass care services for survivors reuniting with deceased family members.			
Phase 3A	Fatality Management	ESF #8	Continue to support the local jurisdiction with Federal fatality management services. Federal support may conclude once the local jurisdiction has rebuilt their capability and can assume full responsibility for fatality management services.			
Phase 1A	Infrastructure Systems	ESF #12	Provide analysis and modeling products, through the Department of Energy (DOE), depicting the potential impact to the electric power, oil, natural gas, and coal infrastructures; analysis of market impacts to the economy; and an estimate of the effects that the disruption will have on other critical infrastructure.			
Phase 1A	Infrastructure Systems	ESF #3	Continually reach out to other local, state, tribal, territorial, insular area, and Federal departments and agencies to strengthen communications and relations, in collaboration with DHS/Office of Infrastructure Protection.			
Phase 1A	Infrastructure Systems	ESF #3	Develop focused strategies based on the most common impacts of natural disaster.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 1A	Infrastructure Systems	ESF #3	Order and verify inventory levels of PPE and other mission essential materials and supplies for response, recovery, and mitigation efforts.			
Phase 1A	Infrastructure Systems	ESF #3	Provide mechanisms for vertical and horizontal coordination, communications, and information sharing on a standardized platform accessible by all partners.			
Phase 1A	Infrastructure Systems	ESF #3	Reduce or eliminate long-term risk from hazards on the existing built environment and future construction.			
Phase 1A	Infrastructure Systems	ESF #3	Review and enter into appropriate IAAs to provide Federal-to-Federal support for animal carcass removal, transportation, and disposal.			
Phase 1A	Infrastructure Systems	ESF #3	Review and update key personnel rosters with accurate contact information (e.g., FCOs, NRCC, RRCC, JFO, and special teams).			
Phase 2A	Infrastructure Systems	ESF #1	Identify temporary alternative transportation solutions implemented by others when systems or infrastructure are damaged, unavailable, or overwhelmed.			
Phase 2A	Infrastructure Systems	ESF #1	Monitor and report the status of and damage to the transportation system and infrastructure.			
Phase 2A	Infrastructure Systems	ESF #12	Assess the energy impact of the incident, provide analysis of the extent and duration of energy shortfalls, and identify requirements to repair energy systems.			
Phase 2A	Infrastructure Systems	ESF #12	Coordinate preliminary damage assessments in the energy sector to determine the extent of the damage to the infrastructure and the effects of the damage on the regional and national energy system.			
Phase 2A	Infrastructure Systems	ESF #3	Activate and deploy teams to conduct impact assessments for private/public sector assets, as requested.			
Phase 2A	Infrastructure Systems	ESF #3	Activate U.S. Army Corps of Engineers (USACE) Power Generation Teams.			
Phase 2A	Infrastructure Systems	ESF #3	Coordinate with other local, state, tribal, territorial, insular area, and Federal departments and agencies to determine resource allocation and conduct operations supporting the overall shared situational awareness.			
Phase 2A	Infrastructure Systems	ESF #3	Determine prioritization of repairs with affected local, state, tribal, territorial, and insular area entities.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Infrastructure Systems	ESF #3	Gather, assess, and share information on energy system damage and estimations on the impact of energy system outages within affected areas.			
Phase 2A	Infrastructure Systems	ESF #3	Notify, alert, and/or initiate deployment actions for ESF #3 Management Team and Planning Response Teams for debris, temporary power, temporary roofing, infrastructure assessment, and structural specialists' cadres.			
Phase 2A	Infrastructure Systems	ESF #3	Provide assistance in the monitoring and stabilization of damaged structures and the demolition of structures designated as immediate hazards to public health and safety.			
Phase 2A	Infrastructure Systems	ESF #3	Provide emergency repair of damaged public infrastructure and critical facilities.			
Phase 2A	Infrastructure Systems	ESF #3	Provide shared situational awareness and prioritized recommendations concerning the recovery and restoration of the associated critical infrastructure sectors through the Infrastructure Liaison.			
Phase 2A	Infrastructure Systems	ESF #7	Activate fuel support contract in anticipation of the establishment of FEMA ISBs/staging areas.			
Phase 2A	Infrastructure Systems	ESF #7	Activate support contracts for fuels and water.			
Phase 2A	Infrastructure Systems	ESF #7	Determine location of FEMA Base Camp(s) and activate National Base Camp Contract.			
Phase 2A	Infrastructure Systems	ESF #7	Inventory and identify all large-space facilities or structures near the incident venue(s) that could be made available as temporary shelters, temporary morgues, or to support mass casualty medical operations.			
Phase 2A	Infrastructure Systems	ESF #7	Provide information on available lease land (commercial) and Federal Government–owned properties available to support response requirements.			
Phase 2A	Infrastructure Systems	ESF #8	Assess and prioritize health care facilities' (including facilities used for acute and long-term care as well as mental health facilities) reliance on power, water, and other infrastructure systems for sustaining ongoing operations.			
Phase 2B	Infrastructure Systems	ESF #10	Assess the nature and extent of contamination for incidents where infrastructure is contaminated by oil or hazardous materials.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Infrastructure Systems	ESF #11	Coordinate with ESF #10 on the removal of debris affecting NCH when that debris is contaminated by oil or hazardous materials.			
Phase 2B	Infrastructure Systems	ESF #11	Coordinate with ESF #3 on the removal of debris (when classified as debris) affecting NCH.			
Phase 2B	Infrastructure Systems	ESF #11	Monitor response operations to protect sensitive NCH.			
Phase 2B	Infrastructure Systems	ESF #11	Provide FEMA and other departments and agencies with technical guidance and best management practices regarding protection of NCH.			
Phase 2B	Infrastructure Systems	ESF #2	Restore communications infrastructure and provide expertise to coordinate the location of additional capabilities for response operations (e.g., electricity).			
Phase 2B	Infrastructure Systems	ESF #3	Plan, coordinate, and provide emergency contracting and technical assistance for animal carcass removal, transportation, and disposal support, as needed.			
Phase 2B	Infrastructure Systems	ESF #3	Provide engineering and contracting/procurement personnel and equipment to assist in emergency removal of debris, demolition, and temporary repair of essential public facilities, water supply, and sanitation.			
Phase 2B	Infrastructure Systems	ESF #5	Activate ESF #3 at the national and regional level to provide coordination and technical assistance.			
Phase 2B	Infrastructure Systems	ESF #5	Plan, train, exercise, and organize to build, sustain, and improve operational capabilities.			
Phase 2B	Infrastructure Systems	ESF #7	Deploy Defense Logistics Agency fuel support to FEMA ISBs/SAs.			
Phase 2B	Infrastructure Systems	ESF #7	Prepare and stage power pack generators.			
Phase 2C	Infrastructure Systems	ESF #10	Decontaminate and/or clean-up infrastructure for incidents where infrastructure is contaminated by oil or hazardous materials.			
Phase 2C	Infrastructure Systems	ESF #3	Determine priorities that support local, state, tribal, territorial, insular area, and Federal objectives and support private industry in meeting the objectives.			
Phase 2C	Infrastructure Systems	ESF #3	Evaluate damage assessment and coordinate local, state, tribal, territorial, insular area, and private sector resources to restore critical infrastructure.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2C	Infrastructure Systems	ESF #3	Provide more detailed infrastructure analysis through the National Infrastructure Simulation and Analysis Center and in conjunction with the Sector-Specific Agencies, including supply chain, cascading effects, restoration priorities, and economic impact analysis.			
Phase 2C	Infrastructure Systems	ESF #3	Provide situational awareness reporting on the status of critical infrastructure to maintain the common operating picture.			
Phase 2C	Infrastructure Systems	ESF #3	Provide updates to the infrastructure of concern list as the incident evolves and updated information regarding infrastructure impacts becomes available.			
Phase 3A	Infrastructure Systems	ESF #11	Ensure non-operational regulated facilities in the affected area return to normal operations and are producing safe meat, poultry, and processed egg products to protect public health and support the national economy and trade.			
Phase 3A	Infrastructure Systems	ESF #12	Participate in post-incident hazard mitigation studies to reduce the adverse effects of future disasters.			
Phase 3A	Infrastructure Systems	ESF #3	Coordinate with local, state, tribal, territorial, and insular area governments, and voluntary organizations to ensure resources are available (e.g., registration, case management, housing).			
Phase 3A	Infrastructure Systems	ESF #3	Support local, state, tribal, territorial, and insular area authorities with debris management and the monitoring and assessment of stabilization and restoration activities.			
Phase 1A	Mass Care Services	ALL	Ensure that resources and assets are mission-ready to support mass care services activities.			
Phase 1A	Mass Care Services	ALL	Participate in ESF #6 coordination calls.			
Phase 1A	Mass Care Services	ALL	Review existing contracts to determine if they meet projected mass care services requirements.			
Phase 1A	Mass Care Services	ALL	Review regional and state evacuation and mass care operational plans.			
Phase 1A	Mass Care Services	ESF #1	Monitor ground and air traffic and determine potential evacuation routes.			
Phase 1A	Mass Care Services	ESF #11	Assist with data collection and information analysis to inform decisions on the placement of temporary housing sites and staging areas and to mitigate possible damage to natural and cultural resources.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 1A	Mass Care Services	ESF #11	Conduct surveys of wetlands and archeological sites; make biological assessments; make condition assessments of historic structures and museum and archival collections to assist with evaluating sites to inform planning and operational decisions.			
Phase 1A	Mass Care Services	ESF #11	Work with ESF #6 to develop and revise plans for the rescue, transportation, shelter, reunification, care, and essential needs of household pets and service animals.			
Phase 1A	Mass Care Services	ESF #13	Work with ESF #6 to develop, revise, and maintain plans to coordinate security and safety of survivors at congregate mass care sites and for the safeguarding of emergency supplies.			
Phase 1A	Mass Care Services	ESF #15	Develop, revise, and maintain public messaging for mass care services and activities.			
Phase 1A	Mass Care Services	ESF #3	Prepare for potential public works and engineering requirements, including providing public information, gathering information, securing staff for response teams, leveraging technological tools, reviewing contracts and agreements, and working with ESF #6 in the coordination of voluntary organizations and other NGO partners.			
Phase 1A	Mass Care Services	ESF #6	Assess the operational capabilities of the National Donations Management Network and determine how to use it for potential incidents.			
Phase 1A	Mass Care Services	ESF #6	Build national mass care capacity and capability through the provision of technical assistance to local, state, tribal, territorial, and insular area governments. Identify shortfalls and develop plans, guidance, training, and exercises to fill gaps.			
Phase 1A	Mass Care Services	ESF #6	Coordinate with other ESF #6 components, Emergency Assistance, Housing, and Human Services, to ensure that full, efficient, and timely delivery of mass care services is provided.			
Phase 1A	Mass Care Services	ESF #6	Expand national mass care services capabilities by entering into MOAs/MOUs, IAAs, mission assignments, cooperative agreements, and contracts with traditional and non-traditional providers.			
Phase 1A	Mass Care Services	ESF #6	Review evacuation and mass care strategy and develop operational plans.			
Phase 1A	Mass Care Services	ESF #6	Review Policy Fact Sheet packages to ensure accuracy and applicability.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 1A	Mass Care Services	ESF #7	Develop contracts and acquire inventory to support the mass care mission.			
Phase 1A	Mass Care Services	ESF #7	Develop plans with ESF #6 partners with a focus on hydration, feeding, and sheltering for the potentially affected population.			
Phase 1A	Mass Care Services	ESF #7	Engage states and ESF #6 partners in the completion of the Logistics Capability Assessment Tool to enhance national readiness.			
Phase 1A	Mass Care Services	ESF #7	Work with ESF #6 to identify items and quantities of resources for potential deployment to ISBs in support of mass care services activities.			
Phase 1A	Mass Care Services	ESF #8	Identify potential staff requirements and/or shortfalls for: the potential deployment of shelter assessment teams; the provision of medical services in shelters and other mass care delivery sites; and the provision of technical assistance and information required to provide mass care services safely during public health emergencies.			
Phase 1A	Mass Care Services	ESF #8	Work with ESF #6 to develop, revise, and maintain plans for the provision of mass care, reunification, and human services to patients transported to host jurisdictions; provision of medical services in shelters and other congregate facilities; provision of prophylaxes, guidelines, and information during public health emergencies; and reunification of pediatric patients with their parent(s)/legal guardian after a medical evacuation.			
Phase 1A	Mass Care Services	ESF #9	Develop, revise, and maintain plans to coordinate the transfer of rescued survivors and their household pets from SAR operations to mass care services.			
Phase 2A	Mass Care Services	ESF #1	Coordinate with state(s) Departments of Transportation to provide status of transportations infrastructure (e.g., road conditions).			
Phase 2A	Mass Care Services	ESF #1	Provide information on regulatory waivers, exemptions, and permits to support mass care services activities.			
Phase 2A	Mass Care Services	ESF #1	Provide information on temporary alternative transportation solutions if primary systems or routes are unavailable or overwhelmed.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Mass Care Services	ESF #1	Provide reports on the status of, and damage to, the transportation system and infrastructure (e.g., roads, air traffic), and other information related to transportation activities and accessibility.			
Phase 2A	Mass Care Services	ESF #11	Participate in Multi-Agency Coordination functions as necessary to provide support to animal issues, as mission assigned and provide technical assistance and subject matter expertise to local, state, tribal, territorial, insular area, and Federal governments, and NGOs, regarding animal response issues.			
Phase 2A	Mass Care Services	ESF #11	Provide technical assistance and coordinate with state agencies on potential needs for U.S. Department of Agriculture (USDA) Foods and possible Disaster Supplemental Nutrition Assistance Program (D-SNAP) requests.			
Phase 2A	Mass Care Services	ESF #13	Coordinate with ESF #6 to provide access to voluntary organization staff to impacted areas.			
Phase 2A	Mass Care Services	ESF #13	Provide information on safety and security issues in impacted areas.			
Phase 2A	Mass Care Services	ESF #15	Work with ESF #6 to develop public messaging for survivors, including locations of shelters and other mass care services, as well as information on available Federal assistance programs. Ensure that messaging is accessible and culturally and linguistically appropriate.			
Phase 2A	Mass Care Services	ESF #3	Provide damage/status reports on water and wastewater treatment plants.			
Phase 2A	Mass Care Services	ESF #3	Provide information on the status of waterways.			
Phase 2A	Mass Care Services	ESF #3	When requested, inspect mass care facilities to ensure suitability for, and accessibility to, survivors.			
Phase 2A	Mass Care Services	ESF #3	Work with ESF #6 to identify shelters and prioritize other mass care facilities that require emergency power.			
Phase 2A	Mass Care Services	ESF #6	Activate and deploy pre-identified personnel/teams and other resources to support logistics response, evacuation, and shelter/mass care/emergency assistance requirements			
Phase 2A	Mass Care Services	ESF #6	Activate and mobilize surge staffing for the National Processing Service Center to meet anticipated increase in registration and call center volume.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Mass Care Services	ESF #6	Activate COTRs for mass care contracts and process for resources.			
Phase 2A	Mass Care Services	ESF #6	Activate MOAs/MOUs and/or contracts to meet resource requirements at shelters, points of distribution (PODs), and other mass care sites.			
Phase 2A	Mass Care Services	ESF #6	Augment American Red Cross facility, staff, and resource requirements within, as well as, outside of the affected area, if requested.			
Phase 2A	Mass Care Services	ESF #6	Collect, analyze, monitor, and report on the status of mass care services activities, including: • Sheltering • Feeding • Support services to individuals with disabilities, individuals with limited English proficiency (LEP), and others with access and functional needs • Distribution of emergency supplies • Household pet and service animal support missions (e.g., rescue, transportation, shelter, reunification, care, essential needs) • Requirements related to children in mass care facilities • Reunification services.			
Phase 2A	Mass Care Services	ESF #6	Coordinate assessment by Administration for Children and Families of human services/social services critical needs in the impacted areas.			
Phase 2A	Mass Care Services	ESF #6	Coordinate procurement specifications with local, state, tribal, territorial, and insular area departments and agencies through Individual Assistance Technical Assistance Contract (IA-TAC) and activate/issue requests for assistance, as needed.			
Phase 2A	Mass Care Services	ESF #6	Coordinate reunification services, including the National Emergency Family Registry and Locator System (NEFRLS), and mobilize the NEFRLS call center at the request of the RRCC or the affected state. Activate and fund the National Emergency Child Locator Center, and activate National Center for Missing and Exploited Children Team Adam to support child reunification at the local, state, tribal, territorial, and insular area levels.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Mass Care Services	ESF #6	Coordinate with ESF #11 on requests for USDA Foods and ESF #7 on the delivery of shelter and emergency supplies to staging areas, support shelters, PODs, and the shelter-in-place populations. Use the Commonly Used Shelter Items/Services List catalog as a reference for making supply determinations.			
Phase 2A	Mass Care Services	ESF #6	Coordinate with ESF #7 to deliver commodities and other emergency supplies (e.g., tents, tarps) to staging areas.			
Phase 2A	Mass Care Services	ESF #6	Coordinate with local, state, tribal, territorial, and insular area governments and NGOs to identify local capabilities and shortfalls and provide resource support for mass care services as requested by the state.			
Phase 2A	Mass Care Services	ESF #6	Coordinate with VOAD members and other mass care service providers to identify available inventory of mass care resources and fill any shortfalls.			
Phase 2A	Mass Care Services	ESF #6	Coordinate, alert, and deploy Federal mass care resources to support mass care services activities, including: sheltering; feeding; distribution of emergency supplies; support to individuals with disabilities, individuals with LEP, and others with access and functional needs, children, household pets, and service animals; reunification services; and mass evacuations. Also, support voluntary agency coordination and unsolicited donations and unaffiliated volunteer management.			
Phase 2A	Mass Care Services	ESF #6	Deploy preliminary damage assessment teams. Review/analyze reports on the status of, or restoration of, critical infrastructure and damage to survivors' homes.			
Phase 2A	Mass Care Services	ESF #6	Determine the placement of functional needs sheltering caches from regional storage sites.			
Phase 2A	Mass Care Services	ESF #6	Engage the private sector to determine resource availability within area of impact.			
Phase 2A	Mass Care Services	ESF #6	Establish and monitor communication links with FEMA's Logistics Management Directorate (LMD) regarding mass care support items.			
Phase 2A	Mass Care Services	ESF #6	Identify and coordinate sheltering requirements to determine the Federal resources required to meet state/regional shortfalls.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Mass Care Services	ESF #6	Identify immediate feeding, hydration, and emergency supply (including durable medical equipment requirements for the affected area, and coordinate with logistics to support requirements.			
Phase 2A	Mass Care Services	ESF #6	Implement the National Disaster Housing Strategy.			
Phase 2A	Mass Care Services	ESF #6	Initiate discussions with mass care service providers to discuss potential needs for support based on shared situational awareness (e.g., support for individuals with disabilities, individuals with LEP, and others with access and functional needs, children, human needs assessments, household pets and service animal support).			
Phase 2A	Mass Care Services	ESF #6	Issue mission assignments to ESF #6 support departments and agencies, as needed.			
Phase 2A	Mass Care Services	ESF #6	Mobilize Mass Care Response Teams IA-TAC.			
Phase 2A	Mass Care Services	ESF #6	Participate in Stafford Act disaster declaration calls with the affected regions and states.			
Phase 2A	Mass Care Services	ESF #6	Place food vendor, personal assistance services, and other contractors on alert.			
Phase 2A	Mass Care Services	ESF #6	Provide a liaison to the Evacuation Liaison Team to support coordination with local, state, tribal, territorial, and insular area governments.			
Phase 2A	Mass Care Services	ESF #6	Provide mass evacuation coordination support (e.g., registration and tracking of evacuees and mass care support for evacuation operations).			
Phase 2A	Mass Care Services	ESF #6	Provide support for RRCC/JFO housing strategy planning.			
Phase 2A	Mass Care Services	ESF #6	Provide voluntary agency coordination.			
Phase 2A	Mass Care Services	ESF #6	Request inventory and identify available transportation resources, shelter facilities, medical facilities, personnel (including shelter staffing), equipment, and supplies.			
Phase 2A	Mass Care Services	ESF #6	Support state EMAC requests for out-of-state mass care resources.			
Phase 2A	Mass Care Services	ESF #7	Ensure coordination with impacted states, ESF #6, and voluntary organizations to minimize duplication of commodities delivered to the field.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Mass Care Services	ESF #8	Provide information to ESF #6 on the location of patients evacuated to host jurisdictions to facilitate family reunification.			
Phase 2A	Mass Care Services	ESF #8	Work with ESF #6 to identify the need to implement the Emergency Prescription Assistance Program in impacted states.			
Phase 2A	Mass Care Services	ESF #9	Coordinate with ESF #6 to transfer rescued survivors and their household pets from SAR operations to mass care services.			
Phase 2A	Mass Care Services	ESF #9	Provide information to ESF #6 on SAR activities, including the location of rescued survivors to facilitate family reunification.			
Phase 2B	Mass Care Services	ESF #11	Identify resources available to disaster survivors in the impacted area.			
Phase 2B	Mass Care Services	ESF #11	Provide technical assistance and coordinate with state agencies on potential needs for USDA Foods and possible D-SNAP requests.			
Phase 2B	Mass Care Services	ESF #11	Provide technical assistance to impacted jurisdictions to assist with animal issues.			
Phase 2B	Mass Care Services	ESF #13	Address the needs of institutionalized/incarcerated survivors who cannot access mass care services, while ensuring public security.			
Phase 2B	Mass Care Services	ESF #3	Conduct pre-incident and post-incident assessments of public works and infrastructure.			
Phase 2B	Mass Care Services	ESF #3	Execute emergency contract support for life-sustaining services.			
Phase 2B	Mass Care Services	ESF #3	Provide assessment and emergency response support for water, wastewater treatment facilities, levees, dams, buildings, bridges, and other infrastructure.			
Phase 2B	Mass Care Services	ESF #3	Provide assistance in the monitoring and stabilization of damaged structures and the demolition of structures designated as immediate hazards to public health and safety.			
Phase 2B	Mass Care Services	ESF #3	Provide structural specialist expertise to support inspection of mass care facilities and urban search and rescue (US&R) operations in coordination with ESF #9.			
Phase 2B	Mass Care Services	ESF #3	Provide technical assistance to include engineering expertise, construction management, contracting, and inspection of private/commercial structures.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Mass Care Services	ESF #3	Provide technical assistance to include engineering expertise, construction management, contracting, and real estate services.			
Phase 2B	Mass Care Services	ESF #3	Provide temporary emergency power to critical facilities (e.g., hospitals, water treatment plants, shelters, fire/police stations).			
Phase 2B	Mass Care Services	ESF #4	Deploy resources, including cots, blankets, sleeping bags, and personnel to support the mass care mission, if requested and available.			
Phase 2B	Mass Care Services	ESF #5	Activate ESF #6 at the national and regional level to provide coordination and technical assistance.			
Phase 2B	Mass Care Services	ESF #6	Activate and deploy mass care assessment teams and mass care personnel (including contractors and other support personnel).			
Phase 2B	Mass Care Services	ESF #6	Activate and deploy mass care mission planning teams to the affected areas.			
Phase 2B	Mass Care Services	ESF #6	Adjust operational objectives and assumptions based on developing shared situational awareness and understanding.			
Phase 2B	Mass Care Services	ESF #6	Collaborate with ESF #11 to provide USDA Foods, infant formula and baby food.			
Phase 2B	Mass Care Services	ESF #6	Conduct meetings with partner departments and agencies to identify ways to support the whole community, including people from diverse racial and ethnic groups, LEP persons, and people with disabilities, develop a common operating picture, and resolve outstanding activation and operational issues.			
Phase 2B	Mass Care Services	ESF #6	Coordinate emergency medical care with local, state, tribal, territorial, and insular area agencies from the NRCC or RRCC to the JFO.			
Phase 2B	Mass Care Services	ESF #6	Coordinate the deployment of NGOs in collaboration with the responding departments and agencies (e.g., the American Red Cross, Southern Baptists, The Salvation Army) mobile feeding units and kitchens to staging areas.			
Phase 2B	Mass Care Services	ESF #6	Coordinate with other ESF #6 components, Emergency Assistance, Housing, and Human Services, to ensure full, efficient, and timely delivery of mass care services is provided.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Mass Care Services	ESF #6	Coordinate with other local, state, tribal, territorial, insular area, and Federal agency, voluntary organization, and private sector partners to provide mass care support to states as well as to identify and deliver additional service and resource requirements with host jurisdictions.			
Phase 2B	Mass Care Services	ESF #6	Coordinate with potentially affected states to identify anticipated support needs, to include deployment of mission planning teams, potential mass care and housing missions and resource requirements.			
Phase 2B	Mass Care Services	ESF #6	Deploy FEMA registration teams to shelters and other mass care sites.			
Phase 2B	Mass Care Services	ESF #6	Deploy National Center for Missing and Exploited Children Team Adam to the affected area to assist in the location and reunification of missing children and their parent(s)/legal guardian.			
Phase 2B	Mass Care Services	ESF #6	Deploy shelter assessment teams at the request of the state.			
Phase 2B	Mass Care Services	ESF #6	Determine if mass care task forces and/or multiagency coordination systems are required to support state operations (e.g., Feeding Support Task Force, Animal Multiagency Coordination System).			
Phase 2B	Mass Care Services	ESF #6	Determine the need for mobile and fixed Disaster Recovery Center sites and Mobile Registry Intake Centers through the RRCC/JFO.			
Phase 2B	Mass Care Services	ESF #6	Ensure that individuals with disabilities and others with access and functional needs in mass care facilities receive needed commodities, hygiene items, and durable medical equipment (e.g., wheelchairs, hospital beds, canes), consumable medical supplies, and/or personal assistance services.			
Phase 2B	Mass Care Services	ESF #6	Evaluate the feasibility of non-traditional sheltering methods (e.g., private sector solutions, soft-sided shelters, small-sized portable/collapsible shelters).			
Phase 2B	Mass Care Services	ESF #6	Identify and deploy health services, physical and behavioral health personnel to support congregate sheltering operations.			
Phase 2B	Mass Care Services	ESF #6	Identify secondary shelter locations (including those outside of impact area) and determine resource needs to support them.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Mass Care Services	ESF #6	Identify shortfalls and anticipate potential areas for possible support services needed in shelters and other congregate sites.			
Phase 2B	Mass Care Services	ESF #6	Implement PSMAs in support of mass care services, including the Corporation for National and Community Service, USDA, HHS, USACE.			
Phase 2B	Mass Care Services	ESF #6	Initiate deployment actions for temporary housing units (THUs) in the affected area.			
Phase 2B	Mass Care Services	ESF #6	Initiate the FEMA Transitional Sheltering Assistance Program and provide other mass care services if needed.			
Phase 2B	Mass Care Services	ESF #6	Manage/provide support for unsolicited donations and unaffiliated volunteers.			
Phase 2B	Mass Care Services	ESF #6	Mission assign DOD, the Department of the Interior (DOI), U.S. Postal Service, the Department of Justice, the Department of Labor (DOL), DOT, Department of the Treasury, Department of Veterans Affairs (VA), GSA, and Social Security Administration in support of the mass care mission.			
Phase 2B	Mass Care Services	ESF #6	Mobilize mass evacuation support staff, including food, hydration, information, and reunification, as well as assist with tracking the movement of evacuees, household pets, luggage, and durable medical equipment through deployment of the National Mass Evacuation Tracking Systems, if requested.			
Phase 2B	Mass Care Services	ESF #6	Obtain fatality information for the purpose of reunifying family members and legal guardians with missing persons/remains.			
Phase 2B	Mass Care Services	ESF #6	Obtain status of THUs nationwide from FEMA Logistics (e.g., availability and accessibility). Identify the availability of other types of interim and permanent housing alternatives.			
Phase 2B	Mass Care Services	ESF #6	Request and deploy medical resources to secure health and medical support at shelters and other mass care facilities as requested by the state.			
Phase 2B	Mass Care Services	ESF #7	Coordinate and immediately deploy pre-staged packages containing medical equipment and supplies.			
Phase 2B	Mass Care Services	ESF #7	Deliver mass care supplies to ISBs, staging areas, shelters, POD(s), and other mass care sites.			
Phase 2B	Mass Care Services	ESF #7	Work with ESF #6 to identify additional mass care resource requirements.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Mass Care Services	ESF #8	Coordinate with ESF #6 for the purpose of reunifying family members with missing persons/human remains.			
Phase 2B	Mass Care Services	ESF #8	Coordinate with ESF #6 to identify patients who have been evacuated to hospitals in host jurisdictions to determine the types of mass care support services required.			
Phase 2B	Mass Care Services	ESF #8	Deploy medical teams to mass care sites, if required.			
Phase 2B	Mass Care Services	ESF #8	Provide reports and information on critical shelter assessment requirements to ESF #6 for resourcing.			
Phase 2C	Mass Care Services	ESF #1	Provide information on new regulatory waivers and exemptions to support mass care services activities, if any have been requested and approved.			
Phase 2C	Mass Care Services	ESF #1	Provide technical support to impacted and host states and FEMA for the coordinated return of survivors to pre-disaster dwellings or to new post-disaster locations.			
Phase 2C	Mass Care Services	ESF #11	Authorize state agencies to issue D-SNAP benefits.			
Phase 2C	Mass Care Services	ESF #11	Collaborate with ESF #6 to provide nutritional assistance to disaster survivors.			
Phase 2C	Mass Care Services	ESF #11	Identify resources available to disaster survivors in the impacted area.			
Phase 2C	Mass Care Services	ESF #11	Provide technical assistance to impacted jurisdictions to assist with animal issues.			
Phase 2C	Mass Care Services	ESF #11	Provide USDA Foods to state agencies for distribution to shelters and other mass feeding sites, and in certain limited situations, household distribution.			
Phase 2C	Mass Care Services	ESF #15	Refine, expand, and broadcast public messaging on ESF #6 programs and services available to disaster survivors.			
Phase 2C	Mass Care Services	ESF #3	Deploy teams to the Area Field Office/JFO to assess the need for an Emergency Residential Roof Covering mission and emergency repair of primary residences damaged as the result of a disaster.			
Phase 2C	Mass Care Services	ESF #3	Manage, monitor, and/or provide technical advice in the clearance, removal, and disposal of debris from public property and the reestablishment of ground and water routes into impacted areas.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2C	Mass Care Services	ESF #3	Provide assistance for the construction of temporary shelter facilities, including accessible shelters in the affected area, as required.			
Phase 2C	Mass Care Services	ESF #3	Support restoration of critical navigation, flood control, and other water infrastructure systems, including drinking water distribution and wastewater collection systems.			
Phase 2C	Mass Care Services	ESF #6	Communicate and coordinate with appropriate Recovery Support Function (RSF) points of contact, such as HHS for the Health and Social Services RSF and the Department of Housing and Urban Development for the Housing RSF.			
Phase 2C	Mass Care Services	ESF #6	Coordinate logistics requirements for mobile Disaster Recovery Center and mass care services sites.			
Phase 2C	Mass Care Services	ESF #6	Coordinate with ESFs #1, #7, and #8 for the relocation of individuals with acute medical conditions, whose care cannot be sustained in the impacted area, to communities that can provide required services.			
Phase 2C	Mass Care Services	ESF #6	Coordinate with local, state, tribal, territorial, and insular area jurisdictions to identify requirements for direct housing missions, identify alternative housing options and synchronize local, state, tribal, territorial, insular area, and Federal government assistance programs.			
Phase 2C	Mass Care Services	ESF #6	Coordinate with local, state, tribal, territorial, and insular area VOAD to identify community needs. Support the transition of survivors from congregate to non-congregate sheltering. Help manage unsolicited donations, coordinate the relief efforts of national voluntary organizations deployed to the affected area, and share information with voluntary organizations to avoid duplication of services.			
Phase 2C	Mass Care Services	ESF #6	Coordinate with the Health and Social Services RSF to ensure continuous support for social services needs in impacted communities.			
Phase 2C	Mass Care Services	ESF #6	Coordinate with the Housing RSF to transition survivors from sheltering and temporary housing to long-term and permanent housing.			
Phase 2C	Mass Care Services	ESF #6	Coordinate with the RRCC and JFO to open mobile Disaster Recovery Centers.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2C	Mass Care Services	ESF #6	Coordinate with voluntary and community organizations, including organizations serving diverse racial and ethnic populations, that provide essential community relief services, including debris removal from disaster survivor residences; mud-out; tear-out; chainsaw work; warehouse management; transportation and distribution coordination; child care services; emotional, mental, and spiritual care and counseling; financial assistance; financial counseling; disaster related case work and case management; and other essential services.			
Phase 2C	Mass Care Services	ESF #6	Deploy additional resources to the field or reposition current resources based on a shared situational awareness and the status of completed objectives.			
Phase 2C	Mass Care Services	ESF #6	Deploy Individual Assistance staff to support Disaster Recovery Center operations. Coordinate resources requirements with ESF #7.			
Phase 2C	Mass Care Services	ESF #6	Develop a strategy for the transition from emergency sheltering to transitional sheltering and temporary and permanent housing.			
Phase 2C	Mass Care Services	ESF #6	Evaluate effectiveness in meeting objectives for sheltering, feeding, distribution of emergency supplies, support to individuals with disabilities and others with access and functional needs, children, household pets and service animals, and reunification. Reprioritize and/or adjudicate resources accordingly.			
Phase 2C	Mass Care Services	ESF #6	Identify and train additional mass care personnel, as needed.			
Phase 2C	Mass Care Services	ESF #6	Identify temporary and permanent housing alternatives and facilitate the movement of survivors from emergency and transitional sheltering to those options. Support may include the provision of relocation assistance, temporary housing solutions, and other support for households unable to return to their pre-disaster dwellings.			
Phase 2C	Mass Care Services	ESF #6	Initiate and implement a long-term host jurisdiction mass care services plan to facilitate the integration of survivors into the community.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2C	Mass Care Services	ESF #6	Integrate (or further integrate if already engaged) local, state, tribal, territorial, and insular area governments, NGOs, and private sector partners into mass care operations as well as into Housing and Human Services programs.			
Phase 2C	Mass Care Services	ESF #6	Provide eligible survivors with relocation assistance or temporary housing solutions.			
Phase 2C	Mass Care Services	ESF #6	Provide Federal financial assistance to eligible survivors through the Individuals and Households Program, Small Business Administration (SBA), Internal Revenue Service, DOL, and other programs and agencies to facilitate the transition of survivors from sheltering to permanent housing and begin the recovery process.			
Phase 2C	Mass Care Services	ESF #6	Provide Stafford Act grant programs such as the Crisis Counseling Program, Disaster Unemployment Assistance, Disaster Legal Assistance, Disaster Case Management, and other human services programs.			
Phase 2C	Mass Care Services	ESF #6	Support local, state, tribal, territorial, and insular area governments in the development and employment of the mass care personnel rotation plan to minimize fatigue, ensure worker health, and maintain capabilities.			
Phase 2C	Mass Care Services	ESF #6	Support reunification services and survivor relocation mechanisms.			
Phase 2C	Mass Care Services	ESF #7	Coordinate with ESF #1, ESF #6, ESF #8, ESF #11, and ESF #12 to ensure the continued delivery of equipment and supplies to shelters, PODs, and other mass care services sites.			
Phase 2C	Mass Care Services	ESF #8	Coordinate with ESF #1 and ESF #5 for the relocation of individuals with medical and functional needs whose care cannot be sustained from the impacted area to communities that can provide required services in the most integrated setting appropriate.			
Phase 2C	Mass Care Services	ESF #8	Coordinate with local, state, tribal, territorial, insular area, and Federal entities, NGOs, and the private sector to attain public health and medical resources, as needed.			
Phase 3A	Mass Care Services	ESF #3	Construct critical public facilities to temporarily replace destroyed or damaged buildings following a disaster (e.g., schools, local government offices, fire stations, police stations, medical facilities), in coordination with ESF #6.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 3A	Mass Care Services	ESF #3	Implement the Emergency Residential Roof Covering program and/or the emergency repair of survivors' primary residence, if requested.			
Phase 3A	Mass Care Services	ESF #3	Provide construction, engineering, and project management expertise and support for temporary housing and direct housing missions.			
Phase 3A	Mass Care Services	ESF #6	Adjust call center staffing requirements as needed.			
Phase 3A	Mass Care Services	ESF #6	Assist with applications for Federal benefits sponsored by HHS and ensure continuity of assistance services in affected states and in states hosting relocated populations.			
Phase 3A	Mass Care Services	ESF #6	Begin to transition from mass care, emergency assistance, and temporary housing activities to permanent housing and human services programs.			
Phase 3A	Mass Care Services	ESF #6	Coordinate with faith-based organizations, community-based organizations, and NGOs to provide additional emergency assistance, as needed.			
Phase 3A	Mass Care Services	ESF #6	Coordinate with IA-TAC, logistics management, and others to transport THUs outside of the affected area.			
Phase 3A	Mass Care Services	ESF #6	Coordinate with local, state, tribal, territorial, and insular area governments and voluntary organizations to ensure that human services are available (e.g., registration for disaster assistance, disaster case management program, housing programs).			
Phase 3A	Mass Care Services	ESF #6	Coordinate with the FEMA Voluntary Agency Liaison team to ensure that long term recovery groups are in development or already established to provide assistance to affected individuals and minimize duplication of benefits and services.			
Phase 3A	Mass Care Services	ESF #6	Coordinate with the Housing RSF to identify the need to provide relocation assistance to survivors unable to return to their pre-disaster residences.			
Phase 3A	Mass Care Services	ESF #6	Determine if the FEMA registration period needs to be extended, in coordination with impacted regions and states.			
Phase 3A	Mass Care Services	ESF #6	Determine if the second phase of Individual Assistance programs, including crisis counseling and disaster case management, should be extended, in coordination with impacted regions and states.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 3A	Mass Care Services	ESF #6	Determine the transitional set-up staging area for THUs and begin construction of group sites, in coordination with impacted regions and states.			
Phase 3A	Mass Care Services	ESF #6	Provide reimbursement or tax relief to survivors with substantial verified disaster-caused losses.			
Phase 3A	Mass Care Services	ESF #6	Provide support for the provision of case management, crisis counseling, and advocacy services.			
Phase 3A	Mass Care Services	ESF #6	Provide survivors who have lost their jobs due to a disaster with unemployment benefits.			
Phase 3A	Mass Care Services	ESF #6	Work with the SBA to facilitate loan information and application/approval processes for disaster survivors.			
Phase 1A	Mass Search and Rescue	ESF #9	Coordinate, exercise, and integrate the appropriate ESF #9 primary agencies (FEMA, USCG, National Park Service [NPS], and DOD), the National SAR Plan components (U.S. Pacific Command [Alaska], USCG Maritime [SAR Regions and Hawaii], NPS, Air Force [Continental United States other than Alaska]), the National Response Framework, the U.S. National SAR Supplement, and Catastrophic Incident SAR Addendum to ensure seamless operations during a crisis.			
Phase 1A	Mass Search and Rescue	ESF #9	Ensure Federal SAR resources are available for activation.			
Phase 1A	Mass Search and Rescue	ESF #9	Ensure that an adequate amount of technical specialists required for support are rostered, trained, and available for deployment.			
Phase 1A	Mass Search and Rescue	ESF #9	Ensure that US&R ISTs are able to mobilize for rapid deployment and can be self-sufficient for at least 72 hours (with approved equipment and supplies list) for a response assignment of up to 14 days.			
Phase 1A	Mass Search and Rescue	ESF #9	Evaluate the state of operational readiness of Federal SAR resources by assessing personnel training and inventorying deployable assets.			
Phase 2A	Mass Search and Rescue	ESF #1	Perform activities conducted under the direct authority of DOT elements as they relate to aviation, maritime, surface, railroad, and transportation to assist in the provision of the SAR assets.			
Phase 2A	Mass Search and Rescue	ESF #13	Provide force protection capabilities to deployed SAR resources.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Mass Search and Rescue	ESF #2	Coordinate Federal actions to assist industry in stabilizing and reestablishing the public communications infrastructure thereby allowing alerts, which will facilitate the dissemination of instructions relative to the delivery of SAR information to the public.			
Phase 2A	Mass Search and Rescue	ESF #2	Provide communications support to the JFO and any JFO field teams which assist in the coordination of the opening and staffing of emergency shelters.			
Phase 2A	Mass Search and Rescue	ESF #3	Assist with debris removal to allow US&R teams to gain access to survivors trapped within collapsed structures.			
Phase 2A	Mass Search and Rescue	ESF #3	Provide structural engineering expertise in support of SAR efforts to ensure the safety of responders and/or survivors.			
Phase 2A	Mass Search and Rescue	ESF #4	Provide equipment and supplies from the National Interagency Cache System and use of the National Interagency Fire Center contract aircraft during incidents, based on standby agreements and contingency plans.			
Phase 2A	Mass Search and Rescue	ESF #8	Coordinate with the Incident Commander and the assigned Incident Management Assistance Team (IMAT) to move the rescued and/or injured.			
Phase 2A	Mass Search and Rescue	ESF #8	Respond to medical needs associated with physical and mental health, behavioral health, and substance abuse of both incident survivors and response workers.			
Phase 2A	Mass Search and Rescue	ESF #9	Activate appropriate Federal SAR resources for deployment to and employment in the affected area.			
Phase 2A	Mass Search and Rescue	ESF #9	Activate headquarters and regional-level ESF #9 coordinators: for structural collapse SAR operations, designate FEMA as the ESF #9 Overall Primary Agency; for maritime/coastal/waterborne SAR operations, designate the USCG as the ESF #9 Overall Primary Agency; and for Land SAR operations, designate either DOI/NPS or DOD as the ESF #9 Overall Primary Agency.			
Phase 2A	Mass Search and Rescue	ESF #9	Activate the ESF #9 Federal SAR Coordination Group to be assigned to the Operations Section of the IMAT/JFO to assist with strategic Federal SAR planning, operations, and coordination of SAR issues from the field.			
Phase 2A	Mass Search and Rescue	ESF #9	Activate USACE structural specialist support for US&R task forces for deployment to, and employment in, the affected area.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Mass Search and Rescue	ESF #9	Assign ESF #9 Liaison Officers to all locations/entities requested (e.g., RRCCs, state EOCs, IMATs, JFOs).			
Phase 2A	Mass Search and Rescue	ESF #9	Coordinate and execute PSMAs (if required) for FEMA Logistics and other Federal resources required by SAR to support field operations.			
Phase 2A	Mass Search and Rescue	ESF #9	Coordinate dialogue with the JFO on the identification and coordination of any EMAC SAR resources.			
Phase 2A	Mass Search and Rescue	ESF #9	Coordinate the mission assignment of other Federal Government SAR resources.			
Phase 2A	Mass Search and Rescue	ESF #9	Coordinate through the FEMA Transportation Movement and Coordination Group for transportation of personnel and equipment.			
Phase 2A	Mass Search and Rescue	ESF #9	Coordinate with LMD to ensure that ground transport, sufficient to meet requirements for Federal SAR resources arriving by air, is in place at reception airport(s).			
Phase 2A	Mass Search and Rescue	ESF #9	Deploy, employ, and maintain shared situational awareness of Federal SAR resources and other mission assigned or mutual aid SAR resources.			
Phase 2A	Mass Search and Rescue	ESF #9	Determine if sufficient material handling equipment capability to meet requirements is in place at reception airport(s) before arrival of Federal SAR resources.			
Phase 2A	Mass Search and Rescue	ESF #9	In conjunction with LMD personnel and DOD and USCG liaisons, coordinate the following potentially available air transport in conjunction with the Transportation and Movement Coordination Group at the NRCC: DOD aircraft (when mission assigned); USCG aircraft; commercial air transport providers.			
Phase 2A	Mass Search and Rescue	ESF #9	Issue a mission assignment requesting that DOD fulfill aviation SAR requirements and provide additional resources as force multipliers to support FEMA US&R resources.			
Phase 2A	Mass Search and Rescue	ESF #9	Issue a mission assignment to USCG for aviation and marine SAR requirements.			
Phase 2A	Mass Search and Rescue	ESF #9	Obtain and execute strategic objectives for coordination of SAR resources.			
Phase 2A	Mass Search and Rescue	ESF #9	Once activated, depart jurisdiction, arrive at impact area and begin conducting SAR operations within 12-16 hours.			
Phase 2B	Mass Search and Rescue	ESF #1	Identify temporary alternative transportation solutions that can be implemented by others when systems or infrastructure are damaged, unavailable, or overwhelmed.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Mass Search and Rescue	ESF #1	Monitor and report status of and damage to the transportation system and infrastructure as a result of the incident.			
Phase 2B	Mass Search and Rescue	ESF #15	Provide incident-related information through the media and other sources in accessible formats and multiple languages to the impacted population, including individuals with disabilities and others with access and functional needs, as well as households, businesses, and industries directly or indirectly affected by the incident			
Phase 2B	Mass Search and Rescue	ESF #5	Activate ESF #9 at the national and regional level to provide coordination and technical assistance.			
Phase 2B	Mass Search and Rescue	ESF #8	Coordinate the hand-off between SAR and medical triage/treatment system.			
Phase 2B	Mass Search and Rescue	ESF #9	Continually evaluate incident objectives and strategic priorities, and determine what additional resources will be required.			
Phase 2B	Mass Search and Rescue	ESF #9	Coordinate to move the rescued and injured.			
Phase 2B	Mass Search and Rescue	ESF #9	Coordinate with LMD to ensure that material handling equipment capability is sufficient to meet requirements and is in place at reception airport(s) prior to the arrival of US&R resources.			
Phase 2B	Mass Search and Rescue	ESF #9	Coordinate with the local Incident Commander and the assigned IMAT team.			
Phase 2B	Mass Search and Rescue	ESF #9	Identify reception airports for Federal SAR resources.			
Phase 2B	Mass Search and Rescue	ESF #9	Provide and coordinate resources and personnel to perform operational and tactical SAR services.			
Phase 2C	Mass Search and Rescue	ESF #9	Determine the need to rotate Federal SAR resources and other SAR resources to allow personnel to rest and maintain capability.			
Phase 2C	Mass Search and Rescue	ESF #9	Identify areas where objectives have been achieved and reposition or demobilize personnel, when appropriate.			
Phase 2C	Mass Search and Rescue	ESF #9	Integrate additional out-of-state resources provided through EMAC and develop a strategy for augmenting or replacing the current Federal resources employed in the response.			
Phase 2C	Mass Search and Rescue	ESF #9	Provide reports on the status of SAR operations and objectives to maintain a shared situational awareness.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 3A	Mass Search and Rescue	ESF #9	Assist with the transition from SAR operations to search and recovery issues.			
Phase 1A	On-Scene Security	ESF #13	Assist state law enforcement and government officials in determining the methodology by which FLEOs may be granted state law enforcement authority during ESF #13 responses if statutory authority exists for such.			
Phase 1A	On-Scene Security	ESF #13	Conduct a thorough, systematic inventory of resources and update personnel rosters.			
Phase 1A	On-Scene Security	ESF #13	Conduct the appropriate technical security and/or vulnerability assessments.			
Phase 1A	On-Scene Security	ESF #13	Develop operational objectives for coordination of Federal law enforcement resources.			
Phase 1A	On-Scene Security	ESF #13	Develop PSMAs with Federal departments and agencies to expedite the mission assignment process for providing supplemental personnel and resources.			
Phase 1A	On-Scene Security	ESF #13	Plan, train, exercise, and organize to build, sustain, and improve operational capabilities within the whole community.			
Phase 1A	On-Scene Security	ESF #13	Provide expertise and coordination for stakeholder security planning efforts and conducting technical assessments.			
Phase 1A	On-Scene Security	ESF #13	Provide mechanisms for vertical and horizontal coordination, communications, and information sharing on a standardized platform accessible by all partners.			
Phase 1A	On-Scene Security	ESF #13	Review and update existing response plans and standard operating procedures.			
Phase 1A	On-Scene Security	ESF #13	Synchronize planning, training and exercises, after-action reviews, and corrective action plans with local, state, tribal, territorial, insular area, and Federal partners.			
Phase 1A	On-Scene Security	ESF #5	Conduct the appropriate technical security and/or vulnerability assessments.			
Phase 1A	On-Scene Security	ESF #5	Develop PSMAs and contracts for providing security personnel and resources.			
Phase 1A	On-Scene Security	ESF #5	Provide expertise and coordination for stakeholder security planning efforts and conducting technical assessments.			
Phase 1A	On-Scene Security	ESF #5	Review and update existing plans.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	On-Scene Security	ESF #1	Contribute to shared situational awareness on the status of airports, including capability for screening operations and airport security, which is reported back to Transportation Security Administration headquarters.			
Phase 2A	On-Scene Security	ESF #13	Activate a headquarters-level ESF #13 coordinator for Federal law enforcement operations.			
Phase 2A	On-Scene Security	ESF #13	Activate and deploy an ESF #13 Field Support Team to the affected area(s). The ESF #13 Field Support Teams liaise with local, state, tribal, territorial, and insular area departments and agencies to determine law enforcement requirements.			
Phase 2A	On-Scene Security	ESF #13	Coordinate logistical support to Federal law enforcement resources to support field operations. • Give priority to life-saving missions first, followed by missions that address security and the protection of infrastructure/property. • Activate and deploy general and specialized Federal law enforcement resources to support local, state, tribal, territorial, insular area, and Federal law enforcement departments and agencies overwhelmed by disasters or acts of terrorism.			
Phase 2A	On-Scene Security	ESF #13	Coordinate with ESF #7 to provide potential requirements for base camp and other resources for ESF #13 deployed personnel.			
Phase 2A	On-Scene Security	ESF #13	Coordinate with ESF #8 to provide additional security in support of medical assets and staff.			
Phase 2A	On-Scene Security	ESF #13	Coordinate with local, state, tribal, territorial, and insular area jurisdictions to determine if law enforcement shortfalls are anticipated.			
Phase 2A	On-Scene Security	ESF #13	Coordinate with other Federal departments and agencies to identify additional security requirements or unidentified shortfalls.			
Phase 2A	On-Scene Security	ESF #13	Deploy additional Federal law enforcement assets and personnel when requested and approved.			
Phase 2A	On-Scene Security	ESF #13	Determine availability of safety and security resources within all ESF #13 departments and agencies for potential deployments to the affected area.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	On-Scene Security	ESF #13	Identify law enforcement shortfalls and the need for mission assignment assistance through ESF #13.			
Phase 2A	On-Scene Security	ESF #13	Provide status reports on Federal law enforcement capabilities, deployments, and operations throughout the affected area(s).			
Phase 2A	On-Scene Security	ESF #13	Review laws and regulations in potentially affected jurisdictions to determine if explicit authority exists and/or if statutory deputation authority is available, needed, or advised.			
Phase 2A	On-Scene Security	ESF #5	Conduct the appropriate technical security and/or vulnerability assessments of field operational structures.			
Phase 2A	On-Scene Security	ESF #5	Coordinate the provision of security for field operational structures (i.e. JFO, ISBs) and deployed FEMA assets.			
Phase 2A	On-Scene Security	ESF #5	Coordinate the use of remote sensing and reconnaissance operations, activation and deployment of assessment personnel or teams, and geospatial and Geographic Information System (GIS) support needed for incident management.			
Phase 2A	On-Scene Security	ESF #5	Coordinate: alerts and notifications; staffing and deployment of DHS and FEMA response teams, as well as response teams from other Federal departments and agencies; incident action planning; operations; logistics management; direction and control; information collection, analysis, and management; facilitation of requests for Federal assistance; resource acquisition and management; Federal worker safety and health; facilities management; financial management; and other support as required.			
Phase 2A	On-Scene Security	ESF #6	Address the needs of institutionalized/incarcerated survivors who cannot access mass care services, while ensuring public security.			
Phase 2B	On-Scene Security	ESF #1	Initiate deployment of Transportation Security Forward Team (Transportation Security Officers) if required by the Transportation Security Advance Team.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	On-Scene Security	ESF #10	Secure access to oil/hazardous materials contaminated areas, through EPA/USCG On-Scene Coordinators and local, state, tribal, territorial, and insular area law enforcement officials. EPA's National Crime Enforcement Response Team may assist ESF #10 in coordination with law enforcement officials (and also supports ESF #13 as needed when it is activated for additional on-scene security and protection).			
Phase 2B	On-Scene Security	ESF #13	Conduct perimeter enforcement in quarantines zone during an animal health emergency.			
Phase 2B	On-Scene Security	ESF #13	Coordinate with local, state, tribal, territorial, and insular area jurisdictions to evaluate changes in security requirements within the affected area.			
Phase 2B	On-Scene Security	ESF #13	Deploy ESF #13 Assistance Teams to coordinate with local, state, tribal, territorial, and insular area partners, assess law enforcement capabilities, and provide situational awareness for determining operations objectives.			
Phase 2B	On-Scene Security	ESF #13	Deploy Federal law enforcement resources and capabilities in support of local, state, tribal, territorial, insular area, and Federal authorities.			
Phase 2B	On-Scene Security	ESF #13	Provide force protection services for the protection of emergency responders and other workers operating in a high-threat environment, and for the operational security of emergency response operations wherever they may occur.			
Phase 2B	On-Scene Security	ESF #13	Provide security forces and establish protective measures around the incident site, critical infrastructure, and/or critical facilities.			
Phase 2B	On-Scene Security	ESF #13	Provide specialized security assets such as traffic barriers; chemical, biological, radiological, nuclear, or high-yield explosive detection devices; canine units; and law enforcement personal protective gear.			
Phase 2B	On-Scene Security	ESF #15	Coordinate and provide public messaging on movement restrictions and curfews to keep the public informed and provide crowd control.			
Phase 2B	On-Scene Security	ESF #2	Coordinate Federal actions to assist industry in stabilizing and reestablishing the public communications infrastructure thereby allowing alerts, which will facilitate the dissemination of instructions relative to the delivery of on-scene security and protection information to the public.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	On-Scene Security	ESF #4	Provide trained public safety, law enforcement, investigations, and security resources if the appropriate authority is provided.			
Phase 2B	On-Scene Security	ESF #5	Activate ESF #5 at the national and regional level to provide coordination and technical assistance.			
Phase 2B	On-Scene Security	ESF #8	Provide counseling and stress debriefing, ensure chain of custody of evidence, and fingerprint the remains to identify fatalities.			
Phase 2C	On-Scene Security	ESF #11	Coordinate with ESF #13 to ensure protection/provide security for sensitive records in all formats.			
Phase 2C	On-Scene Security	ESF #13	Assess projected local, state, tribal, territorial, and insular area law enforcement shortfalls and operational objectives that have been achieved based on information provided by those departments and agencies.			
Phase 2C	On-Scene Security	ESF #13	Augment resources and capabilities for Federal operations and in support of local, state, tribal, territorial, and insular area authorities.			
Phase 2C	On-Scene Security	ESF #13	Determine if additional resources are needed or if current resources should be redeployed to other areas or demobilized.			
Phase 2C	On-Scene Security	ESF #13	In cases in which the Federal Government exercises primary law enforcement and security responsibilities, determine operational strategy for transitioning primary law enforcement and security responsibilities to local, state, tribal, territorial, and insular area law enforcement officers.			
Phase 2C	On-Scene Security	ESF #13	Rotate out Federal law enforcement resources as needed to minimize fatigue and maintain capabilities.			
Phase 3A	On-Scene Security	ESF #13	Begin orderly transition to demobilization and transition of law enforcement functions to local, state, tribal, territorial, and insular area authorities.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 1A	Operational Communications	ALL	Conduct essential planning functions to achieve operational coordination objectives and key critical tasks by conducting the following planning: • Provision of tactical communications • Coordination of commercial communications • Coordination of spectrum management • Information assurance • Establishment of external connectivity • Performance of recovery operations • Development of joint/interagency concepts.			
Phase 1A	Operational Communications	ALL	Coordinate with local, state, tribal, territorial, insular area, and Federal partners to develop plans to achieve interoperable communications across jurisdictions and establish baseline disaster emergency communications requirements, standards, guidance, and metrics that define measures of success.			
Phase 1A	Operational Communications	ALL	Develop strategies for an effective program of national-level plans and capabilities to provide sufficient and timely support in the event of multiple events or a catastrophic incident.			
Phase 1A	Operational Communications	ALL	Develop, review and distribute Federal disaster emergency communications planning information to Support Agencies.			
Phase 1A	Operational Communications	ALL	Establish a consensus on essential emergency communications capabilities each local, state, tribal, territorial, or insular area jurisdiction should strive to have in place to serve as a baseline for addressing capability shortfalls.			
Phase 1A	Operational Communications	ALL	Identify and inventory equipment and resources needed to support response operations.			
Phase 1A	Operational Communications	ALL	Identify potential local, state, tribal, territorial, insular area, and Federal emergency communications requirements.			
Phase 1A	Operational Communications	ALL	Identify, with DHS and other Federal departments and agencies, nationwide capabilities and shortfalls.			
Phase 1A	Operational Communications	ALL	Prepare local, state, tribal, territorial, insular area, and Federal responders through the development and use of new and existing communications doctrine, policy, regulations, and standard operating procedures.			
Phase 2A	Operational Communications	ESF #13	Assess the need for on-scene security and protection of deployed resources.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Operational Communications	ESF #2	Coordinate with ESF #13, as required, for escort, on-scene security, or protection of deployed resources.			
Phase 2A	Operational Communications	ESF #2	Coordinate with states, tribes, territories, and insular areas to implement state and regional emergency communications plans in concert with the National Preparedness Goal.			
Phase 2A	Operational Communications	ESF #2	Establish incident area communications capabilities for local, state, tribal, territorial, insular area, and Federal entities.			
Phase 2A	Operational Communications	ESF #2	Gather information to determine where needs exist and where communications may be interrupted.			
Phase 2A	Operational Communications	ESF #2	Identify communications requirements for internal and external stakeholders.			
Phase 2A	Operational Communications	ESF #2	Issue mission assignments for other Federal department and agency partners for communication assets that cannot be supplied by FEMA.			
Phase 2A	Operational Communications	ESF #2	Provide connections between incident-level networks and regional/national-level systems to provide status updates; situational awareness; command and control; and resource coordination.			
Phase 2A	Operational Communications	ESF #2	Push communications capabilities forward to responders at the incident location.			
Phase 2A	Operational Communications	ESF #2	Support the operating requirements of the FCOs, their staffs, and National and Regional IMATs.			
Phase 2A	Operational Communications	ESF #2	The FEMA Disaster Emergency Communications (DEC) Office will employ its tactical communications capabilities to enable Federal command and control; assist state offices of emergency communications; and support the JFO.			
Phase 2A	Operational Communications	ESF #3	Mobilize Deployable Tactical Operation Systems to support the mission execution.			
Phase 2A	Operational Communications	ESF #5	Gather information to determine where needs exist and where communications may be interrupted.			
Phase 2A	Operational Communications	ESF #5	Issue mission assignments to ESF #2 and other Federal department and agency partners for communication assets that cannot be supplied by FEMA.			
Phase 2B	Operational Communications	ALL	Coordinate with local, state, tribal, territorial, and insular area governments, NGOs, and private sector partners to integrate resources, increase capabilities, and meet shortfalls.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Operational Communications	ESF #2	Aid in evaluating post-incident communications needs for restoration of the communications infrastructure.			
Phase 2B	Operational Communications	ESF #2	Coordinate spectrum management by processing requests for frequency assignments, performing frequency de-confliction, and designating spectrum assignments based upon requests for resources (e.g., channels, talk groups, mutual aid interoperability).			
Phase 2B	Operational Communications	ESF #2	Coordinate the acquisition and delivery of commercial communications to permit access to services normally available to, or to enhance capabilities for, response agencies and the public.			
Phase 2B	Operational Communications	ESF #2	Coordinate with appropriate departments, agencies, and industry partners to perform temporary restoration of local communications infrastructure.			
Phase 2B	Operational Communications	ESF #2	Coordinate with ESF #4, as required.			
Phase 2B	Operational Communications	ESF #2	Coordinate, as required, for the procurement of communications equipment and services.			
Phase 2B	Operational Communications	ESF #2	Deploy communications resources, as directed, to support incident management teams; command and control; emergency operations centers; mass care services; public health and medical services; SAR; and public information and warning.			
Phase 2B	Operational Communications	ESF #2	Deploy Federal Communications Commission (FCC) and National Telecommunications and Information Administration frequency managers to coordinate frequency usage, and DOD frequency assignments to the Initial Operating Facility (IOF), JFO, and elsewhere as appropriate.			
Phase 2B	Operational Communications	ESF #2	Deploy, install, operate, maintain, and protect telecommunications and operations assets in response to disasters and in support of planned special events.			
Phase 2B	Operational Communications	ESF #2	Enhance disaster communications restoration through satellite backhaul and network Land Mobile Radio using Radio over Internet Protocol technologies.			
Phase 2B	Operational Communications	ESF #2	Ensure communications reach back to FEMA national and regional fixed facilities.			
Phase 2B	Operational Communications	ESF #2	Establish backhaul for local networks into national-level systems.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Operational Communications	ESF #2	Establish, maintain, and operate voice, video, and data communications systems.			
Phase 2B	Operational Communications	ESF #2	Increase bandwidth and connectivity by tying into public networks as far forward as possible.			
Phase 2B	Operational Communications	ESF #2	Install, operate, and maintain communications towers.			
Phase 2B	Operational Communications	ESF #2	Integrate mobile communications devices into first responder networks.			
Phase 2B	Operational Communications	ESF #2	Protect systems and information in storage, processing, or transit from unauthorized access or modification; denial of service to unauthorized users; or the provision of service to authorized users. Implement measures necessary to detect, document, and counter such threats.			
Phase 2B	Operational Communications	ESF #2	Provide backup capabilities through the use of redundant communications systems.			
Phase 2B	Operational Communications	ESF #2	Provide fixed, mobile, and commercial communications capabilities to stakeholders.			
Phase 2B	Operational Communications	ESF #2	Provide interoperability through the integration of disparate systems.			
Phase 2B	Operational Communications	ESF #2	Provide tactical communications by coordinating the acquisition and delivery of tactical communications capabilities necessary to meet one or more responding agencies' response and recovery requirements.			
Phase 2B	Operational Communications	ESF #4	Provide appropriate communications personnel to accompany radio systems for user training and operator maintenance indoctrination.			
Phase 2B	Operational Communications	ESF #4	Provide engineers, technicians, and liaison staff to assist ESF #2.			
Phase 2B	Operational Communications	ESF #4	Provide National Interagency Radio Support systems for use by damage reconnaissance teams and other applications.			
Phase 2B	Operational Communications	ESF #5	Activate ESF #2 at the national and regional levels to provide coordination and technical assistance.			
Phase 2B	Operational Communications	ESF #7	Coordinate the procurement of communications equipment and services.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2C	Operational Communications	ESF #2	Assess the viability of tactical (hastily formed networks) and commercial communications infrastructure and provide mid-to long-term restoration plans for public and private communications systems.			
Phase 2C	Operational Communications	ESF #2	Implement required resources for short-term restoration of critical infrastructure.			
Phase 2C	Operational Communications	ESF #2	Introduce resources needed to repair critical infrastructure.			
Phase 3A	Operational Communications	ESF #2	The FEMA DEC Office will operationalize emergency communications plans established with states, tribes, territories, and insular areas pre-event by ensuring the integrity of first responder networks and a smooth transition to long-term restoration.			
Phase 1A	Operational Coordination	All	Develop and review PSMAs, MOUs, and IAAs with Federal departments and agencies to provide supplemental personnel and resources.			
Phase 1A	Operational Coordination	ESF #5	Coordinate between Federal departments and agencies to strengthen relationships and identify shortfalls.			
Phase 1A	Operational Coordination	ESF #5	Maintain effective communications by updating point of contact lists, verifying video teleconference and teleconference capabilities, and testing information systems.			
Phase 1A	Operational Coordination	ESF #5	Pre-designate key Federal officials and identify response organizational structures that could be utilized in response operations (e.g., FCOs).			
Phase 1A	Operational Coordination	ESF #5	Review, update, and exercise key personnel rosters with accurate contact information (e.g., JFOs, special teams).			
Phase 1A	Operational Coordination	ESF #8	Enhance the preparedness and resiliency of health and medical systems, as well as communities through preparedness grants, mitigation efforts, readiness guidance, and support in planning, training, and exercises.			
Phase 2A	Operational Coordination	All	Activate continuity of operations plans.			
Phase 2A	Operational Coordination	All	Conduct national-level operational planning with the respective region(s) to develop unified Federal response plans.			
Phase 2A	Operational Coordination	All	Establish coordination and planning processes with other Federal departments and agencies at the national and regional levels.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Operational Coordination	All	Identify Federal emergency assets and capabilities available for deployment.			
Phase 2A	Operational Coordination	ESF #1	Implement appropriate air traffic and airspace management measures.			
Phase 2A	Operational Coordination	ESF #10	Activate ESF #10 at the regional and national level to provide coordination, technical assistance, and response for oil and hazardous materials releases.			
Phase 2A	Operational Coordination	ESF #11	Assist the Resource Management Group (RMG), through USDA, to determine requirements for evacuating the affected population/pets from impacted areas.			
Phase 2A	Operational Coordination	ESF #12	Coordinate with the state emergency management offices in communicating fueling locations for emergency responders.			
Phase 2A	Operational Coordination	ESF #15	Deploy initial ESF#15 personnel to NRCC, RRCC, and JFO/IOF.			
Phase 2A	Operational Coordination	ESF #15	Hold National Incident Communications Conference Line (NICCL) conference calls for interagency ESF #15 coordination.			
Phase 2A	Operational Coordination	ESF #15	Hold State Incident Communications Conference Line (SICCL) calls for state-to-state and Federal/state ESF #15 coordination.			
Phase 2A	Operational Coordination	ESF #5	Activate ESF #5 personnel and teams and increase staffing and the operational tempo at the NRCC and RRCC(s), as necessary; actions include alert, notification, and situation reporting in coordination with the NOC Watch.			
Phase 2A	Operational Coordination	ESF #5	Activate the Incident Communications Emergency Plan.			
Phase 2A	Operational Coordination	ESF #5	Activate the International Assistance System through the Department of State (DOS) and alert USAID/Office of U.S. Foreign Disaster Assistance.			
Phase 2A	Operational Coordination	ESF #5	Activate the NICCL and establish and maintain lines of communication with state authorities for incident venues.			
Phase 2A	Operational Coordination	ESF #5	Activate the NRCC (including Transportation Movement Coordination Unit) and RRCCs with incident oversight.			
Phase 2A	Operational Coordination	ESF #5	Assign and/or deploy staff to NRCC and RRCC(s).			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Operational Coordination	ESF #5	Communicate with the affected region and RRCC and convene periodic video teleconferences with all appropriate parties to coordinate Federal and state operations.			
Phase 2A	Operational Coordination	ESF #5	Conduct interagency conference calls and develop an initial communications strategy and plan.			
Phase 2A	Operational Coordination	ESF #5	Conduct resource allocation and tasking through the appropriate multiagency coordination center using the mission assignment process.			
Phase 2A	Operational Coordination	ESF #5	Consolidate requests for information at the national-level and track response deadlines through the Homeland Security Information Network (HSIN).			
Phase 2A	Operational Coordination	ESF #5	Coordinate activation of ESFs, the size and composition of the organizational structure, the level of staffing, and the key personnel required for the disaster response.			
Phase 2A	Operational Coordination	ESF #5	Coordinate and request geospatial and GIS support needed for incident management.			
Phase 2A	Operational Coordination	ESF #5	Coordinate overall staffing of Federal emergency management activities at multiagency coordination centers.			
Phase 2A	Operational Coordination	ESF #5	Coordinate with local, state, tribal, territorial, insular area, Federal, and regional resources to conduct a rapid needs assessment of the affected area.			
Phase 2A	Operational Coordination	ESF #5	Coordinate with the RRCC(s) to maintain shared situational awareness and understanding on the resourcing and delivery of required resources.			
Phase 2A	Operational Coordination	ESF #5	Detect and resolve resource allocation issues identified at the multiagency coordination centers.			
Phase 2A	Operational Coordination	ESF #5	Determine the need to activate Federal resources in advance of formal requests for assistance.			
Phase 2A	Operational Coordination	ESF #5	Develop initial orders (e.g., Warning Order, Prepare to Activate/Deploy Order, and Operations Order).			
Phase 2A	Operational Coordination	ESF #5	Draft an initial National Support Plan.			
Phase 2A	Operational Coordination	ESF #5	Employ mitigation, infrastructure protection, and private sector expertise amid the incident to inform decisions.			
Phase 2A	Operational Coordination	ESF #5	Engage the private sector and NGOs to determine resource availability within the impacted area.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Operational Coordination	ESF #5	Establish a Federal support infrastructure in the affected region or state in anticipation of requirements for hazard mitigation, response, and recovery.			
Phase 2A	Operational Coordination	ESF #5	Establish a national operations tempo (i.e., incident reporting timeline) in coordination with the regions.			
Phase 2A	Operational Coordination	ESF #5	Implement the incident Information Collection Plan.			
Phase 2A	Operational Coordination	ESF #5	Initiate alert and notification to GSA's Office of Emergency Response and Recovery, which, in turn, will notify the Federal Acquisition Service, the Public Building Services, and the Senior Emergency Response Team.			
Phase 2A	Operational Coordination	ESF #5	Initiate alert and notifications to the American Red Cross disaster staff and senior leadership.			
Phase 2A	Operational Coordination	ESF #5	Initiate daily NRCC video teleconferences.			
Phase 2A	Operational Coordination	ESF #5	Initiate deployment actions for the Defense Coordinating Officer (DCO) and supporting Defense Coordinating Element to the IOF or JFO.			
Phase 2A	Operational Coordination	ESF #5	Issue activation mission assignments to other Federal departments and agencies and establish reporting and communications protocols with the activated agencies.			
Phase 2A	Operational Coordination	ESF #5	Maintain a link between field components until an IOF or JFO are established.			
Phase 2A	Operational Coordination	ESF #5	Maintain accountability of all deployed Federal supplies and resources.			
Phase 2A	Operational Coordination	ESF #5	Process gubernatorial requests for major disaster or emergency declarations for all affected states.			
Phase 2A	Operational Coordination	ESF #5	Provide an informational link between the NRCC, RRCC, other Federal department and agency operations centers, and other NOC components.			
Phase 2A	Operational Coordination	ESF #5	Provide situation reports and other information, as requested, to the NOC, in accordance with NOC standard operating procedure(s) and protocols.			
Phase 2A	Operational Coordination	ESF #5	Provide technical assistance on mission assignment eligibility to the RRCC as requested.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Operational Coordination	ESF #5	Review and implement (resource support in accordance with commodity resource prioritization matrix) approved plan based upon the scenario.			
Phase 2A	Operational Coordination	ESF #5	Schedule the Distribution Management Strategy Working Group with partners.			
Phase 2A	Operational Coordination	ESF #5	Submit requests for surge account funding to begin mobilizing and deploying personnel and equipment, as necessary.			
Phase 2A	Operational Coordination	ESF #6	Coordinate with National VOAD and NGO partners to provide personnel and equipment to support response.			
Phase 2A	Operational Coordination	ESF #6	Deploy American Red Cross leadership and coordinate organization-wide availability and recruitment of disaster workers.			
Phase 2A	Operational Coordination	ESF #6	Evaluate evacuee reception capabilities throughout the impacted area and coordinating transportation assets, including individuals with disabilities and those with access and functional needs transportation at reception sites to transport evacuees to temporary shelters.			
Phase 2A	Operational Coordination	ESF #7	Activate and deploy Life Support Vehicles and Mobile Emergency Response Support (MERS) Emergency Operations Vehicles to the affected area to establish a temporary operating location for the FCO and support staff.			
Phase 2A	Operational Coordination	ESF #7	Confirm reservists and transportation staffing levels/operational capabilities with the increase of NRCC staffing and operational levels.			
Phase 2A	Operational Coordination	ESF #7	Coordinate with ESFs for infrastructure damage assessments.			
Phase 2A	Operational Coordination	ESF #7	Establish required field facilities (e.g., JFO, Joint Information Center [JIC]) and arrange for supplies and equipment to support Federal activities related to the management of an incident.			
Phase 2A	Operational Coordination	ESF #7	Modify all PSMAs into mission assignments for submission (especially for DOD Title 10).			
Phase 2A	Operational Coordination	ESF #7	Notify vendors of incident and possible requests for support through the Federal Acquisition Service, as required.			
Phase 2A	Operational Coordination	ESF #7	Provide Federal land availability in disaster area, as required.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Operational Coordination	ESF #7	Provide leasing specialists in regions to procure JFOs and other facilities through the Public Building Service, as requested.			
Phase 2A	Operational Coordination	ESF #7	Request space requirements from all partners.			
Phase 2A	Operational Coordination	ESF #7	Source vendors and/or request ESF mission assignments to fulfill sustainment, replenishment, and transportation of all requirements.			
Phase 2A	Operational Coordination	ESF #8	Activate the Secretary of Health and Human Services' Emergency Management Group and the HHS/Office of the Assistant Secretary for Preparedness and Response Incident Response Coordination Team (IRCT).			
Phase 2A	Operational Coordination	ESF #8	Appoint a federal health official as the HHS representative to the JFO.			
Phase 2A	Operational Coordination	ESF #8	Initiate deployment actions for the IRCT and medical response teams and supply caches. Notify FEMA and other ESF #8 partners as required.			
Phase 2A	Operational Coordination	ESF #8	Provide professional and technical assistance for behavioral health, environmental health, food safety and defense, public health and medical.			
Phase 2B	Operational Coordination	ESF #1	Coordinate regulatory waivers, exemptions, and permits.			
Phase 2B	Operational Coordination	ESF #1	Identify temporary alternative transportation solutions to be implemented when primary systems or routes are unavailable or overwhelmed.			
Phase 2B	Operational Coordination	ESF #10	Coordinate with FEMA and local, state, tribal, territorial, and insular area officials, to establish high-priority response objectives and needs.			
Phase 2B	Operational Coordination	ESF #10	Deploy ESF #10 personnel to response venues as needed, including the NRCC, RRCC, JFO, state/local EOCs, and affected area. As ESF #10 responders arrive on-site, establish incident/unified command structures.			
Phase 2B	Operational Coordination	ESF #11	Assist in data collection and information analysis to inform decisions on placement of temporary housing sites and staging areas and mitigate possible damage to natural and cultural resources.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Operational Coordination	ESF #11	Conduct surveys of wetlands and archaeological sites; make biological assessments; make condition assessments of historic structures and museum and archival collections to assist with evaluating sites to inform planning and operational decisions.			
Phase 2B	Operational Coordination	ESF #11	Facilitate whole community multiagency coordination with NGOs for animal response activities.			
Phase 2B	Operational Coordination	ESF #12	Serve as the Federal point of contact with the energy industry for information sharing and requests for assistance from private and public sector owners and operators.			
Phase 2B	Operational Coordination	ESF #15	Coordinate ESF #15 actions, including messaging and staffing, with Federal and state partners.			
Phase 2B	Operational Coordination	ESF #3	Provide coordination, response, and technical assistance to support the rapid recovery and reconstitution of critical waterways, channels, and ports.			
Phase 2B	Operational Coordination	ESF #3	Provide structural specialist expertise to support inspection of mass care facilities and US&R operations in coordination with ESF #9.			
Phase 2B	Operational Coordination	ESF #4	Provide command, control, and coordination resources, to include incident management teams, area command teams, and multi-agency coordination group support personnel to local, state, tribal, territorial, insular area, and Federal departments and agencies.			
Phase 2B	Operational Coordination	ESF #4	Provide radio communications systems to support firefighters, law enforcement officers, and incident response operations.			
Phase 2B	Operational Coordination	ESF #5	Activate and coordinate the deployment of the FEMA/LMD Fly Away Team.			
Phase 2B	Operational Coordination	ESF #5	Activate and deploy additional Federal assets and personnel, when requested and approved.			
Phase 2B	Operational Coordination	ESF #5	Activate and deploy national and regional IMATs and other necessary teams to the affected area to establish an IOF/JFO and to begin coordination of the Federal response.			
Phase 2B	Operational Coordination	ESF #5	Activate and deploy the MCC, in coordination with the state(s).			
Phase 2B	Operational Coordination	ESF #5	Activate and deploy USACE ESF #3 Team Leaders and Assistant Team Leaders to the NRCC, RRCC, and JFOs (once established).			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Operational Coordination	ESF #5	Analyze, prioritize, adjudicate, and allocate resources to identify and employ Federal resources to support operations.			
Phase 2B	Operational Coordination	ESF #5	Deploy Logisticians and Field Officers to the JFO and/or Mobilization Center to assist with matching commodity donations from int'l donors to consignees, if required.			
Phase 2B	Operational Coordination	ESF #5	Engage in incident action, current, and future planning functions in coordination with the other ESFs engaged in the operation and with those who are operating under department and agency statutory authorities.			
Phase 2B	Operational Coordination	ESF #5	Identify and disseminate national-level incident-specific essential elements of information to the HSIN.			
Phase 2B	Operational Coordination	ESF #5	Prepare and issue ESF #3 pre-declaration PSMAs for ice, water, debris removal, commodities, and temporary power.			
Phase 2B	Operational Coordination	ESF #5	Prepare to deploy a USAID Liaison Officer to the NRCC, if required.			
Phase 2B	Operational Coordination	ESF #5	Review regional recommendations for Major Declaration and Preliminary Disaster Assessments.			
Phase 2B	Operational Coordination	ESF #5	Send qualified representatives to staff interagency EOCs (e.g., Federal Bureau of Investigation Strategic Information and Operations Center, NRCC) as rostered or directed.			
Phase 2B	Operational Coordination	ESF #6	Support the mobilization and implementation of mechanisms to track the movement of evacuees, resources, household pets, service animals, medical equipment, and luggage.			
Phase 2B	Operational Coordination	ESF #8	Deploy IRCT, response teams, and supplies, and provide liaisons to Federal, regional, and state EOCs and JFOs.			
Phase 2B	Operational Coordination	ESF #9	Coordinate the resolution of conflicting operational demands for SAR response resources.			
Phase 2C	Operational Coordination	ESF #1	Provide longer-term coordination of the restoration and recovery of the affected transportation systems and infrastructure, if required.			
Phase 2C	Operational Coordination	ESF #10	Coordinate with FEMA and local, state, tribal, territorial, and insular area officials, to provide oil/hazardous materials response.			
Phase 2C	Operational Coordination	ESF #11	Coordinate critical needs assessments for animals, including household pets and service animals, and provide technical support for animal response needs and activities including evacuation support and emergency animal sheltering.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2C	Operational Coordination	ESF #15	Coordinate with the affected state(s) to identify community leaders (e.g., grassroots, political, religious, education, business, cultural, ethnic) and neighborhood advocacy groups to assist in the rapid dissemination of information, identify unmet needs, establish an ongoing dialogue and information exchange, and facilitate collaborative local, state, tribal, territorial, insular area, and Federal planning and mutual support for disaster response.			
Phase 2C	Operational Coordination	ESF #5	Coordinate the demobilization of Federal assistance. Each section of the JFO continues to execute its responsibility until the Federal presence is no longer required by the state and the operation is terminated.			
Phase 2C	Operational Coordination	ESF #5	Deploy continuity support teams to assist in reconstitution of critical government facilities and services.			
Phase 2C	Operational Coordination	ESF #6	Coordinate with local, state, tribal, territorial, and insular area governments and NGOs to facilitate the return of evacuees to their pre-disaster or alternate locations.			
Phase 2C	Operational Coordination	ESF #6	Develop an initial temporary housing strategy to transition survivors from congregate to non-congregate alternatives and provides relocation assistance or interim housing solutions for households unable to return to their pre-disaster residence.			
Phase 2C	Operational Coordination	ESF #6	Identify housing resources from the private sector and other Federal departments and agencies available to disaster survivors.			
Phase 2C	Operational Coordination	ESF #6	Support the establishment, management, and operation of congregate and non-congregate facilities.			
Phase 2C	Operational Coordination	ESF #8	Coordinate the Federal response in support of emergency triage and pre-hospital treatment, patient regulation, and tracking.			
Phase 2C	Operational Coordination	ESF #8	Transport seriously ill or injured patients, and medical needs populations from casualty collection points in the impacted area to designated reception facilities, utilizing the NDMS and the National Ambulance, as required.			
Phase 3A	Operational Coordination	ESF #5	Archive mission assignments and historical files/records maintained during the incident.			
Phase 3A	Operational Coordination	ESF #5	Close out mission assignments and process invoices of other Federal departments and agencies.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 3A	Operational Coordination	ESF #5	Deactivate selected ESFs that are no longer required to support operations.			
Phase 3A	Operational Coordination	ESF #5	Review after action reports (AARs) and revise plans and procedures accordingly.			
Phase 3A	Operational Coordination	ESF #6	Coordinate with other Federal departments and agencies to assess lessons learned for future planning requirements.			
Phase 1A	Planning	All	Conduct whole community response and recovery planning that includes risk reduction and mitigation elements.			
Phase 1A	Planning	All	Develop plans that will incorporate private sector capabilities in support of response MOs.			
Phase 1A	Planning	All	Ensure mitigation and infrastructure protection assessments (e.g., Threat and Hazard Identification and Risk Assessment, Strategic National Risk Assessment, Hazus, Dam Safety, Hurricane Evacuation, Sea, Lake, and Overland Surge from Hurricanes modeling, critical infrastructure and key resources vulnerabilities, National Infrastructure Simulation and Analysis Center reports, USGS soil modeling) are incorporated within the information and analysis phase and reflected in the plan's threat assessment to the degree appropriate to the plan.			
Phase 1A	Planning	All	Facilitate information flow in the pre-incident phase and coordinate intergovernmental planning, training, and exercising in order to prepare assets for deployment.			
Phase 1A	Planning	All	Review PSMAs, existing IAAs, contract vehicles, MOAs, and MOUs available for rapid implementation and execution.			
Phase 1A	Planning	All	Synchronize information with partner departments and agencies.			
Phase 1A	Planning	All	Update pre-deployment checklists and personnel rosters.			
Phase 1A	Planning	ESF #1	Assist in the development of evacuation plans for major metropolitan areas, in conjunction with the local jurisdictions.			
Phase 1A	Planning	ESF #1	Collaborate with state and Federal partners to develop contingency air mission and airspace management plans.			
Phase 1A	Planning	ESF #10	Develop regional and area contingency plans.			
Phase 1A	Planning	ESF #10	Issue regulations through EPA and USCG and provide oversight under Federal laws that establish requirements for local government and facility/vessel oil/hazardous materials contingency planning.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 1A	Planning	ESF #10	Maintain the National Oil and Hazardous Substances Pollution Contingency Plan, a regulation that provides an organizational structure and procedures for preparing for and responding to discharges of oil and releases of hazardous substances, pollutants, and contaminants. EPA maintains the plan in consultation with USCG and 13 other Federal agency partners.			
Phase 1A	Planning	ESF #11	Coordinate Federal support for the protection of the Nation's agricultural resources. ESF #11 may facilitate planning to provide nutritional assistance; respond to animal and agricultural health issues; provide technical expertise; coordinate and support animal and agricultural emergency management; ensure the safety and defense of the Nation's supply of meat, poultry, and processed egg products; and ensure the protection of NCH during an actual or potential incident.			
Phase 1A	Planning	ESF #12	Conduct preparedness training and complete individual readiness requirements; response material levels are monitored and stocked as appropriate.			
Phase 1A	Planning	ESF #12	Coordinate with private sector energy owners and operators; local, state, tribal, territorial, insular area, and regional governments; associations; and industry groups. Conduct energy emergency response and preparedness exercises; engage in mitigation efforts; and support development and refinement of energy emergency plans.			
Phase 1A	Planning	ESF #13	Plan for the use of safety and security personnel from all levels of government in support of safety and security efforts relative to the well-being of survivors and responders during an incident.			
Phase 1A	Planning	ESF #15	Coordinate EA planning with local, state, tribal, territorial, insular area, and Federal governments and public partners to establish outreach plans for the whole community, including those from religious and racial and ethnically diverse backgrounds, people with LEP, or individuals with disabilities and others with access and functional needs.			
Phase 1A	Planning	ESF #15	Identify potential needs and shortfalls and alternate means of communications with possible loss of communications infrastructure.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 1A	Planning	ESF #2	Develop, review, and distribute Federal DEC planning information to support agencies.			
Phase 1A	Planning	ESF #3	Coordinate the planning and execution of evacuations across the navigable waters of the United States and major metropolitan areas, including evacuations plans for individuals with disabilities and other with access and functional needs.			
Phase 1A	Planning	ESF #4	Plan for the mobilization of firefighting resources from all levels of government in support of local, state, tribal, territorial, and insular area agencies involved in wildland, rural, and urban firefighting operations during incidents under the Stafford Act.			
Phase 1A	Planning	ESF #5	Assess military installations for suitability to support Federal and DOD response activities and be prepared to designate both ISBs and Base Support Installations.			
Phase 1A	Planning	ESF #5	Provide accurate and timely information related to the incident.			
Phase 1A	Planning	ESF #6	Coordinate through the USCG with local, state, tribal, territorial, and insular area responders concerning the planning and execution of evacuations across the navigable waters of the United States.			
Phase 1A	Planning	ESF #6	Plan for the provision of resources to meet sheltering or evacuation requirements.			
Phase 1A	Planning	ESF #6	Provide technical assistance for the development of local, state, tribal, territorial, insular area, Federal, NGO, and private sector operational plans for mass care, emergency assistance, temporary housing, and human services.			
Phase 1A	Planning	ESF #7	Develop plan and capacity to provide equipment, supplies, and services required to assist children and adults with disabilities and others with access and functional needs to maintain their independence.			
Phase 1A	Planning	ESF #7	Review and prepare additional pre-disaster agreements and contracts to ensure the greatest capability to provide sufficient resources to survivors and responders during an incident.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 1A	Planning	ESF #8	Analyze and plan for the provision of health and medical services to provide support to survivors including public health, behavioral health, and medical assistance to individuals with disabilities and others with access and functional needs; populations with LEP; and racially and ethnically diverse communities.			
Phase 1A	Planning	ESF #8	Coordinate the development of Federal fatality management policies, doctrines, and plans as it relates to victim identification and family assistance.			
Phase 1A	Planning	ESF #8	Provide technical assistance to local, state, tribal, territorial, and insular area entities as they develop fatality management plans.			
Phase 1A	Planning	ESF #9	Plan, develop, and perform SAR training and exercise programs, which will enable the deployment of assets to the field in less than 16 hours.			
Phase 2A	Planning	ESF #1	Coordinate with other ESFs' adaptive planning efforts to provide access for response personnel to allow delivery of critical services to both survivors and response personnel.			
Phase 2A	Planning	ESF #10	Implement plans to initiate deployment of ESF #10 resources.			
Phase 2A	Planning	ESF #11	Provide nutrition assistance; respond to animal and agricultural health issues; provide technical expertise; coordinate and support animal and agricultural emergency management; ensure the safety and defense if the Nation's supply of meat, poultry, and processed egg products; and ensure the protection of NCH.			
Phase 2A	Planning	ESF #12	Coordinate with private sector energy owners and operators, assist local, state, tribal, territorial, insular area, and regional governments to develop, refine, and assist in the execution of their energy emergency assurance prioritization and restoration plans.			
Phase 2A	Planning	ESF #13	Coordinate with Federal law enforcement agencies to execute plans to deploy personnel.			
Phase 2A	Planning	ESF #13	Execute Assistance Team activation plans.			
Phase 2A	Planning	ESF #13	Review and execute plans for provision of proper law enforcement authorities.			
Phase 2A	Planning	ESF #13	Review and implement plans for Federal Law Enforcement Officer deployment.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Planning	ESF #15	Assist the planning process by providing information about the status of public releases.			
Phase 2A	Planning	ESF #15	Coordinate planning activities with all entities (local, state, tribal, territorial, insular area, and Federal entities) about the status of response activities and advisories to survivors.			
Phase 2A	Planning	ESF #15	Develop and implement incident-specific messaging plans.			
Phase 2A	Planning	ESF #15	Execute ESF #15 staffing plans, adjusting as needed.			
Phase 2A	Planning	ESF #15	Review plans for the delivery of information to responders and survivors.			
Phase 2A	Planning	ESF #2	Coordinate the activities of private sector entities in the restoration of their communications resources to provide accessible communications to both responders and survivors.			
Phase 2A	Planning	ESF #2	Participate with the private sector in developing Incident Action Plans (IAPs) related to the restoration of private sector communications assets.			
Phase 2A	Planning	ESF #2	Support planning for governmental emergency responders to provide restoration of communications capabilities.			
Phase 2A	Planning	ESF #3	Develop plans to ensure appropriate personnel, teams, and material are placed in an alert status.			
Phase 2A	Planning	ESF #5	Conduct continuous adaptive planning at the national level to facilitate a coordinated response to the incident. Plans for the delivery of required resources, the next response period, and the evacuation of survivors are examples of the type of planning taking place.			
Phase 2A	Planning	ESF #5	Conduct national-level operational planning with respective region(s) to coordinate the development of unified Federal response plans.			
Phase 2A	Planning	ESF #5	Conduct planning and analysis to identify and employ national-level resources to support response and recovery operations.			
Phase 2A	Planning	ESF #5	Identify impacted areas and begin to establish coordination and planning with other Federal departments and agencies at both the national and regional levels.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Planning	ESF #6	Adapt existing mass care plans and develop additional plans to provide mass care services to survivors, including individuals with disabilities and others with access and functional needs, populations with LEP, and racially and ethnically diverse communities.			
Phase 2A	Planning	ESF #6	Plan for the evacuation of survivors who exceed the capacity of existing or projected shelter spaces, when appropriate.			
Phase 2A	Planning	ESF #7	Activate/Notify Logistics Management Center, LMD Plans Section, and LMD Planning Team, as required.			
Phase 2A	Planning	ESF #7	Adapt existing plans for logistical support to responders and survivors and promulgate IAPs for each operational period.			
Phase 2A	Planning	ESF #7	Initiates actions to coordinate funding for resources/transport.			
Phase 2A	Planning	ESF #8	Assist with provision of health and medical services for individuals with disabilities and others with access and functional needs to maintain independence.			
Phase 2A	Planning	ESF #8	Review plans for the deployment of medical and other teams and conduct adaptive and functional planning to expedite deployment			
Phase 2A	Planning	ESF #9	Initiate incident action planning for on-scene operations.			
Phase 2A	Planning	ESF #9	Review and implement deployment plans for SAR teams.			
Phase 2B	Planning	ESF #1	Develop and implement, in concert with state and Federal partners, contingency air traffic and airspace management measures (e.g., Temporary Flight Restrictions) to support critical response aviation operations such as SAR, evacuation, etc.			
Phase 2B	Planning	ESF #1	Identify temporary alternative transportation solutions and associated support systems that can be implemented by others when systems or infrastructure are damaged, unavailable, or overwhelmed.			
Phase 2B	Planning	ESF #1	Provide planning assistance to the states for the evacuation of household pets.			
Phase 2B	Planning	ESF #1	Provide transportation planning assistance to the states for the evacuation of survivors including individuals with disabilities and others with access and functional needs.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Planning	ESF #1	Support the incorporation of planning across ESFs and the core capabilities for transportation needs and resources, and integration of assets into response operations.			
Phase 2B	Planning	ESF #10	Establish ESF #10 incident command/unified command as ESF #10 resources arrive on-site and initiate incident action planning for environmental response activities.			
Phase 2B	Planning	ESF #10	Initiate plans for the protection of NCH, as appropriate.			
Phase 2B	Planning	ESF #11	Implement environmental consultations as appropriate.			
Phase 2B	Planning	ESF #11	Implement existing plans and provide adaptive planning to address conditions existing through situational assessment and provide functional planning for the delivery of agriculture specific expertise.			
Phase 2B	Planning	ESF #11	Initiate plans to assess conditions for cultural resources, including museums, archives, historic structures, and archaeological sites, as appropriate.			
Phase 2B	Planning	ESF #12	Coordinate with private sector energy owners/operators to facilitate energy restoration.			
Phase 2B	Planning	ESF #13	Coordinate the development of on-scene safety and security plans for each type of facility requiring such services, including shelters, critical infrastructure, and providing assistance for the maintenance of the peace and protection of civil rights.			
Phase 2B	Planning	ESF #15	Assist the planning process by providing information about the status of public releases.			
Phase 2B	Planning	ESF #15	Coordinate planning activities with all entities (local state, tribal, territorial, insular area, and Federal government entities) about the status of response activities and advisories to survivors.			
Phase 2B	Planning	ESF #2	Coordinate the restoration of communications for both the public and private sectors to allow for better operational coordination of response activities.			
Phase 2B	Planning	ESF #3	Coordinate all adaptive and functional USACE plans and their execution to dispatch teams and resources, including adjusting plans in place for providing additional personnel and material.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Planning	ESF #4	Implement existing interagency plans utilizing the national firefighting mobilization system to provide personnel, equipment, and supplies in support of local, state, tribal, territorial, and insular area agencies involved in wildland, rural, and urban firefighting operations.			
Phase 2B	Planning	ESF #5	Coordinate adaptive planning efforts in order to facilitate response actions and the delivery of critical resources to the disaster area.			
Phase 2B	Planning	ESF #5	Facilitate interagency information sharing and planning activities through geospatial information systems necessary to gain a shared situational awareness and understanding for decisionmaking.			
Phase 2B	Planning	ESF #5	Incorporate weather projections and impacts into planning for response operations and public dissemination of information.			
Phase 2B	Planning	ESF #5	Provide informational planning data through the Transportation and Movement Coordination Group and its partners through various systems, including modeling assessments, geospatial products, and infrastructure analysis to provide access for response priority objectives.			
Phase 2B	Planning	ESF #6	Assess and quantify projected housing needs, including needs for accessible housing.			
Phase 2B	Planning	ESF #6	Develop a donations strategy and voluntary agency plan.			
Phase 2B	Planning	ESF #6	Develop a preliminary temporary housing plan, including accessible housing.			
Phase 2B	Planning	ESF #6	Develop operational plans at the local, state, tribal, territorial, and insular area level.			
Phase 2B	Planning	ESF #7	Develop and implement plans for the delivery of critical resources to responders and survivors.			
Phase 2B	Planning	ESF #8	Coordinate the Federal support for medical evacuations (e.g., pre-evacuation coordination, patient movement, planning for return of patients following the incident) with local, state, tribal, territorial, and insular area jurisdictions.			
Phase 2B	Planning	ESF #8	Provide health and medical services during the initial response, the focus of the medical personnel will be on providing acute medical care (e.g., emergency care, field triage) for survivors and responders before transitioning to provide general practice care.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Planning	ESF #9	Develop IAPs for each operational period for SAR operations.			
Phase 2C	Planning	All	Participate in incident action planning, other adaptive planning, functional planning, and other efforts to support efforts of responders and protect survivors.			
Phase 2C	Planning	ESF #6	Develop and implement crisis-counseling plan for responders and survivors.			
Phase 3A	Planning	All	Participate in the development of planning that will facilitate the transition from response activities to recovery activities.			
Phase 1A	Public and Private Services and Resources	ALL	Coordinate between Federal departments and agencies to strengthen relationships and identify and mitigate service and resource shortfalls.			
Phase 1A	Public and Private Services and Resources	ALL	Develop and review PSMAs, MOUs, and IAAs.			
Phase 1A	Public and Private Services and Resources	ESF #15	Prepare to activate the Private Sector Incident Communications Conference Line (PICCL).			
Phase 1A	Public and Private Services and Resources	ESF #2	Identify potential local, state, tribal, territorial, insular area, and Federal emergency communications requirements.			
Phase 1A	Public and Private Services and Resources	ESF #3	Establish advance contracts for the provision of private/public services support.			
Phase 1A	Public and Private Services and Resources	ESF #5	Conduct detailed resources analysis with local, state, tribal, territorial, and insular area partners to ascertain expected Federal support resources.			
Phase 1A	Public and Private Services and Resources	ESF #5	Plan and identify the linkages required between the NRCC and the RRCC with the private sector-operated EOC or state EOCs.			
Phase 1A	Public and Private Services and Resources	ESF #5	Set plans and checklists according to FEMA Administrator's priorities and review internally and with partners.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 1A	Public and Private Services and Resources	ESF #7	Conduct Public and Private Services and Resources Core Capability working group meetings to coordinate requirements, implement AAR lessons learned, and best practices, disability-related assistance/functional needs support services, durable medical equipment, and consumer medical supplies.			
Phase 1A	Public and Private Services and Resources	ESF #7	Coordinate and plan to mobilize and deliver governmental, nongovernmental, and private sector resources within and outside of the affected area.			
Phase 1A	Public and Private Services and Resources	ESF #7	Coordinate with regions to validate the locations of regional SAs, state SAs, and PODs, including trigger points.			
Phase 1A	Public and Private Services and Resources	ESF #7	Coordinate with the regions to maintain or conduct detailed requirements analysis with local, state, tribal, territorial, and insular area partners to ascertain expected Federal support services and resources to mitigate limiting factors or shortfalls.			
Phase 1A	Public and Private Services and Resources	ESF #7	Identify inventory of equipment and resources needed to support response.			
Phase 1A	Public and Private Services and Resources	ESF #7	Maintain backup generators.			
Phase 1A	Public and Private Services and Resources	ESF #7	Order, maintain, and verify inventory levels of PPE and other fatality management mission essential materials and supplies for response, recovery, and mitigation efforts.			
Phase 1A	Public and Private Services and Resources	ESF #7	Prepare advanced readiness contracting.			
Phase 1A	Public and Private Services and Resources	ESF #7	Review all associated plans and coordinate with regions and partners.			
Phase 1A	Public and Private Services and Resources	ESF #7	Review and prepare additional pre-disaster agreements and contracts to ensure the greatest capability/flexibility to provide sufficient resources to survivors and responders during an incident.			
Phase 1A	Public and Private Services and Resources	ESF #7	Review PSMAs, License and Use Agreements, IAAs, and contracts.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 1A	Public and Private Services and Resources	ESF #7	Review the readiness and deployment posture of personnel, services, resources, contracts, and logistics support systems.			
Phase 2A	Public and Private Services and Resources	ESF #1	Coordinate with owners/operators of variable messaging signs (local and state DOTs).			
Phase 2A	Public and Private Services and Resources	ESF #11	Coordinate with local, state, tribal, territorial, insular area, and Federal response to an outbreak of a highly contagious or economically devastating animal/zoonotic, plant pest, or disease.			
Phase 2A	Public and Private Services and Resources	ESF #11	Provide technical assistance and coordination with state agencies on potential needs for USDA Foods and possible D-SNAP.			
Phase 2A	Public and Private Services and Resources	ESF #11	Support ESF #6 to coordinate an integrated Federal response to meet the mass care and emergency assistance needs of animals, including household pets, service animals, and their owners.			
Phase 2A	Public and Private Services and Resources	ESF #13	Activate Federal law enforcement resources for deployment to and employment in the affected area(s).			
Phase 2A	Public and Private Services and Resources	ESF #15	Activate PICCL and hold coordination calls, if not already activated.			
Phase 2A	Public and Private Services and Resources	ESF #15	Coordinate messages regarding local, state, tribal, territorial, insular area, and Federal governments and establish a National JIC.			
Phase 2A	Public and Private Services and Resources	ESF #3	Execute emergency contracting support for lifesaving and life-sustaining services, to include providing potable water, ice (for lifesaving/life-sustaining purposes such as medical-related requirements), emergency power, and other emergency commodities and services.			
Phase 2A	Public and Private Services and Resources	ESF #4	Determine the appropriate management response to meet the request for assistance.			
Phase 2A	Public and Private Services and Resources	ESF #4	Ensure that an all-hazards, incident-specific briefing and training are accomplished prior to task implementation.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Public and Private Services and Resources	ESF #4	Identify key protective equipment and associated needs for tasks that employees do not routinely encounter or perform.			
Phase 2A	Public and Private Services and Resources	ESF #4	Obtain an initial fire situational and damage assessment through established intelligence procedures.			
Phase 2A	Public and Private Services and Resources	ESF #4	Obtain and distribute, through appropriate channels, incident contact information to emergency responders mobilized through ESF #4.			
Phase 2A	Public and Private Services and Resources	ESF #5	Activate ESF #7 at the national and regional level to provide coordination and technical assistance.			
Phase 2A	Public and Private Services and Resources	ESF #5	Coordinate with ESF #13 to provide security requirements.			
Phase 2A	Public and Private Services and Resources	ESF #5	Coordinate with ESF #15 to provide the locations of resources to the public.			
Phase 2A	Public and Private Services and Resources	ESF #5	Coordinate with ESF #15; local, state, tribal, territorial, and insular area jurisdictions; and volunteers to disseminate messaging requesting the donation of emergency supplies.			
Phase 2A	Public and Private Services and Resources	ESF #5	Coordinate with NRCC to initiate necessary notifications/activations: • Ensure surge account is funded • Activate PSMAs, MOAs, and other support documentation for select ESFs • Initiate coordination and support efforts with relevant NGO and private sector partners.			
Phase 2A	Public and Private Services and Resources	ESF #5	Integrate resources from GSA, USACE, Defense Logistics Agency (DLA), and other Federal departments and agencies, states, local jurisdictions, and private sector providers to allow for coordinated operations and to meet operational requirements.			
Phase 2A	Public and Private Services and Resources	ESF #6	Analyze projected population impacts to determine hydration, feeding, and sheltering requirements in the forecasted impact areas.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Public and Private Services and Resources	ESF #6	Provide hydration, food, cots, blankets, and other resources and services to the impacted population(s) leveraging ESF #7 and other capabilities.			
Phase 2A	Public and Private Services and Resources	ESF #6	Stage, sort, and distribute donated items to the affected population.			
Phase 2A	Public and Private Services and Resources	ESF #7	Activate and prepare Accountable Property Officer and logistics supply chain management system kits for deployment.			
Phase 2A	Public and Private Services and Resources	ESF #7	Activate support from other interagency partners such as DOD airlift/sealift, DLA commodities and fuel, and USACE resources, as required.			
Phase 2A	Public and Private Services and Resources	ESF #7	Activate the Defense Production Act with interagency partners, as required.			
Phase 2A	Public and Private Services and Resources	ESF #7	Activate the RMG, as required.			
Phase 2A	Public and Private Services and Resources	ESF #7	Adapt existing plans for logistical support to responders and survivors; promulgate IAPs for each operational period.			
Phase 2A	Public and Private Services and Resources	ESF #7	Alert the DLA of potential support requirements.			
Phase 2A	Public and Private Services and Resources	ESF #7	Begin to establish coordination and resource planning with other Federal departments and agencies at both the national and regional levels.			
Phase 2A	Public and Private Services and Resources	ESF #7	Conduct future planning with NRCC Planning Support Section.			
Phase 2A	Public and Private Services and Resources	ESF #7	Conduct national-level operational planning with respective region(s) to coordinate the development of unified Federal response plans.			
Phase 2A	Public and Private Services and Resources	ESF #7	Confirm that JFO kits and Disaster Information Systems Clearinghouse packs are ready for deployment by MERS.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Public and Private Services and Resources	ESF #7	Convene the Distribution Management Strategy Working Group/RMG to apprise all partners of current resource levels, convey actions required, list known shortfalls, and identify action items and points of contact.			
Phase 2A	Public and Private Services and Resources	ESF #7	Coordinate all air, ground, and maritime movement of Federal resources.			
Phase 2A	Public and Private Services and Resources	ESF #7	Coordinate Blanket Purchase Agreements and contract(s) for immediate implementation with Office of Chief Procurement Officer for support requirements.			
Phase 2A	Public and Private Services and Resources	ESF #7	Coordinate the delivery of equipment, supplies, and other services to ISBs, SAs, PODs, and CDPs.			
Phase 2A	Public and Private Services and Resources	ESF #7	Coordinate the distribution of Infant & Toddler Kits, Durable Medical Equipment, and CMS Kits.			
Phase 2A	Public and Private Services and Resources	ESF #7	Coordinate to deploy Logistical Staging Vehicles.			
Phase 2A	Public and Private Services and Resources	ESF #7	Coordinate with all response partners to establish supply chain management and the effective movement of resources.			
Phase 2A	Public and Private Services and Resources	ESF #7	Coordinate with ESF #13 concerning transportation and site security requirements.			
Phase 2A	Public and Private Services and Resources	ESF #7	Coordinate with FEMA Region/DCO to validate ISB or staging area as appropriate.			
Phase 2A	Public and Private Services and Resources	ESF #7	Coordinate with FEMA/Office of Response and Recovery concerning Federal evacuation support actions, as required.			
Phase 2A	Public and Private Services and Resources	ESF #7	Coordinate with other Federal agencies for the activation of individual authorities, statutes, or the implementation of waivers.			
Phase 2A	Public and Private Services and Resources	ESF #7	Coordinate with the FEMA Private Sector Office regarding public information and outreach with national private sector stakeholders, associations, academia, and NGOs.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Public and Private Services and Resources	ESF #7	Deliver information technology services to support resource movement, tracking, and coordination (Logistics Supply Chain Management System and geospatial).			
Phase 2A	Public and Private Services and Resources	ESF #7	Determine requirements for supply of fuel, power generation, and sanitation services to support ISBs, or SAs, and deployed resources.			
Phase 2A	Public and Private Services and Resources	ESF #7	Develop shared situational awareness through coordination with local, state, tribal, territorial, and insular area jurisdictions, the private sector, and other stakeholders to identify additional resource shortfalls.			
Phase 2A	Public and Private Services and Resources	ESF #7	Discuss expected cargo movements with DOD DCO/Defense Coordinating Element and Liaison Officer, GSA, and the MCC.			
Phase 2A	Public and Private Services and Resources	ESF #7	Identify DAEs for possible deployment to an SA.			
Phase 2A	Public and Private Services and Resources	ESF #7	Identify Disaster Workforce employee requirements.			
Phase 2A	Public and Private Services and Resources	ESF #7	Identify Federal emergency assets and capabilities available for deployment.			
Phase 2A	Public and Private Services and Resources	ESF #7	Initiate FEMA's National Ambulance Contract for ground transportation.			
Phase 2A	Public and Private Services and Resources	ESF #7	Initiate national IAAs with other Federal Agencies/NGOs, MOAs/MOUs, and logistics contracts.			
Phase 2A	Public and Private Services and Resources	ESF #7	Initiate/Conduct daily logistics coordination conference calls with the affected region(s) and interagency partners: • Confirm execution schedule timeline with affected region(s), including trigger points • Identify and mitigate limiting factors and shortfalls • Discuss expected resource movements with the DOD Liaison Officer, GSA, and the Transportation and Management Coordination Group/MCC.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Public and Private Services and Resources	ESF #7	Inventory and report to the NRCC on the availability and functional status of all services and resources.			
Phase 2A	Public and Private Services and Resources	ESF #7	Leverage pre-existing IAAs with GSA and DLA and pre-existing contracts with the private sector resource providers.			
Phase 2A	Public and Private Services and Resources	ESF #7	Maintain coordinated and synchronized "supply chain" management monitoring with all response partners including security aspects to determine current resource inventories.			
Phase 2A	Public and Private Services and Resources	ESF #7	Manage and coordinate RSCs for deployed responders.			
Phase 2A	Public and Private Services and Resources	ESF #7	Manage tracking of resource movement to and from ISBs to SAs and other locations.			
Phase 2A	Public and Private Services and Resources	ESF #7	Modify and execute all PSMAs into mission assignments with NRCC Mission Assignment Coordinator.			
Phase 2A	Public and Private Services and Resources	ESF #7	Notify GSA to be prepared to procure needed items as well as support transportation requests.			
Phase 2A	Public and Private Services and Resources	ESF #7	Procure additional resources to meet requirements and mitigate shortfalls.			
Phase 2A	Public and Private Services and Resources	ESF #7	Provide goods and services to support evacuation efforts and transportation services and coordinate logistical support for medical teams to support field operations.			
Phase 2A	Public and Private Services and Resources	ESF #7	Staff and activate the Private Sector desk in the NRCC.			
Phase 2A	Public and Private Services and Resources	ESF #8	Notify DCs to prepare for shipment of fatality management resources to the impacted area.			
Phase 2A	Public and Private Services and Resources	ESF #9	Notify, activate, and/or deploy US&R Teams and deploy US&R caches through secure transportation.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Public and Private Services and Resources	ESF #1	Coordinate and support response and recovery activities among transportation stakeholders.			
Phase 2B	Public and Private Services and Resources	ESF #11	Clarify requests for resources and provide animal subject matter expertise to assist meeting anima response needs (e.g., evacuation and sheltering of animals).			
Phase 2B	Public and Private Services and Resources	ESF #11	Cooperate with ESF #8 to ensure the safety, security, and defense of Federally regulated foods and the health, safety, and security of food-producing animals, animal feed, and therapeutics.			
Phase 2B	Public and Private Services and Resources	ESF #11	Coordinate with local, state, tribal, territorial, and insular area agencies and private sector experts on requests to stabilize fragile natural and cultural resources.			
Phase 2B	Public and Private Services and Resources	ESF #11	Provide technical assistance and coordinate with state agencies on potential needs for USDA Foods and possible D-SNAP requests.			
Phase 2B	Public and Private Services and Resources	ESF #12	Coordinate with local, state, tribal, territorial, insular area, and Federal governments for the restoration of energy during response and recovery operations.			
Phase 2B	Public and Private Services and Resources	ESF #12	Provide subject-matter expertise to the private sector as requested, to assist in restoration efforts.			
Phase 2B	Public and Private Services and Resources	ESF #12	Serve as a Federal point of contact, through DOE, with the energy industry for information sharing and requests for assistance from private and public sector owners and operators.			
Phase 2B	Public and Private Services and Resources	ESF #2	Coordinate Federal actions to assist the public and private industry in restoring the critical communication infrastructure facilitating the dissemination of instructions relative to the delivery of information to the public.			
Phase 2B	Public and Private Services and Resources	ESF #3	Coordinate with RRCC/JFO for potential local, state, tribal, territorial, and insular area requests for debris removal missions.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Public and Private Services and Resources	ESF #4	Analyze each request before committing people and other resources; ensure employees will be provided with appropriate vaccinations, credentials, and PPE to operate in the all-hazards environment to which they are assigned; and ensure that all employees involved in all-hazards response will be supported and managed by an agency leader, agency liaison, or interagency Incident Management Team.			
Phase 2B	Public and Private Services and Resources	ESF #4	Arrange for and provide direct liaison with local, state, tribal, territorial, and insular area EOCs and fire chiefs in the designated area, as appropriate, to coordinate requests for firefighting assistance in structural or industrial fire detection, protection, and suppression operations.			
Phase 2B	Public and Private Services and Resources	ESF #4	Coordinate the mobilization of interagency firefighting resources and appropriate logistical support to support local, state, tribal, territorial, insular area, and Federal jurisdictions through the national firefighting mobilization system.			
Phase 2B	Public and Private Services and Resources	ESF #4	Provide and coordinate firefighting assistance to other Federal land management, local, state, tribal, territorial, and insular area fire organizations as requested under the terms of existing agreements.			
Phase 2B	Public and Private Services and Resources	ESF #5	Coordinate and conduct planning and response activities with local, state, tribal, territorial, insular area, and Federal governments along with public and private sector partners.			
Phase 2B	Public and Private Services and Resources	ESF #5	Determine the need (or lack of need) for emergency supplies, resources, and services.			
Phase 2B	Public and Private Services and Resources	ESF #5	Evaluate consolidation of ISBs/SA and resource movement away from staging to permanent locations within the affected area.			
Phase 2B	Public and Private Services and Resources	ESF #6	Acquire and manage resources, supplies, and services from core capability providers via contracts, mission assignments, IAAs, or donations.			
Phase 2B	Public and Private Services and Resources	ESF #6	Assess the need for, and coordinate the provision of, life-sustaining ESF #6 services, resources and supplies from government agencies, NGOs and the private sector.			
Phase 2B	Public and Private Services and Resources	ESF #6	Communicate plans, requirements, and strategies to core capability providers.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Public and Private Services and Resources	ESF #6	Cooperate with ESF #11 to ensure the safety, security, and defense of Federally regulated foods and the health, safety, and security of food-producing animals, animal feed, and therapeutics.			
Phase 2B	Public and Private Services and Resources	ESF #6	Coordinate through USAID/OFDA for receiving donated international goods.			
Phase 2B	Public and Private Services and Resources	ESF #6	Gather, assess, prioritize, and communicate relevant information.			
Phase 2B	Public and Private Services and Resources	ESF #6	Gather, assess, prioritize, coordinate, and communicate resource requirements.			
Phase 2B	Public and Private Services and Resources	ESF #6	Provide subject matter expertise to identify resource requirements to meet the life-sustaining needs of disaster survivors and their household pets and service animals.			
Phase 2B	Public and Private Services and Resources	ESF #6	Provide support to ESF #11 as it relates to zoonotic disease response.			
Phase 2B	Public and Private Services and Resources	ESF #7	Acquire and manage resources, supplies and services from core capability providers via contracts, mission assignments, IAAs, or donations.			
Phase 2B	Public and Private Services and Resources	ESF #7	Activate ambulance services that have MOUs in place with transportation companies to move patients to available facilities.			
Phase 2B	Public and Private Services and Resources	ESF #7	Activate MERS and deploy Life Support Vehicles and MERS Emergency Operations Vehicle(s) to the affected area to establish a temporary operating location for the Principal Federal Official/FCO and support staff.			
Phase 2B	Public and Private Services and Resources	ESF #7	Coordinate distribution of Durable Medical Equipment and Disposable Medical Supplies.			
Phase 2B	Public and Private Services and Resources	ESF #7	Coordinate the provision of logistics resources of local, state, tribal, territorial, insular area, and Federal entities, private sector, and NGOs by providing comprehensive logistics planning, management, and sustainment resources and capabilities.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Public and Private Services and Resources	ESF #7	Coordinate with affected regions to augment SA Teams and SA Kits, as required.			
Phase 2B	Public and Private Services and Resources	ESF #7	Coordinate with the RMG on recommended sourcing solutions to fulfill validated requirements (large quantities).			
Phase 2B	Public and Private Services and Resources	ESF #7	Deploy ISB/SA cache/kits and ISB Teams, as required.			
Phase 2B	Public and Private Services and Resources	ESF #7	Develop and implement plans for the delivery of critical resources to responders and survivors.			
Phase 2B	Public and Private Services and Resources	ESF #7	Establish and operate logistics facilities, including the management of services related to lodging and feeding of incident support personnel.			
Phase 2B	Public and Private Services and Resources	ESF #7	Execute fuel and mobile maintenance contract support as needed.			
Phase 2B	Public and Private Services and Resources	ESF #7	Identify and coordinate generator support requirements with ESF #3.			
Phase 2B	Public and Private Services and Resources	ESF #7	Identify and mitigate limiting factors and shortfalls.			
Phase 2B	Public and Private Services and Resources	ESF #7	Identify potential sites, coordinate the implementation of, and source Responder Support Camp(s) in coordination with FEMA Regions, as required.			
Phase 2B	Public and Private Services and Resources	ESF #7	Inventory and identify (to ESF #7) all large-space facilities/structures within 250 miles of the incident venue(s) that could be made available as temporary shelters, temporary morgues, or to support mass casualty medical operations.			
Phase 2B	Public and Private Services and Resources	ESF #7	Maintain shared situational awareness to determine shortfalls and additional resource requirements.			
Phase 2B	Public and Private Services and Resources	ESF #7	Manage electronic data interchanges to provide end-to-end visibility of response resources.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Public and Private Services and Resources	ESF #7	Provide base camp services to support deployed responders.			
Phase 2B	Public and Private Services and Resources	ESF #7	Provide logistical support to fire and other first response services.			
Phase 2B	Public and Private Services and Resources	ESF #7	Reassess and adjust site location(s) for ISBs or SAs, as required, in coordination with FEMA regions.			
Phase 2B	Public and Private Services and Resources	ESF #8	Coordinate the use of public/private facilities for alternate healthcare treatment sites.			
Phase 2B	Public and Private Services and Resources	ESF #8	Coordinate with funeral homes/funeral directors for the handling of remains.			
Phase 2C	Public and Private Services and Resources	ESF #11	Assist in emergency compliance with relevant Federal environmental laws during emergency response activities, such as emergency permits/consultation for natural resources use or consumption.			
Phase 2C	Public and Private Services and Resources	ESF #11	Authorize state agencies to issue D-SNAP benefits.			
Phase 2C	Public and Private Services and Resources	ESF #11	Coordinate NCH identification and vulnerability assessments.			
Phase 2C	Public and Private Services and Resources	ESF #11	Facilitate the development and application of measures and strategies to protect, preserve, conserve, rehabilitate, recover, and restore NCH.			
Phase 2C	Public and Private Services and Resources	ESF #11	Manage, monitor, and assist/conduct response and recovery actions to minimize damage to NCH.			
Phase 2C	Public and Private Services and Resources	ESF #11	Provide assistance and expertise in addressing impacts to properties of traditional religious and cultural importance.			
Phase 2C	Public and Private Services and Resources	ESF #11	Provide incident management teams, such as the NPS Museum Emergency Response Team, to assist in NCH response and recovery actions.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2C	Public and Private Services and Resources	ESF #11	Provide up-to-date geospatial data related to impacted NCH, and develops and provides standard operating procedures for collecting NCH digital data, conducting GIS analyses, and disseminating geospatial products related to NCH, such as maps.			
Phase 2C	Public and Private Services and Resources	ESF #11	Provide USDA Foods to state agencies for distribution to shelters and other mass feeding sites, and in certain limited situations, household distribution.			
Phase 2C	Public and Private Services and Resources	ESF #11	Share best practices and assist in development of programmatic approaches to address and expedite NCH-related requirements for all Federal actions/initiatives taken to respond to or recover from an incident requiring a coordinated Federal response.			
Phase 2C	Public and Private Services and Resources	ESF #15	Evaluate the need for messaging regarding requests for donations. Messaging should focus on key shortfalls or resources that will support recovery.			
Phase 2C	Public and Private Services and Resources	ESF #4	Coordinate with local, state, tribal, territorial, and insular area responders to identify additional incident firefighting resource needs and determine issues regarding resource shortages and resource ordering.			
Phase 2C	Public and Private Services and Resources	ESF #7	Collaborate with ESF #1, ESF#3, ESF #6, ESF #8, ESF #11, and ESF #12 ensure the continued delivery of emergency relief supplies to shelters, PODs, and dispersed/shelter-in-place population.			
Phase 2C	Public and Private Services and Resources	ESF #7	Coordinate and implement international assistance resources and capabilities.			
Phase 2C	Public and Private Services and Resources	ESF #7	Coordinate the demobilization of unneeded resources, supplies, services, and personnel.			
Phase 2C	Public and Private Services and Resources	ESF #7	Coordinate with region(s)/JFO(s) concerning daily resource burn rates and pull requirements.			
Phase 2C	Public and Private Services and Resources	ESF #7	Monitor and manage elements associated with the logistics supply chain; logistics supply management system status; RMG/Commodity Managers; replenishment actions; THU status; and transportation.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2C	Public and Private Services and Resources	ESF #7	Participate in incident action planning, other adaptive planning, functional planning and other efforts to support the actions of responders and protect survivors.			
Phase 2C	Public and Private Services and Resources	ESF #7	Produce plans for resource execution, sustainment, and eventual demobilization.			
Phase 2C	Public and Private Services and Resources	ESF #7	Report field receipt of deployed commodities for incorporation into reports and shared situational awareness products.			
Phase 2C	Public and Private Services and Resources	ESF #7	Request space requirements from all partner departments and agencies with regards to the resources they are providing to support operations.			
Phase 2C	Public and Private Services and Resources	ESF #7	Shift responsibility for supply chain management to local, state, tribal, territorial, and insular area logistics coordinators.			
Phase 3A	Public and Private Services and Resources	ESF #3	Implement and manage the FEMA Public Assistance Program and other recovery programs between and among local, state, tribal, territorial, insular area, and Federal officials, to include efforts to permanently repair, replace, or relocate damaged or destroyed public facilities and infrastructure.			
Phase 3A	Public and Private Services and Resources	ESF #7	Closeout with ISB or SA, as appropriate.			
Phase 3A	Public and Private Services and Resources	ESF #7	Demobilize selected ESF #7 response efforts as the appropriate RSFs continue to mobilize. Selected ESF #7 support actions activate THUs, while others continue to support actions of ESF #6 and the National Disaster Response Framework, as required.			
Phase 3A	Public and Private Services and Resources	ESF #7	Develop and implement retrograde plan.			
Phase 3A	Public and Private Services and Resources	ESF #7	Develop, coordinate, and implement a plan to donate excess resources to various local, state, tribal, territorial, and insular area entities, NGOs, and VOADs.			
Phase 3A	Public and Private Services and Resources	ESF #7	Participate in development of planning that will facilitate the transition from response activities to recovery activities.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 3A	Public and Private Services and Resources	ESF #7	Review AARs and revise plans and procedures accordingly.			
Phase 3A	Public and Private Services and Resources	ESF #7	Support Response Directorate on return of evacuees, as required.			
Phase 1A	Public Health and Medical Services	ESF #11	Ensure the safety of the Nation's supply of meat, poultry, and processed egg products.			
Phase 1A	Public Health and Medical Services	ESF #6	Communicate plans, requirements, and strategies to core capability service providers.			
Phase 1A	Public Health and Medical Services	ESF #7	Order and verify inventory levels of PPE and other mission essential materials and supplies for response, recovery, and mitigation efforts.			
Phase 1A	Public Health and Medical Services	ESF #8	Ensure communication systems between local, state, tribal, territorial insular area and Federal departments are tested and operable.			
Phase 1A	Public Health and Medical Services	ESF #8	Identify, create, develop, manufacture, and procure critical medical countermeasures; develop logistical and operational plans for optimized use of medical countermeasures at all levels of response			
Phase 1A	Public Health and Medical Services	ESF #8	Maintain deployment ready status of ESF #8 response personnel.			
Phase 1A	Public Health and Medical Services	ESF #8	Promote the National Health Security Strategy objectives to enhance the preparedness and resiliency of communities through preparedness grants, mitigation efforts, readiness guidance, and support in planning, training, and exercises.			
Phase 1A	Public Health and Medical Services	ESF #8	Review and update key personnel rosters with accurate contact information.			
Phase 2A	Public Health and Medical Services	ESF #11	Collaborate with HHS and the DOI (U.S. Fish and Wildlife Service and USGS, in particular) to deliver effective "one health" response that integrates human, animal, and environmental health.			
Phase 2A	Public Health and Medical Services	ESF #11	Coordinate with ESF #8 on management of zoonotic disease.			
Phase 2A	Public Health and Medical Services	ESF #11	Coordinate with ESF #8 to ensure that animal/veterinary health issues (including both disease management and medical management) are supported.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Public Health and Medical Services	ESF #4	Provide appropriate personnel, equipment, and supplies, which are used primarily for communications and aircraft for deployed Federal public health and medical teams.			
Phase 2A	Public Health and Medical Services	ESF #5	Activate ESF #8 at the national and regional level to provide coordination and technical assistance.			
Phase 2A	Public Health and Medical Services	ESF #5	Begin to prepare PSMAs for processing.			
Phase 2A	Public Health and Medical Services	ESF #6	Acquire and manage resources, supplies, and services from core capability service providers via contracts, mission assignments, IAAs, and donations.			
Phase 2A	Public Health and Medical Services	ESF #6	Gather, assess, prioritize, and communicate relevant public health and medical needs information to survivors in facilities where mass care services are provided through culturally and linguistically appropriate and accessible messaging.			
Phase 2A	Public Health and Medical Services	ESF #6	Gather, assess, prioritize, coordinate, and communicate public health and medical requirements of survivors and their household pets and service animals in congregate facilities to core capability providers.			
Phase 2A	Public Health and Medical Services	ESF #6	Identify and communicate requirements for lifesaving and life-sustaining needs of disaster survivors and household pets and service animals through culturally and linguistically appropriate and accessible messaging.			
Phase 2A	Public Health and Medical Services	ESF #6	Maintain visibility of state evacuations and healthcare facility shelter-in-place and evacuation requirements.			
Phase 2A	Public Health and Medical Services	ESF #7	Coordinate all air, ground, and maritime movement of Federal resources.			
Phase 2A	Public Health and Medical Services	ESF #7	Coordinate logistical support for medical teams to support field operations.			
Phase 2A	Public Health and Medical Services	ESF #7	Initiate the National Ambulance Contract for ground transportation.			
Phase 2A	Public Health and Medical Services	ESF #7	Notify, activate, and/or deploy Execution Schedule Resources for NDMS teams.			
Phase 2A	Public Health and Medical Services	ESF #8	Activate and coordinate deployment of Federal medical and public health teams, including DOD, VA, HHS, and Centers for Disease Control (CDC) resources.			
Phase 2A	Public Health and Medical Services	ESF #8	Activate and coordinate deployment of Federal medical and public health teams, including DOD, VA, HHS, and CDC resources.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Public Health and Medical Services	ESF #8	Activate Federal Coordinating Centers to enable them to receive patients.			
Phase 2A	Public Health and Medical Services	ESF #8	Activate the American Association of Blood Banks (AABB) Task Force to assess current blood supply levels throughout the country.			
Phase 2A	Public Health and Medical Services	ESF #8	Activate the Emergency Prescription Assistance Program capability to administer and provide a national network of pharmacies and sufficient personnel to address evacuee emergency prescription requirements under a mission assignment.			
Phase 2A	Public Health and Medical Services	ESF #8	Activate the HHS Disaster Behavioral Health Concept of Operations to facilitate coordination of Federal efforts concerning behavioral health.			
Phase 2A	Public Health and Medical Services	ESF #8	Activate the NDMS to allow for deployment of personnel and provision of logistics preparations.			
Phase 2A	Public Health and Medical Services	ESF #8	Activate the patient movement portion of the NDMS.			
Phase 2A	Public Health and Medical Services	ESF #8	Activate the Rapid Response Victim Registry.			
Phase 2A	Public Health and Medical Services	ESF #8	Ascertain extent of contaminated victim access to medical treatment facilities and impact on operational status.			
Phase 2A	Public Health and Medical Services	ESF #8	Ascertain whether HHS will be supporting any activated IMATs.			
Phase 2A	Public Health and Medical Services	ESF #8	Begin daily reporting requirements for Hospital Available Beds for Emergencies and Disasters			
Phase 2A	Public Health and Medical Services	ESF #8	Convene the ESF #8 Patient Movement Coordination Cell to determine which FCC(s) will be activated.			
Phase 2A	Public Health and Medical Services	ESF #8	Coordinate medical transportation support (including patient evacuation) with other Federal departments and agencies.			
Phase 2A	Public Health and Medical Services	ESF #8	Coordinate transportation support with DOD and other Federal departments and agencies.			
Phase 2A	Public Health and Medical Services	ESF #8	Coordinate with ESF #6 to provide medical support at shelters and support medical requirements related to mass evacuations and mass care shelters.			
Phase 2A	Public Health and Medical Services	ESF #8	Coordinate with ESF #9 to move the rescued and injured to medical facilities or ACSs.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Public Health and Medical Services	ESF #8	Coordinate with FEMA for National Ambulance Contract support for state level assistance.			
Phase 2A	Public Health and Medical Services	ESF #8	Coordinate with local, state, tribal, territorial, insular area, and private sector hospitals in the impact zone to gain shared situational awareness regarding health and medical conditions.			
Phase 2A	Public Health and Medical Services	ESF #8	Coordinate with local, state, tribal, territorial, insular area, regional, and Federal resources to conduct a rapid needs assessment of the affected area.			
Phase 2A	Public Health and Medical Services	ESF #8	Coordinate with state and FEMA regional officials in affected areas in order to determine the need for ESF #8 support, and coordinate and prioritize requests for assistance.			
Phase 2A	Public Health and Medical Services	ESF #8	Coordinate with the AABB Task Force, through the American Red Cross, to provide blood and services as needed through regional blood centers.			
Phase 2A	Public Health and Medical Services	ESF #8	Deploy medical caches and determine the appropriate placement of medical support resources.			
Phase 2A	Public Health and Medical Services	ESF #8	Designate a federal health official to serve as the senior HHS official in the JFO.			
Phase 2A	Public Health and Medical Services	ESF #8	Designate HHS leadership personnel for the IOF and JFO.			
Phase 2A	Public Health and Medical Services	ESF #8	Determine local, state, tribal, territorial, and insular area patient transportation capabilities.			
Phase 2A	Public Health and Medical Services	ESF #8	Establish and maintain required communications and coordination links with ESF #8 partners and other Federal department and agency representatives.			
Phase 2A	Public Health and Medical Services	ESF #8	Establish, activate, and/or deploy the HHS IRCT to support pending tactical-level operations.			
Phase 2A	Public Health and Medical Services	ESF #8	Execute a Public Health Emergency declaration as necessary.			
Phase 2A	Public Health and Medical Services	ESF #8	Identify national laboratories that could be used to support diagnostic activity for agent of concern.			
Phase 2A	Public Health and Medical Services	ESF #8	Identify select on-call teams and place in a heightened state of awareness.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Public Health and Medical Services	ESF #8	Increase staffing, as appropriate, including representatives from ESF #8 partner departments and agencies and HHS representatives for various Federal Coordination Centers (e.g., NRCC, NOC).			
Phase 2A	Public Health and Medical Services	ESF #8	Initiate coordination of the response for communicable disease control and environmental public health hazards.			
Phase 2A	Public Health and Medical Services	ESF #8	Initiate deployment actions for Epidemic Intelligence Service officers and other staff to support epidemiological investigations.			
Phase 2A	Public Health and Medical Services	ESF #8	Initiate deployment actions for food safety inspectors as needed.			
Phase 2A	Public Health and Medical Services	ESF #8	Initiate deployment actions for the DMAT and DMAT equipment caches.			
Phase 2A	Public Health and Medical Services	ESF #8	Initiate deployment actions for the National Veterinary Response Teams.			
Phase 2A	Public Health and Medical Services	ESF #8	Initiate deployment actions for the National Medical Response Team.			
Phase 2A	Public Health and Medical Services	ESF #8	Initiate deployment actions for the on-call response teams and roster of the U.S. Public Health Service Commissioned Corps and activate all U.S. Public Health Service Commissioned Corps; depending on the magnitude of the disaster, recommended activating all U.S. Public Health Service Commissioned Corps deployable assets as authorized by the Secretary or delegated authorities.			
Phase 2A	Public Health and Medical Services	ESF #8	Issue a Warning Order to HHS Division, HHS response teams, and supporting departments and agencies notifying them of potential deployment, providing situational assessment information, and directing them to assume a heightened state of alert in preparation for possible ESF #8 deployment.			
Phase 2A	Public Health and Medical Services	ESF #8	Issue an Executive Order authorizing the activation of NDMS teams, verify rosters, prepare teams for travel, stage teams/personnel, and deploy ESF #8 resources.			
Phase 2A	Public Health and Medical Services	ESF #8	Issue Reserve Enabler and FCC mission assignments to DOD to allow for transport and pre-staging of Reserve aeromedical evacuation teams and Federal Coordinating Teams at the aerial ports of embarkation and aerial ports of debarkation, respectively.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Public Health and Medical Services	ESF #8	Issue waivers or modifications under Section 1135 of the Social Security Act, as necessary, when the Secretary of Health and Human Services has declared a public health emergency and the President has declared a disaster or emergency to ensure that sufficient healthcare items and services are available to meet the needs of individuals enrolled in Medicare, Medicaid, and Children's Health Insurance Program. Issue waivers or modifications to allow healthcare providers providing medical services but unable to comply with certain program requirements to be paid for their good-faith services and be exempt from sanctions for noncompliance.			
Phase 2A	Public Health and Medical Services	ESF #8	Position response resources to support patient movement requirements, if requested, in accordance with published activation timelines.			
Phase 2A	Public Health and Medical Services	ESF #8	Provide HHS technical expertise in the coordination of response with international partners, countries, and multilateral organizations.			
Phase 2A	Public Health and Medical Services	ESF #8	Provide pre-hospital triage and initial stabilization. After establishment of the JFO, requests will go through FCO or Operations Section Chief. The federal health official coordinates the response and identifies the resources that will be provided.			
Phase 2A	Public Health and Medical Services	ESF #8	Provide public health risk communication messages and advisories, ensuring information is accessible to the whole community including individuals with LEP and are crafted with attention to psychological and behavioral considerations to reduce stress and promote effective decisionmaking.			
Phase 2A	Public Health and Medical Services	ESF #8	Provide status reports on team deployments and operations in the affected area.			
Phase 2A	Public Health and Medical Services	ESF #8	Receive initial MAs to activate ESF #8 operations and staff the ESF#8 function at NRCC and RRCC(s); potentially receive mission assignments to mobilize and stage resources in preparation for response.			
Phase 2A	Public Health and Medical Services	ESF #8	Request activation of the National Ambulance Contract.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Public Health and Medical Services	ESF #8	Support local medical lifesaving and life-sustaining operations (e.g., hospitals, medical facilities, Emergency Medical Service, alternate care sites).			
Phase 2A	Public Health and Medical Services	ESF #8	Verify readiness status and prepare equipment sets/caches/kits for transport (including air transport) and activate associated logistic personnel or teams.			
Phase 2B	Public Health and Medical Services	ESF #11	Respond to animal and agricultural health emergencies under USDA statutory authority or as missioned assigned.			
Phase 2B	Public Health and Medical Services	ESF #5	Provide and coordinate information with Federal department and agency partners to maintain shared situational awareness.			
Phase 2B	Public Health and Medical Services	ESF #6	Coordinate with core capability service providers to ensure that ESF#6 service delivery locations are appropriately provisioned and operated in a safe, sanitary, secure, and timely manner.			
Phase 2B	Public Health and Medical Services	ESF #6	Provide coordination to support discharged patients.			
Phase 2B	Public Health and Medical Services	ESF #7	Activate the National Ambulance Contract.			
Phase 2B	Public Health and Medical Services	ESF #8	As required, determine appropriate vaccines for development and distribution.			
Phase 2B	Public Health and Medical Services	ESF #8	Assess short-term medical treatment needs of incident area population and evacuees.			
Phase 2B	Public Health and Medical Services	ESF #8	Coordinate emergency first aid.			
Phase 2B	Public Health and Medical Services	ESF #8	Coordinate emergency medical care with local, state, tribal, territorial, and insular area departments and agencies at the staging areas and pickup points used in evacuations.			
Phase 2B	Public Health and Medical Services	ESF #8	Coordinate response for communicable disease control and environmental public health hazards.			
Phase 2B	Public Health and Medical Services	ESF #8	Coordinate with behavioral health partners at the local, state, tribal, territorial, insular area, and Federal level to determine needs and identify appropriate services and resources.			
Phase 2B	Public Health and Medical Services	ESF #8	Coordinate with local, state, tribal, territorial, insular area, and NGO partners to determine changes in capabilities and anticipated shortfalls on public health, medical, and behavioral health needs.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Public Health and Medical Services	ESF #8	Coordinate with local, state, tribal, territorial, insular area, and private sector hospitals (through teleconference or other established communication system) to gain situational awareness regarding health and medical conditions; key elements include: • Assess damage to hospitals and other key ESF #8 critical infrastructure. • Assess status of healthcare facilities and emergency medical services. • Develop status reports on casualties and building damage. • Perform bed poll in all affected areas.			
Phase 2B	Public Health and Medical Services	ESF #8	Coordinate with the DOL/Occupational Safety and Health Administration on responder safety guidance, if necessary.			
Phase 2B	Public Health and Medical Services	ESF #8	Coordinate with the state(s) to designate airports with sufficient movement on the ground to support patient evacuations.			
Phase 2B	Public Health and Medical Services	ESF #8	Deliver to the requesting state medical countermeasures, equipment, and supplies from the Strategic National Stockpile.			
Phase 2B	Public Health and Medical Services	ESF #8	Deploy medical caches and determine the appropriate placement of medical support resources.			
Phase 2B	Public Health and Medical Services	ESF #8	Determine appropriate medical countermeasures and non-pharmaceutical interventions and medical countermeasures distribution strategies.			
Phase 2B	Public Health and Medical Services	ESF #8	Employ and maintain situational awareness of ESF #8 resources.			
Phase 2B	Public Health and Medical Services	ESF #8	Evacuate and track acute medical needs patients from medical facilities and nursing homes.			
Phase 2B	Public Health and Medical Services	ESF #8	Execute appropriate vector control strategies to limit the risk of disease transmission.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Public Health and Medical Services	ESF #8	Initiate, coordinate, and implement patient evacuation, including: • Determine local, state, tribal, territorial, and insular area patient transportation capabilities, including availability of accessible transportation. • Activate NDMS. • Request National Ambulance Contract for ground transportation. • Coordinate transportation support with DOD and other Federal departments and agencies. • Activate Federal Coordinating Centers to receive regulated patients.			
Phase 2B	Public Health and Medical Services	ESF #8	Integrate Federal ESF #8 assets with local, state, tribal, territorial, insular area, private sector, and EMAC deployed resources.			
Phase 2B	Public Health and Medical Services	ESF #8	Provide behavioral health technical assistance to State Mental Health Authorities and State Disaster Mental Health Coordinators to assess the need for and facilitate the provision of Federal behavioral health assets.			
Phase 2B	Public Health and Medical Services	ESF #8	Provide public health risk communication messages and advisories specific to impacted communities. These materials support local, state, tribal, territorial, and insular area risk communication efforts and support ESF #15 and the JIC messaging for press releases in alternate formats and multiple languages, as appropriate			
Phase 2B	Public Health and Medical Services	ESF #8	Provide public health technical assistance to state health departments in the surveillance and investigation of disease outbreaks, injury, and illness and provide support to address identified public health concerns.			
Phase 2B	Public Health and Medical Services	ESF #8	Support individuals with disabilities with acute medical needs with assistance with activities of daily living, and reconnection to durable medical equipment, medications, and consumable medical supplies.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Public Health and Medical Services	ESF #8	Support JFO and Rapid Needs Assessment Teams to identify public health hazards associated with food safety, water quality, waste water and solid waste, vector control and other environmental health hazards.			
Phase 2C	Public Health and Medical Services	ESF #11	Ensure the safety and defense of the Nation's supply of meat, poultry, and processed egg products through the Food Safety and Inspection Service.			
Phase 2C	Public Health and Medical Services	ESF #8	Assist states in developing a strategy for augmenting or replacing current Federal Government resources employed in the response.			
Phase 2C	Public Health and Medical Services	ESF #8	Conduct inspections and damage assessments of facilities and products (human drugs, biologics, medical devices, food for humans and animals, and veterinary drugs) regulated by the Food and Drug Administration.			
Phase 2C	Public Health and Medical Services	ESF #8	Convene the Federal Disaster Behavioral Health Group to promote a common operating picture and facilitate coordination of Federal response efforts regarding behavioral health.			
Phase 2C	Public Health and Medical Services	ESF #8	Coordinate Federal healthcare providers and coordinate with states to integrate providers and any additional Federal resources with local, state, tribal, territorial, insular area, NGO, and private sector healthcare providers.			
Phase 2C	Public Health and Medical Services	ESF #8	Coordinate with states to integrate Federal ESF #8 resources with out-of-state resources that states provide through EMAC.			
Phase 2C	Public Health and Medical Services	ESF #8	Deliver to the requesting state medical countermeasures, equipment, and supplies from the Strategic National Stockpile.			
Phase 2C	Public Health and Medical Services	ESF #8	If necessary, request international medical team support through the International Assistance System.			
Phase 2C	Public Health and Medical Services	ESF #8	Maintain coordination of patient evacuations.			
Phase 2C	Public Health and Medical Services	ESF #8	Maintain shared situational awareness and determine need to rotate medical teams and other medical resources to allow personnel to rest and maintain capability.			
Phase 2C	Public Health and Medical Services	ESF #8	Monitor and ensure the safety, availability, and logistical requirements of blood and tissues.			
Phase 2C	Public Health and Medical Services	ESF #8	Provide pharmacy prescription support for population (based on national average data from HHS).			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2C	Public Health and Medical Services	ESF #8	Provide reports on the status of medical operations and objectives to maintain a shared situational understanding and the common operating picture.			
Phase 2C	Public Health and Medical Services	ESF #8	Provide surge capability support to public health laboratories for diagnostics and confirmatory testing.			
Phase 2C	Public Health and Medical Services	ESF #8	When mission assigned, DOD may coordinate evacuation of patients from the patient Consolidated Collection Sites to the designated Federal Coordinating Centers, provide tracking data of patients transported on DOD transport. Patient tracking data collected by DOD will be provided to the State through HHS/ESF #8.			
Phase 3A	Public Health and Medical Services	ESF #6	Coordinate with local, state, tribal, territorial, and insular area governments and voluntary organizations to ensure resources are available (e.g., registration, case management, and housing).			
Phase 3A	Public Health and Medical Services	ESF #6	Ensure information about and access to the NEFRLS is provided to the disaster-impacted population to facilitate reunification of displaced individuals with their families.			
Phase 3A	Public Health and Medical Services	ESF #8	Assist the appropriate government jurisdictions and private sector components under local government regulation and oversight to resume direct authority for operations and administration as soon as effectively possible.			
Phase 3A	Public Health and Medical Services	ESF #8	Begin backfill of medical support packages from Strategic National Stockpile.			
Phase 3A	Public Health and Medical Services	ESF #8	Coordinate with local, state, tribal, territorial, and insular area offices regarding the return of patients evacuated from the affected area.			
Phase 3A	Public Health and Medical Services	ESF #8	Coordinate with local, state, tribal, territorial, insular area, and Federal behavioral health partners to identify emerging, ongoing, or unmet needs and facilitate provision of appropriate services and resources.			
Phase 3A	Public Health and Medical Services	ESF #8	Identify areas where objectives have been achieved and reposition or demobilize personnel when appropriate.			
Phase 3A	Public Health and Medical Services	ESF #8	Monitor Crisis Counseling Program grants to states for disaster-related behavioral health needs in coordination with FEMA.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 3A	Public Health and Medical Services	ESF #8	Provide technical expertise or guidance to state or local authorities as they rebuild their public health and medical infrastructures.			
Phase 1A	Public Information and Warning	ESF #12	Draft and disseminate media informational materials (e.g., press releases, fact sheets, statements, responses to questions and interview requests), in coordination with the DOE Public Affairs Office.			
Phase 1A	Public Information and Warning	ESF #12	Provide a point of contact to coordinate with ESF #15 through the DOE Public Affairs office.			
Phase 1A	Public Information and Warning	ESF #12	Provide informational materials developed by DOE sites or other DOE response locations as appropriate, in coordination with the DOE Public Affairs Office.			
Phase 1A	Public Information and Warning	ESF #15	Develop strategic communications plans to coordinate messaging with the White House.			
Phase 1A	Public Information and Warning	ESF #15	Establish relationships and information sharing with ESF #15 partners and external stakeholders.			
Phase 1A	Public Information and Warning	ESF #15	Provide key information to the public on risks, preparatory, and mitigation actions.			
Phase 1A	Public Information and Warning	ESF #5	Coordinate pre-incident communications planning at the local, state, tribal, territorial, and insular area levels.			
Phase 1A	Public Information and Warning	ESF #5	Establish and maintain a comprehensive, multi-directional, dynamic information sharing network, through the DHS Office of Infrastructure Protection in coordination with DHS Office of Intelligence and Analysis, to provide timely and actionable threat information, assessments, and warnings to public and private sector security partners including critical infrastructure and key resources owners and operators.			
Phase 1A	Public Information and Warning	ESF #5	Maintain and update FEMA's Ready.gov and GobiernoUSA.gov (Spanish) Web sites.			
Phase 1A	Public Information and Warning	ESF #5	Produce pre-scripted informational messages and informational materials for media use to prepare citizens for survival during an emergency or disaster.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 1A	Public Information and Warning	ESF #8	Maintain and update HHS Web sites (e.g., CDC Public Health Information Network).			
Phase 1A	Public Information and Warning	ESF #8	Provide pre-incident or onset information on public health and medical needs (e.g., advice about vaccinations for influenza and pneumonia and relevant medical countermeasures).			
Phase 2A	Public Information and Warning	ESF #1	Provide informational media releases through EA relative to the safety and accessibility of roads, bridges, and other transportation routes to responders and to the general public.			
Phase 2A	Public Information and Warning	ESF #1	Provide Notices to Airmen for aeronautical advisories and notices to mariners for maritime advisories.			
Phase 2A	Public Information and Warning	ESF #10	Coordinate the distribution of public information on oil/hazardous materials incidents with ESF #15.			
Phase 2A	Public Information and Warning	ESF #11	Provide guidance to protect and respond to damaged NCH, in coordination and cooperation with FEMA/EA and FEMA/Environmental Planning and Historic Preservation Program and Regional Environmental Officers.			
Phase 2A	Public Information and Warning	ESF #11	Provide updates on the progress toward addressing plant and animal disease situations in close coordination with FEMA.			
Phase 2A	Public Information and Warning	ESF #11	Provide updates related to required environmental compliance activities, in coordination and cooperation with FEMA/EA and FEMA/Office of Environmental Planning and Historic Preservation.			
Phase 2A	Public Information and Warning	ESF #12	Provide updates on the status of essential energy resources through communication with Federal senior leadership and to the public via situation reports through DOE, in coordination with private sector energy owners and operators.			
Phase 2A	Public Information and Warning	ESF #12	Release updated nuclear and radiological incident advice to the general public.			
Phase 2A	Public Information and Warning	ESF #15	Activate the National JIC to coordinate all response-related press and media affairs.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Public Information and Warning	ESF #15	Appoint an ESF #15 External Affairs Officer (EAO) and deploy ESF #15 component staff to the affected area to support the response. Work with the state to identify external affairs gaps, shortfalls, and staffing needs.			
Phase 2A	Public Information and Warning	ESF #15	Coordinate the first release of information to the public; establish social media messaging and media monitoring within the first hour of the incident.			
Phase 2A	Public Information and Warning	ESF #15	Coordinate with other ESFs and local, state, tribal, territorial, insular area, and Federal and private sector partners on critical, actionable public information, situational updates and methods to reach the whole community.			
Phase 2A	Public Information and Warning	ESF #15	Develop, coordinate, and disseminate unified messaging to external stakeholders on key lifesaving and life sustaining information. Stakeholders include: the affected and non-affected public; private sector business partners; members of Congress; the media; and local, state, tribal, territorial, and insular area government partners.			
Phase 2A	Public Information and Warning	ESF #15	Ensure all messaging is accessible to the whole community, including individuals with LEP.			
Phase 2A	Public Information and Warning	ESF #15	Establish a JIC and the National Public Health Radio Network to collaborate with the Emergency Communication System to provide and coordinate timely media or public information; assess and identify emergency risk communication needs across all media platforms; develop, translate, and disseminate key public health messages.			
Phase 2A	Public Information and Warning	ESF #15	Initiate NICCL, SICCL and PICCL as identified by ESF #15 leadership for interagency, state, and private sector communications coordination.			
Phase 2A	Public Information and Warning	ESF #15	Respond to rumors and inaccurate information to minimize concern and social disruption.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Public Information and Warning	ESF #2	Coordinate public information and outreach with owners and operators of critical communications and cyber infrastructure and Federal agencies that have authorities or equities in protecting the communications infrastructure through the DHS Office of Cybersecurity and Communications, consistent with national policy and in coordination with relevant departments and agencies.			
Phase 2A	Public Information and Warning	ESF #2	Monitor communications systems in the affected area for situational awareness and provide alternative communications.			
Phase 2A	Public Information and Warning	ESF #5	Conduct communication and coordination between the U.S. Government and other nations regarding the response to a domestic crisis through DOS.			
Phase 2A	Public Information and Warning	ESF #5	Coordinate staffing resources, training, and operational and tactical support to the Assistant EAO for the Private Sector and ESF #15 private sector operations located in the NRCC, the RRCCs and JFOs through the FEMA Private Sector Office.			
Phase 2A	Public Information and Warning	ESF #6	Initiate increased Disaster Safe Web site activities for the "Safe and Well" program.			
Phase 2A	Public Information and Warning	ESF #6	Provide information to survivors on the location of shelter facilities and distribution points for food, water, and other human needs materials.			
Phase 2A	Public Information and Warning	ESF #8	Coordinate communications activities with state and local communications staff, including regional or local communications centers as appropriate, and amongst HHS and CDC public affairs personnel.			
Phase 2A	Public Information and Warning	ESF #8	Coordinate public health and medical messages across the Federal Government to ensure accuracy and consistency.			
Phase 2B	Public Information and Warning	All	Maintain coordination with FEMA EA to provide timely and accurate information for the safety and security of responders and survivors within the impacted area and information to the general public.			
Phase 2B	Public Information and Warning	ESF #15	Conduct business preparedness, response, recovery, and mitigation outreach and assistance.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Public Information and Warning	ESF #15	Conduct communications planning through an IAP with incident-specific guidance and objectives.			
Phase 2B	Public Information and Warning	ESF #15	Conduct initial demographic assessments to support field operations and outreach, including information on populations with disabilities or LEP, through FEMA/EA.			
Phase 2B	Public Information and Warning	ESF #15	Coordinate and conduct press conferences (headquarters, state EOC, and/or JFO).			
Phase 2B	Public Information and Warning	ESF #15	Coordinate closely with the affected state(s) to identify community leaders and neighborhood advocacy groups to assist in the rapid dissemination of information, identify unmet needs, establish an ongoing dialogue and information exchange, and facilitate collaborative local, state, tribal, territorial, insular area, and Federal planning and mutual support for disaster response and recovery.			
Phase 2B	Public Information and Warning	ESF #15	Coordinate media access to the affected area.			
Phase 2B	Public Information and Warning	ESF #15	Coordinate national-level messages with local, state, tribal, territorial, insular area, and Federal governments, outlining Federal support and capabilities being provided to local, state, tribal, territorial, and insular area response operations, and establish the National JIC, through DHS Public Affairs.			
Phase 2B	Public Information and Warning	ESF #15	Coordinate with Congressional offices on situational updates, the assistance process, and constituent issues to ensure consistent two-way communications, through FEMA/ Congressional Affairs.			
Phase 2B	Public Information and Warning	ESF #15	Disseminate information with the assistance of state municipal leagues, county associations, tribal governments, and territorial governments, through FEMA/Intergovernmental Affairs (IGA).			
Phase 2B	Public Information and Warning	ESF #15	Ensure that sufficient Federal assets are deployed to the field during incidents requiring a coordinated Federal response to provide accurate, coordinated, timely, culturally and linguistically appropriate, and accessible information to affected audiences, including governments, media, the private sector, and the local populace, through FEMA/EA.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Public Information and Warning	ESF #15	Inform local, state, tribal, territorial, and insular area elected and appointed officials on Federal available assistance programs to increase the impact of committed Federal resources, through FEMA/IGA.			
Phase 2B	Public Information and Warning	ESF #15	Initiate AABB Task Force coordinated public information announcement regarding the adequacy and safety of the Nation's blood supply.			
Phase 2B	Public Information and Warning	ESF #15	Issue task orders against Broadcast Operations contract for satellite truck/video crew support, and against Translation Services contract for multilingual support, as required.			
Phase 2B	Public Information and Warning	ESF #15	Provide critical information to external stakeholders, including: lifesaving and life safety information for impacted populations; risk information and available resources to reduce loss of life or property.			
Phase 2B	Public Information and Warning	ESF #15	Provide direct support to the FCO, and if appointed, the principal Federal official and other members of the Unified Coordination Group.			
Phase 2B	Public Information and Warning	ESF #15	Support Preliminary Damage Assessment teams with EA staff.			
Phase 2B	Public Information and Warning	ESF #15	Work with external stakeholders to reach diverse audiences and widely disseminate information, ensuring information is accessible to the whole community including individuals from diverse racial and ethnic groups and individuals with LEP.			
Phase 2B	Public Information and Warning	ESF #5	Activate ESF #15 at the national and regional levels to provide coordination and technical assistance.			
Phase 2B	Public Information and Warning	ESF #5	Assess and revise local emergency public information activities regarding survivor decontamination.			
Phase 2B	Public Information and Warning	ESF #5	Coordinate the deployment of Infrastructure Liaisons, through DHS Office of Infrastructure Protection, to JFOs to implement critical infrastructure support activities including coordination with ESFs, local, state, tribal, territorial, insular area, and Federal entities and critical infrastructure owners and operators.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Public Information and Warning	ESF #5	Disseminate public messages informing the population to be aware of the need to extremely limit communications and allow responders to fully utilize communication pathways.			
Phase 2B	Public Information and Warning	ESF #5	Provide information for the development of credible, culturally and linguistically appropriate, and accessible messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions.			
Phase 2B	Public Information and Warning	ESF #8	Coordinate public information announcements with the AABB regarding the adequacy and safety of the Nation's blood supply.			
Phase 2B	Public Information and Warning	ESF #8	Provide an initial HHS-coordinated public service announcement and coordinate and issue follow-on announcements at frequent and regular intervals.			
Phase 2B	Public Information and Warning	ESF #8	Support a JIC in the release of general medical and public health response information to the public.			
Phase 2C	Public Information and Warning	ESF #15	Arrange for incident site visits for Members of Congress, senior officials, and others as identified.			
Phase 2C	Public Information and Warning	ESF #15	Disseminate authorized incident information from DHS/Office of Public Affairs (OPA) through new media (official Web sites, social networking platforms) to ensure wide delivery of lifesaving information.			
Phase 2C	Public Information and Warning	ESF #15	Disseminate messages to the public on available disaster assistance programs, application processes, and strategies to reduce future risks—ensuring information is accessible to the whole community.			
Phase 2C	Public Information and Warning	ESF #15	Employ risk communications to regularly update the public on the impacts of the incident.			
Phase 2C	Public Information and Warning	ESF #15	Handle appropriate special projects such as news conferences and press operations for incident area tours by government officials and other dignitaries through DHS/OPA.			
Phase 2C	Public Information and Warning	ESF #15	Maximize the use of video and digital imagery to communicate during incidents through DHS/OPA.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2C	Public Information and Warning	ESF #15	Monitor news coverage to ensure that accurate information is disseminated through DHS/OPA.			
Phase 2C	Public Information and Warning	ESF #15	Provide basic services, such as communications and supplies, to assist news media in disseminating information to the public through DHS/OPA.			
Phase 2C	Public Information and Warning	ESF #15	Provide critical information to evacuees returning home and strategies to rebuild safer and stronger communities.			
Phase 2C	Public Information and Warning	ESF #15	Provide incident-related information through DHS/OPA to the media and other sources in accessible formats and multiple languages to individuals, households, businesses, and industries directly or indirectly affected by the incident, ensuring all messaging is accessible to the whole community.			
Phase 3A	Public Information and Warning	All	All continue to provide information to facilitate the delivery of information related to the transition from response messages to responders and survivors to instructional messages related to the transition to recovery.			
Phase 3A	Public Information and Warning	ESF #15	Inform local, state, tribal, territorial, and insular area elected and appointed officials on response efforts, protocols, and recovery programs through FEMA/IGA.			
Phase 3A	Public Information and Warning	ESF #15	Provide public messaging to support: • Assessment of the extent and severity of damages to homes and other property • Restoration of services generally available in communities (e.g., water, food, and medical assistance) • Repair of damaged homes and property • Professional counseling • Education on proper rebuilding practices.			
Phase 3A	Public Information and Warning	ESF #15	Support the dissemination of information about disaster assistance available to support rebuilding efforts.			
Phase 1A	Situational Assessment	All	Conduct activities consistent with normal day-to-day operations.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 1A	Situational Assessment	All	Develop and review PSMAs, MOUs, and IAAs with Federal departments and agencies to provide supplemental personnel and resources.			
Phase 1A	Situational Assessment	All	Maintain coordination with other Federal departments and agencies at both the national and regional levels.			
Phase 1A	Situational Assessment	All	Use Federal and regional resources to obtain current situational awareness information.			
Phase 1A	Situational Assessment	ESF #12	Analyze and model the potential impacts to the electric power, oil, natural gas, and coal infrastructures and determine the effect a disruption has on other critical infrastructure.			
Phase 1A	Situational Assessment	ESF #12	Work with the FEMA Regions, the private sector, and local, state, tribal, territorial, and insular area authorities to develop procedures and products that improve shared situational awareness to effectively respond to a disruption of the energy sector.			
Phase 1A	Situational Assessment	ESF #5	Collect, analyze, and disseminate pertinent information to anticipate requirements to ensure a prompt response.			
Phase 1A	Situational Assessment	ESF #5	Conduct situational assessments to inform national level operational planning and to help states to develop unified Federal-state response plans.			
Phase 1A	Situational Assessment	ESF #5	Maintain 24-hour, seven days a week (24/7) national situational awareness of potential, developing, or ongoing situations requiring a coordinated Federal response.			
Phase 1A	Situational Assessment	ESF #5	Provide mechanisms for vertical and horizontal coordination, communications, and information sharing on a standardized platform accessible to all partners.			
Phase 2A	Situational Assessment	All	Inventory and report to the NRCC the availability and functionality status of all plans, supporting teams, and resources. Identify any deficiencies or limiting factors in planned capability.			
Phase 2A	Situational Assessment	ESF #12	Assess the energy impacts of the incident, and provide analysis of the extent and duration of energy shortfalls.			
Phase 2A	Situational Assessment	ESF #12	Coordinate preliminary damage assessments in the energy sector.			
Phase 2A	Situational Assessment	ESF #12	Identify requirements to repair energy systems and monitor repair work.			
Phase 2A	Situational Assessment	ESF #12	Initiate plans for environmental radiation monitoring in the event of a radiological release.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Situational Assessment	ESF #12	Report critical energy infrastructure damage and operating status for the energy systems within an impacted area, as well as on regional and national energy systems.			
Phase 2A	Situational Assessment	ESF #2	Provide communications situational awareness and inputs to the common operational picture.			
Phase 2A	Situational Assessment	ESF #3	Leverage the use of geospatial data sets for the identification and protection of critical infrastructure.			
Phase 2A	Situational Assessment	ESF #5	Activate and initiate deployment actions for field survey support team and remote sensing aircraft to the incident area.			
Phase 2A	Situational Assessment	ESF #5	Activate ESF #5 personnel and teams and increase staffing and the operational tempo at the NRCC and RRCC(s). Actions include alert, notification, and situation reporting in coordination with the NOC Watch.			
Phase 2A	Situational Assessment	ESF #5	Alert the Headquarters Joint Task Force and designated Initial Response Forces. Be prepared to deploy National Situation Assessment Team(s) to provide rapid mission assessment in coordination with Federal authorities. Identify key Initial Response Forces capabilities as required.			
Phase 2A	Situational Assessment	ESF #5	Assess the status of national and regional IMATs.			
Phase 2A	Situational Assessment	ESF #5	Collect data and perform analysis regarding disaster impacts.			
Phase 2A	Situational Assessment	ESF #5	Conduct situational assessments by gathering information from all levels of the response and providing an informational link between the NRCC, other Federal department and agency operations centers, and other NOC components.			
Phase 2A	Situational Assessment	ESF #5	Coordinate and issue requests through the FEMA Planning Section staff to organize geospatial data.			
Phase 2A	Situational Assessment	ESF #5	Coordinate and request geospatial and GIS support needed for incident management.			
Phase 2A	Situational Assessment	ESF #5	Coordinate overall staffing of Federal emergency management activities at multi-agency coordination centers.			
Phase 2A	Situational Assessment	ESF #5	Coordinate with mitigation and infrastructure protection elements and leverage normal operations modeling and assessments to identify vulnerabilities to key infrastructure and responding capabilities.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Situational Assessment	ESF #5	Coordinate with NRCC, RRCC, JFO, states, and regions regarding critical program policy issues in the impacted areas to assist with response activities.			
Phase 2A	Situational Assessment	ESF #5	Coordinate with the NRCC and the Mapping and Analysis Center to anticipate geospatial issues, available resources and requirements, and data collection activities.			
Phase 2A	Situational Assessment	ESF #5	Determine prioritization of repairs with affected local, state, tribal, territorial, and insular area entities.			
Phase 2A	Situational Assessment	ESF #5	Determine which ESFs are activated, the size and composition of the organizational structure, the level of staffing at the above facilities, and the key personnel required for the response.			
Phase 2A	Situational Assessment	ESF #5	Identify and resolve resource allocation issues identified at the multiagency coordination centers through DHS and FEMA.			
Phase 2A	Situational Assessment	ESF #5	Identify staff liaisons or points of contact to provide situational assessment information from deployed resources and additional technical and subject matter expertise, data, advice, and staff support for operations that fall within the domain of each agency.			
Phase 2A	Situational Assessment	ESF #5	Initiate establishment of a JIC at the incident site.			
Phase 2A	Situational Assessment	ESF #5	Issue additional activation mission assignments, and establish reporting and communications protocols with the activated departments and agencies to conduct situational assessments.			
Phase 2A	Situational Assessment	ESF #5	Make initial contact with the affected state(s) and use situational assessments to identify capabilities and shortfalls as a means of determining initial response requirements for Federal support.			
Phase 2A	Situational Assessment	ESF #5	Prepare situational reports for leadership detailing the impacts and the potential course of action necessary to mitigate any shortfalls or gaps.			
Phase 2A	Situational Assessment	ESF #5	Provide Hazus analysis to the NRCC, RRCC, and JFO upon request.			
Phase 2A	Situational Assessment	ESF #5	Provide situation reports and other information to the NOC, in accordance with NOC standard operating procedures and protocols.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2A	Situational Assessment	ESF #5	Use situational assessments to guide the provision of alternate communication methods (e.g., amateur radios), when necessary.			
Phase 2A	Situational Assessment	ESF #7	Coordinate the preparation of a logistics resources map for senior-level briefings.			
Phase 2A	Situational Assessment	ESF #7	Provide a situation update to the Assistant Administrator from the Logistics Management Center.			
Phase 2A	Situational Assessment	ESF #8	Leverage the use of GIS assets (e.g., MedMap, which identifies healthcare facilities, emergency medical service facilities) that are located within the incident area and can be used to support response operations.			
Phase 2B	Situational Assessment	ESF #15	Support PDAs and gather information on impacts to the affected community through Community Relations Assess, Inform, Report mission; gather information on impacts to affected business and private sector resources through ESF #15 Private Sector component.			
Phase 2B	Situational Assessment	ESF #5	Assist the Regions in identifying and deploying field teams, Incident Management Workforce personnel, resources, and equipment and technology to capture impact data for post-disaster analysis (e.g., high water marks, wind/water line).			
Phase 2B	Situational Assessment	ESF #5	Compile and analyze reports from deployed resources from all core capability functions to build shared situational awareness for distribution to all response partners.			
Phase 2B	Situational Assessment	ESF #5	Conduct resource and requirement tracking to determine if there are additional information requirements or resource shortfalls.			
Phase 2B	Situational Assessment	ESF #5	Conduct situational assessments by gathering information from all levels of the response and update the common operating picture accordingly.			
Phase 2B	Situational Assessment	ESF #5	Coordinate with the RRCC to maintain situational awareness on the resourcing and delivery of required resources.			
Phase 2B	Situational Assessment	ESF #5	Graphically depict sheltering system to include number of occupants compared to the maximum number of occupants.			
Phase 2B	Situational Assessment	ESF #5	Share information and intelligence among local, state, tribal, territorial, insular area, and Federal governments and NGOs to support incident response.			

No-Notice Phase	Core Capability	Organization (ESF)	Task	Start Date	End Date	Completed? (Y/N)
Phase 2B	Situational Assessment	ESF #5	Transition reporting requirements and lead responsibility for coordination with state and local jurisdictions from the RRCC to JFO.			
Phase 2C	Situational Assessment	ESF #5	Geospatially tag incident reports and identify blocked evacuation routes.			
Phase 2C	Situational Assessment	ESF #5	Identify and communicate mitigation opportunities during the response that may speed stabilization and restoration efforts, as well as eliminate or reduce potential future risks.			
Phase 2C	Situational Assessment	ESF #5	Maintain shared situational awareness to determine the appropriate time to demobilize Federal resources.			
Phase 2C	Situational Assessment	ESF #8	Update estimates/actual reporting of number of patients.			
Phase 2C	Situational Assessment	ESF #8	Verify the need for additional monitoring equipment at medical treatment facilities and shelters and ensure necessary logistics actions are initiated.			
Phase 3A	Situational Assessment	ESF #5	Identify and record mitigation successes and missed opportunities associated with the impending hazards, including mitigation opportunities that may have reduced or eliminated the risk, if taken.			
Phase 3A	Situational Assessment	ESF #5	Monitor other actual or potential incidents across the country to see how they may affect incident operations or resource requirements.			
Phase 3A	Situational Assessment	ESF #5	Track the ability of government organizations supporting GIS functions to continue mission-essential functions and services.			

Annex Y: List of Abbreviations

AABB	American Association of Blood Banks
AAR	After Action Report
AFO	Area Field Office
AL	Authority/Legal
AOP	Advanced Operational Plan
APHIS	Animal and Plant Health Inspection Service
ASPA	Assistant Secretary for Public Affairs (Department of Health and Human Services)
ASPECT	Airborne Spectral Photometric Environmental Collection Technology
ATF	Bureau of Alcohol, Tobacco, Firearms, and Explosives
BEST	Border Enforcement Security Task Force
C.F.R.	Code of Federal Regulations
C3	Command, Control, and Communication
CA	Congressional Affairs
CBRN	Chemical, Biological, Radiological, or Nuclear
CBRNE	Chemical, Biological, Radiological, Nuclear, or High-yield Explosive
CDC	Centers for Disease Control and Prevention
CDP	Community Distribution Point
CFATS	Chemical Facility Anti-terrorism Standards
CIR	Critical Information Requirement
CMAS	Commercial Mobile Alert System
COP	Common Operational Picture
COTR	Contracting Officer's Technical Representative
CS&C	Office of Cyber Security and Communications
CT	Critical Task
DCO	Defense Coordinating Officer
DEC	Disaster Emergency Communications
DHS	Department of Homeland Security
DLA	Defense Logistics Agency
DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary Operational Response Team
DOC	Department of Commerce
DOD	Department of Defense

DOE	Department of Energy
DOI	Department of the Interior
DOJ	Department of Justice
DOL	Department of Labor
DOS	Department of State
DOT	Department of Transportation
D-SNAP	Disaster Supplemental Nutrition Assistance Program
EA	External Affairs
EAO	External Affairs Officer
EAS	Emergency Alert System
EH	Environmental Response/Health and Safety
EMAC	Emergency Management Assistance Compact
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
ESF	Emergency Support Function
F.R.	Federal Register
FAA	Federal Aviation Administration
FAMS	Federal Air Marshal Service
FBI	Federal Bureau of Investigation
FCC	Federal Communications Commission
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
FIOP	Federal Interagency Operational Plan
FM	Fatality Management Services
GeoCONOPS	Geospatial Concept of Operations
GIS	Geographic Information System
GSA	General Services Administration
Hazus	Hazards United States
Hazus-MH	Hazards United States-Multi-hazard
HHS	Department of Health and Human Services
HIDTA	High Intensity Drug Trafficking Area
HM	Public Health and Medical Services
HSI	Homeland Security Investigations
HSIN	Homeland Security Information Network

HUD	Department of Housing and Urban Development
IAA	Interagency Agreement
IAP	Incident Action Plan
IA-TAC	Individual Assistance Technical Assistance Contract
iCAV	Integrated Common Analytical Viewer
ICE	Immigration and Customs Enforcement
ICP	Information Collection Plan
ICS	Incident Command System
IED	Improvised Explosive Device
IGA	Intergovernmental Affairs
IMAAC	Interagency Modeling and Atmospheric Assessment Center
IMAT	Incident Management Assistance Team
IOF	Initial Operating Facility
IPAWS	Integrated Public Alert and Warning System
IRCT	Incident Response Coordination Team
IRSCC	Interagency Remote Sensing Coordination Cell
IS	Infrastructure Systems
ISB	Incident Support Base
IST	Incident Support Team
JFO	Joint Field Office
JIC	Joint Information Center
JOC	Joint Operations Center
LEP	Limited English Proficiency
LMD	Logistics Management Directorate
MAC	Mapping and Analysis Center
MANPADS	Man-portable Air Defense Systems
MC	Mass Care
MCC	Movement Coordination Center
MERS	Mobile Emergency Response Support
MO	Mission Objective
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MS	Mass Search and Rescue
NCC	National Coordinating Center

NCCIC	National Cybersecurity and Communications Integration Center
NCH	Natural and Cultural Resources and Historic Properties
NCIJTF	National Cyber Investigative Joint Task Force
NDMS	National Disaster Medical System
NEFRLS	National Emergency Family Registry and Locator System
NGA	National Geospatial Intelligence Agency
NGO	Nongovernmental Organization
NICC	National Infrastructure Coordinating Center
NICCL	National Incident Communications Conference Line
NIMS	National Incident Management System
NLC	National Logistics Coordinator
NLS	National Logistics System
NMRT	National Medical Response Team
NOAA	National Oceanic and Atmospheric Administration
NOC	National Operations Center
NPS	National Park Service
NRC	Nuclear Regulatory Commission
NRCC	National Response Coordination Center
NRF	National Response Framework
NSSE	National Special Security Event
NTAS	National Terrorism Advisory System
NTIA	National Telecommunications and Information Administration
NWS	National Weather Service
OC	Operational Communications
OCD	Operational Coordination
OFDA	Office of Foreign Disaster Assistance
OP	On-scene Security and Protection
OPA	Office of Public Affairs
OSC	On-scene Coordinator
OSHA	Occupational Safety and Health Administration
P	Planning
P/I	Process and Implementation
PI	Public Information and Warning
PICCL	Private Sector Incident Communications Conference Line

PIW	Public Information and Warning
POD	Point of Distribution
PPD	Presidential Policy Directive
PPE	Personal Protective Equipment
PRT	Planning and Response Team
PS	Public and Private Sector and Resources
PSMA	Pre-scripted Mission Assignment
R	Resources
RECC	Regional Emergency Communications Coordinator
RETCO	Regional Emergency Transportation Coordinator
RGC	Regional Geospatial Coordinator
RMG	Resource Management Group
RRCC	Regional Response Coordination Center
RSF	Recovery Support Function
RSS	Resources Support Section
S/A	Situational Awareness
S/PW	Social/Public Will
SA	Situational Assessment
SAM	Site Access and Mobility
SAR	Search and Rescue
SBA	Small Business Administration
SICCL	State Incident Communications Conference Line
SIOC	Strategic Information and Operations Center
SME	Subject Matter Expert
SNRA	Strategic National Risk Assessment
SSA	Sector-Specific Agency
THIRA	Threat and Hazard Identification and Risk Assessment
THU	Temporary Housing Unit
TMCG	Transportation and Management Coordination Group
TR	Critical Transportation
U.S.C.	U.S. Code
UCG	Unified Coordination Group
US&R	Urban Search and Rescue
USACE	U.S. Army Corps of Engineers

USAID	U.S. Agency for International Development
USCG	U.S. Coast Guard
USDA	U.S. Department of Agriculture
USGS	U.S. Geological Survey
VA	Department of Veterans Affairs
VAL	Voluntary Agency Liaisons
VOAD	Voluntary Organizations Active in a Disasters
WMD	Weapon of Mass Destruction

Annex Z: Distribution

Distribution, transmission, and destruction of the Response Federal Interagency Operational Plan (FIOP) will be in accordance with the Department of Homeland Security (DHS) Management Directive 11042.1, which is publically available. Questions pertaining to the distribution, transmission, or destruction of this FIOP or for information on how to obtain a copy of DHS Management Directive 11042.1 should be submitted in writing to the Federal Emergency Management Agency's National Planning Branch at response-planning@fema.dhs.gov.

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