



Region 10 All-Hazards Plan

Federal Emergency Management Agency

November 3, 2020



FEMA

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Message from the All-Hazards Plan Lead Planner

FEMA's mission is "Helping people before, during, and after disasters." To better fulfill our agency's mission in support of our state and tribal partners, FEMA Region 10 adopts and implements this *Region 10 All-Hazards Plan* (AHP).

The Region 10 AHP describes how Region 10 will conduct a scalable response and short-term recovery activities in response to incidents requiring federal support in Region 10. The objectives and tasks prescribed in this plan describe how Region 10 will conduct a whole community response that results in the stabilization of Community Lifelines, the restoration of basic services, and a return to community functionality and establishes an environment for a successful transition to long-term recovery.

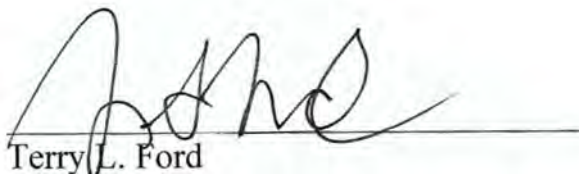
The Region 10 AHP provides the framework for all Region 10 response and short-term recovery activities. Future deliberate and adaptive planning efforts will leverage and elaborate on the strategies and tasks outlined in this plan. As hazard- or scenario-specific deliberate planning products are developed, they may become annexes under this Region 10 AHP.

This plan is the result of a collaborative effort among partners from across Region 10. When executed, engagement of the entire Region 10 emergency management team will be critical to accomplishment of the response and recovery missions. It is highly recommended that all Region 10 partners and stakeholders become familiar with this critical document.

The AHP is considered a 'living' document and will be continually refined and improved to meet the changing needs of emergency management stakeholders. We welcome your recommendations for corrections and improvements. Please send any recommendations to the Operational Planning Branch at:

FEMA Region 10
Attn: Operational Planning Branch Chief
130 228th St SW
Bothell, WA 98021

I appreciate and applaud the combined efforts of our federal and state partners as well as those in non-governmental agencies and the private sector who participated in the development of this plan.



Terry L. Ford
AHP Lead Planner
FEMA Region 10

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Record of Changes

Version	Date	Summary of Changes	Name

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1 *Situation*

1.1 *Purpose*

The *FEMA Region 10 All-Hazards Plan* (AHP) describes how Region 10 and its partners will respond to and recover from a wide variety of threats and hazards that may impact state and tribal governments. This AHP describes standard response and recovery processes using national capabilities and Region-specific considerations for an anticipated catastrophic event.

This AHP has been developed in accordance with the principles and concepts outlined in the *National Response Framework* (NRF), *National Disaster Recovery Framework* (NDRF), and the *Response and Recovery Federal Interagency Operations Plans* (FIOPs). It is the Region's principal guide for response and recovery operations. Whole community stakeholders, including federal departments and agencies, the private sector, and non-governmental organizations, will integrate their response and recovery actions for carrying out the critical missions described in this plan.

The Base Plan can be operationalized during an incident and can also be used as a reference document, for training, or to inform the development of state and tribal deliberate plans. The plan's annexes, especially Annex C (Operations), provide strategic guidance for Section Chiefs and Branch Directors on options and resources that can be adapted for an incident response.

1.2 *Scope*

This AHP is intended to be a scalable/flexible document for any type of event/incident. It is written for a Level II (moderate to major) and/or Level III (minor) event/incident. However, the principles outlined will also set the foundation for responding to a Level I (catastrophic) event/incident. The Regional AHP supports crisis action planning for the National Response Coordination Staff (NRCS), Regional Response Coordination Center (RRCC) Staff, and Incident Management Assistance Team (IMAT) or Unified Coordination Staff (UCS) responding to a Level II or Level III event. The plan promotes unity of effort by establishing a single plan to be executed at all levels of a FEMA response for a Level II or Level III hazard/threat.

This plan guides the federal operational approach to disasters with varying levels of complexity and describes the transition of responsibilities over time (i.e., operational phases, as described in Section 3.2 – Phased Approach). Operational conditions help to describe the complexity of the response and assist with selecting options for organizing and supporting the response.

1.3 *Regional Overview*

Region 10 has the largest land area of any FEMA Region and includes the states of Alaska, Washington, Idaho, and Oregon. Region 10 also has 271, or 47 percent, of the 573 federally recognized Indian tribes in the United States, including 229 in Alaska, 29 in Washington, 9 in Oregon, and 4 in Idaho. For a list of federally recognized tribes within Region 10, see Annex B of the *FEMA Region 10 Tribal Response Annex to the All-Hazards Plan*.

Region 10 is geographically diverse, containing forests, mountains, and coastal areas. Mountains bifurcate two of the states—Oregon and Washington, limiting transportation routes for resource movement in a response. Washington and Idaho both share a northern border with Canada, and Washington and Oregon border the Pacific Ocean to the west, limiting ingress/egress routes

mostly to southern and eastern approaches. Alaska is effectively an “island” in terms of a response, as it surrounded by ocean on three sides and shares an international border with Canada. The Region also spans three time zones: Mountain, Pacific, and Alaska.

Region 10 is home to some of the nation’s private sector giants, including Microsoft, Amazon, Google, and Boeing. The Region’s major infrastructure includes dams, such as the Grand Coulee Dam (which runs the world’s largest power station), natural gas lines, oil refineries, a decommissioned nuclear plant in Hanford, and the Columbia Generating Station (CGS), a commercial nuclear energy facility.

The Region’s total population encompasses 14.2 million residents, including 1.8 million persons with disabilities or access and functional needs, 2 million people over the age of 65, as well as tribal populations from the 271 federally recognized tribes in the Region. Population densities in the four Region 10 states are reflected in Figure 1 and Figure 2.

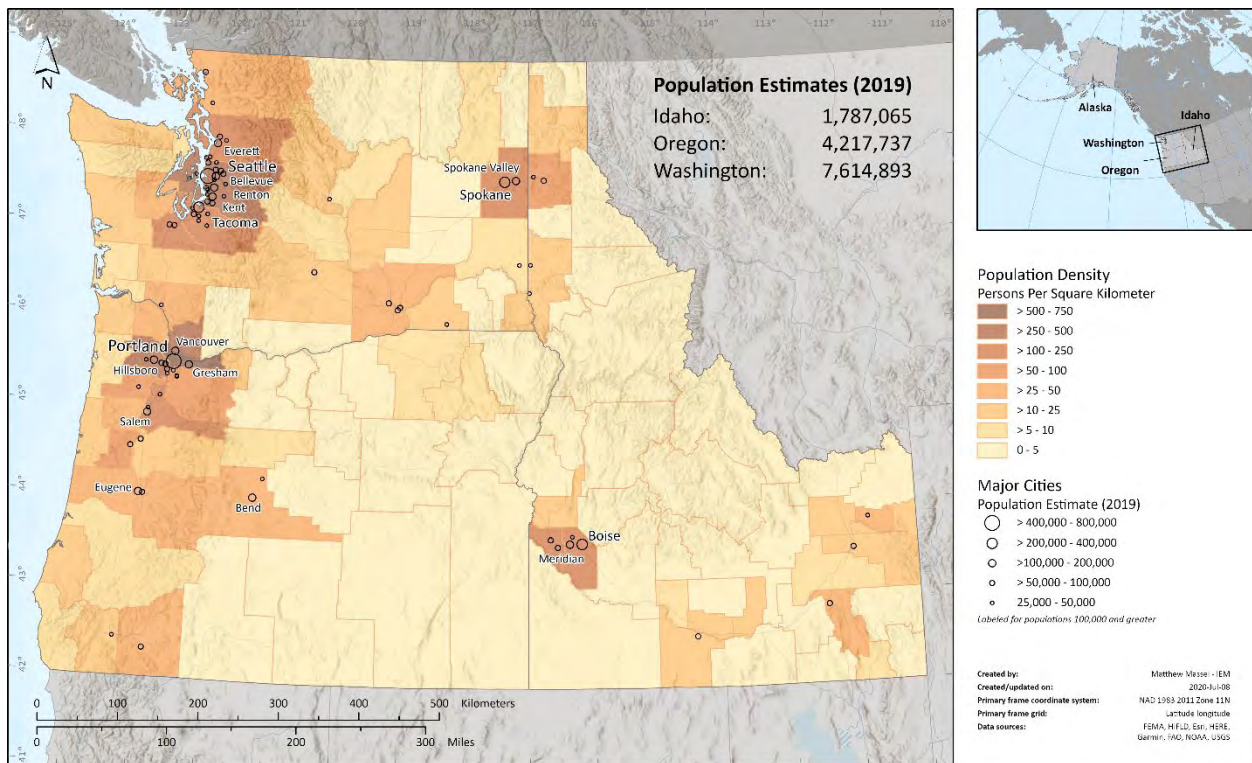


Figure 1: Population Densities in Washington, Oregon, and Idaho

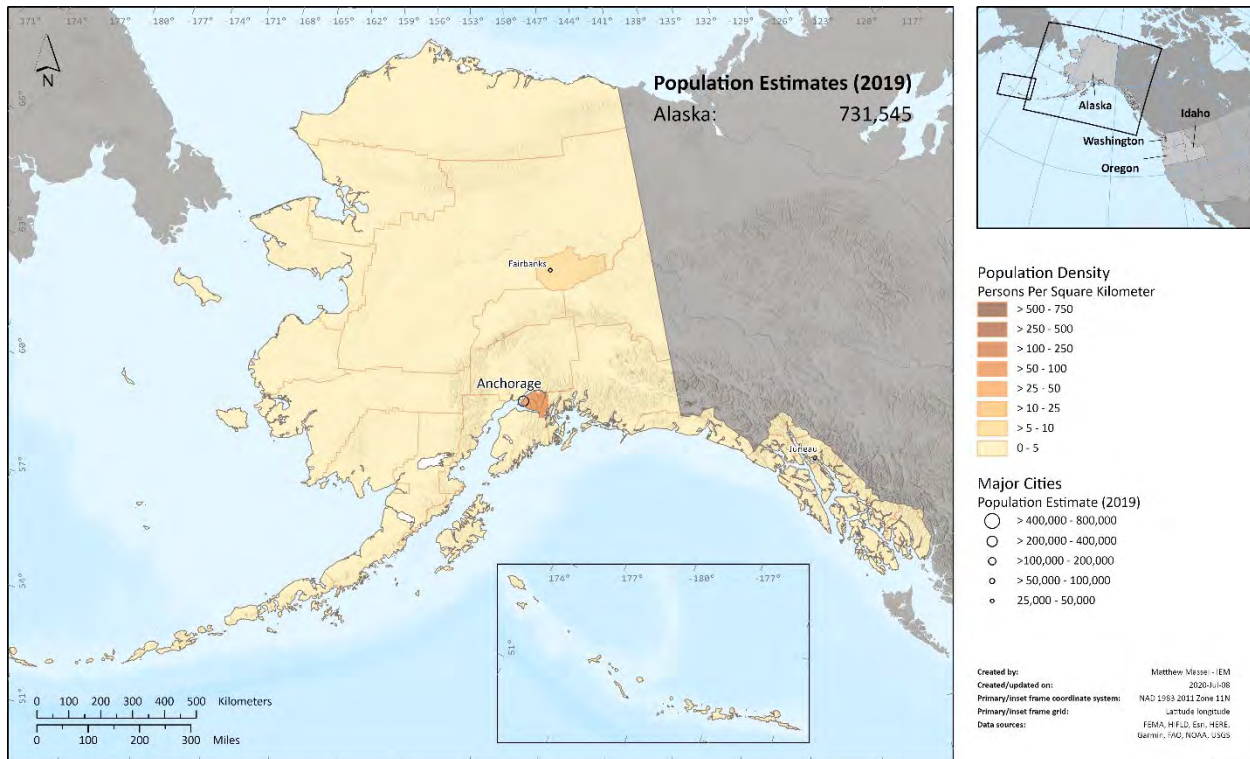


Figure 2: Population Densities in Alaska

1.4 Regional Threat and Hazard Overview

States within Region 10 face a wide range of natural, technological, and human-caused threats. The most frequent hazards are floods and severe weather events, including winter storms and ice events, which can cause widespread and long-lasting power outages that affect large areas. Wildland fires are also common.

1.4.1 Earthquakes

The most catastrophic natural hazard that could impact Region 10 is a major earthquake. Region 10 has two seismic zones—the Cascadia Subduction Zone, which is a fault zone just offshore from the West Coast of North America, and the Alaska-Aleutian Subduction Zone. The Seattle Fault also has the potential to create significant impacts. An earthquake of sufficient magnitude along any of these faults coupled with any resulting tsunami would likely cause significant losses of life and property in Alaska, Washington, and Oregon. Cascading effects would also be felt in nearby states, such as Idaho. Power lines, pipelines, and public works infrastructure would likely suffer severe damage, affecting all states in Region 10 as well as much of the rest of the country. (See the *Cascadia Subduction Zone Annex* [CSZ Annex] and the *Alaska Response Annex*.)

1.4.2 Volcanoes

Volcanoes are also a significant natural hazard in Region 10. Volcanoes of significance exist in the Cascade Mountain Range of Washington and Oregon and the Aleutian Island chain of Alaska. Of the active volcanoes in the United States rated as “high threat” by the United States Geological Survey (USGS), nine exist in the Cascade Range (five in Washington and four in Oregon).

The volcanoes in the Region have the capacity to produce significant hazards, such as pyroclastic flows consisting of extremely hot ash, gas, and rock; lahars or debris flows; and significant ash output. The most notorious past event was the eruption of Mt. St. Helens in Washington State, which experienced a massive lateral blast and significant ash emissions in March 1980.

The two most dangerous volcanoes in the Region are Mt. Rainier in the Seattle-Tacoma area of Washington and Mt. Hood in the Portland, Oregon, area. These volcanoes are particularly dangerous due to the dense population centers nearby. Population encroachment at these two volcanoes has been an increasing concern due to the serious impacts that could result if a major event were to occur.

Other volcano-related threats exist within the Region, including in Alaska, where several of the state's 130 volcanoes produce ash that periodically affects flight paths.

1.4.3 Cyber Security and Technological Hazards

Human-caused threats are also a concern in Region 10. Cyber security threats are an ever-evolving concern in most communities, with the potential for disrupting government services as well as other critical infrastructure and utilities that could leave the public without essential services.

Complex Coordinated Terrorist Attacks (CCTAs) have become an increasing concern as well, specifically for urban metropolitan areas, such as Seattle and Portland, and during special events. CCTAs can involve synchronized and independent team(s) at multiple locations, initiating attacks sequentially or in close succession with little or no warning and employing one or more weapons systems, such as firearms, explosives, fire as a weapon, and other non-traditional attack methodologies intended to result in large numbers of casualties.

Technological hazards of concern in Region 10 consist of those associated with transportation nodes and sites, the transportation of hazardous materials (HAZMAT) substances, and radiological hazards associated with nuclear power generation. Columbia Generating Station is the only nuclear power facility that produces power for the Region, but other sites do exist, such as those associated with military facilities. While such sites follow strict regulatory standards, the potential for a radiological event exists.

Hazards can also result from incidents affecting the petroleum and natural gas fuel lines that run throughout all four Region 10 states. These pose a threat if compromised in a natural event, technological event or accident, or human-caused terrorist attack.

Annex B provides more detail on Region 10 threats. Information was derived from state and tribal input and state Threat and Hazard Identification and Risk Assessments (THIRAs).

1.5 Planning Facts and Assumptions

To conduct operational planning, planning facts and assumptions must be described. Below are the facts and assumptions that shape the execution of actions included in this plan. Facts are statements of known data concerning the situation that can be substantiated. Assumptions consist of information accepted as true in the absence of facts: they are not predictions and are only used when facts are not available.

1.5.1 Facts

- Region 10 will oversee the federal response and recovery activities required in support of a Stafford Act declaration of an emergency or disaster within Region 10.
- States are primarily responsible for emergency preparedness but share responsibility with the Federal Government for national security preparedness and for responses to catastrophic natural and technological hazards.
- Region 10 encompasses four states and over 14.2 million residents and has an area of 815,727 square miles, representing 23 percent of the nation's total land area. The Region includes 35,819 miles of tidal shoreline in the Pacific Northwest and surrounding Alaska and its myriad islands.
- Washington, Idaho, and Alaska share an international border with Canada. Regional and state governments frequently coordinate with Canada on the movement of resources across the international border during incidents.
- Region 10 has a seasonal climate that ranges from very hot in the summer (in excess of 110°F in some areas) to exceptionally frigid, snowy winters, especially in Alaska, which sees temperatures of -70°F or lower.

1.5.2 Assumptions

- The public will expect that federal resources will come to the immediate aid of local and state governments to support emergency assistance needs.
- In a multi-state or multi-Region response, there could be an initial shortfall of FEMA and other federal agency staffing and resources. The RRCC staff will set overall incident priorities for the delivery of federal capabilities, working under Stafford Act authorities.
- The Department of Defense (DOD) will not be involved in a major conflict. (If the DOD were involved in a major conflict, the support and resources ordinarily available to FEMA would be severely degraded.)
- There may be simultaneous disasters occurring that require the adjudication of resources.
- The capability for FEMA Region 10 states to provide Emergency Management Assistance Compact (EMAC) support to other affected states could be limited in a Region-wide catastrophic event.
- HAZMAT releases or oil spills could affect one or more key transportation hubs and/or population areas.
- Medical facilities in affected areas that suffer structural damage may force patient evacuations.
- All affected counties/tribal nations will receive Presidential disaster declarations prior to or post impact.
- Local- and state-level emergency response personnel might be unable or unavailable to report for duty. Federal employees may also be affected.
- Vulnerable populations are less likely to be self-sufficient following the disaster.

- Some cities/towns are dependent on privately owned/operated critical infrastructure resources, including but not limited to fuel and power utilities, for the provision of critical services.
- Due to climate change, historical models may no longer accurately reflect current risk types, frequency, or severity described in the hazard and threat annexes of this plan.

1.6 Critical Considerations

Critical considerations are data points, such as circumstances or distinct Regional conditions, that must be considered before and during operations. They describe considerations that may cause the Region to deviate from typical operations as described in the Response, Recovery, and Mitigation FIOPs. Critical considerations should involve information of high consequence or be operationally significant.

- Emergencies can vary in scope and intensity, ranging from a small local incident with minimal damage to a multi-county disaster with extensive devastation and loss of life.
- In Region 10, emergencies and disasters are handled locally by first responders, emergency managers, and elected officials. The local emergency manager has the responsibility for coordinating emergency management programs and activities.
- Region 10 follows the NRF, which specifies that emergencies be managed at the local level, with state and federal support provided as requested. National response protocols, including the National Incident Management System (NIMS), will be followed when federal resources are activated.
- Whole community resources will be required in response operations. The private sector, non-governmental organizations (NGOs), and neighboring jurisdictions may support and be a part of the unified response. Region 10 works actively to maintain relationships with its states, tribes, and other partners to best support response operations. The Region maintains the operational readiness of its response coordination teams and Regional Response Coordination Center (RRCC).
- The State of Alaska has its own earthquake plan due to its unique terrain and topography. Resources from outside the affected area will require extended response times due to impacts to its transportation infrastructure, the massive size of the state, and the state's severe weather conditions. Response resources in the affected area may have limited capability and many impacted areas will be isolated.
- Region 10 currently has offices in the cities of Bothell and Lynnwood, Washington, as well as an Alaska Area Office in Anchorage. A no-notice event will impact the ability for staff to access or travel to facilities due to infrastructure damage and increased commute times. Response coordination may therefore require support from another Region or FEMA Headquarters (HQ).
- Personnel deployed by federal departments and agencies will require temporary housing, food, fuel, sanitation, and water during the response.
- All Region 10 state emergency management organizations are divided into varying regions, districts, zones, or conglomerates. (See Annex B for more information.)

1.6.1 Authorities

Stafford Act

This AHP does not alter or impede local, state, tribal, or federal partner entities from carrying out their specific authorities or performing their responsibilities under all applicable laws, executive orders, regulations, and directives. Nothing in this AHP is intended to interfere with the authorities of any department or agency regarding direction, conduct, control, planning, organization, equipment, training, exercises, or other activities.

This plan is applicable to FEMA Region 10 federal partner departments and agencies providing support under the Stafford Act and is intended to be consistent with U.S. laws, policies, and other related requirements. Not all response efforts fall under the Stafford Act, however.

Economy Act

The NRF states: Most incidents where the NRF serves as the foundational federal response doctrine will not result in a federally declared disaster under the Stafford Act. For example, pre-incident operations for hurricanes, responses to biological incidents, electric grid emergencies, oil spills, migration crises, public health emergencies, and a host of other threats and hazards may not receive a Presidential disaster declaration but still require a coordinated national response. For such non-Stafford Act incidents where the Federal Government is involved, the President may designate, or the federal agencies involved may agree to recognize, an agency to serve as the Lead Federal Agency (LFA) for the response. The LFA typically activates the response structures appropriate to its authorities. FEMA may support such non-Stafford Act emergencies/disasters as the LFA or as a Supporting Agency.

When directed by the President or requested by an agency head, FEMA's incident management capabilities may be used on a reimbursable basis under the Economy Act (48 CFR § 17.502-2) to support an LFA in carrying out the aforementioned responsibilities. FEMA may adjust the scale of its support to ensure execution of its statutory responsibilities.

Examples of past non-Stafford Act incidents for which FEMA Region 10 either activated its RRCC in part or in full or provided assets for response planning, situational awareness, personnel, or reporting include the following:

- 2017 Solar Eclipse
- 2017 Special Event Assessment Rating (SEAR) III Event – Portland Fleet Week (Enhanced Watch)
- 2011 Japanese Earthquake/Tsunami
- 2011 Unaccompanied Children Incident
- 2010 Canadian Olympics
- 2009 H1N1 Pandemic Flu Outbreak

FEMA Region 10 can anticipate providing a coordinated Economy Act presence at future events. The Region will follow Incident Command System (ICS) tenets, apply the task organization principles referenced in Annex A, and implement operations as outlined in Annex C, with funding provided for under the provisions of the Economy Act.

The NRF *Financial Management Support Annex* outlines additional procedures, assumptions, and responsibilities regarding non-Stafford Act resource requests, funding, and reimbursement provisions and provides a memorandum of agreement (MOA) template for mutual aid between federal departments and agencies.

International Response Coordination

The NRF *International Support Annex* specifies that the U.S. Department of State (DOS) will be the LFA for international affairs and coordination. FEMA's International Assistance System Concept of Operations (IAS CONOPS) document states the following:

FEMA, the DOS, and other federal agencies use the IAS CONOPS to manage the acceptance or request of international resources following a Stafford Act declaration.

The Federal Government only accepts commodities that can enter the country without significant regulatory agency oversight or inspection and that can readily be used. FEMA coordinates through the ESFs and with regulatory agencies to ensure assets are appropriate to be applied to the disaster and meet statutory or regulatory requirements.

This is particularly important in the cases of Canada and Mexico given shared borders, extensive critical infrastructure links, and cross-border assistance agreements. DOS and Department of Homeland Security (DHS) may also be required to assist private industry during a domestic incident by expediting specifically requested equipment, goods, or trained personnel to enter the United States and assist with efforts to restore critical services in a timely manner. Additional cooperation with Mexico and Canada related to cross-border infrastructure is also coordinated with DHS as provided by U.S. bilateral agreements with each country.

DOS advises and consults foreign governments on U.S. government actions being considered or immediately planned that may have immediate international impacts (e.g., travel restrictions, border/airspace/coastal closures, disease spread, medical response, quarantine, isolation, and risk communication). This is especially critical for countries bordering the United States.

DOS roles and responsibilities may include:

- Establishing a task force (TF);
- Communicating crisis response information through embassies/consulates;
- Advising/consulting on U.S. government actions (e.g., travel restrictions, border/airspace/coastal closures, disease spread, medical response, quarantines, isolation, and risk communications);
- Advising American citizens on safety/security;
- Providing situational awareness, including on family member security and impacts to businesses;
- Serving as liaison between foreign governments regarding projected consequences;
- Developing and implementing diplomatic and international public affairs and public diplomacy operations;
- Setting up a fund to receive donations and or formally accept or decline such offers on behalf of the U.S. government;

- Reviewing offers of foreign assistance, requesting foreign assistance, and providing technical and logistical assistance as described in the IAS CONOPS;
- Facilitating commodity movement through already established mutual aid and assistance agreements with foreign corporations;
- Providing coordination with federal international affairs offices; and
- Providing various and multiple additional roles, responsibilities, and tasks in conjunction with ESF partners.

1.6.2 References

Federal Statutes

- Americans with Disabilities Act (ADA) (Pub. Law 110-325)
- Department of Veteran Affairs Emergency Preparedness Act of 2002 (Pub. Law 107-287)
- Emergency Federal Law Enforcement Assistance Act (34 U.S. Code [U.S.C.] Ch. 501; 42 U.S.C. Ch. 111)
- Federal Power Act (16 U.S.C. §§ 791a-828c, 10 Code of Federal Regulations [CFR] § 205.370)
- Homeland Security Act of 2002 (Pub. Law 107-296)
- Military Support for Civilian Law Enforcement Agencies (10 U.S.C., Ch. 18)
- National Emergencies Act of 1976 (50 U.S.C. §§ 1601-1651)
- National Environmental Policy Act (Pub. Law 91-190, 42 U.S.C. § 4321, §§ 4331-4335)
- National Historic Preservation Act (Pub. Law 89-665; 16 U.S.C. § 470 et seq.)
- National Oil and Hazardous Substances Pollution Contingency Plan (40 CFR 300)
- Occupational Safety and Health Act of 1970 (Pub. Law 91-596, as amended)
- Pandemic and All-Hazards Preparedness Act (Pub. Law 109-417)
- Pets Evacuation and Transportation Standards Act of 2006 (Pub. Law 109-308)
- Post-Katrina Emergency Management Reform Act of 2006 (Pub. Law 109-295)
- Public Health Service Act (42 U.S.C. § 201 et seq.)
- Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. § 5121)
- Emergency Management and Assistance (44 CFR)
- Small Business Act (15 U.S.C. §§ 631-651e)
- Disaster Recovery Reform Act (DRRA) of 2018 (Division D of Pub. Law 115-254)

Executive Orders and Presidential Directives

- Executive Order 12196 – Occupational Safety and Health Programs for Federal Employees
- Executive Order 12472 – Assignment of National Security and Emergency Preparedness Telecommunications Functions
- Executive Order 12656 – Assignment of Emergency Preparedness Responsibilities
- Executive Order 13175 – Consultation and Coordination with Indian Tribe Governments
- Homeland Security Presidential Directive (HSPD) 5 – Management of Domestic Incidents (February 2003)
- HSPD-7 – Critical Infrastructure Identification, Prioritization, and Protection (December 2003)
- HSPD-8 – National Preparedness (December 2003)
- HSPD-21 – Public Health and Medical Preparedness (October 2007)
- Presidential Policy Directive (PPD) 8 – National Preparedness

Other References

- 2012-2013 Operational Guidance and Metrics Memorandum, Office of Response and Recovery (October 16, 2012)
- Catastrophic Incident Search and Rescue Addendum to the National Search and Rescue Manual (August 2008)
- Comprehensive Preparedness Guide (CPG) 101 (December 2011)
- FEMA Strategic Plan 2018-2022 (March 15, 2018)
- FEMA Incident Management Handbook, FEMA Publication B-761 (November 2017)
- National Response Framework (NRF) Operational Draft, Fourth Edition (June 2019)
- National Response Framework (NRF), Third Edition (June 2016)
- NRF Catastrophic Incident Annex (NRF-CIA) (November 2008)
- National Disaster Recovery Framework (NDRF), Second Edition (June 2016)
- National Incident Management System (NIMS), Third Edition (October 2017)
- FEMA Operational Planning Manual (FOPM) (June 2014)
- National Infrastructure Protection Plan (NIPP) (2013)
- National Preparedness Goal (NPG), Second Edition (September 2015)
- National Search and Rescue Plan of the United States (2007)
- FEMA Region 10 Regional Response Coordination Center (RRCC) Standard Operating Procedures (Draft) (TBD)

- FEMA Region 10 Continuity Plan (December 15, 2017)
- National Interoperability Field Operations Guide (NIFOG)
- Pacific Northwest Emergency Management Agreement (PNEMA)
- JFO Lifecycle Transitions CONOPS
- R10 IMAT Mobilization Guide
- FEMA Personnel Mobilization Standard Operating Procedure (PM SOP)
- FEMA Delegation of Authority to Regional Administrators: FDA 0106-01 (March 2, 2016)
- FEMA Manual 1430.1 – Reasonable Accommodation for the Federal Emergency Management Agency (August 22, 2001)
- FEMA Deployment Guide (Draft) (April 2018)
- FEMA Cadre Management Guide (October 2014)
- Functions of the Incident Workforce Cadres & Position Descriptions (September 2014)
- Preliminary Damage Assessment SOP
- Deployment Support Program for Employees and Supervisors
- FEMA Recovery FIOP
- National Security Strategy of the United States of America (December 2017)

2 Mission

2.1 Mission Statement

FEMA Region 10 coordinates the response, recovery, and mitigation actions of whole community stakeholders to help affected populations before, during, and after disasters.

2.2 Senior Leaders' Intent

Provide a coordinated and rapid whole community response to any incident requiring federal support in order to save lives, alleviate human suffering, minimize property damage, and stabilize Community Lifelines.

2.3 End State

Complete all lifesaving operations and sustain Community Lifeline stabilization, thereby setting the conditions for long-term recovery.

2.4 Community Lifelines

A Community Lifeline represents a set of indispensable services that enable the continuous operation of critical business and government functions considered essential for maintaining human health and safety and economic security. During steady-state operations, lifeline activities are provided by public, private, and non-profit entities within a community. In a response,

stabilizing lifelines is the highest priority, as their disruption may result in immediate threats to life and property. Decision makers must rapidly determine the incident’s scope, complexity, and interdependent impacts. The Community Lifeline construct is used to help focus response actions on incident stabilization. The continuous monitoring of the status of these lifelines helps establish the highest priorities and most complex issues requiring resolution.

FEMA has identified seven Community Lifelines, each comprising multiple components and subcomponents that represent the general scope of services provided within that lifeline and the areas of potential community impact/restoration need. Figure 3 lists Community Lifelines and their components.

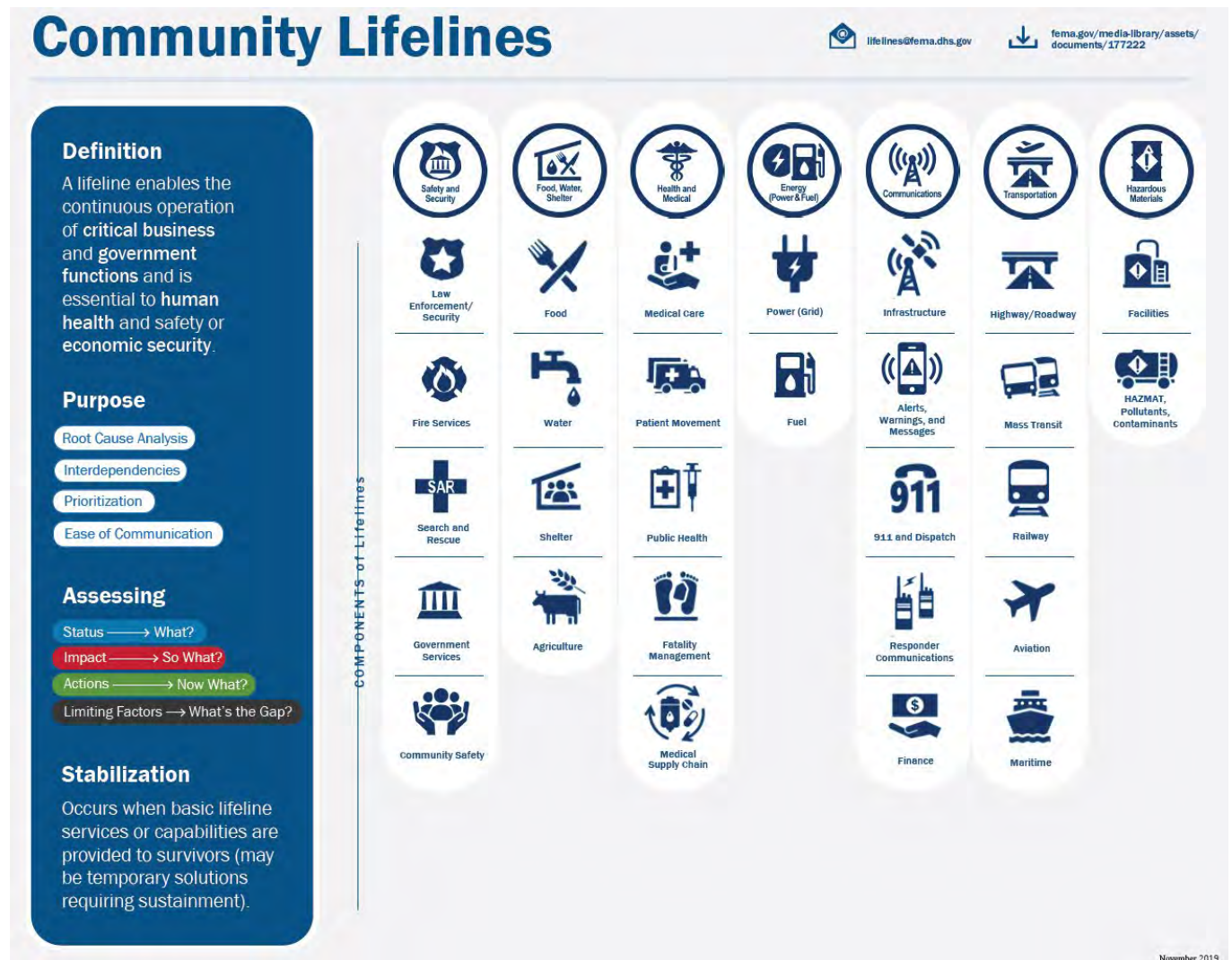


Figure 3: FEMA Community Lifelines and Their Components

2.4.1 Community Lifeline Components, Subcomponents, and End States

A dynamic stabilization target—desired end state—is created for each lifeline during the deliberate planning process (see Table 1) and then modified on a per-incident basis to match incident circumstances.

The target should be created collaboratively with key stakeholders that include the following:

- Local response personnel
- State response personnel
- Executive officials of the affected state(s)/tribe(s)
- FEMA Region and/or national personnel
- Other federal response personnel

Table 1: Safety and Security Community Lifeline End State and Components

Lifeline	Federal End State
<p>Safety and Security</p>	<p>Threats to life safety are diminished for all response personnel and impacted communities. Federal assets are no longer required to conduct SAR operations. Government buildings are accessible and open with adequate staffing.</p>
<pre> graph TD A[Safety and Security] --> B[Law Enforcement/Security] A --> C[Fire Service] A --> D[Search and Rescue] A --> E[Government Service] A --> F[Community Safety] B --> B1[Police Stations] B --> B2[Law Enforcement] B --> B3[Site Security] B --> B4[Correctional Facilities] C --> C1[Fire Stations] C --> C2[Firefighting Resources] D --> D1[Local Search and Rescue] E --> E1[Emergency Operation Centers] E --> E2[Essential Government Functions] E --> E3[Government Offices] E --> E4[Schools] E --> E5[Public Records] E --> E6[Historic/Cultural Resources] F --> F1[Flood Control] F --> F2[Other Hazards] F --> F3[Protective Actions] </pre>	

Table 2: Food, Water, Shelter Community Lifeline End State and Components

Lifeline	Federal End State
<p>Food, Water, Shelter</p>	<p>Re-entry to affected areas is allowed. Commercial grocery distribution and food banks are accessible and open. Congregate shelters are closed. Public water and wastewater utilities are providing services to the community (does not include private water or sewer systems such as wells or septic). Temporary home repair programs are initiated.</p>

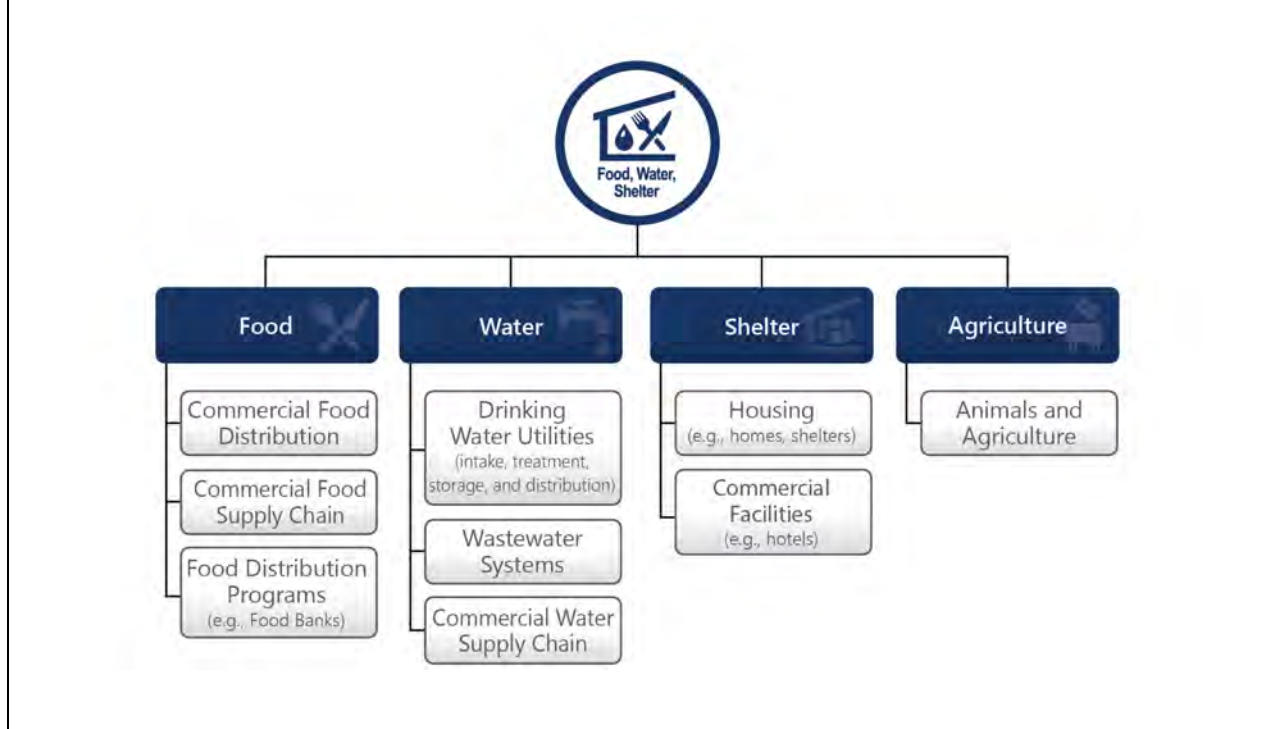


Table 3: Health and Medical Community Lifeline End State and Components


Lifeline	Federal End State
<p align="center">Health and Medical</p>	<p>Hospitals and healthcare facilities have sustainable power and potable water systems. EMS services are capable of responding to emergencies organically. Veterinary triage is complete. Fatality collection is complete. Health and social services facilities and public health services are accessible. Health assessments are complete.</p>
<div style="text-align: center;">  </div> <div style="display: flex; justify-content: space-around;"> <div style="width: 18%;"> <p align="center">Medical Care</p> <ul style="list-style-type: none"> Hospitals Dialysis Pharmacies Long-Term Care Facilities VA Health System Veterinary Services Home Care </div> <div style="width: 18%;"> <p align="center">Patient Movement</p> <ul style="list-style-type: none"> Emergency Medical Services </div> <div style="width: 18%;"> <p align="center">Fatality Management</p> <ul style="list-style-type: none"> Mortuary and Post-Mortuary Services </div> <div style="width: 18%;"> <p align="center">Public Health</p> <ul style="list-style-type: none"> Epidemiological Surveillance Laboratory Clinical Guidance Assessment/Interventions/Treatments Human Services Behavioral Health </div> <div style="width: 18%;"> <p align="center">Medical Supply Chain</p> <ul style="list-style-type: none"> Blood/Blood Products Manufacturing <ul style="list-style-type: none"> Pharmaceutical Device Medical Gases Distribution Critical Clinical Research Sterilization Raw Materials </div> </div>	

Table 4: Energy Community Lifeline End State and Components

Lifeline	Federal End State
<p>Energy (Power & Fuel)</p>	<p>Critical facilities are operational for lifesaving and life-sustaining activities. Fuel distribution is available for responder vehicles and for spot generation at critical facilities. Commercial fuel stations are operational. Stable power is being provided through distribution sites and substations.</p>
<pre> graph TD Root((Energy (Power & Fuel))) Root --- PG[Power Grid] Root --- Fuel[Fuel] PG --- GS[Generation Systems] PG --- TS[Transmission Systems] PG --- DS[Distribution Systems] Fuel --- RFP[Refineries/ Fuel Processing] Fuel --- S[Storage] Fuel --- P[Pipelines] Fuel --- FDC[Fuel Distribution (e.g., gas stations, fuel points)] Fuel --- OOP[Off-shore Oil Platforms] </pre>	

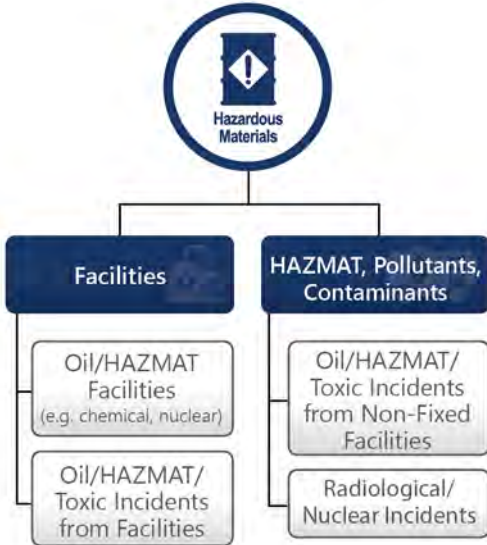
Table 5: Communications Community Lifeline End State and Components

Lifeline	Federal End State
<p>Communications</p>	<p>Commercial communications services are re-established with sustainable power. 911 services are available. The emergency response community is able to communicate over interoperable voice and data communications systems.</p>
<pre> graph TD Root((Communications)) --- I[Infrastructure] Root --- AW[Alerts, Warnings, and Messages] Root --- 911[911 and Dispatch] Root --- RC[Responder Communications] Root --- F[Finance] I --- I1[Wireless] I --- I2[Cable Systems and Wireline] I --- I3[Broadcast TV and Radio] I --- I4[Satellite] I --- I5[Data Centers/Internet] AW --- AW1[Local Alert/Warning Ability] AW --- AW2[Access to IPAWS WEA, EAS, NWR] AW --- AW3[NAWAS Terminals] 911 --- 911_1[Public Safety Answering Points] 911 --- 911_2[Dispatch] RC --- RC1[LMR Networks] F --- F1[Banking Services] F --- F2[Electronic Payment Processing] </pre>	

Table 6: Transportation Community Lifeline End State and Components

Lifeline	Federal End State
<p>Transportation</p>	<p>Multi-modal routes (air, rail, road, port) are clear of debris and are accessible by normal or alternate routes. Pipelines are providing supplies for both electrical generation and home heating. Mass transit has been restored in metropolitan areas.</p>
<pre> graph TD Root((Transportation)) Root --- H[Highway/Roadway /Motor Vehicle] Root --- MT[Mass Transit] Root --- R[Railway] Root --- A[Aviation] Root --- M[Maritime] H --- H1[Roads] H --- H2[Bridges] MT --- MT1[Bus] MT --- MT2[Rail] MT --- MT3[Ferry] R --- R1[Freight] R --- R2[Passenger] A --- A1["Commercial (e.g. cargo/passenger)"] A --- A2[General] A --- A3[Military] M --- M1[Waterways] M --- M2["Ports and Port Facilities"] </pre>	

Table 7: Hazardous Materials Community Lifeline End State and Components

Lifeline	Federal End State
Hazardous Materials	Health and safety hazard assessments are complete. Wastewater and solid waste issues are identified and contained. Oil and hazardous substance spills and releases are identified, responsible parties are engaged, and a command structure is established, taking into account other federal agency (OFA) statutory authorities.
 <p>The diagram illustrates the components of the Hazardous Materials lifeline. At the top is a circular icon with a hazard symbol and the text 'Hazardous Materials'. Below this, the lifeline is divided into two main categories: 'Facilities' and 'HAZMAT, Pollutants, Contaminants'. Under 'Facilities', there are two sub-categories: 'Oil/HAZMAT Facilities (e.g. chemical, nuclear)' and 'Oil/HAZMAT/ Toxic Incidents from Facilities'. Under 'HAZMAT, Pollutants, Contaminants', there are two sub-categories: 'Oil/HAZMAT/ Toxic Incidents from Non-Fixed Facilities' and 'Radiological/ Nuclear Incidents'.</p>	

2.4.2 Determining Lifeline Status

Once situational awareness is attained post-disaster, response leaders at all levels determine the condition of the lifelines and their components. The status of each lifeline is informed by situational awareness reports, impact assessments, and information from partners across the public, private, and non-profit sectors. Lifeline conditions represent a snapshot in time for an operational period.

Lifeline conditions are assessed from the perspective of the impacted community and individual disaster survivors in terms of how services are received and the vulnerability of maintaining and sustaining service delivery.

Applying the following questions regarding the incident is critical in determining the status of a lifeline and its components:

- Did the incident disrupt services to survivors provided by component capabilities?
- What is the extent of the disruption and impact on the response and survivors?
- Has a solution to the disruption been identified?
- Has that solution been converted into a plan of action?

- Has that plan of action been resourced?
- Are there limiting factors that are preventing stabilization? To what extent are they degrading services?
- Have services for survivors been stabilized? If not, how long to reach stabilization?
- Are there contingency solutions that are enabling stabilization? How long will these solutions be used to sustain stabilization?
- Have circumstances changed since the lifeline/component was last assessed?

Understanding the incident situation relative to desired outcomes is foundational to successful response operations. Understanding projected or actual impacts to lifeline services at the beginning of an operation is the first step towards developing effective solutions and scoping operational requirements.

Lifeline Component Analysis

Lifelines must be assessed at the component level to understand what services are impacted by a disaster. Lifeline components can be analyzed using six assessment categories (see Table 8), which capture Essential Elements of Information (EIs) for response decision makers.

Table 8: Lifeline Component Analysis

Category	Description
Component	Identify the impacted component(s) of the specific Community Lifeline and any key elements and EIs within the component(s).
Status <i>(What?)</i>	Summarize the root cause(s) of disruption to services provided through the Community Lifeline. (Status information should clarify why each applicable component is not stable.)
Impacts <i>(So What?)</i>	Explain the disaster’s impacts on specific communities, disaster survivors, and response operations. Detail how the survivor experience and response operations will improve if components are stabilized. Summarize the impacted areas and total populations affected.
Actions <i>(Now What?)</i>	Describe the actions being taken to stabilize and re-establish the disrupted services. Summarize the most critical actions being taken across the whole community.
Limiting Factors <i>(What’s the Gap?)</i>	Outline issues that are preventing services from being stabilized or re-established (issues can stem from another lifeline/component, resource shortfall, management, policy, etc.).
Estimated Time to Status Change or to Re-establishment Requirements Being Met <i>(When?)</i>	Provide current condition of component(s) or an estimated timeframe for when a change in condition is expected.

The following component status categories reflect the condition of services within a particular Community Lifeline:

Category 1 – Disrupted with no solution identified

Category 2 – Disrupted but a known time to resolution is identified

Category 3 – Stabilized by contingency response solutions

Category 4 – Re-established by temporary repairs to organic lifeline service providers

Category 5 – Re-established by permanent restoration to organic lifeline service providers or was not impacted by the disaster

Community Lifeline Reporting

FEMA uses the Community Lifeline construct to facilitate reporting on the status of the response and the condition of services within affected communities.

Currently, FEMA’s Community Lifeline reporting products use three different colors to indicate status level: red, yellow, and green. Green indicates stabilization of the lifeline. As such, any assessment that falls into categories 3 through 5 above should appear as green in operational reporting. The flowchart in Figure 4 provides an example of how responders might think through assigning a category/color to the status of a lifeline/component.

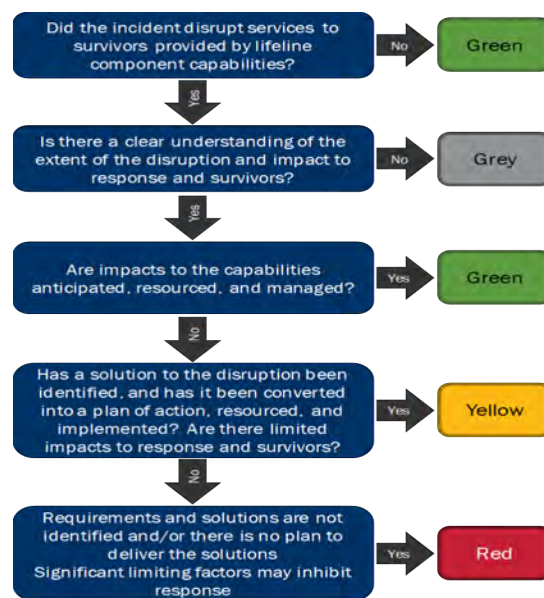


Figure 4: Lifeline Status Flowchart

2.4.3 Lifeline Stabilization

Lifeline stabilization occurs when immediate threats to life and property are anticipated, resourced, and managed and basic lifeline services are available to survivors. The stabilization process is dynamic and may require sustained resources and continuous evaluation. (Restoration, on the other hand, implies a permanent re-establishment of critical infrastructure.)

Lifelines do not cover all aspects of a community affected by an incident, such as impacts to the local economy. However, since lifelines enable all other activity within a community to occur, stabilizing the seven lifelines will enable the resumption of other critical life-sustaining community activity, such as social programs and economic and commercial activity.

Efforts to restore critical infrastructure and services within a community will occur concurrently with disaster response operations, but it is likely that lifeline response solutions must remain in place until a community’s organic mechanisms for providing lifeline services are re-established.

2.5 Lines of Effort (LOEs)

A Line of Effort (LOE) is a focused area of critical action that is required for stabilizing or restoring a specific Community Lifeline. Lifelines therefore identify the source of service instability while LOEs address the specific solutions required to resolve lifeline instability.

LOEs are activities that a state, tribe, or territory can ask FEMA and the federal interagency to support to fill their capability gaps in managing the consequences of an incident. (The LOE tabs in Annex C and Annex D describe each LOE’s mission set—critical milestones (Intermediate Objectives), concepts, and resources—for providing federal support for the stabilization of the Community Lifelines.)

LOEs are predicated on initiating conditions that prompt a request for federal assistance. Federal support for an LOE concludes when the federal LOE end state is achieved. (The purpose and end state for each LOE are listed in Table 9.)

Table 9: LOE Purposes and End States

Line of Effort	Purpose	End State
Commodity Distribution	Coordinate support for the distribution of resources at appropriate sites (State Staging Areas [SSAs], Commodity Points of Distribution [C-PODs], etc.).	Commodity distribution is no longer required; private sector distribution systems are re-established.
Preliminary Damage Assessment	State or tribal governments request joint Preliminary Damage Assessments (PDAs).	Decision is made as to whether to request a disaster declaration.
Debris Management	Provide federal assistance to support clearance, removal, and disposal of debris that impacts the emergency response and community functionality.	Debris no longer poses an immediate threat to lives, public health, or safety; the immediate threat of significant damage to public or private property has been eliminated; debris does not impact the economic recovery of affected areas.
Emergency Repairs or Augmentation to Infrastructure	Provide federal assistance for the temporary support of eligible critical facilities that are degraded and where alternative sites are insufficient.	Temporary repairs or alternate approaches are in place, stabilizing critical infrastructure and providing minimum required functionality; a plan for permanent repairs is in place.

Line of Effort	Purpose	End State
Evacuation, Reception, Re-Entry, and Return	Assist individuals in need of general evacuation support in departing the disaster area through whole-of-government coordination.	Safe evacuation and subsequent re-entry of survivors are complete and federal resources are no longer required.
Fatality Management	Provide decedent remains recovery, processing, and temporary storage as well as victim identification and counseling to the bereaved.	All disaster-related fatalities are recovered, identified, and provided temporary mortuary solutions; information to reunify family members and caregivers with decedents is shared; counseling is provided to the bereaved.
Hazardous Waste	Provide federal assistance to support the response to sustained, widespread, and significant environmental, safety, and health hazards.	Oil and hazardous substance release cleanup operations are complete and contaminated debris is identified and disposed of properly.
Healthcare Systems Support	Provide federal assistance to support healthcare systems that are unable to provide patient services.	Healthcare delivery systems are able to meet community patient care needs without the support of federal resources.
Mass Care – Food and Water	Support food and water operations for the impacted populations.	Federal assistance is no longer required to support food and water distribution.
Medical Transportation	Provide federal assistance for the support of Emergency Medical Services (EMS) transport.	Medical systems are able to meet patient transportation requirements without federal support.
Natural and Cultural Resource Protection and Restoration	Ensure compliance with pertinent laws, regulations, and executive orders.	Natural and cultural resources and historic properties are evaluated, protected, and/or restored.
Private Sector Coordination	Provide federal assistance in support of private sector operations; help infrastructure owners and operators, businesses, and their government partners coordinate cross-sector operations.	Private sector is supporting survivor-centric requirements without federal intervention; collaboration and information sharing is established with the private sector, allowing for business-led restoration and long-term recovery efforts.
Public Information and Warning	Coordinated, timely, precise, and actionable information is shared with survivors and partners	Federal assistance is no longer required to support states and/or tribes in informing the public.
Resource Staging	Coordinate support for the sourcing and staging of federal resources at Federal Staging Areas (FSAs) and Incident Support Bases (ISBs).	Resources are sourced and positioned in staging areas; commodities are ready for distribution.

Line of Effort	Purpose	End State
Responder Security and Protection	Support, establish, and sustain responder and facility protection.	Federal capabilities are no longer required to provide a safe and secure environment for responders.
Restoration of Public Infrastructure	Provide federal assistance to support the repair and restoration of critical infrastructure.	Permanent repairs to critical infrastructure have begun and estimated completion dates are established.
Search and Rescue	Provide federal assistance to support search and rescue (SAR) operations.	Survivors in impacted areas are located, rescued, and transported to safety.
Sheltering Operations	Support sheltering operations for impacted populations.	Federal assistance is no longer required to support sheltering.
Temporary Emergency Power	Implement temporary emergency power generation to support mission-essential operations and critical facilities.	Utility power and/or facility generation has been restored to critical infrastructure, systems and services are available to the community, emergency spot power generation is no longer needed.
Temporary Housing (Repair, Rental Assistance, Direct Housing)	Provide temporary housing solutions to eligible survivors.	All eligible survivors are provided relocation assistance and/or interim housing solutions.

Between the initiating conditions and end state for each LOE are the key tasks (Intermediate Objectives) that must be undertaken to achieve the LOE end state. (Intermediate Objectives for each LOE are listed in the applicable tab of Appendix C-2 or Appendix D-4.)

2.6 Relationships Between Community Lifelines, LOEs, Core Capabilities, and ESFs/RSFs

Community Lifelines provide a means for framing incident information to provide decision makers with a high-level overview of incident impacts and root causes. This construct maximizes the effectiveness of federally supported, state-managed, and locally executed response operations.

LOEs represent the targeted areas of action, along with their mission sets, that must be completed in order to achieve stabilization within each Community Lifeline.

Core Capabilities are a means of grouping the capabilities of ESFs/RSFs and other response and recovery stakeholders to achieve the missions of the LOEs and thereby stabilize the lifelines and accelerate recovery. Core Capabilities are not exclusive to any single government or organization, but rather require the combined efforts of whole community stakeholders.

ESFs and RSFs are the response and recovery stakeholders that deliver the services, resources, and assets of the Core Capabilities to achieve the outcomes required for stabilizing lifelines and accelerating recovery.

Table 10 provides a crosswalk of the Community Lifelines and their associated Core Capabilities, while Figures 5 through 11 provides crosswalks between the LOEs, Core Capabilities, and ESFs/RSFs that comprise each Community Lifeline.

Table 10: Community Lifelines and Their Related Response Core Capabilities

Community Lifeline	Related Response Core Capabilities*
Safety and Security	<ul style="list-style-type: none"> ▪ On-scene Security, Protection, and Law Enforcement ▪ Fire Management and Suppression ▪ Mass Search and Rescue Operations ▪ Public Health, Healthcare, and Emergency Medical Services ▪ Environmental Response/Health and Safety
Food, Water, Shelter	<ul style="list-style-type: none"> ▪ Mass Care Services ▪ Logistics and Supply Chain Management
Health and Medical	<ul style="list-style-type: none"> ▪ Public Health, Healthcare, and Emergency Medical Services ▪ Fatality Management Services ▪ Environmental Response/Health and Safety ▪ Logistics and Supply Chain Management ▪ Mass Care Services
Energy (Power & Fuel)	<ul style="list-style-type: none"> ▪ Logistics and Supply Chain Management
Communications	<ul style="list-style-type: none"> ▪ Operational Communications ▪ Public Information and Warning
Transportation	<ul style="list-style-type: none"> ▪ Critical Transportation
Hazardous Materials	<ul style="list-style-type: none"> ▪ Environmental Response/Health and Safety

* In addition to the Community Lifeline-specific Core Capabilities noted above, all Community Lifelines are also served by the following five Core Capabilities: Planning, Public Information and Warning, Operational Coordination, Situational Assessment, and Infrastructure Systems.

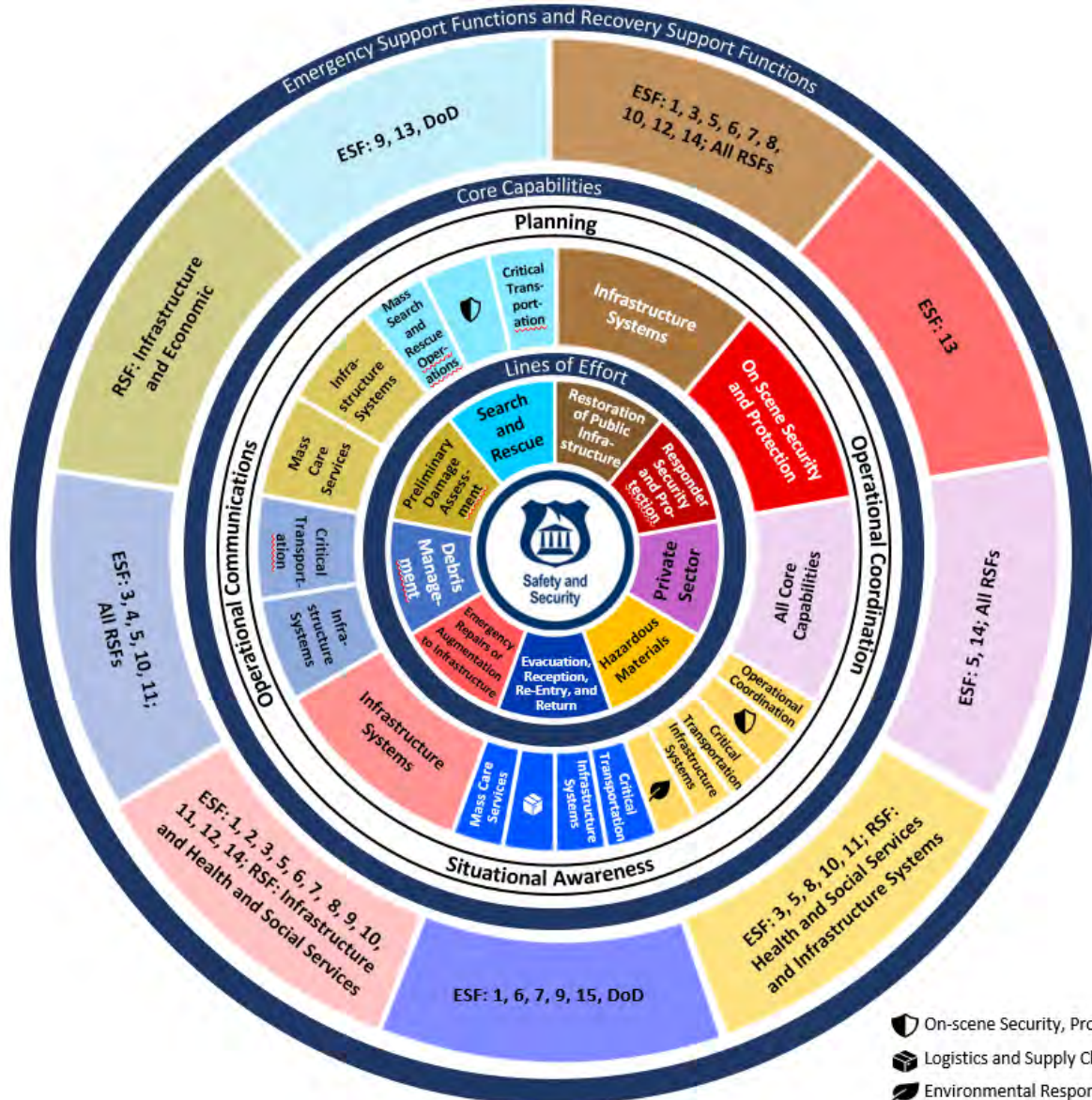


Figure 5: Safety and Security Community Lifeline Crosswalk

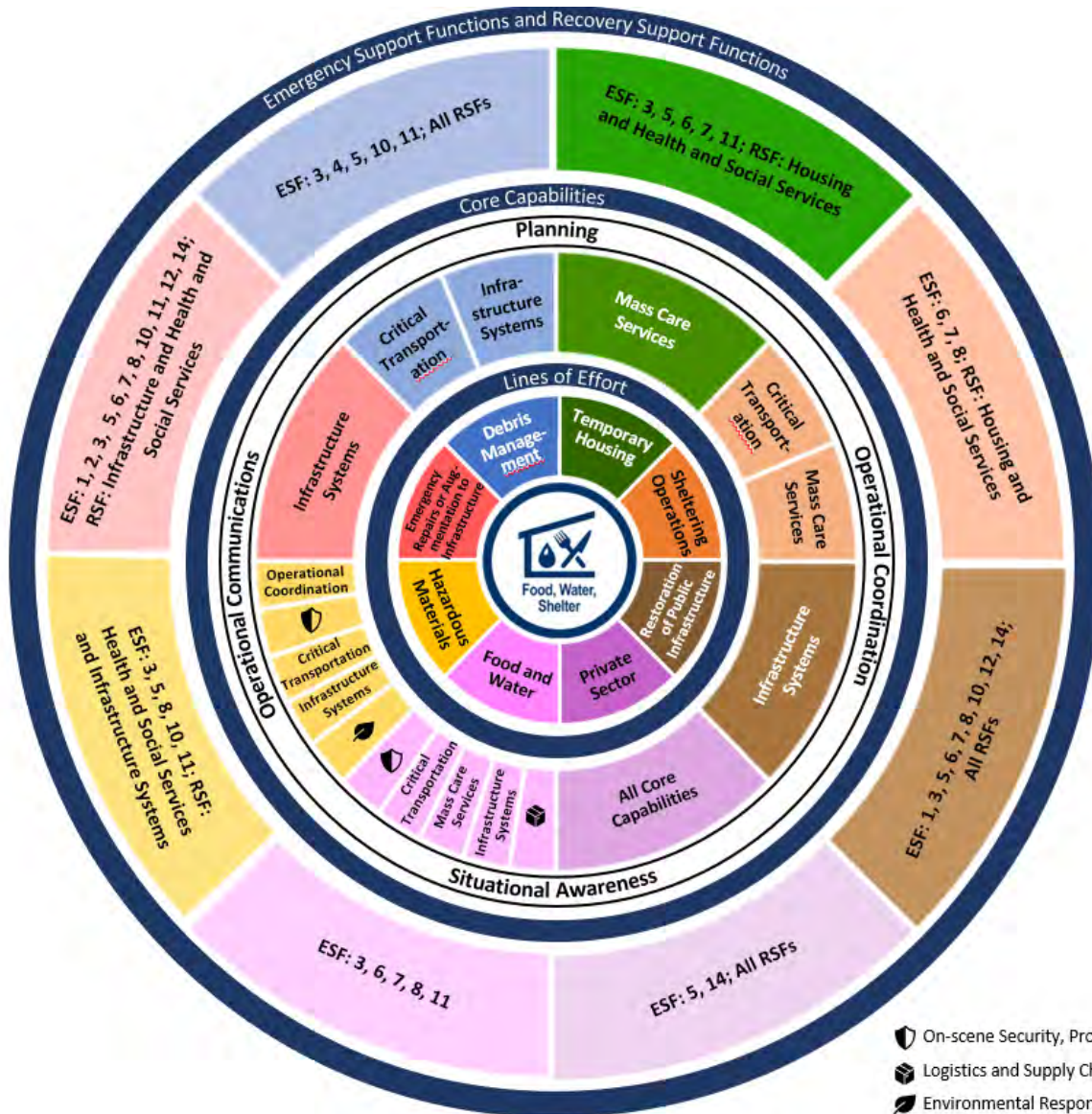


Figure 6: Food, Water, Shelter Community Lifeline Crosswalk

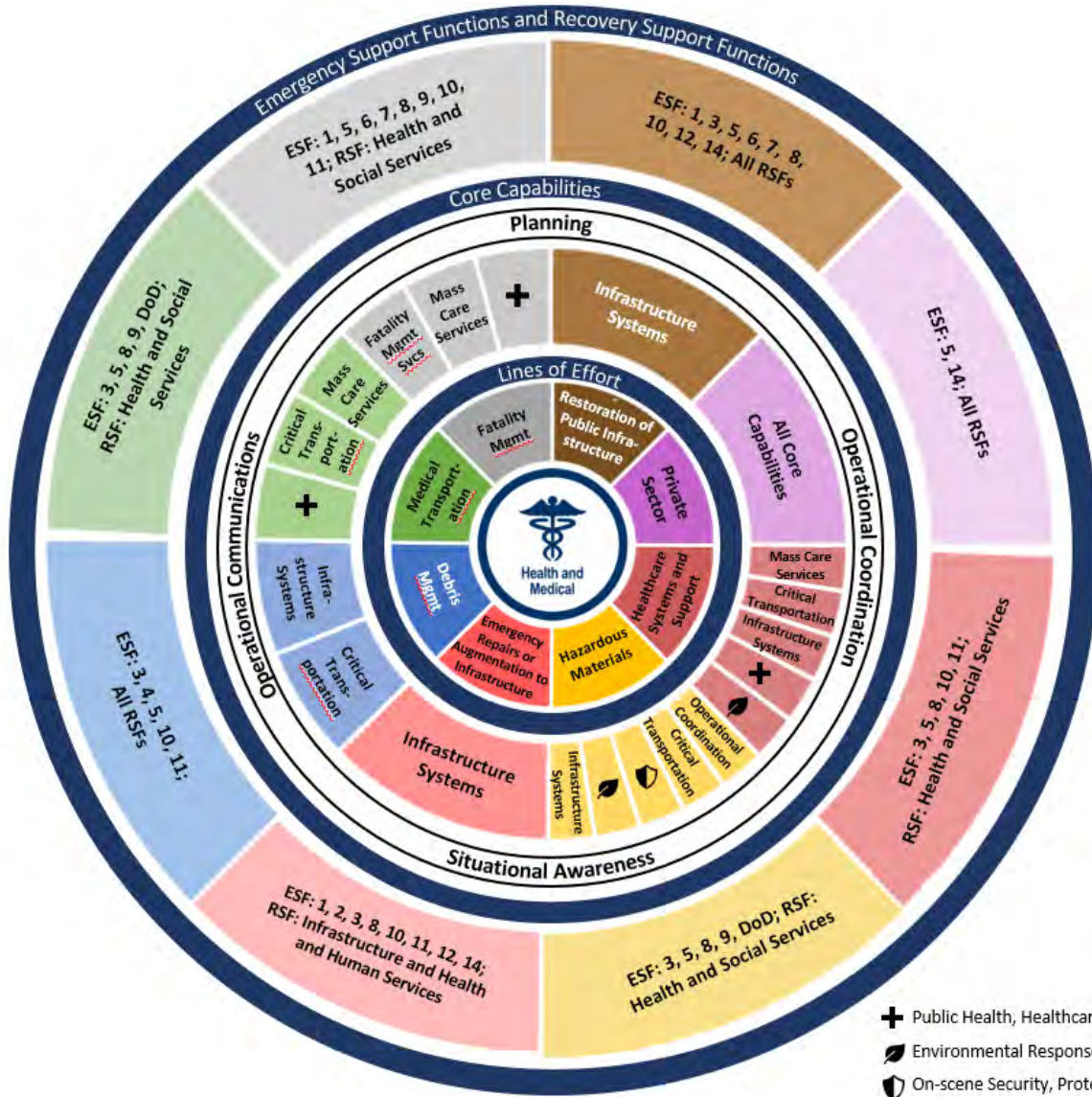


Figure 7: Health and Medical Community Lifeline Crosswalk

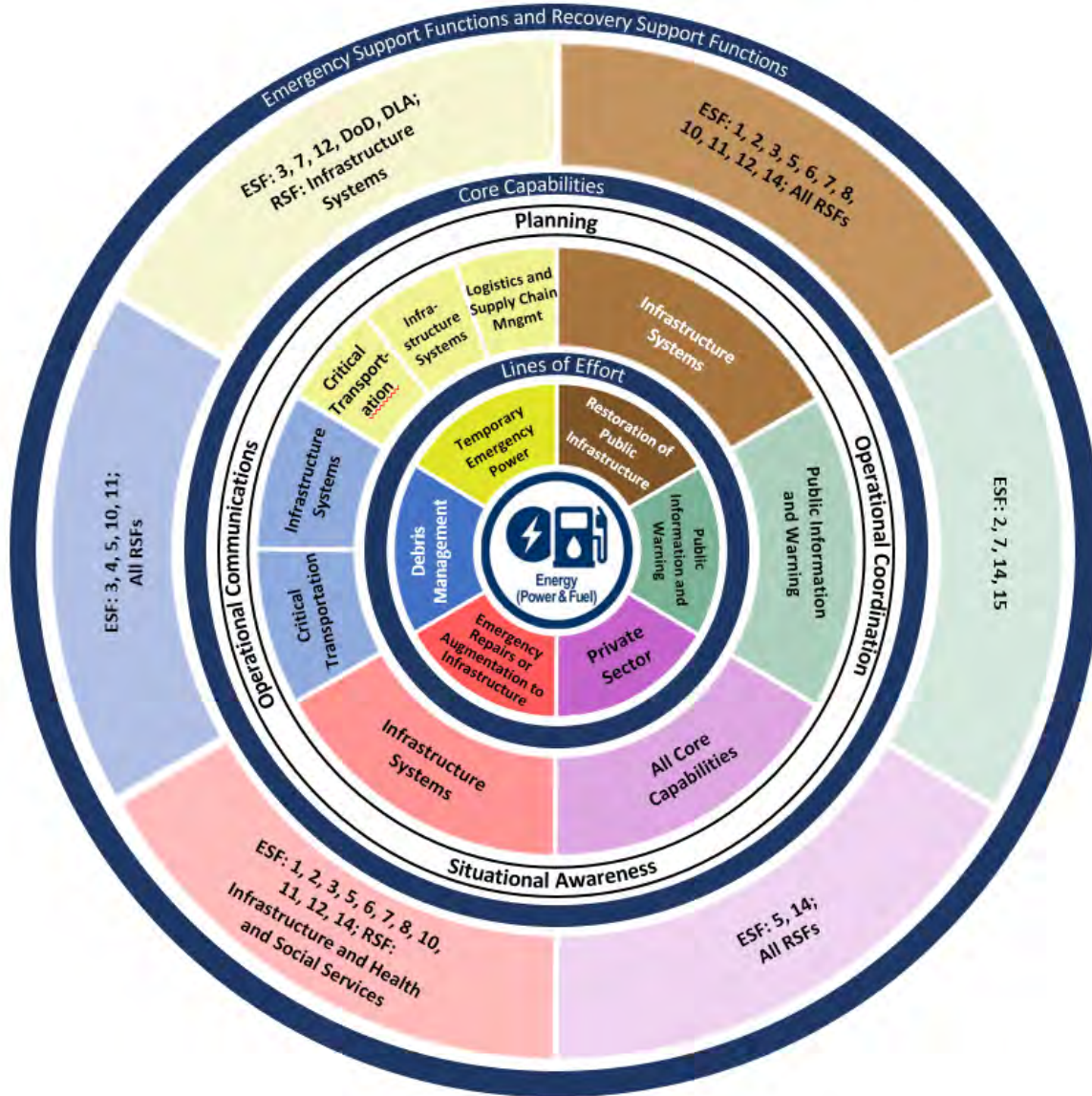


Figure 8: Energy (Power & Fuel) Community Lifeline Crosswalk

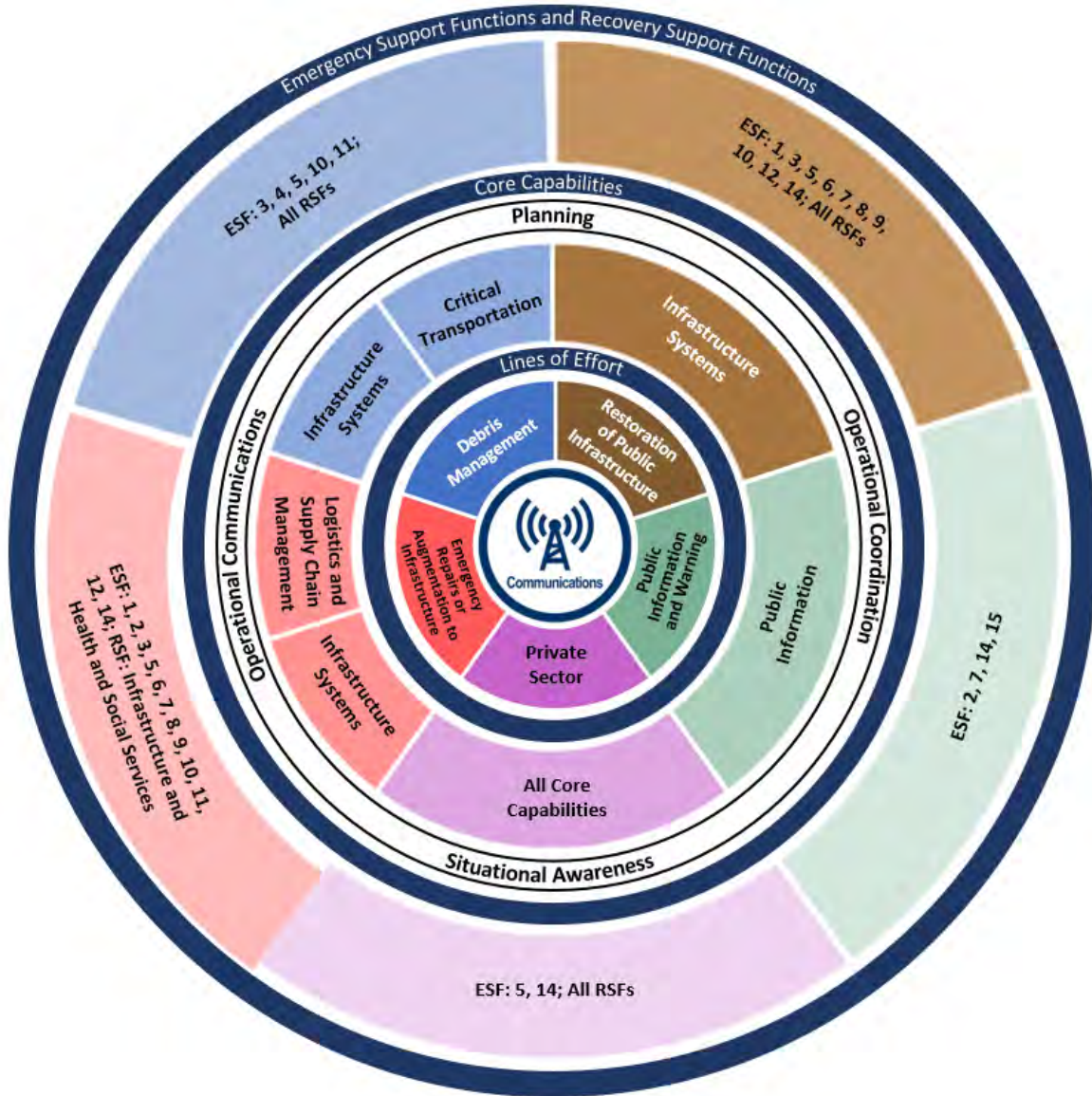


Figure 9: Communications Community Lifeline Crosswalk

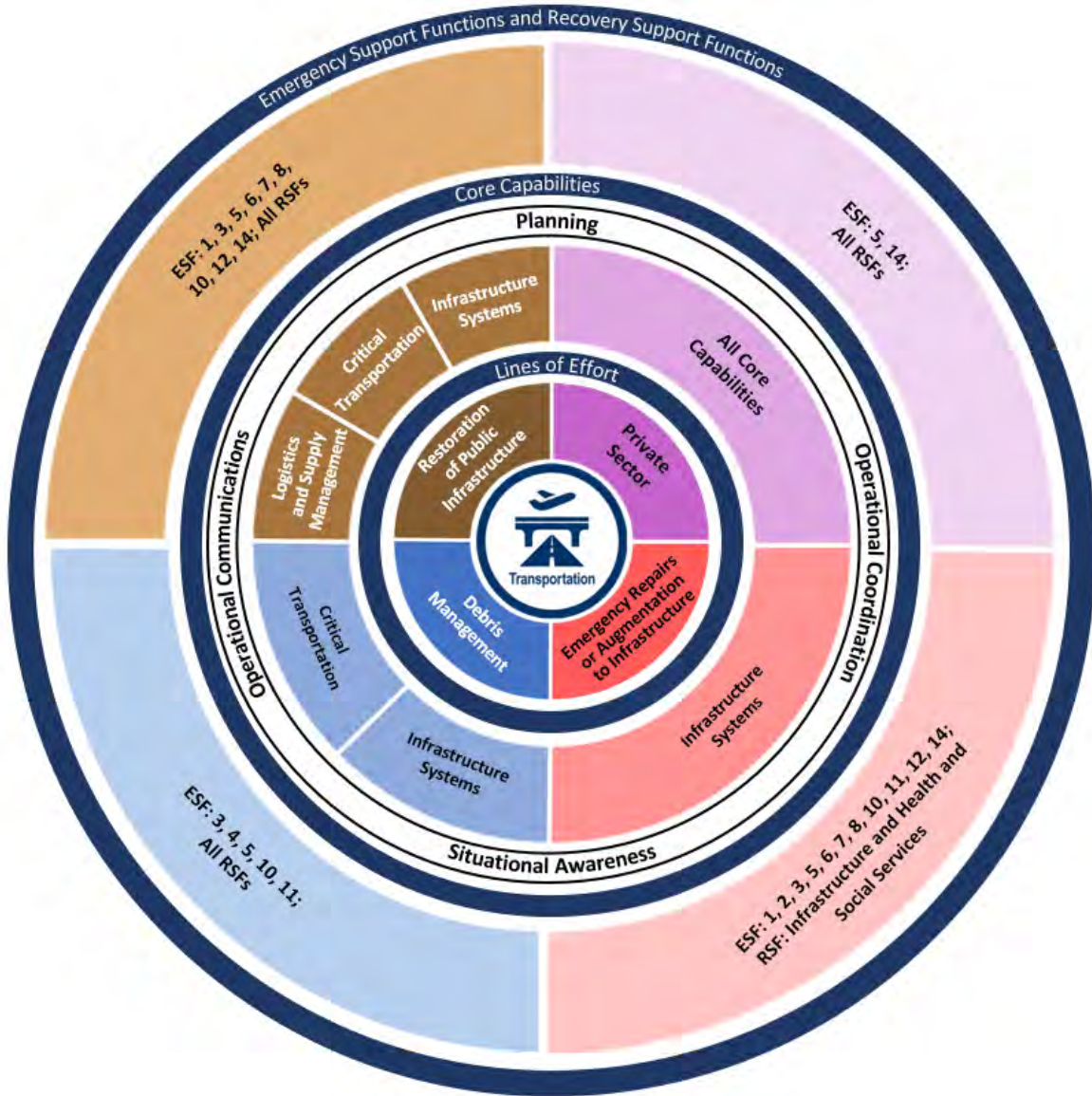


Figure 10: Transportation Community Lifeline Crosswalk

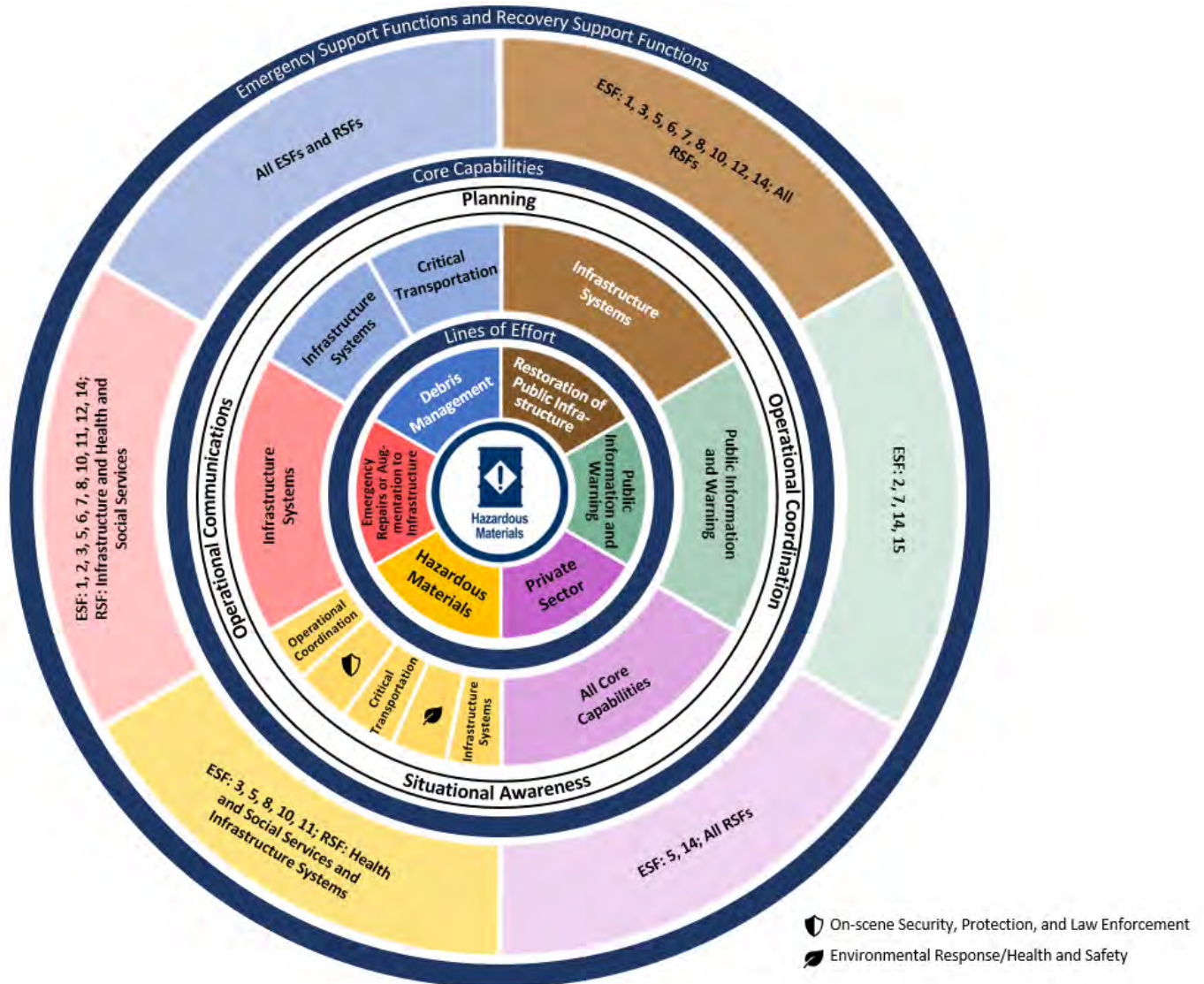


Figure 5: Hazardous Materials Community Lifeline Crosswalk

3 Execution

3.1 Operational Coordination Strategy

3.1.1 Response

In Region 10, the priority for the Regional Administrator (RA) is to staff the RRCC using all available full-time Regional staff. Only when the transition of operational authority from the RRCC staff to the FEMA IMAT is complete and the RRCC is ready to close will Regional staff be reassigned to support field operations.

The Region 10 IMAT will be assigned to the most heavily impacted state. All other states will be supported by out-of-Region IMATs. Due to the priority of RRCC operations, all IMATs will be expected to leverage the Deployment Tracking System (DTS) to fill staffing shortfalls.

The complexity of the incident will drive the specific staffing configuration needed to meet the capacity requirements of the incident, as described in Annex A (Task Organization). For example:

- A low-complexity incident requires less capacity, including a smaller RRCC configuration and the use of liaisons instead of IMATs.
- A high-complexity incident requires more capacity, including a full RRCC activation and additional staffing to support areas such as resource request processing and fulfillment (e.g., Mission Assignments [MAs] and logistics movement) and future planning.

Region 10 may request out-of-Region staffing support to meet requirements for increased capacity to support complex incidents. Additional support staff or assets will be requested through the National Response Coordination Center (NRCC).

3.1.2 Recovery

Recovery Targets

Table 11 provides a starting place for the development of Region-wide recovery targets to be used in developing Integrated Strategic Plans. It also shows linkages to the LOE tabs in Annex C that describe the concepts and resources available to provide federal support for community recovery. Region 10 will develop a comprehensive Recovery Annex during the next AHP update.

Table 11: Region 10 AHP Recovery Targets

Recovery Support Function (RSF)	R10 Unified Recovery Outcome Target	Line(s) of Effort
Housing	All survivors are in accessible permanent housing; future risk to housing resources is reduced.	Temporary Housing (Repair, Rental Assistance, Direct Housing)
Health & Social Services (H&SS)	Sustainable health, disability, and social service systems are in place.	Healthcare Systems Support
Infrastructure Systems	Necessary infrastructure systems are restored and are more resilient to future risk.	Restoration of Public Infrastructure
Economic	Impacted economy has recovered and is more sustainable and resilient to future risk.	Private Sector Coordination
Natural & Cultural Resources (NCR)	Natural and cultural resources are restored and preserved and future risk to the environment is reduced.	Natural and Cultural Resource Protection & Restoration
Community Planning & Capacity Building (CPCB)	Community is able to design, plan, and execute inclusive recovery solutions to reduce current and future risk.	Preliminary Damage Assessment

Recovery Support Function (RSF)	R10 Unified Recovery Outcome Target	Line(s) of Effort
Housing	All survivors are in accessible permanent housing; future risk to housing resources is reduced.	Temporary Housing (Repair, Rental Assistance, Direct Housing)

3.2 Phased Approach

Phases provide a sequencing structure for organizing response and recovery operations. Phases are not distinguished by date or time but rather by the character of the activity performed (see Table 12).

Table 12: Response and Recovery Operational Phases

Response / Recovery Operational Phases								
Phase 1			Phase 2			Phase 3		
Pre-Incident Operations			Incident Operations			Recovery and Restoration Operations		
1a	1b	1c	2a	2b	2c	3a	3b	3c
Monitor Threat	Elevated Threat	Credible Threat	Activation and Immediate Response	Community Stabilization	Sustained Operations	JFO Program Delivery Continues	Joint Recovery Operations	Disaster Closeout
PRE-INCIDENT OPERATIONS			STABILIZATION		TEMPORARY REPAIRS	RESTORATION		

Planners use phases to describe how operations evolve over time and to promote unity of effort between local, Regional, and national incident operations. Phases are assigned conditions (i.e., phase transitions) that must be met for a phase to be considered complete.

Table 13 provides a description of each phase and its associated activities. The typical activities included are representative and not comprehensive. They are provided as examples to illustrate the phase transition conditions. Activities are focused on situational awareness, operational coordination, logistics, and program delivery and are written broadly to allow for consideration of the unique geography, operational practices, and requirements pertaining to a specific incident.

Table 13: Phase Transitions

Operational Phase	Phase Transitions	Typical Activities
1a – Monitor Threat	<ul style="list-style-type: none"> ▪ Phase Begins: Steady state. ▪ Phase Ends: Potential incident identified. 	<ul style="list-style-type: none"> ▪ Identify capabilities and conduct deliberate planning. ▪ Conduct preparedness activities. ▪ Monitor situational awareness of potential threats or hazards.

Operational Phase	Phase Transitions	Typical Activities
1b – Elevated Threat	<ul style="list-style-type: none"> ▪ Phase Begins: Potential incident identified. ▪ Phase Ends: Threat diminishes or is recognized as credible. 	<ul style="list-style-type: none"> ▪ Develop situational awareness products. ▪ Confirm availability of federal staff and capabilities; consider alert or possible activation. ▪ Begin to coordinate federal crisis action planning.
1c – Credible Threat	<ul style="list-style-type: none"> ▪ Phase Begins: Threat is recognized as credible. ▪ Phase Ends: Initial onset of impacts. 	<ul style="list-style-type: none"> ▪ Develop situational awareness products for a potential incident. ▪ Validate planning assumptions and establish requirements. ▪ Establish ISBs and Interim Operating Facilities (IOFs). ▪ Stage or deploy federal capabilities. ▪ Support pre-impact protection of life and property (e.g., evacuation operations).
2a – Activation and Immediate Response	<ul style="list-style-type: none"> ▪ Phase Begins: Impact is ongoing or has occurred. ▪ Phase Ends: Coordination mechanisms (e.g., Unified Coordination Group [UCG]) and situational awareness are established and capabilities are deployed to accomplish key priorities and objectives. 	<ul style="list-style-type: none"> ▪ Establish and disseminate situational awareness about the impacts of the incident, including status of Community Lifelines. ▪ Stage or deploy federal capabilities. ▪ Establish or sustain ISBs and IOFs. ▪ Provide lifesaving and life-sustaining assistance. ▪ Initiate actions towards stabilization of Community Lifelines based on situational awareness and Regional stabilization targets. ▪ Establish incident organization and coordination.

Operational Phase	Phase Transitions	Typical Activities
2b – Community Stabilization	<ul style="list-style-type: none"> ▪ Phase Begins: Coordination mechanisms (e.g., UCG) and situational awareness are established and capabilities are deployed to accomplish key priorities and objectives. ▪ Phase Ends: Community Lifelines are stabilized; objectives and organization for recovery are established by the UCG. 	<ul style="list-style-type: none"> ▪ Take actions to stabilize Community Lifelines. ▪ Continue providing life-sustaining assistance; provide and track federal capabilities as requested. ▪ Establish temporary response facilities (e.g., Joint Field Offices [JFOs]). ▪ Support impacted jurisdictions for population re-entry and return.
2c – Sustained Operations	<ul style="list-style-type: none"> ▪ Phase Begins: Community Lifelines are stabilized; objectives and organization for recovery are established by the UCG. ▪ Phase Ends: UCG efforts shift from response-focused to recovery-focused objectives. 	<ul style="list-style-type: none"> ▪ Demobilize federal response resources and staff (e.g., ESFs) with completed missions. ▪ Organize or re-organize operations to support effective recovery operations. ▪ Prioritize and plan recovery actions (e.g., develop a Recovery Support Strategy [RSS]). ▪ Support survivor transition from congregate sheltering to temporary or permanent housing solutions.
3a – JFO Program Delivery Continues	<ul style="list-style-type: none"> ▪ Phase Begins: UCG efforts shift from response-focused to recovery-focused objectives. ▪ Phase Ends: JFO has closed. 	<ul style="list-style-type: none"> ▪ Continue to deliver recovery grant programs. ▪ Continue to deliver National Disaster Response Framework (NDRF) capabilities. ▪ Prepare to transition to recovery offices or the Region for closeout.
3b – Joint Recovery Operations	<ul style="list-style-type: none"> ▪ Phase Begins: JFO has closed. ▪ Phase Ends: Sustained recovery teams are demobilized and facilities (e.g., Long-term Recovery Offices [LTROs]) are closed. 	<ul style="list-style-type: none"> ▪ Prepare to transition to recovery offices or Region for closeout. ▪ Initiate closeout or transition of recovery grant programs. ▪ Support state, tribal, and/or territorial governments through continued delivery of NDRF capabilities.

Operational Phase	Phase Transitions	Typical Activities
3c – Disaster Closeout	<ul style="list-style-type: none"> ▪ Phase Begins: Sustained recovery teams are demobilized and facilities (e.g., LTROs) are closed. ▪ Phase Ends: Disaster declarations are programmatically and financially closed. 	<ul style="list-style-type: none"> ▪ Close out recovery grant programs. ▪ Continue to support state, tribal, and/or territorial governments in the delivery of NDRF capabilities.

3.2.1 Steady-state Operations

The steady-state phase refers to the time period in which normal operations as well as planning and training occur (no new events or incidents are anticipated). During steady-state conditions, public, private, and non-profit entities provide Community Lifeline services that are organic and ongoing within a community. They include the range of basic services that communities rely upon to protect or maintain life and property, including but not limited to law enforcement and fire, public and private housing, food and water, healthcare, electricity and fuel, cellular network and internet services, currency, various modes of transportation, and sanitation. Any day-to-day disruption to these services is directly resolved by the appropriate organic lifeline service provider. Following a catastrophic event, where systems may be destroyed or significantly disrupted, response operations will support the stabilization and re-establishment of Community Lifeline services through the most effective means available.

The Regional Watch Center (RWC) serves as the focal point for all disaster-related information. In Region 10, the FEMA Mobile Emergency Response Support (MERS) Operations Center (MOC) in Bothell serves as the Region 10 RWC. As such, its primary duties are to initiate, monitor, alert, notify, and report on all critical and/or routine activities related to natural or human-caused disasters. The MOC is responsible for maintaining 24/7 situational awareness and for providing overall analysis of potential or actual incidents that may require federal support. Core MOC duties and responsibilities are to gather information from various sources, analyze the information, and properly disseminate the information to prescribed recipients.

On a day-to-day basis, the MOC serves as the Regional focal point of coordination for the RRCC staff, state emergency operations centers (SEOCs), DHS components, ESFs, state and local fusion centers, the Federal Bureau of Investigation (FBI), Joint Terrorism Task Forces (JTTFs), and other key state, tribal, local, and private sector operations centers.

FEMA has a state fusion center in each Region 10 state, including the Alaska Information Analysis Center (AKIAC), Idaho Criminal Intelligence Center (ICIC), Oregon Titan Fusion Center (OTFC), and Washington State Fusion Center (WSFC). A list of fusion centers can be found through the [DHS website](https://www.dhs.gov/fusion-center-locations-and-contact-information), located at <https://www.dhs.gov/fusion-center-locations-and-contact-information>.

For alert and notification, the WSFC uses the Northwest Warning, Alert, and Response Network (NW WARN) provided through MyStateUSA, a free subscription service for vetted emergency management stakeholders.

FEMA Region 10 also employs a Law Enforcement Liaison (LNO) through the National Preparedness Division (NPD), who coordinates with ESF #13, the FBI, local law enforcement entities, and the state fusion centers. The Homeland Security Information Network (HSIN) is commonly used for information sharing. This centralized coordination can be utilized in support of RRCC activations and for general incident support and situational awareness.

3.2.2 Phase 1

This phase is characterized by pre-incident awareness, preparedness, protection, and mitigation activities. The Federal Government funds and conducts research and provides mitigation guidelines. It is dependent upon state, local, and tribal governments, however, to adopt laws and ordinances to mitigate potential damage from incidents. State and local governments develop and maintain mitigation plans, approved by FEMA, that enable them to apply for federal grant funding. Pre-incident activities also involve the development of response plans as well as the conduct of training and exercises for incident response.

During a notice incident, Phase 1b (Elevated Threat) and Phase 1c (Credible Threat) activities may be conducted, which allow for federal resources to be deployed or pre-positioned closer to the potential impact area to expedite the federal response. The Base Plan and Annex C (Operations) of this plan exclude the preparatory activities undertaken within Phase 1, as this plan addresses a no-notice catastrophic incident. (Phase 1 activities are captured in Division and Branch SOP documents.) All response and recovery activities identified in the Base Plan and Annex C of this plan begin at incident onset.

3.2.3 Phase 2

Phase 2 begins when an incident occurs. Phase 2 focuses on an immediate, coordinated, and effective federal response to save lives and reduce casualties following a disaster by supporting survivors, communities, and state, local, and tribal governments. The response phase includes three sub-phases—Phase 2a, Phase 2b, and Phase 2c—all of which support the synchronization of activities, priorities, resources, and decisions. Phase 2 also includes recovery activities and the deployment of some critical recovery resources. As Phase 2 progresses, the scope of recovery activities increases as the scope of response activities decreases. Phase 2 ends when the bulk of critical lifesaving response resources are demobilized and recovery operations begin.

3.2.4 Phase 3

Phase 3 is characterized by recovery activities. Activities covered by this plan are part of sub-phases 3a (JFO Program Delivery Continues [short-term recovery]) and 3b (Joint Recovery Operations). Phase 3a focuses on the restoration of basic services and community functionality at the conclusion of lifesaving and life-sustaining operations, which means to restore meaningful operating capacity for utilities, transportation routes, schools, local retail businesses, offices and other workplaces, and essential local jurisdiction service facilities. Phase 3b focuses on the complete recovery of communities. Recovery in this context means achieving the goals, benchmarks, and metrics established in the aftermath of the disaster by the local jurisdiction. This may include complete redevelopment and revitalization of the affected area; the rebuilding or relocating of damaged or destroyed social, economic, natural, or built environments; and a move to self-sufficiency, sustainability, and resilience.

3.3 Alert and Notification

FEMA R10 utilizes its 24-Hour Alert and Notification SOP to notify, alert, and activate FEMA staff, ESF partners and NGOs. (See Annex A for more detail.)

3.4 Deployment of Regional Field Teams

See Annex A of this plan.

3.5 Transition of Operational Authority (TOA)

See Annex A of this plan.

3.6 Key Decisions

Table 14 identifies key federal decisions that must be addressed by senior leaders in each phase of the response along with the associated responsible entity for making the decision. These decision points are critical and can significantly affect the timely implementation of the response/recovery concept of operations (CONOPS) described in this plan.

Table 14: Key Federal Decisions

Key Federal Decision	Phase	Responsible Entity
Adjudicate limited federal resources.	2a/continuous	FEMA NRCC
Activate Region 10 RRCC.	2a	FEMA Region 10 RA
Stand up Unified Area Command (UAC).	2a	FEMA Region 10 RA
Deploy IMATs.	2a	FEMA Region 10 RA
Deploy Region 10 coordination staff.	2a	FEMA Region 10 RA
Request additional National and Regional IMATs.	2b	FEMA Region 10 RA
Request/allocate international assistance.	2c	FEMA NRCC/DOS
Transition operational control from RRCC to UCG/JFO field staff.	2c	FEMA Region 10 RA/ Federal Coordinating Officer (FCO)
Transition field recovery functions back to FEMA Region 10 office for closeout.	3	FEMA Region 10 RA/FCO

4 Administration, Resources, and Funding

4.1 Administration

During a catastrophic, non-Stafford Act incident, the designated LFA may coordinate with FEMA, as needed, to ensure an efficient and effective federal response that is consistent with individual department or agency direct authorities and responsibilities. This plan 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 authorities and funding, there is an expectation that coordination among agencies with financial

responsibilities will occur. Responsibility for management and oversight of all administrative and logistical 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 RRCC and JFO operations.
- The senior financial advisor of each Multi-agency Coordination Center (MACC), RRCC, and JFO is responsible for the financial management, monitoring, and tracking of all federal costs relating to the incident.
- FEMA will initiate MAs to task and coordinate with other federal departments and agencies to provide immediate, short-term emergency response support. Types of MAs include Direct Federal Assistance (DFA) and Federal Operations Support (FOS). Although rarely exercised, it is important to note that FEMA retains the authority to mission assign agencies on a non-reimbursable basis.

4.2 Resources

Resource requirements for response and recovery operations, once identified, will be addressed using existing state and/or federal procedures for logistical support. Additional pre-positioned federal resources are identified in Annex D (Logistics and Supply Chain Management) of this plan. Designation of any ISB, FSA, or state/local staging area will depend on the situation.

4.3 Funding

Use of disaster funds will be triggered by an Emergency Declaration or Major Disaster Declaration by the President. Should an Emergency Declaration and/or Major Disaster Declaration be approved and issued, the processes, limitations, and cost-share ratios identified within the Stafford Act and 44 CFR will apply. Authorized federal response and recovery operations will be funded under the Disaster Relief Fund once an Emergency Declaration and/or Major Disaster Declaration has been made.

Prior to a declaration, activation of the RRCC may be funded by the Regional surge account. The decision on whether to activate and use the surge fund is part of the AHP Decision Support Matrix. Non-Stafford Act incidents requiring dedicated staff may also be funded through the surge account. In the 10-year period from 2009 to 2019, Region 10 has activated the RRCC more often due to non-declared and non-Stafford Act incidents than for incidents that resulted in a declaration.

In the event of a Non-Stafford Act incident, senior leaders must clearly state response and recovery goals and priorities. Since support available to impacted communities following non-Stafford Act events is primarily accomplished through re-prioritizing existing funds, programs, and personnel, senior leaders must make clear the intent to redirect these funds for the support of impacted communities to agency-level decision makers at the outset of the response.

4.4 Personnel Augmentation

FEMA Region 10 and its federal partners are responsible for personnel augmentation in support of the operations outlined in this plan. Each federal department and agency possesses individual

policies for augmentation that are predicated on the agency's authorities, federal policies, memorandums of understanding (MOUs), and mutual aid agreements. Federal departments and agencies can perform their duties in accordance with standard resource typing guidelines and operational requirements.

4.5 Training

FEMA Region 10 will ensure all staff members and teams maintain proficiency in response capabilities by conducting applicable individual and collective training. The Region will also ensure all staff members maintain proficiency/qualification in mandatory training.

5 Oversight, Coordinating Instructions, and Communications

5.1 Oversight

FEMA Region 10 will oversee the federal response and recovery activities required in support of a Stafford Act declaration of an emergency or disaster within the Region 10 area of responsibility.

5.2 Coordinating Instructions

If the President invokes the Stafford Act, Region 10 will coordinate federal support for response and recovery through the RRCC and JFO, as appropriate. In the absence of a Stafford Act declaration, the designated LFA will request related support from individual departments and agencies.

The FEMA Region 10 RA, through his/her staff and Regional ESF/RSF leads, coordinates and manages federal interagency partners in support of response, recovery, and mitigation operations. Prior to the designated FCO taking operational control in each state, the RRCC will coordinate federal support for local, state, and tribal jurisdictions. The RA will coordinate these activities by establishing a UAC through the RRCC and JFOs.

5.2.1 Federal Coordination

FEMA collaborates closely with ESFs and other federal agencies (OFAs) to fulfill requests for assistance received from state and tribal governments.

ESFs or OFAs are responsible for setting strategy and tactics when work is performed under their own statutory authorities. In such situations, ESFs and OFAs are responsible for coordinating activities with FEMA but do not need to request permission to perform work.

FEMA and ESFs/OFAs collaborate to develop courses of action (COAs) to support requests for assistance when work is performed under the authorities of an MA.

ESFs, RSFs, and OFAs receiving FEMA funding for disaster activities are bound by the MA scope of work or task order and are responsible for ensuring that activities are in support of the established incident-level strategy developed by the UCG.

In a highly complex incident, activities requiring prior FEMA approval may be reduced.

Tactics for work performed under the authorities of an MA are also set jointly, with some limited exceptions, as described in Annex C (Operations). For example, FEMA's Urban Search and Rescue (US&R) assets are assigned to the local Incident Commander until released.

5.2.2 State Coordination

In multi-state incidents, the RA or the Regional Coordinating Officer (RCO) will conduct a State Director Coordination Call, as requested and approved by the Directors. This call will provide a common understanding of the following:

- State forecast of resource needs, including EMAC support from other states
- Incidents in the state that may impact other states
- National-level Critical Infrastructure and Key Resource (CIKR) requirements that may affect Regional response operations

5.2.3 Tribal Coordination

Federally recognized tribes within Region 10 may choose to request a Tribal Emergency or Major Disaster Declaration directly from FEMA or may be an applicant or sub-applicant within a state declaration. Tribal decisions about operational status are made on a case-by-case basis in each disaster situation and are not pre-established in Region 10. The *FEMA Region 10 AHP Tribal Response Annex* outlines five COAs that lay out options for how a tribal government may request a federal declaration. Historically, Region 10 has not implemented the COAs of this annex, but there are lessons learned/best practices from other Regions regarding such tribal requests.

Prior to a declaration, the RRCC staff will coordinate with all tribes through a tribal LNO. If requested, the Region will prepare to deploy an IMAT to support a tribal government that requests its own Emergency Declaration or Major Disaster Declaration.

Following a state declaration that includes an impacted tribal government, the FCO will prepare to staff a TF in support of each tribal government, if requested. The configuration will be set jointly by the FCO and tribal government and will generally include a team leader, legal counsel, planning support, and representatives from the Individual Assistance (IA), Public Assistance (PA), and hazard mitigation program areas. The IMAT and TF members should have prior tribal experience or cultural sensitivity training, which is sometimes recorded as a specialty in the Deployment Tracking System (DTS).

In August 2018, an independent request for disaster assistance from the Confederative Tribes of the Colville Reservation in the state of Washington was accepted. Based on FEMA protocol, command staff worked with a Tribal Coordinating Officer (TCO) to decide the COA that was the most appropriate. Since it marked the first time that a tribal nation within Region 10 had independently requested assistance, the TCO lacked familiarity with FEMA's system and process. Subsequent to the 2018 request, FEMA developed the five COA options for such requests to ensure that declarations prompt the delegation of the appropriate FEMA staff to support the request and to streamline and increase the efficiency of tribal response and recovery support when a disaster is declared. Each tribal COA can be utilized and applied based on the need and type of declaration requested. The FCO and the Colville TCO chose a modified version of COA 1 because only one tribe was affected.

Tribal COA Options

COA 1: Multiple UCGs

If multiple tribal declarations have been made and COA 1 is activated, an individual UCG will be established for each tribe whose declaration has been accepted. Each UCG will report to a Unified Area Coordination Group (UACG), with federal support efforts focused on the individual tribe within each UCG. This option provides enhanced government-to-government relationship development through a tailored response.

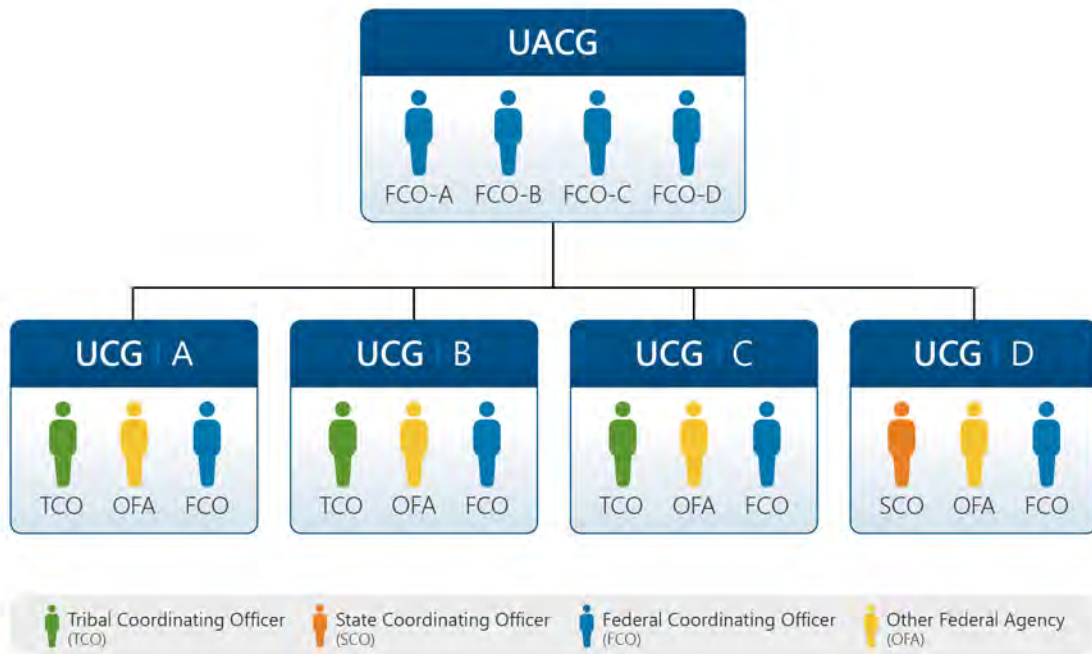


Figure 6: COA 1 – Multiple UCGs

COA 2: Tribal-Only UCG

This option involves one UCG for multiple tribes and one UCG for each separate state and all UCGs reporting to a UACG. UCGs would have full staffing and each UCG would support multiple declaring entities. This option provides equal representation among affected tribes, with the TCOs in the tribal-only UCG working directly with an FCO and OFAs.

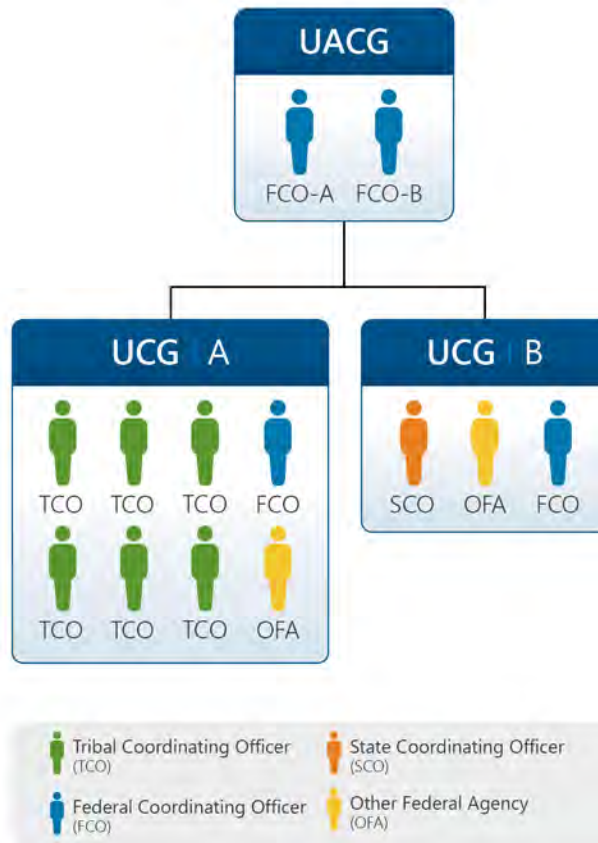


Figure 7: COA 2 – Tribal-only UCG

COA 3: Joint State/Tribal UCG

COA 3 includes all affected tribes and states within the same UCG, facilitating stakeholder understanding of each other's priorities, thus enhancing response actions and issues resolution. This option best facilitates the incorporation of cultural practices and customs into the UCG's execution strategy. When COA 3 is activated, the TCOs and SCO are in one UCG.

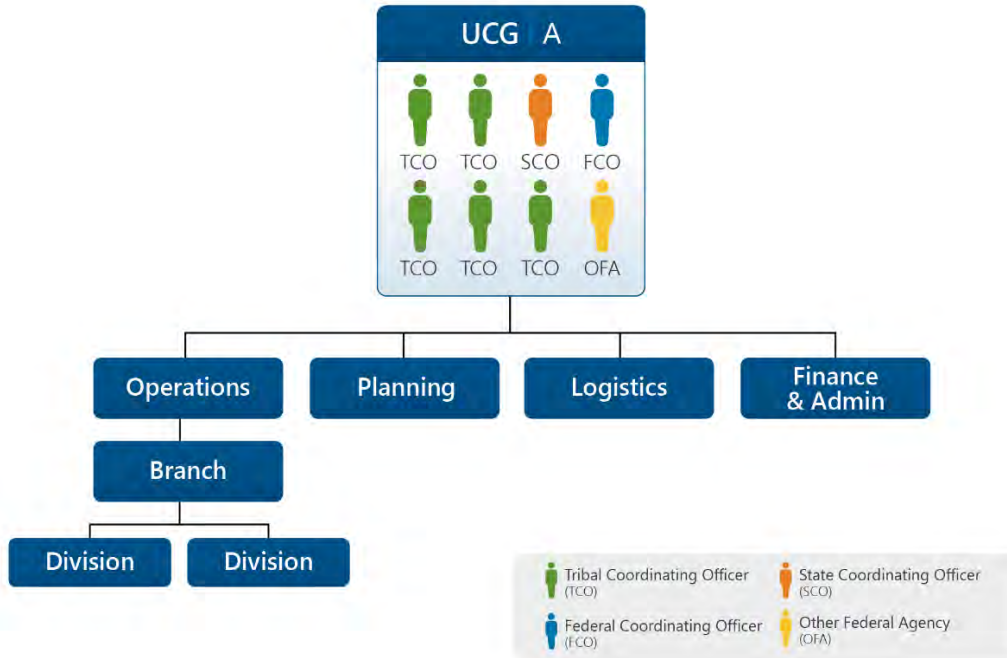


Figure 8: COA 3 – Joint State/Tribal UCG

COA 4: Multiple Regional UCGs

This option involves multiple UCGs, where each UCG supports several jurisdictions/entities that are grouped by geography, function, and/or culture. Each affected entity would have representation in a designated operational branch, division, or group within its respective UCG. This option allows for expansion and/or reorganization of the response structure to best meet operational priorities, allowing the Federal Government to efficiently manage disaster response on a small or large scale.

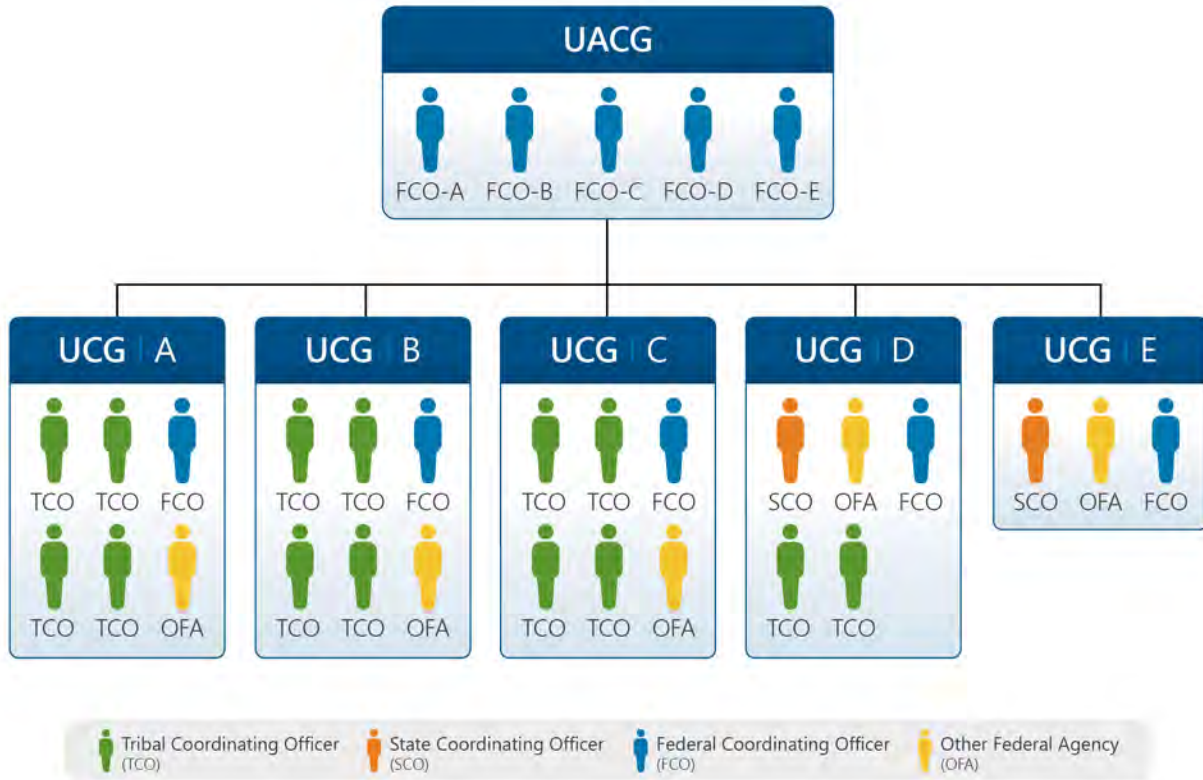


Figure 9: COA 4 – Multiple Regional UCGs

COA 5: Operations Fusion

This options provides for embedding independently declaring tribes within the Operations Section of the UCG as branches, divisions, and/or groups along with other local entities. Tribal representation at the Operations Section level provides more direct operational information, increasing involvement in the development of tribal objectives.

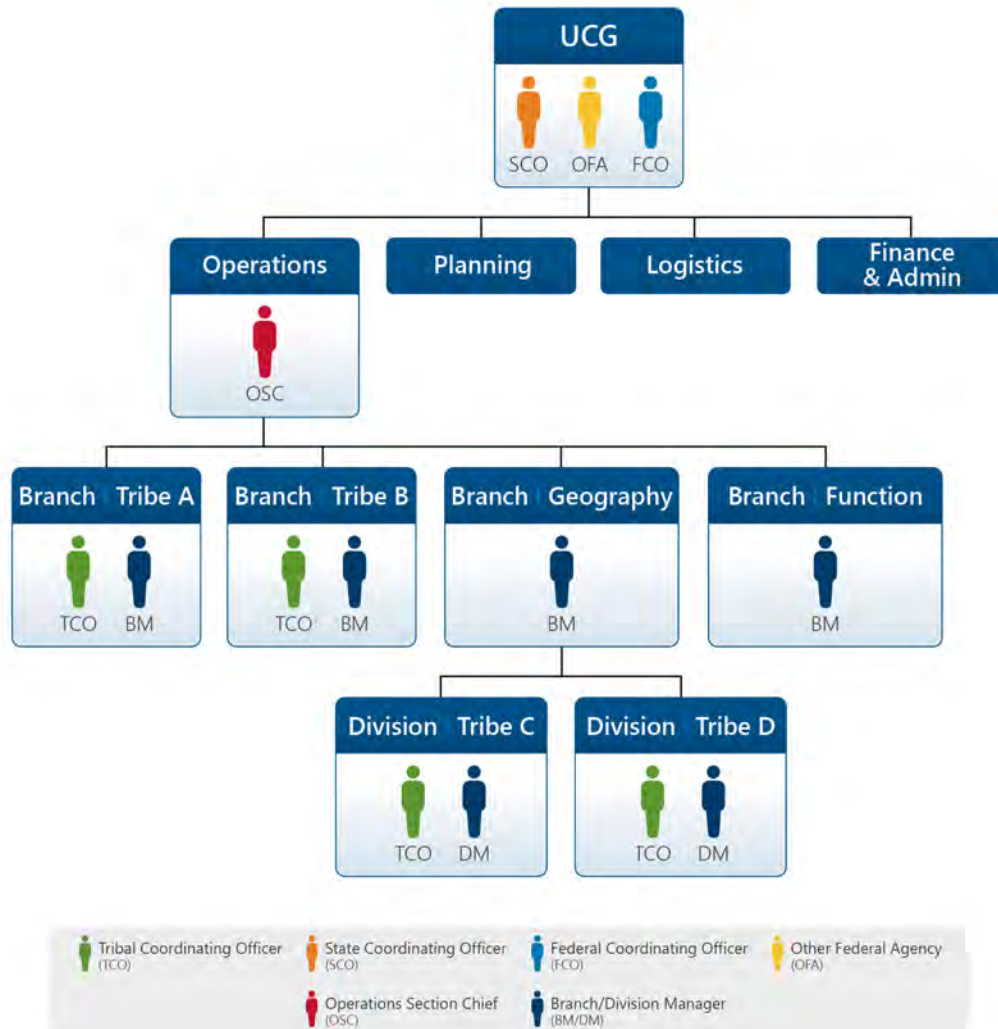


Figure 10: COA 5 – Operations Fusion

5.3 Communications

Communications, including information technology (IT) systems that will be used during the event, include two-way radio capabilities, computer-based information-sharing systems, satellite phones, and cellular and landline telephones. Each participating department/agency will maintain and use its existing systems and structures.

During a catastrophic event, Region 10 provides support, as requested, for communications coordination and capabilities for response and recovery operations through guidelines established in the *National Emergency Communications Plan* (NECP), the NRF, and NIMS. Region 10 and its ESF #2 stakeholders support the continuity of emergency and public safety communications capabilities as well as repairs to affected communications infrastructure for the support of local, state, and federal responders. ESF #2 cooperates with federal partners such as the DOD, the Federal Communications Commission (FCC), and the National Telecommunications and Information Administration (NTIA). ESF #2 also works with FEMA MERS teams.

For additional information regarding the communications Concept of Support, see Annex K (Operational Communications) of this plan.

Annex A: Task Organization

A.1 Situation

A.1.1 Purpose

This annex describes Region 10's disaster operations organization and staffing, identifies federal resources, explains how resources will be deployed, and provides Region-specific information for "notice" and "no-notice" events. This annex is designed to inform responders, particularly those that are not familiar with Region 10 (including backup Regions and/or supporting Incident Management Assistance Teams [IMAT]s), about the organizational framework, challenges, and unique operations of Region 10's response elements.

A.1.2 Background

Region 10 is comprised of four states (Alaska, Idaho, Oregon, and Washington) and 271 federally recognized tribes. The region has a land area of 815,727 square miles—larger than any other FEMA Region—and yet a relatively small staff, with approximately 200 employees. This creates unique challenges for disaster staffing and task organization for response/recovery operations in a Region 10 incident.

Region 10 is geographically unique, with three of its states sharing an international border with Canada (Alaska, Washington, and Idaho) and three states bordering the Pacific Ocean (Alaska, Oregon, and Washington), making responder ingress/egress challenging. The mountain ranges that bifurcate the states of Oregon and Washington and the additional mountain ranges in Alaska and Idaho could also impact resource movement.

Alaska, in and of itself, is a massive geographic expanse, with considerable seismic activity, 130 volcanoes, extreme cold weather, and thousands of remote island communities. Alaska's distance from the lower 48 states and lack of road infrastructure will likely prompt the need for robust air support in a major incident. The state's numerous earthquake faults, tsunami risk, and large number of tribal entities may create additional response challenges. (See the *Region 10 Alaska Response Plan* [ARP] for more details and information.)

A.1.3 Deliberate Plans

Region 10 maintains plans that outline concepts of operation and support for responding to threats and hazards within the Region. These plans include the AHP and a *Tribal Response Annex* and two stand-alone plans that address Level I (catastrophic) disasters—the *Cascadia Subduction Zone (CSZ) Catastrophic Earthquake and Tsunami Response Plan* and the ARP (earthquake/ tsunami).

These deliberate plans have been developed to facilitate efficient decision making and to guide operations during a response. Senior leaders and subject matter experts (SMEs) from all fields supported the development of these plans to make them as relevant and accurate as possible. When the Region faces a threat or hazard, deliberate plans are a key resource to help analyze the threat/hazard and guide development of courses of action (COAs).

A.2 Mission

Provide an initial organizational structure for Region 10 staff and other teams deployed to Region 10 or to FEMA Headquarters (HQ) in support of response and recovery operations.

A.3 Execution

A.3.1 Phased Operations

The phasing of response and recovery operations has been standardized across all hazards and all FEMA Regions. Phases include: Phase 1 (Pre-Incident Operations), Phase 2 (Incident Operations), and Phase 3 (Recovery and Restoration Operations). Below is a brief summary of the staffing, organization, and activation processes by sub-phase for response elements. Additional information regarding phase definitions, transitions, and typical activities conducted in each sub-phase can be found in the Base Plan of this AHP.

Phase 1a – Monitor Threat

Phase 1a consists of steady-state, or normal, operations. Region 10's staff organization in this phase consists of the Office of the Regional Administrator (ORA) as well as the following divisions: External Affairs, Grants, Mitigation, Mission Support, National Preparedness, Recovery, and Response. During an activation, the Region 10 Regional Response Coordination Center (RRCC) is organized according to the standard emergency management Incident Command System (ICS) structure.

Phase 1b – Elevated Threat

In Phase 1b, the Region remains postured to conduct normal operations, but certain resources are put on notice to prepare to support disaster operations. The FEMA Mobile Emergency Response Support (MERS) Operations Center (MOC) will provide an enhanced watch function to monitor further developments.

Phase 1c – Credible Threat

In Phase 1c, the RRCC activates and the Regional Administrator (RA) initiates federal response coordination at the RRCC and determines the management structure needed based on the hazard, scope, geographic areas impacted, and level of response required. The Regional and National IMAT(s) are alerted and may be deployed to impacted state(s). Other resources such as commodities and search and rescue (SAR) teams may also be deployed to Incident Support Bases (ISBs) ahead of the incident's impact.

Phase 2a – Activation and Immediate Response

Phase 2a begins once a disaster occurs, whether a notice or no-notice event. In a no-notice event, resources are alerted and deployed during this phase. The RRCC is also activated and field staff are mobilized and deployed, as required.

Phase 2b – Community Stabilization

In Phase 2b, the RRCC is fully operational, field staff are operational, as required, and a Joint Field Office (JFO) is established.

Phase 2c – Sustained Operations

Sustained operations occur in Phase 2c. The RRCC is fully operational and the transition of operational control from the RRCC to the JFO begins.

Phase 3 – Recovery and Restoration Operations

In Phase 3, disaster response and recovery operational authority is fully transitioned to the JFO.

A.3.2 Response Organizational Structures

A.3.2.1 Federal Regional-level Support Structure

The Region 10 RRCC is the primary Regional-level support structure during Phase 1 and Phase 2a of this plan. RRCC procedures are in accordance with the Region 10 RRCC standard operating procedures (SOPs). Emergency Support Functions (ESFs) are activated by the Region 10 RA in consultation with the Governor of the affected state(s) and state emergency operations centers (SEOCs). The RRCC staff organization is depicted in Figure A-1.

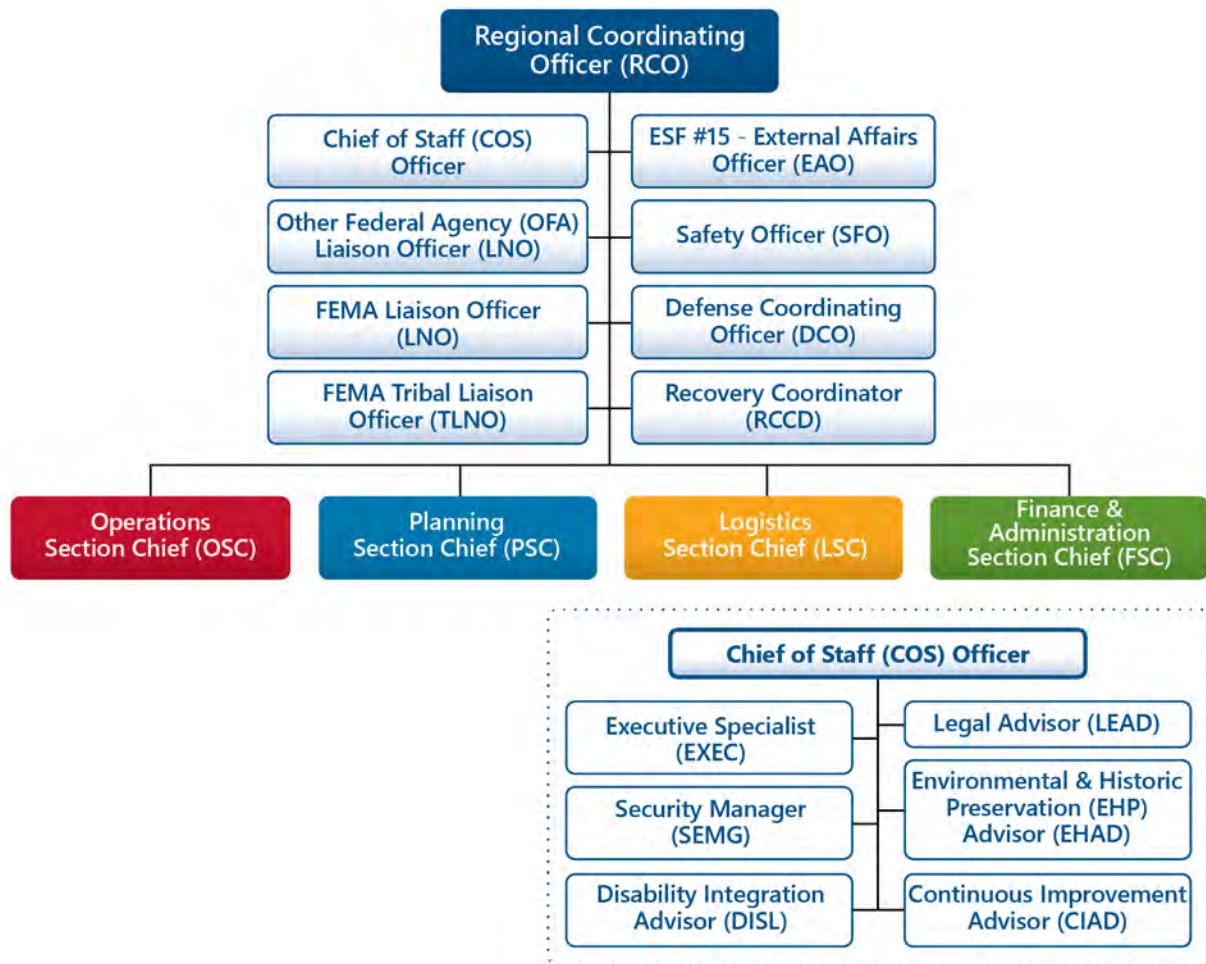


Figure A-1: RRCC Command Staff Organization

A.3.2.2 Region 10 RRCC Staffing

The RRCC organizational charts for a Level I activation with maximum staffing are shown in Appendix A-1. However, the current monthly Region 10 RRCC Roster, located in FEMA Region 10's SharePoint site, reflects a Level III activation. Region 10 staffing in a Level I event would therefore need to escalate to mirror the national RRCC standard organizational chart by augmenting Region 10 staff with support from other FEMA Regions and/or by utilizing the Deployment Tracking System (DTS) to bring in additional staff.

Forward deployment of Regional subject matter expert (SME) staff to support state and tribal entities may occur upon request from the state or tribe and may include liaison officers (LNOs), FEMA Integration Team (FIT) members, IMAT teams, Regional program staff, other federal agencies (OFAs), non-governmental organizations (NGOs), and/or U.S. Department of Defense (DOD) stakeholders.

A.3.2.3 Liaison Officers (LNOs)

The Region 10 Response Division has standing State Liaison Officers (SLOs) and Tribal LNOs rostered who deploy, upon request, to support states and tribes in their emergency preparedness and response/recovery activities.

A.3.2.4 FEMA Integration Teams (FITs)

The Region 10 Response Division is responsible for FEMA's SLO roles/functions and rosters RRCC and Tribal LNOs. At the request of the Response Division and/or RRCC, in conjunction with the state(s)/tribe(s), FIT members may temporarily fill LNO roles, supplement SLO duties, provide situational awareness, and/or facilitate resource requests from the state(s)/tribe(s) to the Region.

A.3.2.5 Federal Field-Level Support Structure

Immediately following the disaster, FEMA deploys and establishes a federal response structure to support the state(s). The IMAT (see Figure A-2) deploys to establish an Interim Operating Facility (IOF)—notionally, at the SEOC—as a precursor to the establishment of a JFO to house the Unified Coordination Group (UCG) and the Unified Coordination Staff (UCS).

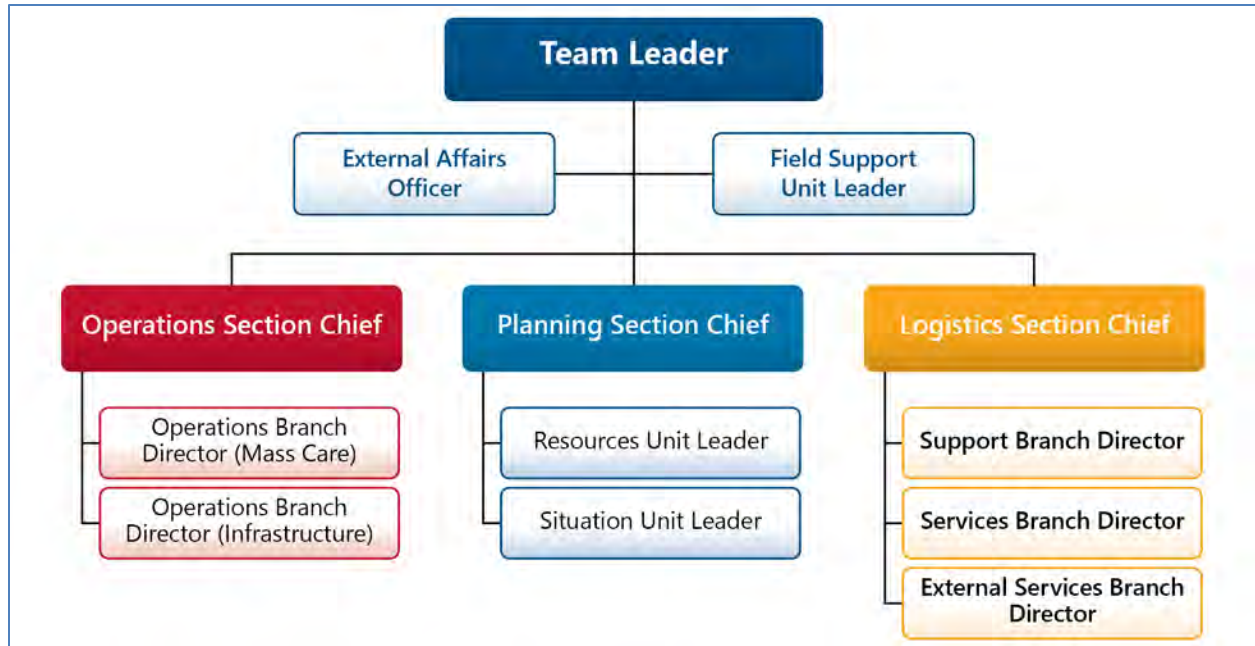


Figure A-2: Regional IMAT Composition

Unified Coordination Group (UCG)

The UCG is the structure that executes a unified command and leads incident activities at the operational level in order to achieve unity of effort. The UCG's purpose is to establish and achieve shared objectives. It comprises senior leaders representing state and federal interests (in certain circumstances during the execution of this plan, local jurisdictions, tribal entities, and/or the private sector may join the UCG). The UCG provides a mechanism to enable agencies with different jurisdictional, geographic, and functional responsibilities to coordinate, plan, and interact effectively.

Agency officials participating as part of the UCG leadership represent different legal authorities and functional areas of responsibility and use a collaborative process to establish Lines of Effort (LOEs) and Intermediate Objectives appropriate to the response and to designate priorities to accomplish those objectives. The Federal Coordinating Officer (FCO) is responsible for establishing the UCG. The UCG's leadership is depicted in Figure A 3.

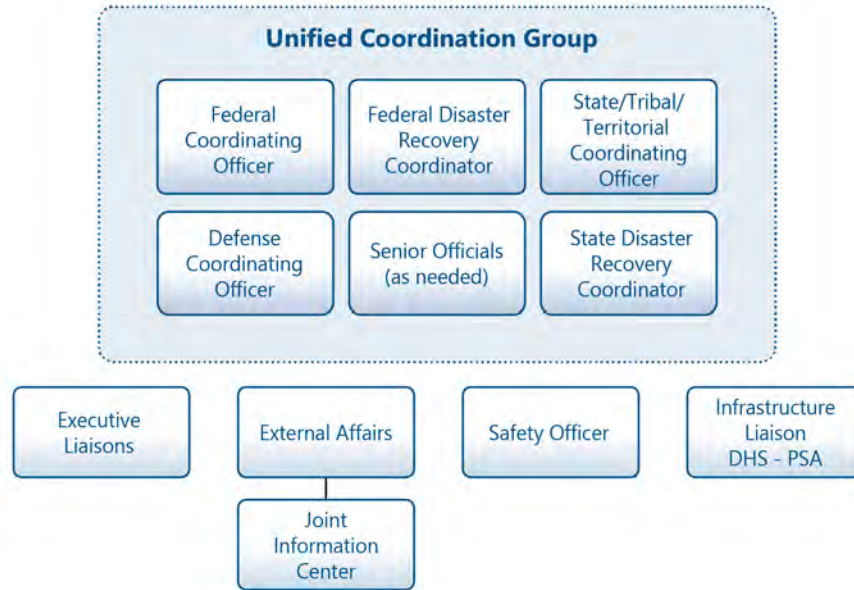


Figure A 3: Unified Coordination Group Leadership

A.3.2.6 Joint Field Office (JFO) Organization

Once the JFO is operational, the personnel and functions of the SEOC may relocate to the JFO to begin unified operations as the UCS. In addition, ESF personnel and additional FEMA support staff deploy to the JFO to accomplish their functions in the UCS and manage the federal response.

The FEMA UCS includes all FEMA personnel assigned to the incident along with personnel from the state and from other federal departments and agencies. The UCS includes personnel from the initial responding IMAT, the FCO, and all staff coordinated by or under the control of the UCG. The UCS organization is depicted in Figure A-4.

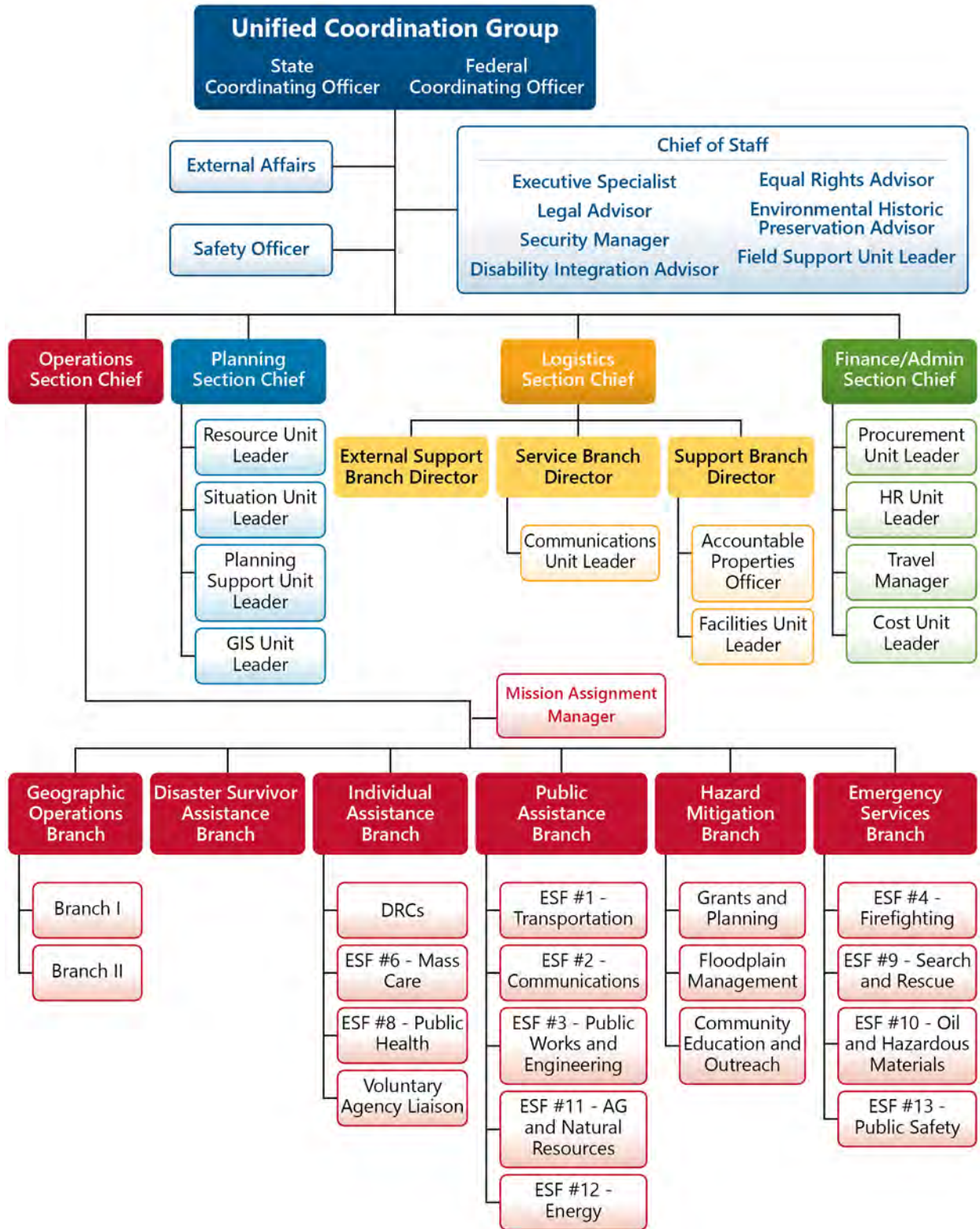


Figure A-4: Initial JFO Organization Chart

A.3.2.7 Operations Section Organization

The Operations Section for the response will recommend the best organizational structure needed to coordinate the delivery of federal assistance and services in an incident, based on incident level, administrative and jurisdictional complexity, geographic area, span of control considerations, functional specialties required, logistics, planning, and other support needs, and the potential for expansion. FEMA organizational structure recommendations are categorized as functional, geographic, or a combination of both. Level III incidents are typically organized by function while Level I and II incidents are typically organized through either a geographic structure or a combined geographic/functional structure. Most, if not all, incidents will therefore have functional components, but not all will have geographic components.

Functional Organization

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

Geographic Organization

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

Combined Organization

In a combined organization, geographic (branches/divisions) and functional (branches/groups) components exist within the Operations Section.

A.3.2.8 Multi-Incident Organization

Regional Unified Area Coordination Group (RUACG) for a Large Incident

If more than one state/tribe is impacted by an incident, the RA or the Regional Coordinating Officer (RCO) may establish the Regional Unified Area Coordination Group (RUACG), which is composed of the director of the emergency management agency of each impacted state, the leader of each impacted tribe, and the RA. The RUACG will be moderated by the RCO, or the Chief of the Unified Coordination Staff (C-UCS)/Chief of the RUACG (C-RUACG) once a UCG or RUACG assumes operational control.

At a minimum, the RUACG will have a daily teleconference. Situational updates may be provided, but the primary purpose of the RUACG is to (1) allocate resources among the states, including resources offered by the impacted states to support response operations; (2) identify potential problems; and (3) plan actions to alleviate these problems. Even though the daily teleconference will focus on state/tribal emergency management activities, the leader(s) of the IMAT/UCS along with the Federal Coordinating Officers (FCOs) and representatives of the National Response Coordination Staff (NRCS) will be invited to attend, as appropriate.

A.3.2.9 Response Staff Alert and Notification

When the MOC becomes aware of an incident warranting possible FEMA support or is directed to activate the RRCC, it will notify key Regional leadership via conference call, through which a decision whether to activate will be made. Once a decision to activate the RRCC is made, the MOC will send an ENS activation message to the appropriate RRCC staff and key Regional leadership indicating that an ongoing or emerging incident is occurring.

During initial activation, the MOC, in conjunction with the RRCC, will follow the guidelines set forth in the Region 10 RRCC SOP, which outlines a step-by-step process for Region 10's standardized incident notification procedure, starting from the onset of an incident and proceeding through the first operational period.

As the incident unfolds and disaster activities are initiated, Region 10 leaders will ensure that Regional, OFA, and ESF personnel are kept apprised of incident status and will initiate appropriate staff activations, as necessary, using standard staff notifications, including Advisory, Alert, Activation, and Cancellation Orders. These notifications are used to formally inform Region 10, ESF, and OFA personnel of Region 10's intent to change its readiness posture or activate the RRCC. The MOC is responsible for the written reporting and transmission of staff notifications and will ensure that an appropriate definition of the notification message is provided using the following criteria:

- Advisory Orders are purely informational and do not require formal action on the part of recipients.
- Alert, Activation, and Cancellation Orders provide recipients with instructions regarding required actions.

If the RRCC has been activated for a major incident and a subsequent emergency occurs, these notifications will be made verbally to OFAs in the RRCC followed by ENS, telephonic, and/or email notifications given to those not represented.

A.3.3 Other Federal Agencies (OFAs) and Stakeholders

A.3.3.1 Specific Roles and Responsibilities

Federal agencies maintain their roles, responsibilities, and core competencies in a disaster response. Federal agencies with offices and personnel in the impact area determine the status and safety of personnel, facilities, and resources and begin to build situational awareness on the disaster's effects. Each federal agency acts within its own statutory authority to carry out lifesaving operations, protect its personnel and resources from harm, and prevent cascading effects from causing additional damage. The key federal agencies and their specific responsibilities related to response operations are shown in the sections below.

A.3.3.2 Emergency Support Functions (ESFs)

The roles and responsibilities for each ESF during the response to this disaster are specified in Annex A of the *Federal Interagency Operational Plan* (FIOP) and each of the LOE tabs in Appendix C-2 and Appendix D-4 of this plan.

Table A-1: Emergency Support Function (ESF) Roles and Responsibilities

Emergency Support Function (ESF) Roles and Responsibilities
ESF #1 – Transportation
ESF Coordinator: U.S. Department of Transportation (DOT)
<p>Coordinates the support of management of transportation systems and infrastructure, regulation of transportation, management of the nation’s airspace, and the ensuring of the safety and security of the national transportation system. Functions include but are not limited to the following:</p> <ul style="list-style-type: none"> • Transportation mode management and control • Transportation safety • Stabilization and re-establishment of the transportation infrastructure • Movement restrictions • Damage and impact assessment
ESF #2 – Communications
ESF Coordinator: DHS – Cybersecurity and Infrastructure Security Agency (CISA)
<p>Coordinates government and industry efforts for the re-establishment and provision of critical communications infrastructure and services, facilitates the stabilization of systems and applications from malicious activity (e.g., cyber), and coordinates communications support for response efforts (e.g., emergency communications services and emergency alerts and telecommunications). Functions include but are not limited to the following:</p> <ul style="list-style-type: none"> • Coordination with the telecommunications and information technology industries • Coordination of the re-establishment of critical communications infrastructure • Protection, re-establishment, and sustainment of national cyber and information technology resources • Oversight of communications within federal response structures • Facilitation of the stabilization of systems and application impacts caused by cyber events
ESF #3 – Public Works and Engineering
ESF Coordinator: U.S. Army Corps of Engineers (USACE)
<p>Coordinates the capabilities and resources to facilitate the delivery of services, technical assistance, engineering expertise, construction management, and other support to prepare for, respond to, and recover from a disaster or an incident. Functions include but are not limited to the following:</p> <ul style="list-style-type: none"> • Infrastructure protection and emergency repair • Critical infrastructure re-establishment • Engineering services and construction management • Emergency contracting support for lifesaving and life-sustaining services
ESF #4 – Firefighting
ESF Coordinators: U.S. Forest Service, FEMA – U.S. Fire Administration
<p>Coordinates the support for the detection and suppression of fires. Functions include but are not limited to supporting wildland, rural, and urban firefighting operations.</p>
ESF #5 – Information and Planning
ESF Coordinator: FEMA
<p>Supports and facilitates multi-agency planning and coordination for operations involving incidents requiring federal coordination. Functions include but are not limited to the following:</p> <ul style="list-style-type: none"> • Deliberate and crisis action planning • Information collection, analysis, visualization, and dissemination

Emergency Support Function (ESF) Roles and Responsibilities
ESF #6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services ESF Coordinator: FEMA
Coordinates the delivery of mass care and emergency assistance. Functions include but are not limited to the following: <ul style="list-style-type: none"> • Mass care support • Emergency assistance • Temporary housing • Human services support
ESF #7 – Logistics ESF Coordinators: U.S. General Services Administration (GSA), FEMA
Coordinates comprehensive incident resource planning, management, and sustainment capability to meet the needs of disaster survivors and responders. Functions include but are not limited to the following: <ul style="list-style-type: none"> • Comprehensive national incident logistics planning, management, and sustainment capability • Resource support (e.g., facility space, office equipment and supplies, and contracting services)
ESF #8 – Public Health and Medical Services ESF Coordinator: U.S. Department of Health and Human Services (HHS)
Coordinates the mechanisms for assistance in response to an actual or potential public health and medical disaster or incident. Functions include but are not limited to the following: <ul style="list-style-type: none"> • Public health support • Medical surge support, including patient movement • Behavioral health services • Mass fatality management • Veterinary, medical, and public health services support
ESF #9 – Search and Rescue ESF Coordinator: FEMA
Coordinates the rapid deployment of SAR resources to provide specialized lifesaving assistance. Functions include but are not limited to the following: <ul style="list-style-type: none"> • Structural collapse (urban) SAR • Maritime/coastal/waterborne SAR • Land SAR
ESF #10 – Oil and Hazardous Materials (HAZMAT) Response ESF Coordinator: U.S. Environmental Protection Agency (EPA)
Coordinates support in response to an actual or potential discharge and/or release of oil or HAZMAT substances. Functions include but are not limited to the following: <ul style="list-style-type: none"> • Environmental assessment of the nature and extent of oil and HAZMAT contamination • Environmental decontamination and cleanup, including buildings/structures, and the management of contaminated waste

Emergency Support Function (ESF) Roles and Responsibilities

ESF #11 – Agriculture and Natural Resources

ESF Coordinator: U.S. Department of Agriculture (USDA)

Coordinates a variety of functions designed to protect the nation's food supply, respond to pest and disease incidents impacting agriculture, and protect natural and cultural resources.

Functions include but are not limited to the following:

- Nutrition assistance
- Agricultural disease and pest response
- Technical expertise, coordination, and support of animal and agricultural emergency management
- Meat, poultry, and processed egg product safety and defense
- Natural and cultural resources and historic properties (NCH) protection

ESF #12 – Energy

ESF Coordinator: U.S. Department of Energy (DOE)

Facilitates the re-establishment of damaged energy systems and components and provides technical expertise during an incident involving radiological/nuclear materials. Functions include but are not limited to the following:

- Energy infrastructure assessment, repair, and re-establishment
- Energy industry utilities coordination
- Energy forecasting

ESF #13 – Public Safety and Security

ESF Coordinator: U.S. Department of Justice (DOJ) – Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF)

Coordinates the integration of public safety and security capabilities and resources to support the full range of incident management activities. Functions include but are not limited to the following:

- Facility and resource security
- Security planning and technical resource assistance
- Public safety and security support
- Support for access, traffic, and crowd control activities

ESF #14 – Cross-Sector Business and Infrastructure

ESF Coordinator: DHS-CISA

Coordinates cross-sector operations with infrastructure owners/operators, businesses, and government partners, with a focus on actions taken by businesses and infrastructure owners/operators in one sector in assisting other sectors in preventing or mitigating cascading failures between the sectors. Focuses particularly on those sectors not currently aligned to other ESFs (e.g., the Financial Services Sector). Functions include but are not limited to the following:

- Assessment, analysis, and situational awareness of cross-sector challenges
- Operational coordination facilitation with critical infrastructure sectors

Emergency Support Function (ESF) Roles and Responsibilities

ESF #15 – External Affairs

ESF Coordinator: DHS

Coordinates the release of accurate, coordinated, timely, and accessible public information to affected audiences, including the government, media, NGOs, and the private sector. Works closely with state and local officials to ensure outreach to the entire community. Functions include but are not limited to the following:

- Public affairs and the Joint Information Center (JIC)
- Intergovernmental (local, state, tribal, and territorial [SLTT], non-governmental, and private sector) affairs
- Congressional affairs

A.3.3.3 Recovery Support Functions (RSFs)

Region 10 follows the *National Disaster Recovery Framework* (NDRF) regarding the activation and deployment of RSFs.

Table A-2: Recovery Support Function (RSF) Organizations and Responsibilities

Recovery Support Function (RSF) Organizations and Responsibilities
Community Planning and Capacity Building (CPCB)
<p>The CPCB RSF unifies and coordinates expertise and assistance programs from across the Federal Government as well as from non-governmental partners for aiding local and tribal governments in building their local capabilities to effectively plan for and manage recovery and engage whole community stakeholders in the recovery planning process.</p> <p>Coordinating Agency: FEMA</p> <p>Primary Agencies: FEMA; U.S. Department of Housing and Urban Development (HUD)</p> <p>Supporting Agencies: American Red Cross (Red Cross), Corporation for National and Community Service (CNCS), Delta Regional Authority, USDA, U.S. Department of Commerce, U.S. Department of Education, HHS, DHS, U.S. Department of the Interior (DOI), DOJ, DOT, EPA, GSA, National Voluntary Organizations Active in Disaster (NVOAD), U.S. Small Business Administration (SBA), U.S. Access Board, USACE</p>
Economic
<p>The Economic RSF focuses on returning economic and business activities (including agricultural) to a state of health and develop new economic opportunities that result in sustainable and economically viable communities. The Economic RSF integrates the expertise of the Federal Government in helping SLTT, regional/metropolitan, and insular area governments and the private sector sustain and/or rebuild businesses and employment and develop economic opportunities that result in sustainable and economically resilient communities after an incident.</p> <p>Coordinating Agency: U.S. Department of Commerce</p> <p>Primary Agencies: USDA, U.S. Department of Commerce; DHS, U.S. Department of Labor (DOL), U.S. Department of the Treasury, FEMA, SBA</p> <p>Supporting Agencies: CNCS, Delta Regional Authority, HHS, HUD, DOI, EPA, GSA, DOS</p>

Recovery Support Function (RSF) Organizations and Responsibilities

Health and Social Services (H&SS)

Healthcare is an economic driver in many communities and is critical to a community's disaster recovery. Social services also have a major impact on the ability for a community to recover. The support of social services programs for at-risk and vulnerable children, individuals, and families affected by a disaster can promote a more effective and rapid recovery. The H&SS RSF outlines the federal framework for supporting locally led recovery efforts to address public health, healthcare facility, and essential social services needs. Displaced individuals in need of housing will also need H&SS support.

Coordinating Agency: HHS

Primary Agencies: CNCS, USDA, U.S. Department of Commerce, DHS–National Protection and Programs Directorate, DHS Office for Civil Rights and Civil Liberties, HUD, DOI, DOJ, DOL, EPA, FEMA

Supporting Agencies: Red Cross; U.S. Department of Education, DOT, U.S. Department of the Treasury, U.S. Department of Veterans Affairs (VA), NVOAD, SBA

Housing

The Housing RSF coordinates and facilitates the delivery of federal resources to implement housing solutions that effectively support the needs of the entire community and contribute to community sustainability and resilience. Housing is a critical and often challenging component of disaster recovery, but must be adequate, affordable, and accessible to make a difference in the lives of disaster survivors.

Coordinating Agency: HUD

Primary Agencies: USDA, DOJ, HUD, FEMA

Supporting Agencies: Red Cross, CNCS, U.S. Department of Commerce, DOE, HHS, VA, EPA, GSA, NVOAD, SBA, U.S. Access Board

Infrastructure Systems

The Infrastructure Systems RSF works to efficiently facilitate the restoration of infrastructure systems and services to support viable, sustainable communities and improves resilience to and protection from future hazards.

Coordinating Agency: USACE

Primary Agencies: DOE, DHS, DOT, FEMA, USACE

Supporting Agencies: Delta Regional Authority, USDA, U.S. Department of Commerce, DOD, U.S. Department of Education, HHS, DHS, HUD, DOI, U.S. Department of the Treasury, EPA, Federal Communications Commission (FCC), GSA, Nuclear Regulatory Commission (NRC), Tennessee Valley Authority (TVA)

Recovery Support Function (RSF) Organizations and Responsibilities

Natural and Cultural Resources (NCR)

The NCR RSF facilitates the integration of Federal Government capabilities to support the protection of NCH through appropriate response and recovery actions aimed at preserving, conserving, rehabilitating, and restoring NCH in a manner consistent with post-disaster community priorities and in compliance with applicable environmental and historical preservation laws and executive orders.

Coordinating Agency: DOI

Primary Agencies: DOI, EPA, FEMA

Supporting Agencies: Advisory Council on Historic Preservation, CNCS, Council on Environmental Quality, Delta Regional Authority, USDA, U.S. Department of Commerce, DHS–National Protection and Programs Directorate, GSA, Heritage Emergency National Task Force (HENTF), Institute of Museum and Library Services, Library of Congress, National Archives and Records Administration, National Endowment for the Arts, National Endowment for the Humanities, USACE

A.3.3.4 Defense Support of Civil Authorities

With several major military installations in Alaska (Joint Base Elmendorf-Richardson [JBER], Ft. Wainwright, and Eielson AFB), the DOD has significant capabilities for assisting with response operations. Under each Base Commander’s authority, the DOD can assist local communities with life-safety operations for up to 72 hours following an incident. This plan recognizes that mission assurance is the first priority of the DOD and that their response to the disaster’s impacts on base functionality and infrastructure and the care of DOD personnel and their families are also top priorities. Additional response capabilities can be made available by the Base Commander for local response efforts.

A.3.4 Local, State, and Tribal Coordination Requirements

A.3.4.1 Local Coordination

In the federal response to a disaster, the SEOC and IMAT merge to form the UCS, functioning as single organization. The UCS adjudicates and de-conflicts activities and resource requests with the Branch Directors of the geographic branches, who are responsible for:

- Informing the UCS of all response activities occurring in the branches in order to feed the Shared Situational Picture (SitPic), formerly common operating picture (COP);
- Receiving resource requests from local governments and incident commanders;
- Forwarding unmet resource requests to the UCS for additional response materials and capabilities; and
- Forecasting mission and resource requirements for future response activities.

A.4 Administration, Resources, Funding, and Staffing

(See Base Plan.)

A.5 Oversight, Coordinating Instructions, and Communications

(See Base Plan.)

A.5.1 Oversight, Coordinating Instructions, Multi-agency Coordination

The State Coordinating Officer (SCO) and FEMA’s regional IMAT Team Leader will develop coordinated incident objectives to include in a joint Incident Action Plan (IAP). Once the FCO takes over operational command for the incident, they assume responsibility for developing objectives in coordination with the SCO. The RRCC conducts planning to support incident operations by developing a Regional Support Plan (RSP) that includes the incident objectives. The RSP reflects the priorities developed at the incident scene and does not replace or supplant the IAP. In concept, incident objectives carry over from the RSP to the IAP.

National-level resource support is coordinated through the NRCC, located at FEMA HQ. (See Base Plan for additional information.)

A.5.2 Communications

Following an incident, normal communications may be severely impacted. Federal resources must work closely with state and local resources to prioritize communications systems and restore communications capabilities as quickly as possible. (See Base Plan and Annex K of this plan for additional information.)

Appendices

A-1: FEMA Disaster Management Organization

A-2: RRCC Seating Charts

A-3: JFO Organizational Charts

Appendix A-1: FEMA Disaster Management Organization






A.1.1 Region 10 RRCC and State Activation Levels

FEMA uses four Regional Response Coordination Center (RRCC) activation levels based on the actual or anticipated impact, size, and complexity of an incident and the federal assistance required. Level I is for the highest/most complex type of response while Level III is for a smaller, more common level of incident. Level IV is for steady-state operations. The Regional Administrator (RA) and Regional Coordinating Officer (RCO) coordinate to determine whether a situation warrants activation of the RRCC and at what activation level. They also determine the resources and staffing needed, based on the specific incident.

The states of Idaho and Washington use a three-level activation scale, with Level 3 used for steady-state operations and Level 1 used in a major event. The state of Alaska has four activation levels, with Level 1 for routine operations and Level 4 for major events. Oregon uses a simple “activated” or “not activated” status system.

State emergency operations center (SEOC) activation levels can change at any time. The Daily Situational Awareness Report (DSAR), which is issued by FEMA’s Mobile Emergency Response Support (MERS) Operations Center (MOC) co-located at Region 10’s offices in Bothell, reports state activation levels daily.

Figure A-1-1: Activation Levels of Region 10 RRCC and SEOCs

FEMA RRCC and SEOC Activation Levels				
				
FEMA R10 RRCC	Alaska DHS&EM SEOC	Idaho OEM IDEOC	Oregon OMD OEM ECC	Washington WMD EMD SEOC
(425) 487-4647	(907) 428-7100	(208) 947-7800	(503) 378-6377	(800) 258-5990
Level IV - Steady-State	Level 1 - Routine Operations	Monitoring	Standby / Steady-State	Level 3
<ul style="list-style-type: none"> No RRCC staffing. R10 Watch function thru Bothell MOC. R10 Situation Unit Leader may stand up R10 Enhanced Watch, if required. 	<ul style="list-style-type: none"> DHS&EM Operations Section conducts normal activities. Duty Officer on call overnight. 	<ul style="list-style-type: none"> IOEM normal operations. Staff work day-to-day activities. IDEOC Manager is on call 24/7 to respond, as necessary. 	<ul style="list-style-type: none"> Normal operations. Oregon Emergency Response System (OERS) serves as 24/7 answering point for notifications on all incidents. 	<ul style="list-style-type: none"> A situation or threat is underway that requires enhanced monitoring and coordination. Minimal SEOC staffing, in addition to staff at adjoining 24/7 WA Alert & Warning Center.

FEMA RRCC and SEOC Activation Levels				
Level III	Level 2 - Heightened Awareness	Level 3	Monitoring - Enhanced Watch	N/A
<ul style="list-style-type: none"> Minor/minimal RRCC staffing. Situational monitoring of activities. Federal Coordinating Officer (FCO)/liaison officer (LNO) may operate from RRCC or SEOC, as required 	<ul style="list-style-type: none"> Heightened sense of awareness. Occurring or forecasted events, including a potential or present threat. SEOC may field reconnaissance teams. SEOC may mobilize additional staff, if needed. Duty Officer on call overnight. 	<ul style="list-style-type: none"> IDEOC activated; incident is likely to occur or has occurred. Jurisdictional disaster/emergency declarations are in place or are anticipated and a state proclamation of disaster and/or emergency may be in effect or be imminent. 	<ul style="list-style-type: none"> OEM Duty Officer notified and begins monitoring incident to maintain situational awareness. 	<ul style="list-style-type: none"> <i>State of Washington does not have a corresponding level</i>
Level II	Level 3	Level 2	N/A	Level 2 - Partial Activation
<ul style="list-style-type: none"> Moderate incident/event: mid-level RRCC activation. Support activation with one or more activated ESFs. FEMA LNO deployed to SEOC. RRCC operational 24/7 or 12/7. 	<ul style="list-style-type: none"> Actual event has occurred or is imminent. SEOC is staffed and open enough hours to satisfy event requirements. DHS&EM may require augmentation from other agencies, both for field teams and the SEOC. Multi-agency Coordination (MAC) activated. 	<ul style="list-style-type: none"> Continuous operations managed within existing state capability. Operational period is generally 24 hours or less. Multiple ongoing incidents or a large-scale (multi-jurisdictional, statewide) incident has occurred. Actual or potential impact from incident requires high amount of direct state assistance for response and recovery efforts. State proclamation of disaster and/or emergency is in effect. 	<ul style="list-style-type: none"> <i>State of Oregon does not have a corresponding level</i> 	<ul style="list-style-type: none"> A situation or threat has developed that requires coordination beyond normal duty day. SEOC is partially staffed to provide limited or partial liaison support based on the needs of the incident.
Level I	Level 4	Level 1	Activated	Level 1 - Full Activation
<ul style="list-style-type: none"> Massive event: full RRCC activation. NRCC may be activated EM or DR 24/7 operations. 	<ul style="list-style-type: none"> Major life-threatening or property-damaging event. Full support and coordination for event and mobilization of statewide emergency resources; includes state and federal agency staff. 	<ul style="list-style-type: none"> Continuous operations beyond state capability. Incident has occurred that has overwhelmed the state's ability to effectively respond without external or federal assistance. Actual or potential impact on public health, welfare, and infrastructure requires extreme amount of direct state and federal assistance for response and recovery efforts. 	<ul style="list-style-type: none"> All appropriate state OEM Emergency Management Coordination Center (ECC) positions are filled and staffed. 	<ul style="list-style-type: none"> An incident may or may not require extensive response and recovery activities and significant resources. General staff and applicable liaison positions activated.

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A.1.2 RRCC Activation and Organization

A.1.2.1 Staff Activation

The composition of the incident response organization varies with the size and scope of the incident. A Region 10 RRCC staffing roster is maintained by the Operations Integration Branch of the Response Division. Monthly rosters are established based on 3-month rotations. Rostered staff are notified monthly via email regarding roster updates and staff alternates.

When the RRCC is activated, notifications are sent to staff, including those on recall, to report to the RRCC. Staff are notified through the Emergency Notification System (ENS) administered by the Bothell MOC as well as through FEMA's Deployment Tracking System (DTS). Rostered members can obtain Deployment Orders with deployment information via the [DTS website](https://www.femaresponder.net), located at www.femaresponder.net. For additional staffing needs, Emergency Support Function (ESF) and other federal agency (OFA) support may be notified by Activation Order, based on direction from the Region 10 RA, Regional Division Directors (RDDs), and/or the RCO.

A.1.2.2 RRCC Staff Organization

The RRCC is organized according to the Incident Command System (ICS) structure, as reflected in the following baseline organizational charts. (These charts can be modified based on the level of response required.)

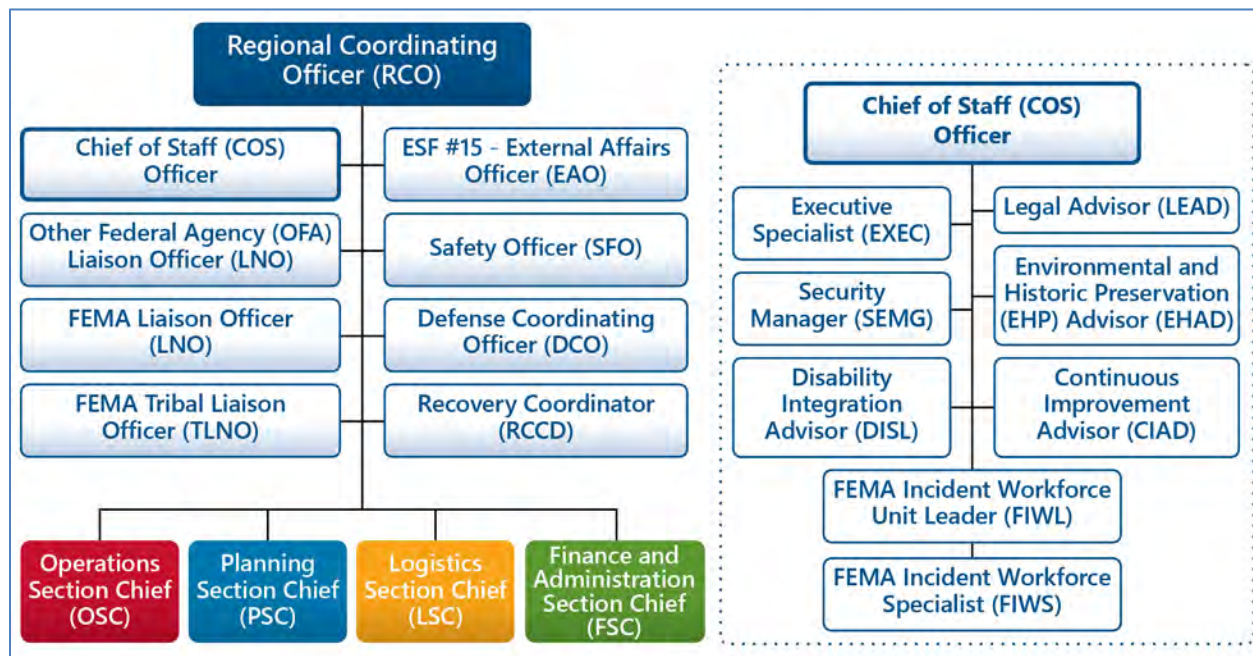


Figure A-1-2: RRCC Command Staff Organization

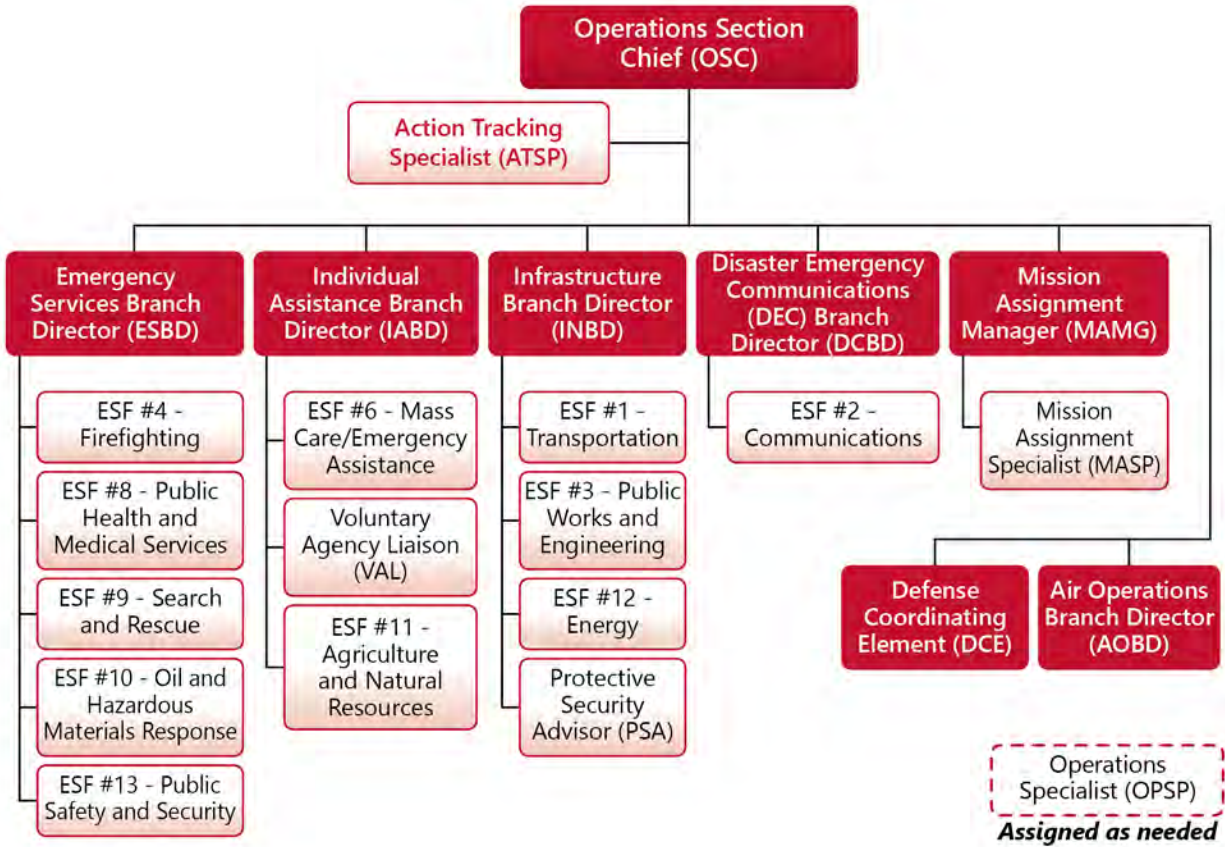


Figure A-1-3: RRCC Operations Section Staff

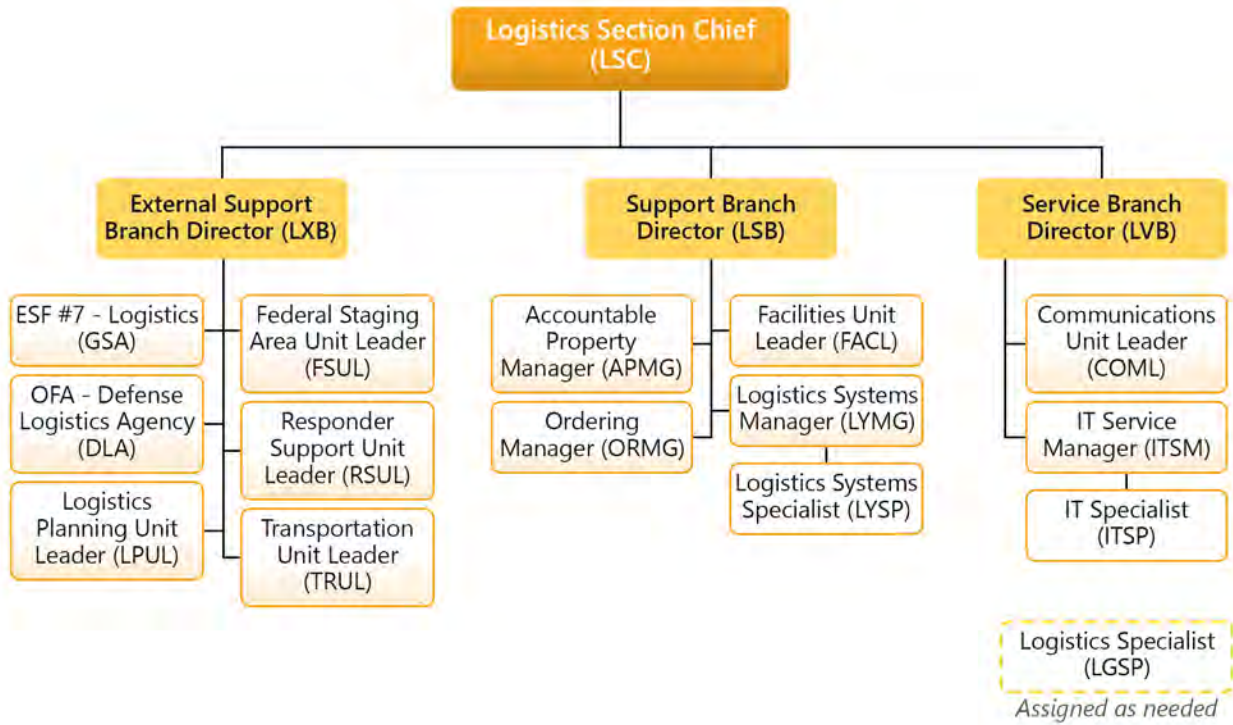


Figure A-1-4: RRCC Logistics Section Staff

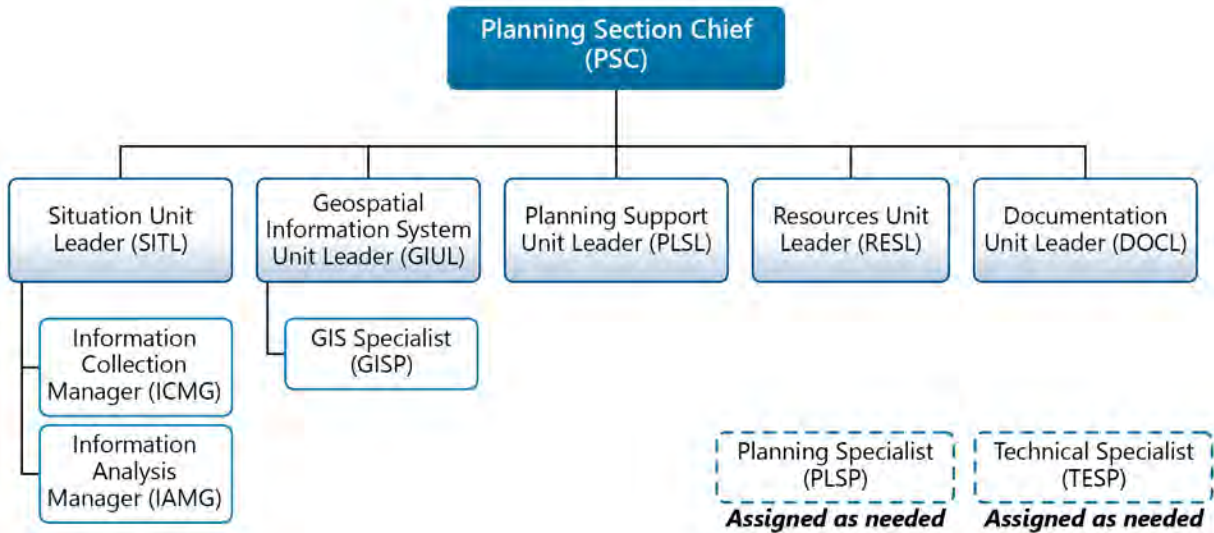


Figure A-1-5: RRCC Planning Section Staff



Figure A-1-6: RRCC Finance/Administration Section Staff

A.1.2.3 Region 10 RRCC Staffing Plan

The FEMA Region 10 RRCC roster is designed to meet RRCC staffing needs for the first operational shift after activation. For large events that require 24-hour RRCC staffing, augmented force packages will be developed based on 12-hour shift rotations. Supplemental support from out of the Region can be anticipated to fulfill additional RRCC roles and functions.

A.1.2.3.1 Force Packages

FEMA strives to ensure that its disaster response efforts are organized, efficient, and effective. To maximize its capabilities, FEMA's Field Operations Directorate (FOD) has developed time-phased force packages with force modules based on historical deployment staffing patterns (as shown in "Region 10 Historical Staffing" section below).

A force package is a set of pre-identified groupings of force modules with time-phased deployment dates that provide the capabilities needed to support an incident response. A force module is a capabilities-based set of FEMA Qualification System (FQS) incident management positions that are generally aligned with a single FEMA program area (e.g., Individual Assistance [IA], Operations, Logistics) or can be pulled from multiple program areas, when necessary, to deliver appropriate capabilities.

Force packages provide senior leaders with the ability to quickly scope and deploy resources based on the size and severity of a given incident. The RA, the Associate Administrator for the Office of Response and Recovery, or another FEMA official selects a force package and tailors it to meet the unique requirement of the specific incident, making adjustments to force modules, individual positions, or time phasing, as needed. This allows the activating authority to deploy the capabilities in a force package immediately so that incident management staff can arrive when needed and begin facilitating the strategic management and force-generation capabilities of the incident workforce.

Baseline force packages have been developed for small (Level II or Level III) as well as large (Level I) events. IA/Public Assistance (PA) support and the number of Disaster Recovery Centers (DRCs) activated at each level are generally as follows:

- **Large IA/PA event (Level I)** – usually requires activation of more than 10 DRCs, along with associated IA and PA program support

- **Small IA/PA event (Level II)** – usually requires activation of 10 DRCs or less, along with associated IA and PA program support
- **PA-only event (Level III)** – usually requires activation of 10 DRCs or less, along with associated PA program support

A.1.2.4 Region 10 Historical Staffing

The charts below illustrate FEMA Region 10’s historical disaster staffing totals for the past 20 years by disaster type. The majority of declared disasters have been Level II or Level III events. (Of note is that Region 10 experiences a higher number of wildfire declarations than most other FEMA Regions.)

For Region 10 PA-only (Level III) events, most such events have employed 100 or less personnel over the lifespan of JFO activation (includes some Regional staff deployed to support Virtual JFOs [VJFOs]). For small IA disasters, the average Region 10 IA JFO configuration has still been on the smaller end of the spectrum, with 400 personnel or less. Future Region 10 force package deployments are expected to follow similar configurations based on these historical patterns.

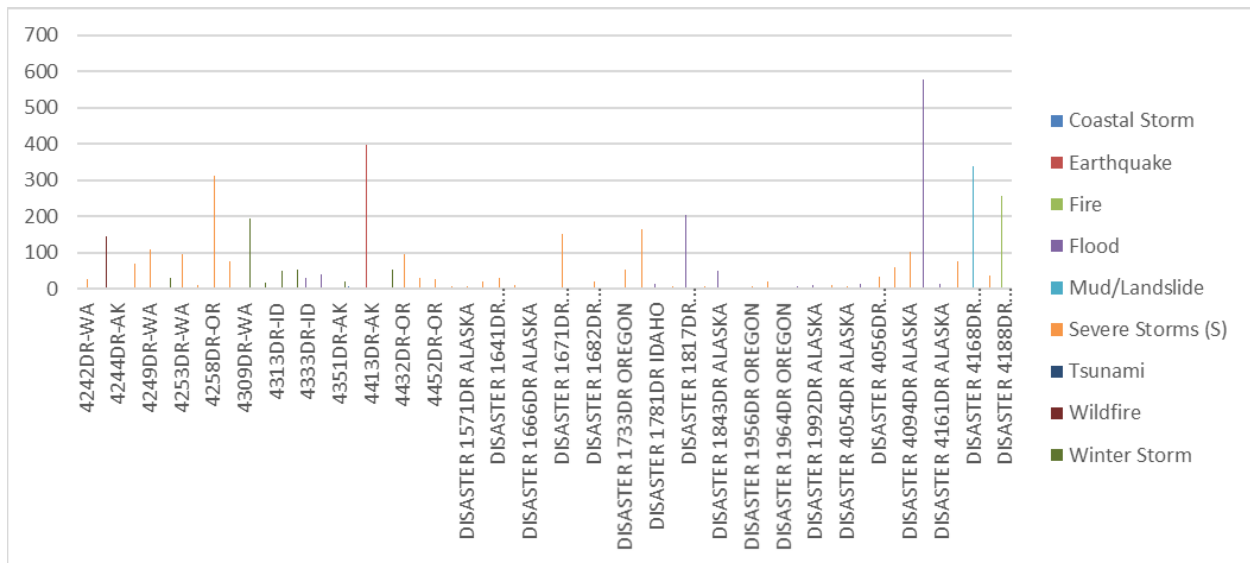


Figure A-1-7: Staffing Levels for Region 10 PA-only Declarations (1999-2019)

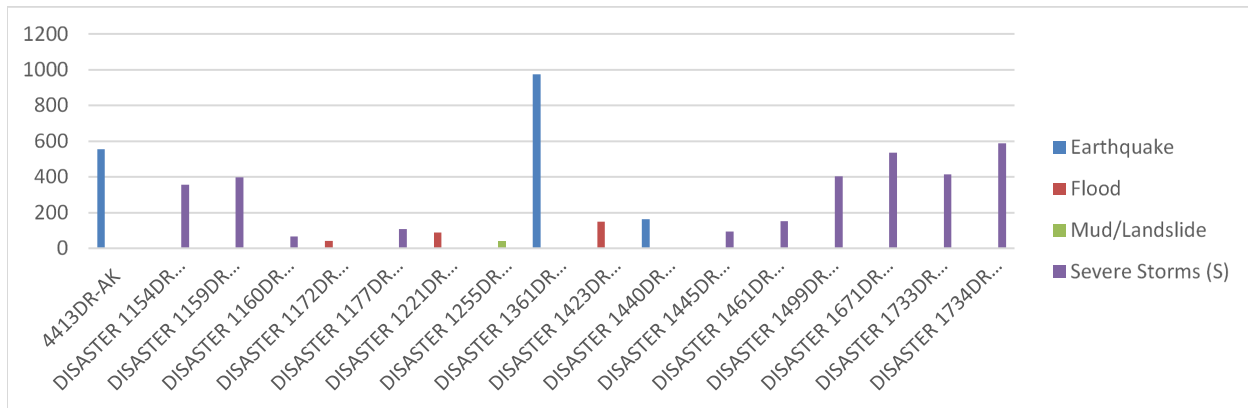


Figure A-1-8: Staffing Levels for Region 10 IA Declarations (1997-2019)

A.1.3 FEMA Disaster Staffing Deployment

The *FEMA Deployment Guide* (August 2019) outlines the administration, implementation, and oversight processes and procedures for FEMA staffing deployment in a response. Key information from that guide is reflected in the sections below.

A.1.3.1 Staffing Points of Contact (SPOCs) and FOD Regional Liaisons

FEMA uses the term “Staffing Point of Contact” (SPOC) to refer to an individual designated by an organization or incident, and recognized by the FOD Deployment Support Section, as the local authority on staffing, deployment policies, and procedures who can perform various deployment roles and responsibilities. A SPOC supports FEMA operations at the national, Regional, and incident levels. Separately, FOD Regional Liaisons are FOD delegates who oversee Region-wide education efforts and the implementation of policies across the full spectrum of FOD programs. Together, FOD Regional Liaisons and SPOCs coordinate deployments for RRCC and field staff and facilitate the transition of deployment responsibilities from the RRRC staff to the field.

A.1.3.2 Deployment Process

The deployment process requires that appropriate responders receive requests to deploy in support of operational needs. To coordinate this process, FOD’s Workforce Management Division (WMD) Deployment Support Section, incident leadership, and the SPOC at all three operational levels (national, Regional, and incident) must work together to request, review, and fill staffing requirements. Specific event numbers are used to monitor, track, and record deployments for each incident or other duty travel (ODT). This process is managed by the Regional SPOC or the Deployment Support Section when an incident occurs or upon notification from the Emergency Notification System (ENS) of a major declaration.

A.1.3.3 Event Identification

There are several types of event numbers in DTS that must be set up and used for specific types of events. When the RRCC is activated, the Regional SPOC or FOD Regional Liaison contacts the Deployment Support Section to create a unique RRCC event number in DTS for deploying

and tracking responders. In an emergency, where the Deployment Support Section cannot be contacted, the Region may use one of its pre-declaration event numbers for the RRCC and must notify the Deployment Support Section of this action.

Staff will be mobilized via an Operations Order (OPORD)—the designated mechanism FEMA uses to convey a decision by leadership to mobilize, alert, or task a FEMA Regional or national team (e.g., Incident Management Assistance Team [IMAT], National Response Coordination Staff [NRCS], RRCC staff, Incident Support Base [ISB] team). OPORDs may include incident-specific information, specific team deployments, and additional guidance.

In addition to the OPORD, all staffing requests in Region 10 must be specifically requested using the Resource Request Form (RRF). This enables the RRCC to consistently track all resources, including personnel, in a centralized manner via FEMA's WebEOC.

A.1.3.4 Deployed in Place (Virtual JFO/Remote Duty Station)

Many Region 10 disasters are managed from the RRCC or a VJFO rather than through a traditional JFO. (JFOs require separate facilities and a bigger staffing footprint than may be warranted.) Responders may be authorized to deploy in support of a disaster but remain at their regular duty stations or their residences of record. Responders are considered deployed in place when they are directly supporting an incident in an Incident Management (IM) or Incident Support (IS) capacity or are supporting one or more incidents. Responders who are deployed in place are tracked in DTS and follow the same procedures (e.g., accountability, maintaining deployment information, etc.) as other deployed responders.

A.1.3.5 Personnel Mobilization and RSOI

“Personnel mobilization” is the process of activating and mobilizing responders for their incident assignments. FEMA implements personnel mobilization (PM) procedures, including for Reception, Staging, Onward Movement, and Integration (RSOI), in every federally declared disaster to ensure deployed responders are processed, equipped, and trained, as necessary, prior to being assigned incident roles and responsibilities.

The *FEMA Personnel Mobilization Guide* provides guidance for the administration, implementation, and oversight of the RSOI process for FEMA's deployed incident workforce. FEMA's 2019 *Personnel Mobilization Procedures* document expands on this guide by providing specific details for FEMA RSOI functions and management. The *Annex 10: Region 10 Personnel Mobilization Procedures* and *PMC Region 10 Procedures (Anchorage [Alaska] Specific Appendix)* further expand the procedures for PMC and RSOI for incidents within Region 10.

The documents listed below can be found on the Region 10 common drive at: [Deployment-Movement-PMC](#).

- FEMA Personnel Mobilization Guide (2017)
- FEMA Personnel Mobilization Procedures (2019)
 - Annex 10: R10 Personnel Mobilization Procedures
 - PMC R10 Procedures: Anchorage (Alaska) Specific Appendix
- FEMA Incident Workforce Deployment Directive (FD 010-8) (October 16, 2014)
- FEMA Deployment Guide (2019)

For more information, see Annex D (Logistics and Supply Chain Management).

A.1.3.6 Transfer of Operational Authority (TOA)

A.1.3.6.1 Transfer of Operational Authority from the RRCC to the Field

Operational authority transitions from the RCO to the FCO using the Region 10 Transitional Operating Report.

Initially, the IMAT supports RRCC operations, as reflected in the relationships within the crisis action planning organization. Once the transfer of operational authority from the RRCC to the IMAT has occurred, these relationships change.

The official transfer is from the RRCC to the Federal Coordinating Officer (FCO) and it occurs when the RA (or designee) is confident that the IMAT has the capability to assume responsibility and the following conditions are met:

- Coordination mechanisms (e.g., Unified Coordination Group [UCG]) are established and communications capabilities are operational.
- Situational awareness about the impacts of the incident, including status of Community Lifelines, is established.
- Stabilization targets have been coordinated within the UCG and initial priorities and objectives are established.
- Federal missions (i.e., Lines of Effort [LOEs]) have been identified and operational plans have been developed, as appropriate.
- Federal capabilities are staged or deployed.
- An Interim Operating Facility (IOF) is established and staff are on site to assume responsibility for setting an incident-level strategy.
- Incident organization and coordination is established.
- RRCC staff will transition response capabilities to a state-specific Federal Staging Area (FSA), if requested by the IMAT Federal On-scene Coordinator (FOSC), to ensure a sustained logistics architecture.
- Federal/state joint incident action planning process has transitioned to the “mature” stage.

A.1.3.6.2 Transfer of Operational Authority from the Field to the Region

Planning for the transition from field staff back to Region 10 typically starts early in the response. In most cases, the timing of the transition is based on the need for response operations to transition to recovery and mitigation efforts as well as on the need for Regional response staff to resume steady-state operations. Transition and demobilization decisions are made jointly between the FCO and the Region 10 RA.

The FCO develops a transition plan that, at a minimum, outlines the following:

- Region 10 points of contact (POCs)

- Roles and responsibilities
- Record transfer and retention
- Coordination processes with state, local, tribal, and territorial (SLTT) entities
- Description of critical or unresolved issues
- Best practices and areas for improvement
- Timeline to complete transition

The FCO presents the transition plan at a Region 10 leadership brief. At the conclusion of the briefing, all parties will mutually agree upon transition and demobilization milestones and timelines.

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Appendix A-2: RRCC Seating Charts



Figure A-2-1: RRCC Seating Chart – Main Floor

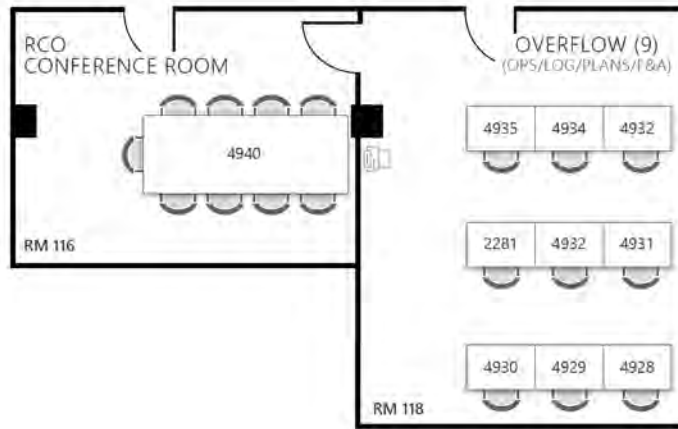


Figure A-2-2: RRCC Seating Chart – Ops/Planning Conference Room

Appendix A-3: Joint Field Office (JFO) Organizational Charts

The typical Joint Field Office (JFO) organization consists of command staff and four Incident Command System (ICS) sections: Operations, Logistics, Planning, and Finance and Administration. Initial JFO organizational staffing often begins with a Regional IMAT, whose configuration is augmented with support resources to fill out the necessary JFO structure.

If an incident involves a tribal government, refer to the Base Plan of this *Region 10 All-Hazards Plan (AHP)* and the *FEMA Region 10 Tribal Response Annex* to the AHP for organizational structure information and operational guidance.

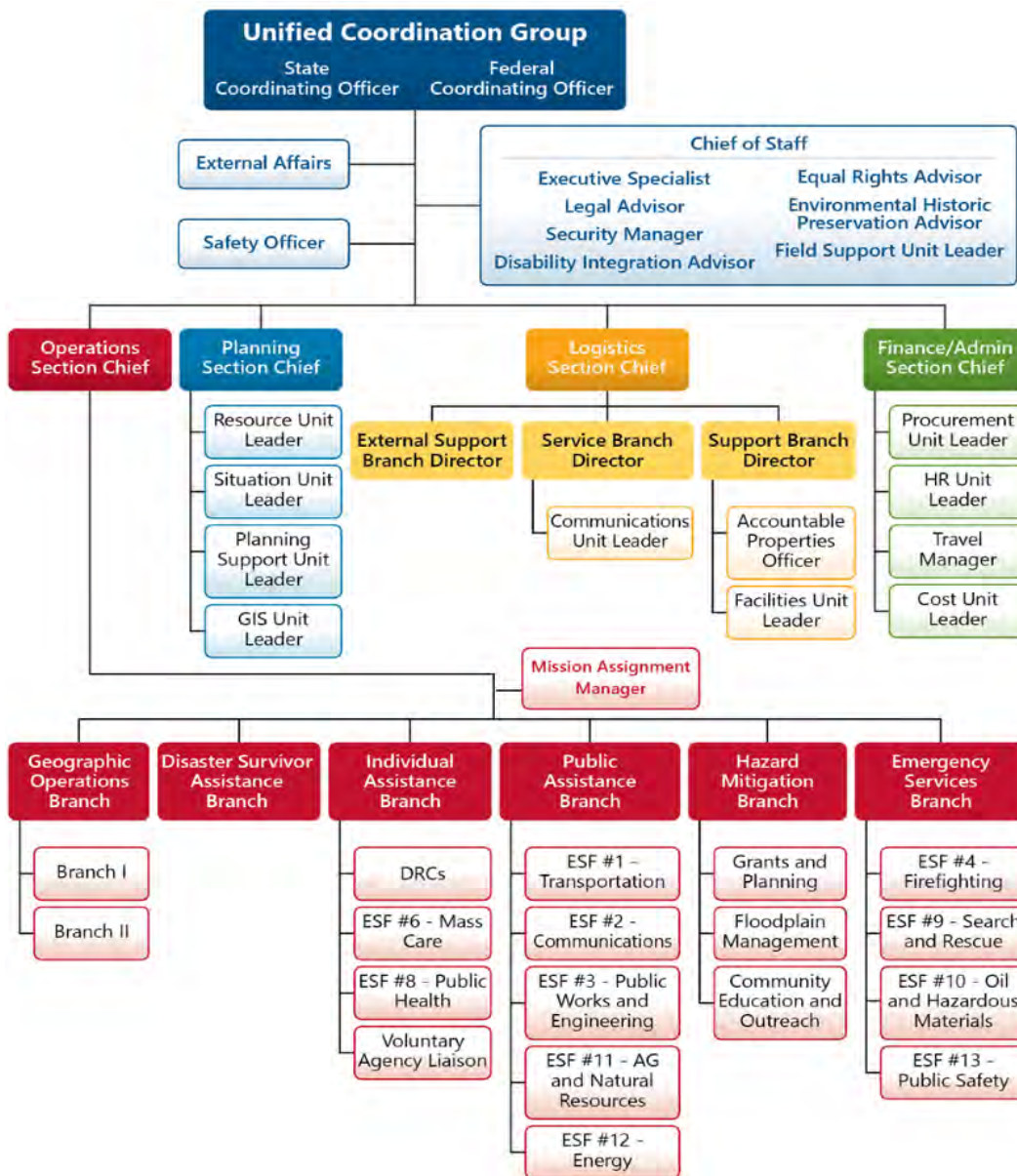


Figure A-3-1: Initial JFO Organizational Chart

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Annex B: Intelligence

B.1 Situation

B.1.1 Scope

This annex and its appendices address information and intelligence gathered to support the operational environment following an event that overwhelms one or more states within Federal Emergency Management Agency (FEMA) Region 10. The annex describes the historical impacts and potential effects of specific hazards. Region 10 state demographic data, capabilities, and thresholds for response are also discussed.

B.1.2 Threats and Hazards

B.1.2.1 Top 10 Region 10 Threats

FEMA Region 10 is home to a variety of natural, technological, and human-caused threats. As discussed in the Region 10 AHP Base Plan, the top 10 significant threats and hazards most likely to affect FEMA Region 10 are:

- Complex coordinated attack
- Cyber attack
- Earthquake/tsunami, subduction zone (Cascadia Subduction Zone [CSZ], Aleutian Subduction Zone [ASZ])
- Earthquake, crustal fault (Seattle/Portland Hills, Idaho Seismic Belt)
- Geomagnetic storm/solar flare
- Flood
- Long-term power outage
- Pandemic
- Severe storm/precipitation
- Volcanic eruption, lahar/ash wildfire

Table B-1 lists these threats according to likelihood and severity of consequences.

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Table B-1 illustrates a consolidated risk analysis of Region 10 from the perspective of the Region 10 Threat and Hazard Identification and Risk Assessment (THIRA) Working Group. Threats/hazards with a medium or high consequence level are the predominant focus of federal preparedness. Such events typically surpass local jurisdiction capabilities, requiring coordinated state/federal support.

Table B-1: FEMA Region 10 Threat and Hazard Prioritization

CONSEQUENCE	HIGH	<ul style="list-style-type: none"> • Electromagnetic Pulse Attack (EMP)² • Crustal Fault Earthquake: Portland Hills (OR)² • Fixed Nuclear Facility Accident: Columbia Generating Station (CGS) Power Plant¹ 	<ul style="list-style-type: none"> • Subduction Zone Earthquake and Tsunami: (CSZ, ASZ)¹ • Cyber Attack: Wide Area Electricity Outage¹ • Volcanic Eruption Lahar: Mt. Hood (OR), Mt. Rainier (WA)² • Crustal Fault Earthquake: Seattle (WA)² • Pandemic: Communicable Disease¹ • Long Term, Mass Power Outage² • Space Weather/G-5 Geomagnetic Storm² 	none identified
	MEDIUM	<ul style="list-style-type: none"> • Biological Weapons (BW) Attack: Anthrax³ • Chemical Weapons Attack: GB/VX Agent³ • Major Dam Breach/Failure³ • Hazardous Material Release: Large Oil Spill³ • Biological Attack: Foodborne Pathogen³ • Fixed Nuclear Facility Accident: Waste Storage/Research Reactor³ • Crustal Fault Earthquake: Tacoma/Olympia, South Whidbey (WA)³ • Improvised Nuclear Device (IND)² • Radiological Dispersal Device (RDD)² 	<ul style="list-style-type: none"> • Cyber Attack on Utility/Government Systems¹ • Major Levee Failure and Flooding (Skagit Delta, etc.)³ • Earthquake Idaho Seismic Belt¹ • Attack on Trans-Alaska Pipeline System (TAPS) (AK) • Tsunami: Distant Source³ • Volcanic Eruption Lahar/Ash: Mt. Baker (WA), Glacier Peak (WA), Mt. St. Helens (WA), Three Sisters (OR)³ • Space Weather/Solar Flare² • Complex Coordinated Attack¹ 	<ul style="list-style-type: none"> • Flooding: Wide-Area w/ Multiple River Systems³ • Flooding: Ice-Dam/Spring Break-up³ • Climate Change, Storm Surge, King Tide¹ • Major Landslide³ • Windstorm: Straight-Line Winds³ • Severe Storm: Precipitation¹
	LOW	<ul style="list-style-type: none"> • Major Heat Wave • Sink Hole • Seiche³ 	<ul style="list-style-type: none"> • Agricultural Disaster: Foot and Mouth Disease³ • Wildfire: Urban Interface³ • Civil Disturbance: Extremist Groups, Riots³ • Pandemic: Non-Influenza (e.g. Whooping Cough) • Hazardous Material Release: Oil/Gas Pipeline³ • Volcanic Eruption Ash: Mt Adams (WA), Newberry (OR), Crater Lake (OR), Mt. Augustine (AK), Mt Redoubt (AK)³ • Tornado • Transportation Incident (Air, Marine, Road, Rail) • Severe Drought³ 	<ul style="list-style-type: none"> • Active Shooter¹ • Wildfire: Wildland Fire¹ • Hazardous Material Release: Transportation Event³ • Avalanche³ • Volcanic Eruption/Ash: Mt. Spurr (AK) • Urban flooding³ • Wide-Area Electricity Outages³ • Minor Landslides³
		LOW	MEDIUM	HIGH
		LIKELIHOOD		

Notes:

- 1 – Denotes primary scenarios from Region 10 THIRA submissions, which are included in the Threat and Hazard Analysis Report
- 2 – Denotes significant threat or hazard included in the Threat and Hazard Analysis Report
- 3 – Denotes threat or hazard included in the Threat and Hazard Analysis Report

Table B-2: Criteria for Evaluating Region 10 Top Hazard Likelihood

Likelihood	Category	Percent Chance	Description
High	Common or likely	Between a 20%-100% chance of occurrence in any year	Hazard occurs from every 5 years up to multiple times each year
Medium	Conceivable or credible	Between a 0.2%-20% chance of occurrence in any year	Occurs every 5-500 years, or deemed plausible in a human timescale based on best available threat information
Low	Rare or unlikely	Less than a 0.2% chance of occurrence in any year	Hazard with a return period >500 years, or deemed of lower probability based on best available threat information

B.1.2.2 Region 10 THIRA and SPR

FEMA Region 10 states—Alaska, Idaho, Oregon, and Washington—and their two large urban areas, Portland and Seattle, participate in the annual process of creating a THIRA and a Stakeholder Preparedness Review (SPR).

In 2019, the THIRA/SPR process identified the priority targets listed in Table B-3 for which communities in the Region should build and sustain their capabilities as well as targets for potential federal support. The State Profiles (Appendix B-1) highlight capability areas that each Region 10 state has identified as targets for building and sustaining. Areas evaluated include planning, organization, equipment, training, and exercises (POETE). Table B-3 outlines the combined targets for the Region. These targets are areas of potential federal support that the Region can provide to states to build and sustain community capability. The full Regional Preparedness Assessment can be obtained by contacting Region 10's Preparedness Analyst.

Table B-3: 2019 Regional THIRA and SPR Capability Targets

Capability Target	Core Capability	POETE Area Gaps
Targets to Help Communities Build Response Capabilities		
Community Sheltering	Mass Care Services	<ul style="list-style-type: none"> • Planning • Organization • Equipment • Training • Exercises
Life-sustaining Goods Delivery	Logistics and Supply Chain Management	<ul style="list-style-type: none"> • Planning • Organization • Equipment
Relocation Assistance	Mass Care Services	<ul style="list-style-type: none"> • Planning • Equipment • Training
Resource Restoration	Natural and Cultural Resources	<ul style="list-style-type: none"> • Planning • Organization
Water Service	Infrastructure Systems	<ul style="list-style-type: none"> • Planning • Organization • Equipment
Targets to Help Communities Sustain Response Capabilities		
Search and Rescue	Mass Search and Rescue Operations	<ul style="list-style-type: none"> • Equipment
Intelligence Cycle Auditing/Execution	Intelligence and Information Sharing	<ul style="list-style-type: none"> • Organization
Unified Operations	Operational Coordination	<ul style="list-style-type: none"> • Organization • Equipment
Targets for Potential Federal Support		
Community Power	Infrastructure Systems	<ul style="list-style-type: none"> • Planning

Capability Target	Core Capability	POETE Area Gaps
Community Sheltering	Mass Care Services	<ul style="list-style-type: none"> • Planning • Organization • Equipment • Training • Exercises
Communication Systems	Infrastructure Systems	<ul style="list-style-type: none"> • Planning
Reopen Business	Economic Recovery	<ul style="list-style-type: none"> • Organization

B.1.2.3 Hazard Fact Sheets

Appendix B-6 contain fact sheets that provide detailed information on the threats and hazards most likely to affect FEMA Region 10. The tabs are:

- Tab B-6-1: Avalanche Fact Sheet
- Tab B-6-2: Biological Incident Fact Sheet
- Tab B-6-3: Chemical Weapons Fact Sheet
- Tab B-6-4: Climate Change Fact Sheet
- Tab B-6-5: Complex Coordinated Attack Fact Sheet
- Tab B-6-6: Cruise Ships, Ferries, Ports Fact Sheet
- Tab B-6-7: Cyber Attack Fact Sheet
- Tab B-6-8: Dam Failure Fact Sheet
- Tab B-6-9: Earthquake (crustal fault and CSZ) Fact Sheet
- Tab B-6-10: Epidemic/Pandemic Fact Sheet
- Tab B-6-11: Flood Fact Sheet
- Tab B-6-12: High Winds Fact Sheet
- Tab B-6-13: Ice Floe/Ice Jam (Alaska-specific) Fact Sheet
- Tab B-6-14: Landslide/Mudslide Fact Sheet
- Tab B-6-15: Nuclear/Radiological Incident Fact Sheet
- Tab B-6-16: Power Outage Fact Sheet
- Tab B-6-17: Severe Storm Fact Sheet
- Tab B-6-18: Major Tornado Outbreak Fact Sheet
- Tab B-6-19: Tornado Fact Sheet
- Tab B-6-20: Volcano/Lahar Fact Sheet
- Tab B-6-21: Wildfire Fact Sheet
- Tab B-6-22: Winter Storm Fact Sheet

The hazard fact sheets discuss likely hazard causes and effects, estimates and descriptions of survivor needs, locations of vulnerable populations and infrastructure, and the details for a level I activation in response to such hazards. In addition, the fact sheets contain data about historical occurrences and the likelihood of recurrence for each hazard.

Table B-4 identifies the primary sources of notification and initial information and relevant documents for the top 10 threats and hazards confronting Region 10. For the locations for Region 10's hazard-specific plans, see Annex W.

Table B-4: Threats and Hazards, Notification Sources, and Relevant Plans/Tabs

Threat or Hazard	Primary Sources of Notification	Relevant Plans and AHP Tab
Complex Coordinated Attack	<ul style="list-style-type: none"> • State fusion centers • Federal Bureau of Investigation (FBI) • U.S. Department of Homeland Security (DHS) Office of Intelligence and Analysis (I&A) 	<ul style="list-style-type: none"> • Complex Coordinated Attack Fact Sheet (Tab B-6-5)
Cyber Attack	<ul style="list-style-type: none"> • State Chief Information Officer or Chief Technology Officer • Federal agencies: <ul style="list-style-type: none"> ○ National Cybersecurity and Communications Integration Center (NCCIC) ○ FBI ○ U.S. Immigration and Customs Enforcement (ICE) ○ U. S. Secret Service (USSS) ○ National Security Agency (NSA) ○ U.S. Cyber Command (CYBERCOM) 	<ul style="list-style-type: none"> • <i>DHS National Cyber Incident Response Plan</i>
Earthquake/Tsunami, Subduction Zone (CSZ/ASZ)	<ul style="list-style-type: none"> • State emergency management agencies (EMAs) • U.S. Geological Survey (USGS) 	<ul style="list-style-type: none"> • <i>CSZ Earthquake Plan</i> • <i>Alaska Response Plan</i> • Earthquake Fact Sheet (Tab B-6-9)
Geomagnetic Storm/Solar Flare	<ul style="list-style-type: none"> • National Weather Service (NWS) local weather forecast office • National Oceanic and Atmospheric Administration (NOAA) 	<ul style="list-style-type: none"> •
Flood	<ul style="list-style-type: none"> • NWS local weather forecast office • NOAA/Advanced Hydrologic Prediction Center (AHPS) 	<ul style="list-style-type: none"> • Flood Fact Sheet (Tab B-6-11) • Dam Failure Fact Sheet (Tab B-6-8)

Threat or Hazard	Primary Sources of Notification	Relevant Plans and AHP Tab
Chemical or Biological Incident	<ul style="list-style-type: none"> • DHS BioWatch Program • State epidemiologist (syndromic surveillance) • State fusion center • U.S. Environmental Protection Agency (EPA) • U.S. Coast Guard (USCG) 	<ul style="list-style-type: none"> • <i>Region 10 Medical Countermeasure Point of Dispensing Site Plan</i> • Chemical Weapons Fact Sheet (Tab B-6-3) • Biological Incident Fact Sheet (Tab B-6-2)
Improvised Nuclear Device	<ul style="list-style-type: none"> • State EMAs • Local law enforcement • Federal Radiological Monitoring and Assessment Center (FRMAC) 	<ul style="list-style-type: none"> • <i>Integrated Improvised Nuclear Device Response Plan</i>
Nuclear Release	<ul style="list-style-type: none"> • Plant operators • State EMAs • FRMAC • Nuclear Regulatory Commission (NRC) 	<ul style="list-style-type: none"> • State radiological emergency preparedness plans • Nuclear/Radiological Incident Fact Sheet (Tab B-6-15)
Long-term Power Outage	<ul style="list-style-type: none"> • Utility providers • State EMAs 	<ul style="list-style-type: none"> • <i>Region 10 Power Outage Incident Annex</i> • <i>Region 10 Power Outage Risk Profile</i> • Power Outage Fact Sheet (Tab B-6-16)
Pandemic	<ul style="list-style-type: none"> • Regional epidemiologists • Centers for Disease Control and Prevention (CDC) • U.S. Department of Health and Human Services(HHS) 	<ul style="list-style-type: none"> • Epidemic/Pandemic Fact Sheet (B-6-10)
Severe Storm; Precipitation	<ul style="list-style-type: none"> • NWS 	<ul style="list-style-type: none"> • Severe Storm Fact Sheet (Tab B-6-17) • High Winds Fact Sheet (Tab B-6-12)
Volcanic Eruption; Lahar/Ash	<ul style="list-style-type: none"> • State EMAs • USGS 	<ul style="list-style-type: none"> • Volcano/Lahar Fact Sheet (Tab B-6-20)
Wildfire	<ul style="list-style-type: none"> • NWS local weather forecast office • NOAA/AHPS 	<ul style="list-style-type: none"> • Wildfire Fact Sheet (Tab B-6-21)
Avalanche	<ul style="list-style-type: none"> • NWS local weather forecast office • Northwest Avalanche Center 	<ul style="list-style-type: none"> • Avalanche Fact Sheet (Tab B-6-1)

B.2 Mission

The purpose of this annex is to support and inform decision making through the organized and timely collection, processing, analysis, and dissemination of situational intelligence. Access to accurate and timely information enables decision makers to prioritize actions, resulting in the more effective application of resources.

Situational awareness requires continuous monitoring, data collection, and data analysis from relevant sources regarding impacts and response operations. The scope and type of monitoring required varies based on response needs and extent of the disaster.

The objectives of this annex are to:

- Provide relevant information and intelligence that guides key decision makers through the initial response and the transition to recovery; and
- Establish guidelines for intelligence-gathering and information-sharing.

B.3 Execution

B.3.1 Concept of Intelligence Support

B.3.1.1 Community Lifelines as the Organizing Categories for Intelligence

The basic categories for organizing incident intelligence during the response are the seven FEMA Community Lifelines. Community Lifelines are indispensable services that enable the continuous operation of critical business and government functions and are essential to human health and safety and economic security. Analyzing the status of each lifeline is essential for an effective response to an incident. The Community Lifelines are as follows:

- Communications
- Energy (Power & Fuel)
- Food, Water, Shelter
- Hazardous Materials
- Health and Medical
- Safety and Security
- Transportation

B.3.1.2 Stabilizing Community Lifelines

Stabilization of Community Lifelines is a priority for all levels of emergency management. Focusing on stabilization aligns Emergency Support Functions (ESFs), Sector-specific Agencies (SSAs), and critical private sector partners in planning for, reporting on, responding to, and recovering from disasters. Long-term recovery and a return to normalcy cannot occur until each lifeline is stable.

The Stabilization “O” in Figure B-1 illustrates how Community Lifeline intelligence requirements are integrated with response operations. First, the status of Community Lifelines is assessed using Essential Elements of Information (EEIs). Next, interdependencies between Community Lifelines are evaluated and mission areas are identified and prioritized. Existing resources are aligned to the highest priority areas. Limiting factors are then identified and assessed to determine outstanding resource needs. Once this analysis is complete, courses of action (COAs) are developed and implemented. Finally, actions are reassessed, sustained, and adjusted, as needed, based on conditions.

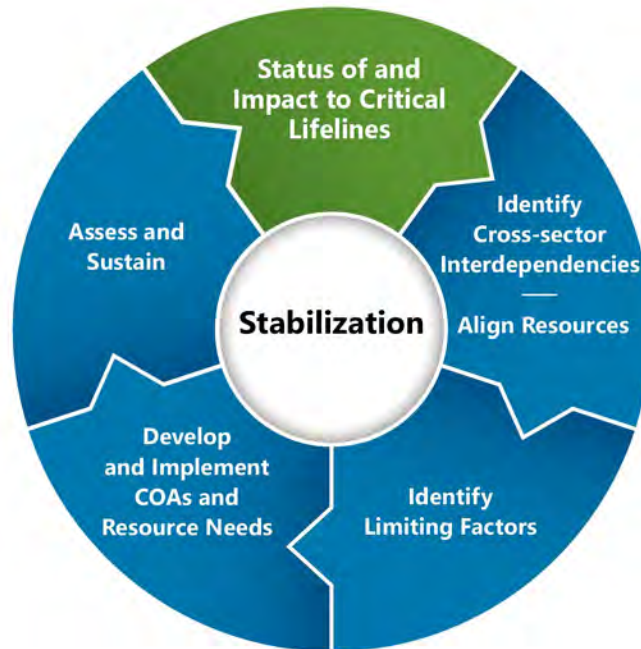


Figure B-1: Stabilization “O” – Actions to Stabilize Community Lifelines

Stabilization cannot be achieved unless incident management/support leaders are equipped with the proper situational intelligence to make informed, data-driven operational decisions. The intelligence process generates information and analysis products for decision makers at each step of the Stabilization O.

B.3.1.3 Definitions

Below are key terms for elements of intelligence:

- **Key Leader Decision (KLD):** Decisions made by leaders regarding response and recovery priorities, strategies, and actions regarding federal support to state, local, tribal, and territorial (SLTT) agencies when a disaster occurs.
- **Key Leader Question (KLQ):** General questions regarding the threat or hazard, operational environment, or resources that requires collecting information or producing intelligence in support of decision criteria for a KLD. KLQs are specifically tied to decision points and drive prioritization for the information collection, analysis, and production process.
- **Essential Element of Information (EEI):** An item in the comprehensive list of information requirements needed to promote informed decision making. EEIs are prioritized to answer the essential questions of incident leaders.
- **Specific Information Required (SIR):** Specific tasking and responsibility, derived from an EEI, for the collection, modeling, analysis, production, and dissemination of information.

- **Critical Information Requirement (CIR):** Specific type of high-priority information that requires immediate notification and involvement of response leaders. A CIR is categorized at the level of an SIR and can be a component of an EEI.
- **Request for Information (RFI):** A specific time-sensitive ad hoc requirement that drives intelligence collection, analysis, and production.

B.3.1.4 Introduction to the Five-Step Intelligence Cycle

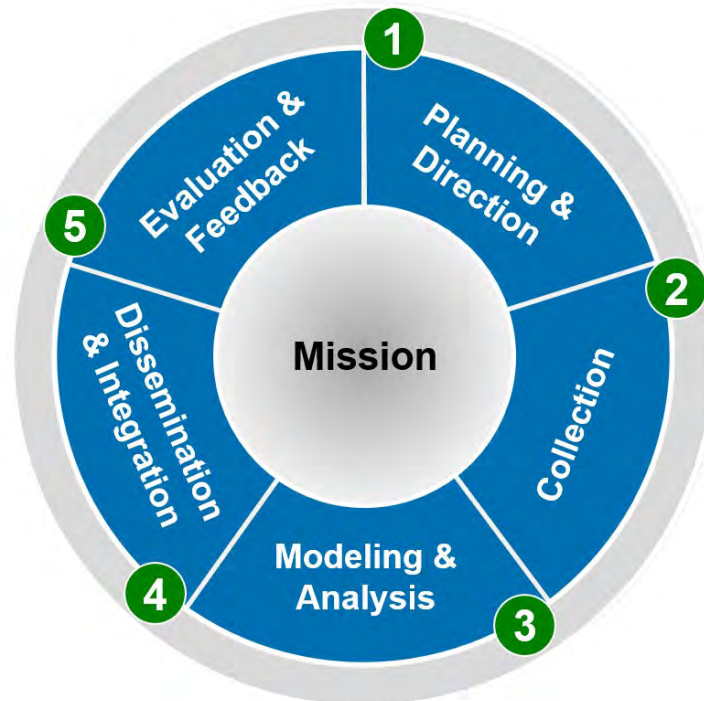


Figure B-2: Intelligence Cycle

Intelligence support follows a five-step cycle (Figure B-2), focused on identifying, developing, and providing timely, accurate, and actionable information. The steps—Planning and Direction; Collection, Modeling and Analysis (production); Dissemination and Integration; and Evaluation and Feedback—result in information that supports decision making.

Figure B-3 shows the overall process of assembling the intelligence that a leader needs to make operational decisions, illustrating the roles of EEIs and SIRs. Table B-5 describes each of the five steps and lists deliverables.

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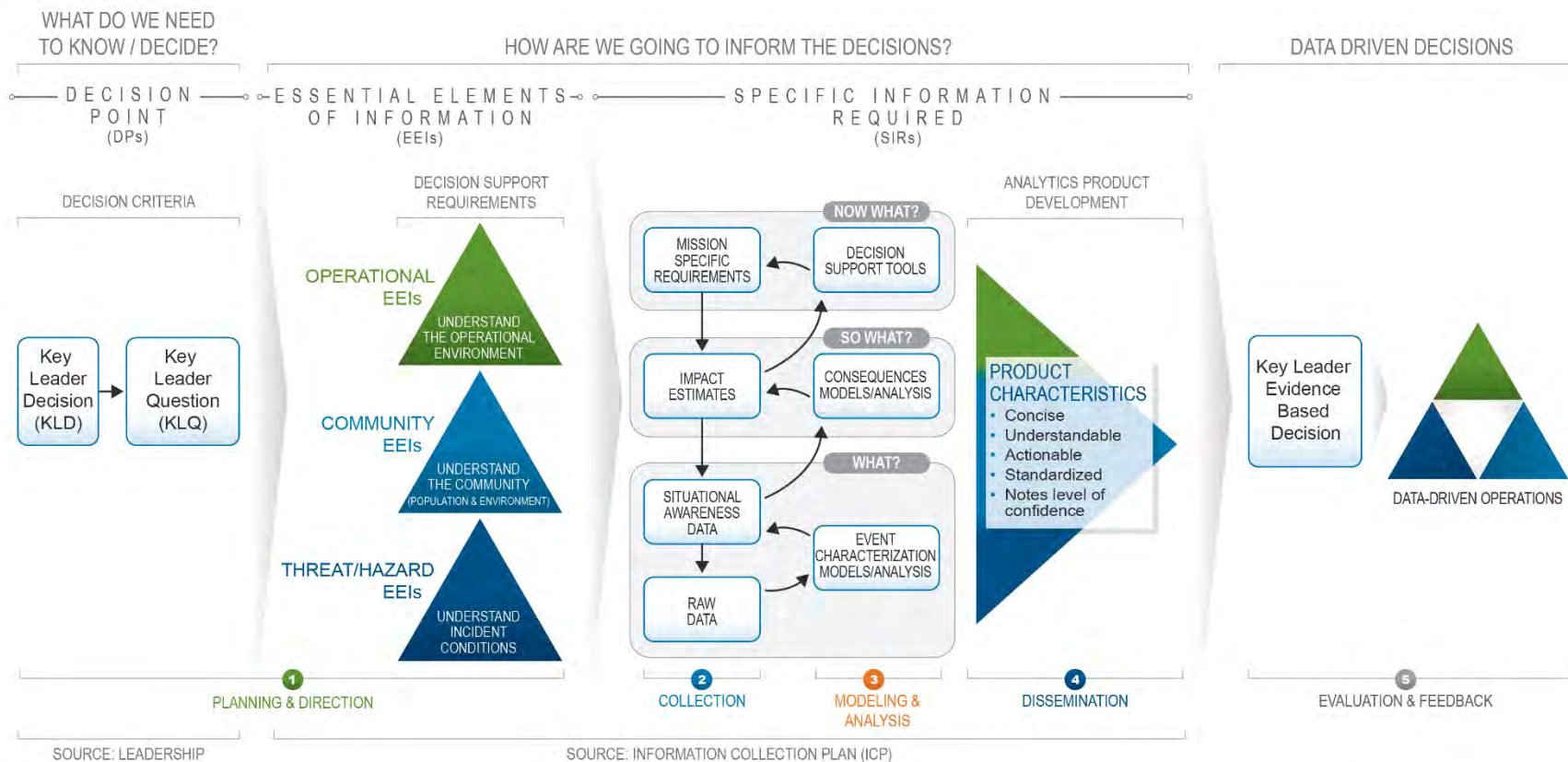


Figure B-3: Relationship Between Intelligence Cycle Terms and Elements

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Table B-5: Five-Step Intelligence Cycle

Step	Regional Activities	Deliverables
1. Planning and Direction	<p>The following are provided at the outset of an incident and are updated as necessary:</p> <ul style="list-style-type: none"> Regional Administrator (RA) provides Senior Leaders' Intent. Federal Coordinating Officer (FCO) and State Coordinating Officer (SCO) or Tribal Coordinating Officer (TCO) provide priorities and objectives for the incident. Senior leaders provide KLQs. 	<ul style="list-style-type: none"> Tactics & Objectives Meeting Command and staff briefs Information Collection Plan (ICP), including KLDs
2. Collection	<p>Information is collected using the ICP to support KLDs.</p>	<ul style="list-style-type: none"> Completed ICP EEIs, CIRs, and RFIs for each KLD
3. Modeling and Analysis	<p>Planning staff and subject matter experts (SMEs) synthesize information to produce products that drive KLDs, such as an incident map journal, initial Senior Leader Brief (SLB), Information Analysis Brief (IAB), and other planning products.</p>	<ul style="list-style-type: none"> Incident map journal SLB (Note: SLB is refined throughout the intelligence cycle during response operations.) Additional planning products
4. Dissemination and Integration	<p>The purpose of this step is to create a Shared Situational Picture (SitPic) regarding the incident and share with whole community stakeholders and the response community. Identifying a means to deliver information will ensure that decision makers receive properly synthesized information.</p>	<ul style="list-style-type: none"> Incident map journal Information entered in WebEOC Information posted in Virtual Situation Room (VSR) (Adobe Connect) Information entered in MAXTRAX (recovery) Information communicated through additional processes (such as emails, briefings, and teleconferences)
5. Evaluation and Feedback	<p>This step enables senior leaders and information users to evaluate whether KLQs have been answered and whether additional information is needed.</p>	<ul style="list-style-type: none"> SLB Shift change brief Daily meetings Memorandums

Step 1: Planning and Direction**Activities**

This step sets the stage for the intelligence cycle by ensuring that the intent and priorities are established and an information collection strategy is prepared.

The response objectives of the Unified Coordination Group (UCG) determine the prioritization of intelligence requirements to support the most urgent decisions (KLDs) and questions (KLQs) that need to be answered. Intelligence collection methods, analysis products, and dissemination routes must be efficient and flexible to meet changing objectives and intelligence priorities.

Based on priorities of the incident, this could include:

- Identifying intelligence needed to support KLDs and incident requirements
- Developing the information management structure
- Preparing an incident-specific ICP (see Appendix B-2 for a sample ICP)
- Issuing orders and requests to information collection agencies with time suspense requirements for each EEI

Step 2: Collection

Introduction

Collection is the acquisition of information and the provision of this information to processing elements. Collected data are classified as baseline data, situational awareness information, impact estimates, or mission-specific requirements, as described in the sections below. The data within these categories may be steady-state data describing features of the environment during normal operations or event-specific assessment data collected as an event unfolds. Modeling outputs are not defined here as independent datasets but are implicitly included with the models that produce them.

Establishing a flow of information from impacted areas to decision makers is essential. Existing reporting channels share critical information, according to established protocols. The optimal flow of information—from local, state, tribal, federal, private sector, and media sources to senior leaders and decision makers—requires a disciplined approach to facilitate the effective development of a comprehensive Shared Situational Picture (SitPic). All stakeholders are essential partners in maintaining situational awareness and managing the flow of up-to-date and accurate information. Figure B-4 shows how the FEMA Regional Response Coordination Center (RRCC) is at the center of the information flow with states during response operations.

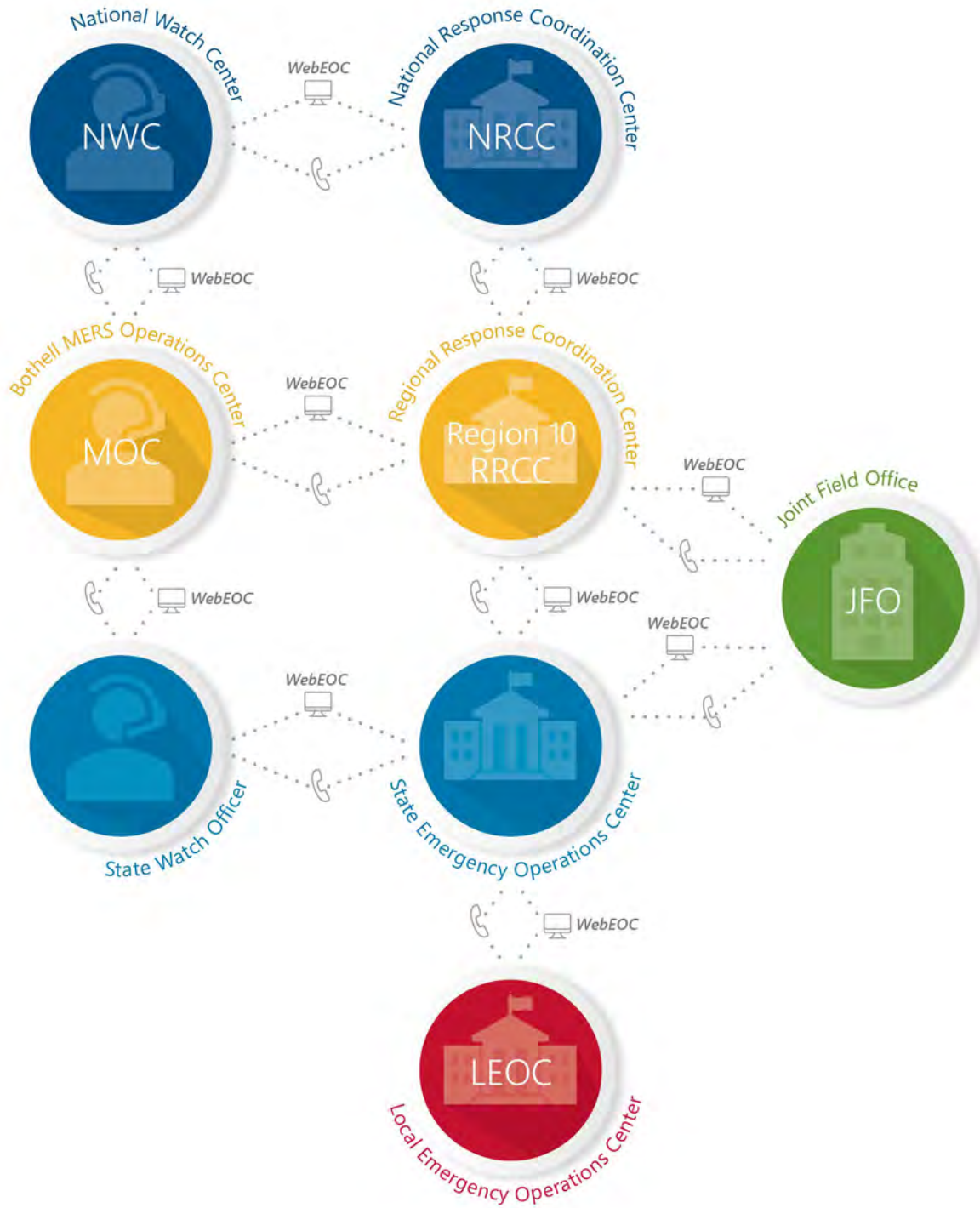


Figure B-4: Information Flow from States to FEMA During a Response

Baseline Data

Data is defined as repositories of information that can be used for emergency management.¹ Raw data describe the current state of the world, including real-time weather conditions, locations of fault lines, and absolute magnitude of seismic activity. These data serve as inputs to event characterization models and analysis tools that characterize or predict the location, timing, and severity of an event (e.g., weather forecasts, flood predictions, and when and where an earthquake has occurred).

Baseline data may include:

- Homeland Infrastructure Foundation-Level Data (HIFLD), FEMA facility information, and other datasets that are infrequently updated and are not likely to change during operations
- Remote sensing data, including data from satellite, airborne, ground, marine, and riverine sensors
- Crowdsourced data, including both passively collected and actively solicited open source information.
- Field data, collected from team locations, urban search and rescue (US&R) structural assessments, Disaster Survivor Assistance Teams (DSATs), inspections, etc.
- Data in FEMA’s Enterprise Data Warehouse (EDW), which allows all FEMA employees to query data from multiple systems for analysis

Situational Awareness Information

Situational awareness information can come from many sources. Generally, situational awareness starts at the incident scene and must be effectively communicated to local, state, tribal, and federal governments as well as the private sector. Situational awareness requires continuous monitoring of relevant information sources regarding current and developing incidents.

During an incident, Region 10 coordinates with affected states and tribes to gather as much information as possible regarding the threat and impact of the disaster. Bothell Mobile Emergency Response Support (MERS) Operations Center (MOC) staff collect relevant information for analysis and dissemination. The MOC staff generate reports to provide local, tribal, state, and federal decision makers with consistent information about the incident.

Potential sources of information include:

- On-scene personnel
- Local and state emergency operations centers (EOCs)
- State fusion centers
- Federal partners
- National Weather Service (NWS)

¹ “Metadata Descriptions, Model/Data,” ESFLG Model and Data Inventory, FEMA, last updated Sept. 9, 2016, <https://gis.fema.gov/Model-and-Data-Inventory/#metadata/modeldata>

- Media reports
- Internet
- Social networking sites
- Non-governmental organizations (NGOs)
- Private sector
- Modeling products
- Hazard information sources
- Demographic data (metropolitan statistical areas [MSAs], census, etc.).

Information collected and analyzed by the MOC, RRCC, field personnel assigned to develop situational awareness, and state or local operations centers is used to establish a COP for response and short-term recovery operations. The COP ensures that information is collected, collated, analyzed, and uniformly distributed to help coordinate federal, state, local, and tribal incident management. It provides the UCG with a snapshot of the current or developing situation and the ability to develop COAs. The COP also facilitates collaborative planning and precise federal decision making among response and short-term recovery components.

Table B-6 lists some of the potential sources of situational awareness information.

Table B-6: Potential Sources of Situational Awareness

Category	Hazard Type	Type	Source
Threat and Hazard Information	All	Regional threats	MOC – email: FEMA-MOC-BOTHELL@fema.dhs.gov (to be added to reporting distribution list)
Threat and Hazard Information	All	Weather maps	NWS: www.weather.gov www.spc.noaa.gov www.radar.weather.gov
Threat and Hazard Information	All	Weather information (NWS Chat)	NWS – www.nwschat.weather.gov (requires account for use)
Threat and Hazard Information	All	Threat and hazard identification	Region 10 THIRA and SPR – Regional Preparedness Analyst
Threat and Hazard Information	Specific	Hazard specific information	Hazard-specific deliberate plan – www.femacms.webeoc.us/eoc7 (select “Plans Library” and sort by Region 10 to find the hazard-specific plans)
Community Systems Information	All	Political jurisdictions	Appendix B-1: State Profiles

Category	Hazard Type	Type	Source
Community Systems Information	All	Economic	Appendix B-1: State Profiles
Community Systems Information	All	Social	Appendix B-1: State Profiles
Community Systems Information	All	Emergency Management Facilities and Structure	Appendix B-1: State Profiles
Community Systems Information	All	Lifeline infrastructure	DHS/CISA ESF #14 liaison officer (LNO)
Community Systems Information	All	Information environment	Appendix B-1: State Profiles
Operations and Resource Information	All	Boundaries and scope of the incident	Declaration Information (www.fema.gov/disasters)
Operations and Resource Information	All	Damage assessment (post incident)	Preliminary damage assessments (Regional Recovery Division)
Operations and Resource Information	All	RRCC position contact information	WebEOC – https://femacms.webeoc.us/eoc7/ (select “RRCC”)
Operations and Resource Information	All	Force laydown	Geospatial Information Unit Leader: RRCC email: R10-rrcc-giul@fema.dhs.gov R10 Response GIS: fema-r10-gis@fema.dhs.gov
Operations and Resource Information	All	Operations structure	Operations Section Chief (OSC)
Operations and Resource Information	All	Program activity	Program Branch Director (contact OSC)

Impact Estimates

Impact estimates define the consequences of an event and help determine the population and area affected and how significant the damage is. These determinations are developed using various sources (pre-event modeling, post-event modeling, observations, and inspections) and analysis methods.

- **Pre-event Modeling**

This type of modeling helps categorize the scope of impact that may be expected from an incident. While it is not exact, it can help identify the types and number of resources that

would be required to provide for life safety and property protection and support community stabilization (see Table B-6).

- **Post-event Modeling**

This type of modeling helps identify and prioritize areas for response resources and identifies the scope and magnitude of damage (see Table B-6).

- **State/Tribal Reporting**

States/tribes provide ground truth impact assessments that are gathered through pre-established reporting mechanisms from local jurisdictions. This information helps gauge the scope of impacts and the level of resources needed to stabilize the incident.

- **Observations (reconnaissance)**

This is the most reliable method for rapid, wide-area assessment and scoping of damage from an incident. It enables collecting images or ground assessments from the impact area to support decision making on the types, quantities, and prioritization of resources. Sources include:

- Remote-sensing geospatial damage assessments (observed), such as those available through the USGS EarthExplorer (<https://earthexplorer.usgs.gov/>)
- Rapid Needs Assessment Teams (RNATs)
- Regional Preliminary Damage Assessment (PDA) teams

- **Inspections**

This is the most reliable method for detailed damage assessments. This method involves door-to-door inspections of homes or infrastructure by trained inspectors.

Decision Support Tools and Mission-specific Requirements

The outputs of Decision Support Tools (DSTs) help define the mission-specific requirements (such as quantity and type of resources and personnel) necessary to support each mission. These outputs help inform the processes of developing, analyzing, comparing, and selecting courses of action (COAs). They are also a key component of pre-incident operational assessments and provide the foundation for ongoing assessments during an incident. Examples of DSTs are identified in Table B-7 and in the Analytic and Modeling Tools section below.

Step 3: Modeling and Analysis

Introduction

Data and models are used extensively in emergency management across the federal interagency. Models can be programs, algorithms, or sets of calculations. They typically accept one type of data input and transform it into another type of data that provides new information. Notably, data and models are not monolithic, however. There is a cascade of information that flows through iterative steps of data collection and processing. At each step, raw observational data and outputs from earlier iterations of modeling are aggregated. These data are then processed using analysis tools of varying sophistication, ranging from computationally intensive predictive weather forecast models to simple, computationally conservative tools that produce the information required to inform more narrowly-defined mission-specific decisions. Examples of models used

in disaster planning include Sea, Lake & Overland Surges from Hurricanes (SLOSH), Hazards United States (HAZUS), and ShakeMap.

Models may be predictive, prescriptive, or analytical. Analysis is the conversion of processed information into intelligence through the integration, evaluation, analysis, and interpretation of all source data and the preparation of intelligence products in support of known or anticipated user requirements.

Identifying resources that collate, analyze, and process required information can be challenging. To address this, FEMA has developed an interactive inventory of datasets and models called the Emergency Support Function Leadership Group (ESFLG) Model and Data Inventory (MoDI). MoDI provides descriptions outlining the information available from each dataset or model, the requirements for accessing and operating them, and whom to contact for assistance.

MoDI URL: <https://gis.fema.gov/Model-and-Data-Inventory> (works best in Mozilla Firefox or Chrome)

MoDI is regularly used during the development of deliberate plans to identify models available to fulfill anticipated data requirements during response and recovery operations. Additionally, MoDI utilizes a categorization scheme capturing key relationships between models and data developed based on a systems-level analysis of information requirements. The categories of data and models provide a framework for understanding how data and models are used to support all phases of emergency management. MoDI hazard-specific appendices have been developed that describe the datasets and models most widely used and are immediately accessible for hazard-specific response operations. MoDI appendices can be accessed by contacting the FEMA Headquarters (HQ) Response Directorate, Planning and Exercise Division; they are not included on the MoDI website.

Analytic and Modeling Tools

Analytic and modeling tools are classified into two categories: characterization analysis and consequence modeling. Event-characterization tools are used by subject matter experts (SMEs) to forecast the location, timing, and severity of an event, while consequence models are used to estimate impacts to human health, the economy, and infrastructure. The outputs of these models, called impact estimates, can serve as inputs for DSTs to guide specific response activities (e.g., determining evacuation timing, the purchase and allocation of disaster relief supplies, deploying search and rescue [SAR] teams, estimating impacts on the supply chain).

Table B-7 below provides common tools used to provide event characterization analysis and consequence modeling for an indicated hazard. Also included is the agency or organization responsible for providing the analysis and modeling.

Table B-7: Analytic & Modeling Tools and Responsible Organization/Entity

Hazard	Tool	Responsibility
Dam Failure	Hydrologic Engineering Center River Analysis System (HEC-RAS)	USACE

Hazard	Tool	Responsibility
Dam Failure	Decision Support System for Water Infrastructure Security (DSS-WISE)	University of Mississippi
Flooding	HAZUS	FEMA
Flooding	National Hydrography Dataset (NHD)	USGS
Flooding	Hydrologic Engineering Center – River Analysis System (HEC-RAS)	USACE
Levee Failure	HEC-RAS	USACE
Levee Failure	DSS-WISE	University of Mississippi
Power Outage	Environment for Analysis of Geo-located Energy Information (Eagle-I)	DOE
Power Outage	emPower	HHS Assistant Secretary for Preparedness and Response (ASPR)
IND Detonation	Electromagnetic Pulse Response (EMPREP)	Defense Threat Reduction Agency (DTRA)
IND Detonation	National Atmospheric Release Advisory Center (NARAC) modeling system	Lawrence Livermore National Lab (LLNL)
IND Detonation	Hazard Prediction and Assessment Capability (HPAC) system	DTRA
IND Detonation	Residual Radioactivity (RESRAD) program,	Argonne National Lab
IND Detonation	Turbo FRMAC	DOE
Nuclear Release	RESRAD	Argonne National Lab
Nuclear Release	Specialized Hazard Assessment Response Capability (SHARC)	Sandia National Lab
Nuclear Release	Quick Urban & Industrial Complex (QUIC) dispersion modeling system	Interagency Modeling and Atmospheric Assessment Center (IMAAC)
Tornado	HAZUS	FEMA
Tornado	FEMA GeoPlatform	FEMA
Pandemic	Comprehensive National Incident Management (CNIMS)	DTRA
Pandemic	CommunityFlu	CDC
Chemical Release	NARAC modeling system	LLNL
Chemical Release	Turbo FRMAC	DOE
Chemical Release	QUIC	IMAAC
Chemical Release	Inland Sensitivity Atlas	EPA
Biological Release	NARAC Modeling System	LLNL
Biological Release	Turbo FRMAC	DOE
Biological Release	QUIC	IMAAC
Ice Storm	Advanced Weather Interactive Processing System (AWIPS)	NOAA
Earthquake	HAZUS	FEMA
Earthquake	Prompt Assessment of Global Earthquakes for Response (PAGER) program	USGS
Earthquake	ShakeMap	USGS

Intelligence Products

Basic Procedures and the Role of the Recovery Analytics Division

Local, state, and tribal governments, federal departments and agencies, NGOs, and the private sector collect information and disseminate it through a variety of reports. In a disaster response, reporting and documentation procedures should be standardized to enhance situational awareness and provide emergency management and response personnel with ready access to critical information. Situation reports (SITREPs) should contain verified information and explicit details (who, what, where, when, and how) related to the incident. Status reports (which may be contained in SITREPs) relay specific information about the availability of resources.

The cooperation of federal government intelligence sources in sharing information is important to all response and recovery operations. FEMA Region 10 shares all relevant information with local, tribal, state, and federal partners, as necessary and appropriate. In all instances, information is shared in accordance with applicable laws, regulations, and policies.

The FEMA HQ Recovery Directorate Recovery and Analytics Division (RAD) supports the intelligence cycle by providing services for information management and analytics targeted to tactical, operational, and strategic needs for Regional and national recovery operations. RAD's mission is to:

- Increase recovery business intelligence;
- Provide targeted analysis to inform operational and strategic decisions;
- Make data available in an integrated and timely manner; and
- Effect positive outcomes with products designed to improve recovery efforts.

RAD has developed a multitude of products for supporting Individual Assistance (IA) and Public Assistance (PA) operations and for streamlining recovery services. RAD works closely with FEMA Regions to provide resources in various formats, including maps, reports, and dashboards, that have the most up-to-date information and assist in maintaining a COP.

In support of field operations, RAD has deployable IA and PA Field Analytics Coordination Teams that work to improve customer experiences by delivering recovery analytics capabilities to facilitate data-driven decision making by incident managers. Standard data dashboards are available on the EDW website, located at https://portalapps.fema.net/apps/employee_tools/data_warehouse_tools/Pages/default.aspx.

Tiered Senior Leadership Brief

The Senior Leadership Brief (SLB) is a situational awareness presentation that discusses Community Lifelines, root causes of lifeline service impacts, stabilization activities, status of those activities, and lifeline interdependencies. FEMA staff develop the SLB using a tool in FEMA's WebEOC Crisis Management System (CMS). CMS users at all

levels (federal and SLTT) interact to share the most current and authoritative information on an incident. The CMS provides a real-time interface to upload, review, and disseminate incident information, including a visual dashboard.

The tiered SLB design complements the Community Lifelines by enabling information to flow between the Incident Management (IM) and Incident Support (IS) levels, fostering transparency and reducing duplication of effort. Table B-8 describes the information conveyed in each SLB tier.

Table B-8: SLB Tier Information

Tier	Information
Tier I: Disaster Summary	<ul style="list-style-type: none"> • Executive summary • Significant impacts, limiting factors, and actions to address lifeline services • Reported only at the Community Lifeline level by state, tribe, and/or territory based on Tier II information
Tier II: Community Lifeline Component Status	<ul style="list-style-type: none"> • Assessment report on Community Lifeline and component conditions • Analysis of component status, impacts, actions, limiting factors, and estimated time required to reach stabilization, with consideration of sustainment requirements
Tier III: Community Lifeline Dashboards	<ul style="list-style-type: none"> • Dashboards with displays of real-time information with automated, dynamic updates • Charts, graphs, and other supplemental material • GIS products • Links to databases from outside sources
Tier IV: Data Collection (SITREPs)	<ul style="list-style-type: none"> • WebEOC Board enabling multiple data inputs and interconnectivity to other incident-level boards by Community Lifeline or component • Data collection from all incident levels, including incident management, Regions, SLTT entities, and the federal interagency

The tiered SLB is designed to mirror the information management cycle and enables a scalable response by emergency managers at all levels. Figure B-5 below shows how Steps #2 (collection), #3 (analysis), and #4 (dissemination) relate to the tiers of the SLB. The tiered structure enables personnel to provide situational awareness about impacted Community Lifelines and not spend time assessing and analyzing information on unimpacted Community Lifelines. Thus, the level of information required is directly proportional to the overall level of actual or anticipated impacts.



Figure B-5: SLB Tiers and the Information Management Process

Other Reports

The following list includes a common set of products created from the modeling and analysis process to provide situational awareness:

- **Situation Report (SITREP) (ICS 209)**

A required document created during the IAP process. The SITREP is produced at the conclusion of an operational period (O-Period) and reports on activities and progress during the last O-Period.

- **Spot Report (SPOTREP)**

A product used to report any critical change or update in information that is not or cannot be included in the most recent situational awareness products due to time sensitivity. A SPOTREP is submitted as needed.

- **Executive Summary (EXSUM)**

An incident-reporting product to provide leaders with critical information, including narrative summary and key numeric data. This report is the Federal Coordinating Officer's (FCO's) update to the Regional Administrator (RA) about incident operations, concerns, limiting factors, and shortfalls.

- **Daily Briefing**

A daily slide deck and report that highlights key updates, changes, and information on threats and hazards that may impact operations. This product highlights weather, traffic, routing, concerns, and limiting factors that may impact operations.

- **Operational Summary (OPSUM)**

An optional incident-reporting product that provides operational statistics, force laydown, personnel statistics, priorities, and objectives for the incident.

- **Trend Analysis**

An optional incident-reporting product that provides analysis on program trends. This document analyzes incident trends and provides leaders with an understanding of program statistics. This product may be required if force laydowns change.

- **Microsoft PowerBI Dashboards**

These are interactive desktop dashboards created using analytical software from Microsoft. The dashboards enable analysis and manipulation of data to provide greater insight into trends and activity and to support decision making. Dashboards are created based on the incident and needs from the end user.

- **GIS Products and Journals**

The GIS team provides a variety of static, application-based, and web-based geospatial products. The most common are static maps, which depict an incident scene and necessary analysis of program or incident progress, and web-based GIS map journals, which depict incident information that the end user can manipulate for their individual needs. For more information, see Appendix B-3 (Geospatial Intelligence).

Step 4: Dissemination and Integration

Once intelligence has been collected and analyzed, the information must be disseminated to applicable users. The form of the delivered intelligence must be appropriate to missions, tasks, and functions.

Below are the information-sharing platforms used by FEMA Region 10:

- Homeland Security Information Network (HSIN) – DHS’s official system for the trusted sharing of information designated as Sensitive But Unclassified among federal, SLTT, international, and private sector partners.
- FEMA WebEOC CMS – Web-based platform for incident management and information sharing. This platform provides a repository of situational awareness information, a web-based IAP process, dashboards for information sharing, and resource tracking.
- Adobe Connect Virtual Situation Room (VSR) – Enables planning personnel to post and share documents, images, links, and notes with incident personnel. The online hosted room also allows access from mobile devices.
- FEMA GeoPlatform – Online platform that hosts geospatial information, including incident maps, dashboards, map journals, and viewers. Information can include a wide variety of static and live layers, analysis tools, and text.

The information gathered during the intelligence cycle enables External Affairs (EA) staff to provide timely notification and information to the public on threats and hazards. Information produced by EA staff is categorized by the intended audience, external or internal.

- **External**
 - **Press Release** – Official statement that provides information on the incident or activities. It provides a complete story or the basis for a story that the media can use.
 - **Media Advisory** – An announcement alerting the media of an event that provides newsworthy information. Generally, this offers basic information on an event (such as an upcoming press conference) and is not meant to be published verbatim. It generally does not provide as much information as a press release.
 - **Fact Sheet** – An at-a-glance tool used to provide an overall view of a subject. These serve as quick references for the media and public.
- **Internal**
 - **Talking Points** – Provide verified information that should be covered in an interview or when a spokesperson for the event talks with the media or another external audience. These are aimed at providing a common message for the public.
 - **Backgrounder** – Document designed to supplement a press event and explain the story or event. Generally, this document is relatively brief.

Step 5: Evaluation and Feedback

As disaster operations conclude, the Region 10 Lessons Learned and Continuous Improvement Program (LL-CIP) Coordinator collects information to ensure lessons are appropriately conveyed, integrated, and applied. For larger disasters, the coordinator looks for input at multiple points during the operation. The RA's buy-in to this process is essential to ensure active participation by representatives from all divisions.

The LL-CIP Coordinator collects and documents all event data gathered through multiple sources, including in-person interviews, hot washes, online surveys, feedback forms, and leadership guidance. Continuous assessment of intelligence operations throughout the five-step Intelligence Cycle ensures that the Incident Commander's requirements are being met. The coordinator analyzes observations for relevance, including observations concerning the conduct of operations, staff proficiency, safety, security, efficiency, and exercise design (if appropriate). Findings are then published in an After-action Report (AAR), and issues identified in the AAR are incorporated into an Improvement Plan (IP) as a means to correct issues for future disasters.

Example intelligence cycle-related questions to ask during evaluation include:

- Were analytical products provided in time to inform decisions?
- Did synchronization of analytical efforts support the development of common planning factors in support of a unified operational approach?
- Did data collected provide adequate quality, resolution, and geographic coverage?
- Are modeling, analysis, and production units appropriately staffed and trained to provide the required information?

Appendices

B-1: State Profiles

B-2: Information Collection Plan

B-3: Geospatial Intelligence

B-4: Open Source Intelligence & Lessons Learned

B-5: Intelligence Resource Inventory

B-6: Hazard Fact Sheets

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Appendix B-1: State Profiles

This *FEMA Region 10 All-Hazards Plan* (AHP) incorporates information from individual profiles that FEMA has developed for each Region 10 state—Alaska, Idaho, Oregon, and Washington. The profiles contain information such as the following:

- Geography/weather patterns
- Demographics
- Critical infrastructure
- Threats and past disasters
- Emergency management organization
- Response/recovery elements and programs
- Existing response capabilities/resources


See the Region 10 SharePoint site, located at [2020 State Profiles](#), to access the Region 10 state profiles.

- [Alaska State Profile](#)
- [Idaho State Profile](#)
- [Oregon State Profile](#)
- [Washington State Profile](#)

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Appendix B-2: Information Collection Plan

Below is a sample section from the FEMA *Region 10 All-Hazards Plan* (AHP) Information Collection Plan (ICP). For a full version of the ICP, see the Region 10 SharePoint site at [2020 Master ICP](#).

Information Collection Plan (ICP) DR-XXXX-XX UPDATES IN BLUE BOLD 														
1. REQUIRED: CHOOSE YOUR POSITION TO VIEW THE EEIs YOU ARE RESPONSIBLE FOR → <div style="border: 1px solid black; padding: 2px; margin: 5px 0;"> Choose: Responsible Element ESF #2 ESF #3 ESF #4 ESF #6 ESF #7 ESF #8 </div> 2. OPTIONAL: FILTER BY TYPE OF EEI AND THEN BY SUB-TYPE → <div style="border: 1px solid black; padding: 2px; margin: 5px 0;"> Choose: Type of EEI Lifeline </div> <div style="border: 1px solid black; padding: 2px; margin: 5px 0;"> Choose: Sub-Type Health & Medical </div>														
EEI#	Essential Element of Information	Specific Information Required	Organization	Responsible Element	Proposed Source(s)	Proposed Format	Submission Instructions	Suspense	Finished Product	Type of EEI (LL, RSF, Field)	Sub-Type (of LL, RSF, Field)	Component (of LL, RSF, Field)	Line of Effort	Event
	Status of Medical Facilities and its Employees	Status of Acute and Chronic Medical Care Facilities, Home Health Agencies, State and Local Health Departments Status of Hospitals Status of State/Local EMS Systems Status of pharmacies Location of federally qualified medical centers location of diagnostic and treatment centers What are employee health and safety hazards, and what protective actions are being done? Status of public water supply and wastewater health concerns? Status of power and generators at sites	Emergency Services	ESF #8	State SITREP ESF #8 DHS IP Health Care Status Report Healthcare Status HHS Mass Fatality Report HHS ASPR IRCT Situation Report	Detailed report including as much specific information as possible	Email to the Planning Inbox	Daily	IM SLB GIS Products	Lifeline	Health & Medical	Medical Care	N/A	General
	Radiological Medical Treatment	Recommended radiological diagnostics, medical countermeasures, and treatment	Radiological Response	ESF #8	ESF #8	Report	Email to the Planning Inbox	Daily	IM SLB	Lifeline	Health & Medical	Medical Care	N/A	IND
	Fatality/Causality	Location and number of resources Deployment status of assets to provide mortuary assistance for approx. (#) fatalities Impacts and shortfalls	Emergency Services	ESF #8	HHS Logistics DoD	Report	Email to the Planning Inbox	Daily	IM SLB	Lifeline	Health & Medical	Fatality Management	Fatality Management	General
	Healthcare and Public Health	Location and number of resources Deployment status of medical assets to support (#) projected casualties Evacuated facilities Number of patients Impacts and shortfalls	Emergency Services	ESF #8	HHS	Report	Email to the Planning Inbox	Daily	IM SLB	Lifeline	Health & Medical	Medical Care	Healthcare & Public Health Stabilization	General
	Medical Sheltering	Medical Shelter Locations Equipment/personnel shortfalls	Emergency Services	ESF #8	HHS Logistics DOJ	Report	Email to the Planning Inbox	Daily	IM SLB	Lifeline	Health & Medical	Medical Care	Medical Sheltering	General
	Healthcare System Status	Impact assessment, to include need for additional resources and support, holding areas and primary receiving facilities, and patient tracking system	Emergency Services	ESF #8	HHS	Report	Email to the Planning Inbox	Daily	IM SLB	Lifeline	Health & Medical	Patient Movement	Patient Movement	General
	Population Monitoring	Radiological population monitoring activities	Radiological Response	ESF #8	ESF #8	Report	Email to the Planning Inbox	Daily	IM SLB	Lifeline	Health & Medical	Public Health	N/A	IND

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Appendix B-3: Geospatial Intelligence

B.3.1 Situation

This appendix outlines the geospatial support to be provided for situational assessment activities related to an incident within Region 10. The information provided pertains to the Geospatial Information Systems Unit (GIU) of the response organization and is for the users and creators of Geographic Information Systems (GIS) products and for responders who must effectively use and leverage GIS products.

The Region 10 Response Division Planning Section, in coordination with the Incident Management Assistance Team (IMAT)/Unified Coordination Staff (UCS) and the Situation Unit Leader (SITL) with the Regional Response Coordination Center (RRCC) staff will receive GIS products developed by the GIU as well as any geospatial support from resources outside Region 10. The Situation Unit provides the GIU with the information that it needs to create GIS products. For additional information on GIS products and the GIU, refer to the following documents:

- *Department of Homeland Security (DHS) Geospatial Concept of Operations*
- *FEMA Geospatial Incident Management and Support Guide*
- *FEMA Region 10 GIS Specialist Guide*

Web applications, including different types of statistical data, are made available for use in preparing for a disaster response as well as for recovery and mitigation efforts within the Region.

If the RRCC is activated, a Geospatial Information System Unit Leader (GIUL) and Geospatial Information System Specialists (GISPs) are assigned to provide technical and mapping expertise to support the RRCC staff.

- Any GIS tasks should be directed to the GIUL. GISPs may be requested to publish maps that display applicable information pertaining to an incident or event. This information is forwarded to appropriate personnel, such as the IMAT, RRCC staff, incident response teams, state liaisons, or ESF representatives.
- The FEMA Headquarters (HQ) Mapping and Analysis Center can provide maps of information related to predictive modeling, storm tracking, damage predictions, housing inspection numbers, helpline calls, disaster unemployment claims, and other critical data.
- For other GIS support, the GIUL can work with the Planning Section Chief in the RRCC to identify resources potentially available via Mission Assignment (MA), contracting, or other sources and help determine the necessary steps to facilitate the most effective response. The GIUL may contact associated agencies for additional data or GIS capabilities, assist the Mission Assignment Manager in making resource requests, and ensure that products received are useful to the RRCC staff.

B.3.2 Concept of Operations

B.3.2.1 Overall Activities

Requests from external stakeholders should be sent to the GIUL. The GIUL coordinates and prioritizes the provision of data analysis and display products and other related information to the requestor in the most efficient manner.

The GIUL facilitates the following actions during an incident:

- Activate GISPs.
- Publish standardized GIS information about the Region.
- Inquire about non-standard GIS needs.
- Disseminate GIS maps to appropriate personnel and facilities.
- Provide GIS products for display in the RRCC, Interim Operating Facilities (IOFs), and Joint Field Offices (JFOs).
- Forward requests for GIS predictive modeling to the Mapping and Analysis Center.

B.3.2.2 Situational Awareness

Situational awareness is the ability to identify, process, and comprehend the critical elements of information about an incident. During a disaster, FEMA Region 10 maintains awareness by integrating information from partner agencies as well as other national, Regional, and field operations elements. For a “notice” event, the collection, analysis, production, and dissemination of relevant information begins in Phase 1. Activity continues throughout each phase of the incident.

FEMA Region 10 collects and shares information at its RRCC and JFOs and with appropriate local, state, tribal, federal, and private sector entities through standardized reporting and specialized information repositories/systems. These reports and systems are designed to assist decision makers in allocating and deploying scarce resources in support of local, tribal, and state partners.

Critical information needed for decision making is received from field operations and other sources in diverse formats that range from simple lists to computerized spatial modeling. Information such as social and structural vulnerabilities, economic impact projections, sheltering statistics, temporary housing projections, logistics requirements, resource allocation, deployment status of federal resources, and search and rescue (SAR) requests is analyzed and interpreted for use in the development of a variety of products and to inform actions.

B.3.2.3 Operational Phases

B.3.2.3.1 Phase 1: Pre-Incident Operations

Phase 1a: Monitor Threat

- The Regional Geospatial Coordinator works with local, state, tribal, and federal partners to identify local resources and Regional trends.

- The GIUL works with the MOC in the RRCC to develop situational awareness products.
- The GIUL and GISPs use forecasts, previous events, and historic trends to identify geographic areas most likely to be affected during an event and to prioritize those areas based on population/demographic information and/or critical facility locations.

Phase 1b: Elevated Threat

- The Regional GIUL works with the MOC to develop products for situational awareness.
- The GIUL and GISPs use previous events and historic trends to identify areas of interest and refine information.
- Depending on the size of the threat, the GIUL may require predictive modeling to help identify areas of concern.

Phase 1c: Credible Threat

- The Regional GIUL works with the IMAT Situation Unit Leader (SITL) to develop products for situational awareness.
- The GIUL and GISPs use previous events and historic trends to identify areas of interest and refine information.
- Depending on the size of the threat, the GIUL may require predictive modeling to help identify areas of concern.

B.3.2.3.2 Phase 2: Incident Operations

Phase 2a: Immediate Response

The GIU does the following:

- Monitors and refines information about areas of interest.
- Monitors Critical Infrastructure and Key Resource (CIKR) status and develops situational awareness products, as needed.
- Provides situational awareness products on Community Lifeline components.
- Enhances overall situational and damage assessments with geospatial products.
- Monitors commodity distribution and develops situational awareness products as needed.
- Monitors state requirements, requests for assistance, and status of disaster declarations.
- Compiles information, maps, and loss-estimation modeling from previous Hazards United States (HAZUS) runs.

Phase 2b: Community Stabilization

The GIU does the following:

- Graphically represents resource tracking via a Force Laydown Map.
- Monitors and graphically represents status information of Community Lifeline components.

Phase 2c: Sustained Operations

The GIU does the following:

- Graphically depicts the sheltering system, including number of current/maximum occupants at each shelter.
- Monitors and graphically represents Community Lifeline components.

B.3.2.3.3 Phase 3: Recovery and Restoration Operations

Phase 3a: JFO Program Delivery

- GISPs in the RRCC and/or JFO produce geospatial products for mission-essential functions and services, including for the support of mass care and Individual Assistance (IA) and Public Assistance efforts.

B.3.2.4 Standard Information and Data

The GIU, or Response Division GIS staff, publishes products for the following standard information and datasets (by affected county, unless otherwise specified):

- Counties for which a federal disaster declaration has been issued
- CIKR information
- Congressional districts
- Census data (such as population, age, race, sex, language, income, housing)

GISPs, or Response Division GIS staff, publish maps that may include:

- County boundaries and names
- Operating facility locations, such as JFOs, state emergency operations centers (SEOCs), Disaster Recovery Centers (DRCs), and the RRCC
- Key locations, such as Forward Operating Bases (FOBs), staging sites, and mobilization centers (if known)
- Disaster shelter locations (if known)

B.3.2.5 FEMA GIS Support

The FEMA GIS Portal homepage ([GeoPlatform](#)) is an enterprise space on ArcGIS Online. FEMA maintains an account for ArcGIS Online, which is a powerful, cloud-based GIS service that can be used to create interactive web maps and applications to share with other organizations and the public. The home page for FEMA's maps and applications is:

<http://fema.maps.arcgis.com/home/index.html>.

The [FEMA internal GeoPortal](#) is hosted by the Department of the Interior (DOI) and is an unclassified secure space for hosting and sharing maps, data, and apps internal to the FEMA network. Access requires a valid PIV card. Accounts can be created upon first login to the site. Due to the PIV login requirement, Internet Explorer must be used to access the site. The main page is located at <https://geoportal.fema.net/portal/home/>.

FEMA Region 10 Response Division GIS staff have created a web application on the FEMA GeoPortal for this *Region 10 All-Hazards Plan* (AHP). This web application provides an abundance of useful geospatial information that can be used in all phases of a Region 10 disaster. The application, also called the [Map Journal](#), is located at: <http://fema.maps.arcgis.com/apps/MapSeries/index.html?appid=85d992c7d15b437eb9fc071ee8227eea>.

Requests for GIS products are to be made via email to FEMA Region 10 GIS staff. If the RRCC is activated, the email for the GIUL is R10-RRCC-GIUL@fema.dhs.gov. If the RRCC is not activated, the email address for Response Division GIS staff is FEMA-R10-GIS@fema.dhs.gov.

B.3.3 Sources of Geospatial Data

B.3.3.1 Remote Sensing

Remote sensing provides decision makers with actionable information that ranges from information on the overall geographic scale of the disaster to damage levels in specific areas.

Region 10 may collect remote sensing imagery to support federal operational requirements and share it with states impacted by the disaster. Alternatively, states may request specific remote sensing support from Region 10. In some cases, a state may invoke their own contracts for obtaining remote sensing capabilities and pursue reimbursement through the PA program.

Remote sensing imagery may be collected via satellite, manned aircraft, and unmanned aerial system (UAS) assets. Remote sensing for large areas is best handled by satellite or manned aircraft while imagery for small areas is best handled by UASs. Once a request for remote sensing imagery is received by the GIU, the GIUL will work with the Mission Assignment Manager to craft an MA request for the specific imagery requirements, such as the use of the Civil Air Patrol (CAP) to fly either manned or UAS assets to collect the imagery. If the National Response Coordination Center (NRCC) is activated and the GIU has unmet remote sensing needs, the GIUL can request assistance during the Daily Geospatial Coordination Call or the Daily Remote Sensing Coordination Call if the two calls are not run jointly.

Remote sensing information can also be obtained via the internet through various means (e.g., Waze for traffic data, U.S. Geological Survey [USGS] for stream/river gauge heights, Environment for Analysis of Geo-located Energy Information [EAGLE-I] modeling for power outages estimate), as well as from other organizations, in coordination and collaboration with the NRCC/Multi-Agency Coordination (MAC) Group. Table B-3-1 lists some of the common remote sensing products used for situational awareness in disaster response.

Table B-3-1: Common Remote Sensing Products

Remote Sensing Product	Request Required	Agency or Organization
Orthogonal aerial imagery (i.e., straight-down view)	Usually	National Geospatial-Intelligence Agency (NGA), U.S. Department of Defense (DOD), and others

Remote Sensing Product	Request Required	Agency or Organization
Oblique geotagged imagery (i.e., elevated side-angle view)	Usually	CAP
Live traffic feeds	No	Waze data; available through the NRCC GIU feed: ArcGIS Online World Traffic Service
Live stream gauge data	No	ArcGIS Online Live Stream Gauges Layer
Power outage estimates	No	EAGLE-I (Oakridge National Lab/U.S. Department of Energy [DOE])

B.3.3.2 Internally produced Support

During an RRCC activation, products will be posted in the GIS Library of WebEOC for the event. At a minimum, the GIU will produce the following critical geospatial products in-house:

- Summary of Impacts Map** – This product provides insight into the actual or anticipated impacts of the incident and will have direct consequences on decision making. In some cases, a product will be produced by an external source, such as the USGS (ShakeMaps). As the situation develops, products will be updated with Region-specific information. A map’s level of detail may vary, depending on the type of incident. For example, a small road blocked by debris that has alternative access routes may not be included in a Summary of Impacts map while a road blocked by debris that serves as the only access route to a hospital would likely be included.
- Force Laydown Map** – A Force Laydown Map is a product that gives the SITL information on the latest confirmed location for team locations and facilities. A visual representation of the locations of these assets serves as a tool for tracking the progress of the response to the incident.

B.3.4 Oversight, Coordinating Instructions, and Communications

B.3.4.1 Oversight

B.3.4.1.1 General

The RRCC staff (or the IMAT at the JFO, when established) coordinates overall emergency management, conducts operational planning, deploys Regional assets, and requests national-level resources. It collects and disseminates situational awareness information as it builds and maintains a shared situational picture (SitPic) for disaster operations.

B.3.4.1.2 FEMA Regional Office

FEMA Region 10 has dedicated GIS staff in its Response Division, including a Regional GIS Coordinator (RGC) and GISPs. The GIS team coordinates and resolves day-to-day issues with

GIS and remote sensing efforts within the Region. In addition, before the establishment of a Geospatial Information System Unit (GIU) at a JFO, a Response Division GIS staff member is designated as a point of contact (POC) for a specific event to receive, process, and manage disaster-related geospatial requests.

The RGC is responsible for:

- Coordinating requests for aerial or commercial satellite data with FEMA HQ GIS (until capability is established at the JFO); and
- Preparing, prioritizing, and forwarding remote sensing requests to the FEMA Remote Sensing Coordinator.

The Response Division GIS POC is responsible for:

- Coordinating or identifying Regional geospatial resources, such as local GIS data.

B.3.4.1.3 Geospatial Information Systems Unit

The GIU of the JFO Planning Section is assigned the responsibility for coordinating geospatial activities and requirements for the JFO. In the absence of a GIU, the Planning Section Chief assumes (or delegates) this responsibility. This can include remote support from Response Division GIS staff at the FEMA Region office. The GIU is responsible for:

- Identifying JFO geospatial requirements, opportunities, and activities by other JFO elements or federal agencies;
- Coordinating required aerial or commercial satellite remote sensing support directly with the Regional GIUL;
- Functioning as the JFO's POC for geospatial requests;
- Producing GIS products for regular reports, as requested by internal staff/partners or on an ad hoc basis, and maintaining products and services on a web platform, such as the internal GeoPortal (may include coordination with the RGC to have some services published to the public GeoPlatform);
- Maintaining a catalog of digital products for recordkeeping; and
- Updating and maintaining all displayed GIS products.

B.3.4.1.4 Local and State Agencies

States are responsible for coordinating and obtaining the remote sensing and geospatial capabilities needed to support their own disaster response operations. To effectively exercise that responsibility, states are encouraged to identify potential local, state, National Guard, and commercial remote sensing providers in their area, determine their capabilities and availability, and establish appropriate contingency support agreements.

A state may request federal assistance when it cannot meet its requirements through its own resources or resource agreements. In such cases, state emergency management authorities should use the Resource Request Form to communicate their remote sensing or geospatial data needs to the Planning Section at the JFO or RRCC. Such requests must include a statement as to why the

state cannot perform or contract for the performance of the requested work. MAs resulting from a state-originated request may be subject to the applicable cost-share requirement.

B.3.4.2 Interagency Coordination

B.3.4.2.1 Communications

Close coordination and cooperation with other agencies, especially ESF #2 (Communications), ESF #15 (External Affairs), and SEOCs, is essential to effective communication. The rapid collection and dissemination of special and routine reports is the key to situational awareness. In addition to special and routine reports, conference calls or video-teleconferences may be necessary to gain and maintain situational awareness of rapidly developing events. (See Annex K for details on communications tools.)

B.3.4.2.2 Information Requirements

The GIU at the RRCC (or JFO, once operational) collect pre-determined elements of information, which can be expanded or contracted to meet the needs of an incident response and provide a good starting point for information collection through the incident life cycle. Items may be eliminated or added to the Information Collection Plan (ICP) depending on the phase of the disaster. Table B-3-2 lists examples of information that can be collected to create GIS maps and reports.

Table B-3-2: Examples of GIS Information for an ICP

Essential Element of Information	Required Action
Broad identification of the extent of damage	<ul style="list-style-type: none"> • Graphically indicate the extent of the damage. • Report and identify status of CIKR.
Incident-caused population impacts	<ul style="list-style-type: none"> • Graphically indicate: <ul style="list-style-type: none"> ○ Residential districts in the impact area; ○ Industrial districts in the impact area; and ○ Major fires in the impact area.
Government facilities	<ul style="list-style-type: none"> • Report status of local government facilities and systems. • Report and identify: <ul style="list-style-type: none"> ○ Damaged schools; and ○ Damaged public buildings.
Essential private services	<ul style="list-style-type: none"> • Report and identify locations and status of gasoline and diesel stations.
Status of public and private utilities	<ul style="list-style-type: none"> • Report and identify: <ul style="list-style-type: none"> ○ Status of water treatment plants, water storage tanks, and wastewater treatment systems; and ○ Downed communications towers and power lines.

Essential Element of Information	Required Action
Status of transportation infrastructure	<ul style="list-style-type: none"> • Report and identify: <ul style="list-style-type: none"> ○ Any transportation infrastructure damage (impassable bridges, overpasses, underpasses); and ○ Damaged runways or debris on runways. • Report the status of: <ul style="list-style-type: none"> ○ Main roads and highways; ○ Public transit systems (such as subways and streetcars); ○ Any rail lines or rail facilities in the area; ○ Port facilities; ○ Marine structures (docks, piers, seawalls, breakwaters, and jetties); and ○ Pipelines.
Hazardous materials and immediate health risks	<ul style="list-style-type: none"> • Report and identify: <ul style="list-style-type: none"> ○ Smoke or haze in residential areas; ○ Visible sheen or discoloration on water surfaces; ○ Damaged or ruptured storage containers and tanks; and ○ Oil slicks, chemical spills, and leaking hazardous materials. • Report the proximity or vulnerability to hazards of: <ul style="list-style-type: none"> ○ Emergency response facilities; ○ Government facilities; and ○ Medical facilities.

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Appendix B-4: Open Source Intelligence & Lessons Learned

B.4.1 Situation

The prevalence of internet access, mobile devices, advanced analytical tools, and collaborative technology provides greater opportunities for leveraging data at a much broader scale. By tapping into available networks and tools, FEMA can enhance situational awareness in a disaster response, allowing for better internal and external responses to situational needs.

B.4.2 Media Analysis and Social Listening

While traditional media outlets provide vital information to communities, social media platforms enable users to share their own thoughts and information on current news and events. The tenor, tone, and content of what is being shared can provide an understanding of what is important to a community.

“Social listening” refers to the act of searching for open source conversations that discuss certain events or topics to better understand public sentiment, reaction, and needs. Social listening provides a better understanding of what the public is saying and what disaster survivors are thinking, feeling, and doing.

The use of social media thus can help FEMA gain situational awareness. The identification of rumors, misinformation, or emerging hot topics can also enable FEMA and the response community to provide emergency messaging to the media and public that is responsive to the current online dialogue.

B.4.3 Lessons Learned

As disaster operations conclude, the Region 10 Lessons Learned and Continuous Improvement Program (LL-CIP) Coordinator begins collecting information to ensure lessons learned are appropriately documented, integrated, and applied. For larger disasters, this process may begin early in the response, with the coordinator gathering input at multiple points during operations. Regional Administrator (RA) buy-in for this process is essential to ensure active participation by representatives from all divisions.

The LL-CIP Coordinator collects and documents all event data gathered through multiple sources, including in-person interviews, hot washes, online surveys, feedback forms, and leadership guidance. The coordinator then analyzes those observations for relevance, including but not limited to observations regarding the conduct of operations, staff proficiency, safety, security, efficiency, and exercise design (if appropriate). Findings are then published in an After-Action Report (AAR) and issues identified in the AAR are incorporated into an Improvement Plan (IP) that is used to correct issues in advance of future disasters.

The Continuous Improvement Working Group (CIWG) then reviews, validates, assigns, tracks, evaluates, and reports on corrective actions that require coordination across all divisions/programs and Joint Field Offices (JFOs), based on the findings contained in the AARs and IPs.

The FEMA LL-CIP supports the Region by providing historical AARs that can be used to identify and incorporate best practices for deliberate, crisis action, and incident action planning.

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Appendix B-5: Intelligence Resource Inventories

Table B-5-1: Situational Awareness Intelligence Resource Inventory

Resource	Description
Alaska Live Traffic Conditions	Real-time traffic information, including congestion, construction, lane closures, road conditions, and severe weather information on all Alaska interstates and other major highways.
Breaking News Network (BNN)	Full-time, dedicated, incident notification system. News gathering capability is based on a professionally staffed, 24-hour news desk as well as member participation. Members include many public safety agencies and personnel, most major media outlets, news reporters and photographers, and commercial insurance professionals. The “Web view” desktop visual news client is used to monitor latest alerts on the incident map, search incidents that have occurred in the past, or send a new incident notification to the network. Region 10 procures this information-sharing service.
DisasterAWARE	Integrated information, modeling, and mapping technologies that provide situational awareness by continuously monitoring information feeds from meteorological and geological agencies across the world for potential hazards.
The Disaster Center	Clearinghouse of links to various disaster-relevant situational awareness sites, including FEMA, weather sites, health sites, and more.
FEMA WebEOC	Agency’s consequence management system used to manage emergency management processes, functions, and coordination. FEMA’s WebEOC provides a shared situational picture (SitPic) with comprehensive situational awareness for federal, state, local, and tribal strategic partners. FEMA WebEOC features mission tasking, event reporting, resource tracking, and situational analysis in real time during daily operations, exercises, national responses, and other operations.
Homeland Security Information Network (HSIN)	Trusted network for homeland security mission operations for sharing sensitive information. Federal, state, local, territorial, tribal, international, and private sector homeland security partners use HSIN to manage operations, analyze data, send alerts and notices, and, in general, share information that they need to do their jobs.
Homeland Security Digital Library	Repository of documents stored by the U.S. Department of Homeland Security (DHS) regarding a wide array of security/disaster topics.
Idaho Live Traffic Conditions	Real-time traffic information, including congestion, construction, lane closures, road conditions, and severe weather information on all Idaho interstates and other major highways.
Max.gov	Government-wide suite of advanced collaboration, information sharing, data collection, publishing, business intelligence, and authentication tools and services used to facilitate cross-government collaboration and knowledge management.

Resource	Description
Model and Data Inventory (MoDI)	Descriptions of datasets and models that help emergency managers understand what information is available from each dataset or model, the requirements for access and operation of the tool, and who to contact for assistance for each.
National Emergency Management Information System (NEMIS)	Database system used to track disaster data for FEMA and grantee emergency management offices. Supports emergency management at disaster sites and enables FEMA to integrate preparedness and planning operations with FEMA programs and disaster assistance. Enables data to be coordinated throughout a disaster, from monitoring an incident to assisting affected communities and individuals.
National Warning System (NAWAS)	Rapid notification radio system for emergency management officials for impending or threatened attacks or accidental missile launches on the United States.
NC4	Safety and security solution for collecting, managing, sharing, and disseminating information to reduce cyber threats, mitigate risks, manage incidents, and provide secure communication and collaboration capabilities among agencies. FEMA HQ manages this information-sharing service, which allows Watch Officers to view incidents on a global map. Each incident has a “drill-down” link that provides additional incident details.
Oregon Live Traffic Conditions	Real-time traffic information, including congestion, construction, lane closures, road conditions, and severe weather information on all Oregon interstates and other major highways.
Pet Ownership Calculator	Estimation tool for determining the number of pet-owning households and number of pets in a community.
U.S. Government Apps and Tools	Apps and tools shared at the White House Innovation for Disaster Response and Recovery Demo Day to help address the challenges that severe weather and other disasters can pose to our communities.
U.S. Newspaper, Radio, TV Links	Links to news stories from various sources, broken down by state.
Washington Live Traffic Conditions	Real-time traffic information, including congestion, construction, lane closures, road conditions, and severe weather information on all Washington interstates and other major highways.

Table B-5-2: Geographic Information Systems (GIS) Intelligence Resource Inventory

Resource	Description
FEMA R10 MapRobot	Web-based GIS tool (ArcGIS API) that allows Regional users and situational awareness personnel to make quick map graphics (QRG) showing data from HIFLD Open, such as critical infrastructure that fall within a defined area of interest. PDA and disaster declaration requests, operations maps, and current fire boundaries are also products that can be produced based on approved templates.

Resource	Description
CDC Social Vulnerability Index	Identification and mapping tool to determine the communities most likely in need of support before, during, and after a hazardous event.
EAGLE-I	Situational awareness viewer that maps U.S. energy assets and systems (e.g., electric grid, petroleum and natural gas networks) in near real time. This platform provides the U.S. Department of Energy (DOE), other federal agencies (OFAs), and state and local emergency responders with the number and location of outages and when service will be restored on the grid.
Emergency and Disaster Information Service	System operated by the Hungarian National Association of Radio Distress-Signaling and Info communications (RSOE) to monitor organizational data to get quick and certified information about international disasters.
emPOWER	Map that reports and maps the monthly total number of de-identified Medicare beneficiaries with electricity-dependent equipment by zip code and other geographic resolutions.
FEMA Flood Maps	Official public source for flood hazard information produced in support of the National Flood Insurance Program (NFIP). It enables the user to find their official flood map, access a range of other flood hazard products, and take advantage of tools for better understanding flood risk.
FEMA GeoPlatform	Geospatial data and analytics in support of emergency management.
GeoHealth	Situational awareness viewer and interactive mapping tool used by the U.S. Department of Health and Human Services (HHS) that incorporates a variety of data, including infrastructure locations, facility data, and hazard imagery.
HAZUS	Nationally applicable standardized methodology that contains models for estimating potential losses from earthquakes, floods, and hurricanes. HAZUS uses Geographic Information Systems (GIS) technology to estimate the physical, economic, and social impacts of disasters.
Homeland Infrastructure Foundation-Level Data (HIFLD)	Data that can be added as layers to GIS maps to provide visualization about various infrastructure in the country (e.g., EOC locations, American Red Cross regional boundaries, and 911 service boundaries).
InciWeb	Single source of incident-related information that provides a standardized reporting tool for the public affairs community.
National Flood Hazard Layer Viewer	Represents the current effective flood data for the country, where maps have been modernized. Should be considered the best online resource to use for official NFIP purposes when determining locations in relation to regulatory flood hazard information.
US Census Data	Demographic information in tabular and GIS form. Recent American Community Survey (ACS) can be configured and exported as tables and joined to geographic features.
Alaska Department of Geological & Geophysical Surveys	Data and map products of geological/geophysical hazards, such as tsunamis, earthquakes, volcanoes, and energy and mineral resources.

Resource	Description
Idaho Geological Survey	GIS data, web services, PDF products, and an interactive viewer for geology, energy, mines, and geologic hazards in the state of Idaho.
State of Oregon Department of Geology and Mineral Industries (DOGAMI)	Interactive maps, GIS data, and map services for natural hazards, Lidar data, geologic and mineral resources.
Washington Geological Survey (Department of Natural Resources)	Data, interactive maps, products, and data catalog for seismic scenarios, natural hazards, evacuation routes, and natural resources.
National Aeronautics Space Administration (NASA) Earth Observation Data– Active Fire Data	Downloadable active fire products for the last 24 hours, 48 hours, and 7 days from the Moderate Resolution Spectroradiometer (MODIS) and Visible Infrared Imaging Radiometer Suite (VIIRS) in multiple formats.

Table B-5-3: Weather Intelligence Resource Inventory

Resource	Description
FEMA Hurricane/Typhoon Mapping	Map layers for GIS that focus on data related to hurricanes and typhoons.
FEMA Public Hurricane/Typhoon Analysis and Mapping	Public-facing grouping of FEMA-created/-managed data relating to hurricanes and typhoons. This grouping of data is curated by the Mapping and Analysis Center of FEMA.
National Water and Climate Center Charting Tool	Tool for creating regional water supply forecast exceedance probability charts using the new Water Supply Forecast Charting Tool. This tool provides a visual representation of the streamflow forecast range showing the five exceedance probabilities compared to the 30-year average.
National Weather Service (NWS) Aviation Weather Center	Website that delivers consistent, timely, and accurate weather information for the world airspace system.
NWS Dashboard Display	Interactive national map that displays various weather products, including radar, satellite, hazard alerts, and more.
NWS National Hurricane Center	Website that provides tropical weather updates for the Atlantic, Eastern Pacific, and Central Pacific areas.
NWS Northwest River Forecast Center (NWRFC)	Website that provides current and forecasted river/creek levels for much of the Pacific Northwest region of Washington, Idaho, and Oregon.
NWS Colorado Basin River Forecast Center (CBRFC)	Website that provides current and forecasted river/creek levels for far southeast Idaho, primarily in the Bear River region.
NWS California Nevada River Forecast Center (CNRFC)	Website that provides current and forecasted river/creek levels for portions of south-central Oregon, primarily in the Klamath Falls region.
NWS RIDGE Image and Warning Output to KML/KMZ	Weather-related, three-dimensional geospatial data displayed in Google Earth, Google Maps, Google Mobile, ArcGIS Explorer, WorldWind, and other GIS viewers.

Resource	Description
NWS Storm Prediction Center	Website that shows alerts currently in effect for the United States and is normally updated every 2 to 3 minutes.
SLOSH Modeling	Computerized numerical model developed by the NWS to estimate storm surge heights resulting from historical, hypothetical, or predicted hurricanes using atmospheric pressure, size, forward speed, and track data.
NWS Western Region Regional Operations Center (WR ROC)	Primary NWS liaison and contact for FEMA Region 10 for Washington, Oregon, and Idaho for weather, water, and climate needs.
NWS WFO Seattle (SEW)	NWS Office that provides current and forecasted weather for the West Central and Northwestern Washington geographic area. The WFO issues public, marine, aviation, fire, and hydrology forecasts. They also issue severe weather warnings, gather weather observations, and collect daily and monthly climate data.
NWS WFO Spokane (OTX)	NWS Office that provides current and forecasted weather for the North Central and Eastern Washington geographic area. The WFO issues public, marine, aviation, fire, and hydrology forecasts. They also issue severe weather warnings, gather weather observations, and collect daily and monthly climate data.
NWS WFO Missoula (MSO)	NWS Office that provides current and forecasted weather for the Central Idaho Mountains geographic area. The WFO issues public, marine, aviation, fire, and hydrology forecasts. They also issue severe weather warnings, gather weather observations, and collect daily and monthly climate data.
NWS WFO Portland (PQR)	NWS Office that provides current and forecasted weather for the Northwest Oregon and Southwest Washington geographic area. The WFO issues public, marine, aviation, fire, and hydrology forecasts. They also issue severe weather warnings, gather weather observations, and collect daily and monthly climate data.
NWS WFO Pendleton (PDT)	NWS Office that provides current and forecasted weather for the North Central and Northeast Oregon and South Central Washington geographic area. The WFO issues public, marine, aviation, fire, and hydrology forecasts. They also issue severe weather warnings, gather weather observations, and collect daily and monthly climate data.
NWS WFO Medford (MFR)	NWS Office that provides current and forecasted weather for the Southwest and South Central Oregon geographic area. The WFO issues public, marine, aviation, fire, and hydrology forecasts. They also issue severe weather warnings, gather weather observations, and collect daily and monthly climate data.
NWS WFO Boise (BOI)	NWS Office that provides current and forecasted weather for the Southeast Oregon and Southwest Idaho geographic area. The WFO issues public, marine, aviation, fire, and hydrology forecasts. They also issue severe weather warnings, gather weather observations, and collect daily and monthly climate data.
NWS WFO Pocatello (PIH)	NWS Office that provides current and forecasted weather for the Southeast Idaho geographic area. The WFO issues public, marine, aviation, fire, and hydrology forecasts. They also issue

Resource	Description
	severe weather warnings, gather weather observations, and collect daily and monthly climate data.

Table B-5-4: Hazard-Specific Intelligence Resource Inventory

Resource	Description
Global Terrorism Database	Open-source database containing information on terrorist events around the world from 1970 through 2017 (with annual updates planned).
Health Map	Real-time intelligence on a broad range of emerging infectious diseases for diverse audiences, including libraries, local health departments, governments, and international travelers.
USGS ShakeMaps	Near-real-time maps of ground motion and shaking intensity following significant earthquakes.

Table B-5-5: SharePoint Intelligence Resource Inventory

Resource	Description
Region 10 After-Action Report (AAR) Library	Library of AARs from disasters and exercises held in Region 10.

Table B-5-6: Individual Assistance Intelligence Resource Inventory

Resource	Description
Cadre Management Dashboard	Web-based tool that displays current availability within cadre.
Current Locations Dashboard	Web-based tool that displays reported current location of survivors obtained during registration intake.
Disaster Housing Dashboard	Web-based tool that provides registration data by county, P-code, and total leased-in housing by unit type for disasters with an open housing mission. The Direct Housing Dashboard is populated with data from the HOMES system. Contains data for all disasters with an open direct housing mission that are within the 18-month assistance window, unless the mission has been extended beyond that time.
Disaster Summary Dashboard	Web-based tool that provides overall summary information for open disasters.
Eligibility Dashboard	Web-based tool that displays eligibility summaries for housing and Other Needs Assistance (ONA).
IA Assessment Survey Dashboard	Web-based tool that measures the ease of understanding of FEMA information received, the timeliness and helpfulness of assistance, the inspection process, the level of recovery, and the quality of customer service in meeting expectations. Data is from applications completed in the previous 12 months.
IA Initial Survey Dashboard	Web-based tool that measures the quality of disaster assistance information and services received during the initial registration process with a FEMA representative or online via

Resource	Description
	DisasterAssistance.gov website. Data is from applications completed in the previous 12 months.
IA Time Series Dashboard	Web-based tool that displays daily registration activity for any disaster declared in the last 90 days to identify trends and assist with personnel and resource recovery efforts.
IHP Finance Dashboard	Web-based tool that assists in making obligation determinations for Individuals and Households Program budget needs.
Inspections Reporting Dashboard	Web-based tool where users can view assigned, returned, and pending inspections by day as well as projected inspection information.
Outgoing Letters Dashboard	Web-based tool that provides information regarding outgoing letters to survivors.
Queue Management Dashboard	Web-based tool that displays numbers of workload packets and caseworkers for workload decisions.
Recovery Demographics Dashboard	Web-based tool that provides population and housing profiles.
Recovery Grants Dashboard	Web-based tool that displays obligated financials for IHP and Public Assistance (PA) programs by calendar or fiscal year with multiple drill-down filters. Additional details available to view, include Full Housing Assistance Details, Full ONA Details, PA Details (federal only), and PA Details (total project cost).
Self-Assessment Triage Dashboard	Web-based tool that provides users with the ability to view results from questions during Responses by Inspection process and compare to results returned by inspections.
Survivor Needs Dashboard	Web-based tool that displays current locations, access and functional needs, eligibility, and unmet needs of survivors.
TSA Dashboard	Web-based tool that provides an overview of the program for disasters where Transitional Sheltering Assistance (TSA) has been activated. Some of the data points available include eligibility periods, total room nights, hotel utilization, and applicants currently checked in/out. Available only when TSA is activated for a disaster.

Table B-5-7: Public Assistance Intelligence Resource Inventory

Resource	Description
Executive Summary Dashboard	Web-based tool that provides summarized project information at the region and disaster levels for disasters declared in the last 3 years.
PA Estimates & Awards Dashboard	Web-based tool that provides an overview of PA estimates and awards for major disaster declarations by category of work: A, B, C, D, E, F, G, and Z.
Debris Removal 428 Dashboard	Web-based tool that provides an overview of debris removal by disaster and applicant county. Integrates critical data points by type of debris, percentage of total debris removed, cost projections, and daily/total cubic yards of debris removed.

Resource	Description
PA Initial Survey Dashboard	Web-based tool that measures satisfaction with efforts within the early stages of the PA process and with FEMA customer service. Conducted roughly 60 days after a disaster declaration date. Data is from applications completed in the previous 12 months.
PA Assessment Survey Dashboard	Web-based tool that measures customer satisfaction with various aspects of the PA Program. Conducted roughly 210 days after a disaster declaration date. Data is from applications completed in the previous 12 months.

Appendix B-6: Hazard Fact Sheets

B.6.1 General

The FEMA Region 10 Hazard Fact Sheets are contained as tabs to this appendix. They address all potential threats and hazards within Region 10's operational environment.

Updates to the fact sheets will occur annually and any new or revised fact sheets will be added to the *Region 10 All-Hazards Plan* (AHP) document files once completed.

Hazard Fact Sheet Tabs

The Hazard Fact Sheet tabs are:

- Tab B-6-1: Avalanche Fact Sheet (PLACEHOLDER)
- [Tab B-6-2: Biological Incident Fact Sheet](#)
- [Tab B-6-3: Chemical Weapons Fact Sheet](#)
- Tab B-6-4: Climate Change Fact Sheet (PLACEHOLDER)
- [Tab B-6-5: Complex Coordinated Attack Fact Sheet](#)
- Tab B-6-6: Cruise Ships, Ferries, Ports Fact Sheet (PLACEHOLDER)
- Tab B-6-7: Cyber Attack Fact Sheet (PLACEHOLDER)
- [Tab B-6-8: Dam Failure Fact Sheet](#)
- [Tab B-6-9: Earthquake Fact Sheet](#)
- Tab B-6-10: Epidemic/Pandemic Fact Sheet (PLACEHOLDER)
- Tab B-6-11: Flood Fact Sheet (PLACEHOLDER)
- Tab B-6-12: High Winds Fact Sheet (PLACEHOLDER)
- Tab B-6-13: Ice Floe/Ice Jam (Alaska-specific) Fact Sheet (PLACEHOLDER)
- Tab B-6-14: Landslide/Mudslide Fact Sheet (PLACEHOLDER)
- Tab B-6-15: Nuclear/Radiological Incident Fact Sheet (PLACEHOLDER)
- Tab B-6-16: Power Outage Fact Sheet (PLACEHOLDER)
- Tab B-6-17: Severe Storm Fact Sheet (PLACEHOLDER)
- Tab B-6-18: Major Tornado Outbreak Fact Sheet (PLACEHOLDER)
- Tab B-6-19: Tornado Fact Sheet (PLACEHOLDER)
- [Tab B-6-20: Volcano/Lahar Fact Sheet](#)
- Tab B-6-21: Wildfire Fact Sheet (PLACEHOLDER)
- Tab B-6-22: Winter Storm Fact Sheet (PLACEHOLDER)

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Annex C: Operations

C.1 Situation

This annex describes the concept of operations (CONOPS) for integrating and coordinating multiple organizations and activities for the successful provision of support for any incident within Region 10 that exceeds the capabilities of the state(s) to respond and recover. Execution of the plan will result in the desired end state of stabilizing Community Lifelines and setting the conditions for a transition to long-term recovery. This plan defines stabilization as achievement of the following:

- Functional command and control structures are staffed at appropriate levels; situational awareness of the operational environment is established.
- Lines of Effort (LOEs) are implemented to stabilize the seven Community Lifelines.
- Synchronization of federal, state, and local first responders is initiated, and critical infrastructure impacts and requirements are identified.
- A network of support to provide for basic survivor needs and to ease the suffering of affected communities is established.
- A synchronized and prioritized whole community relief effort and resource flow are established.

C.2 Mission

Following or prior to an incident impacting Region 10, applicable LOEs will be identified and modified to meet incident requirements, objectives, and partner requests.

C.3 Execution

C.3.1 Concept of Operations

This Operations Annex is built around an anticipatory response posture that emphasizes activation and a “push” (staging) of resources and capabilities into the affected area (based on planning assumptions), resulting in a response structure that stays ahead of an incident and its effects. As the scope and complexity of the incident become more defined through situational awareness, the response will shift to a “pull” of resources and capabilities from affected jurisdictions.

C.3.1.1 Initiation of RRCC Activities

At the onset of an incident or following a MERS Operations Center (MOC) notification of an impending incident, Region 10 senior leaders will activate the Regional Response Coordination Center (RRCC) and alert and activate internal personnel, pertinent Emergency Support Functions (ESFs), and the Defense Coordination Element (DCE). Region 10 senior leaders will also evaluate the ability for the Region 10 RRCC to manage the immediate scope and complexity of the incident and the potential need for backup staffing from another Region that is identified and activated by the National Response Coordination Center (NRCC).

Once the RRCC is activated, the RRCC staff will begin coordinating with impacted state partners and will develop RRCC response objectives based on initial Community Lifeline assessments. This includes developing plans for relevant LOEs along with LOE Intermediate Objectives to meet initial lifesaving and life-sustaining response objectives. The RRCC will issue Mission Assignments (MAs) for ESF capabilities/resources and coordinate with the DCE for additional U.S. Department of Defense (DOD) resources.

Utilizing Region 10 deliberate plans, the RRCC Logistics Section will also coordinate with the DCE and appropriate ESFs to establish a logistics architecture that leverages the existing functional transportation network. The logistics support network will consist of nationally coordinated Incident Support Bases (ISBs) that receive commodities requested by Region 10. Those resources will be pushed from ISBs to Region 10-managed Federal Staging Areas (FSAs) to either be distributed to State Logistics Staging Areas (SLSAs) or directly to Commodity-Points of Distribution (C-PODs), if requested.

C.3.1.2 NRCC Support

The RRCC will coordinate with the National Response Coordination Staff (NRCS) for the initial push of national resources and will provide situational awareness reports to the NRCC for distribution to DHS and other national leadership. As situational awareness improves and stabilization occurs, the RRCC will continue to coordinate with the NRCC for the pull of resources for incident support activities. The NRCC will coordinate with the U.S. Agency for International Development (USAID) and U.S. Department of State (DOS) for the fielding of any international assistance offers.

C.3.1.3 Deployment of IMAT(s)/FCO(s)

At the onset of an incident or following MOC incident notification, Region 10 senior leaders will deploy the Incident Management Assistance Team (IMAT), any supporting collateral duty personnel, and pre-designated Federal Coordinating Officers (FCOs) to either State Emergency Operations Centers (SEOCs) or to designated Interim Operating Facilities (IOFs) located at or near SEOCs. Based on state partner requests, Region 10 senior leaders will determine the need to request additional Regional IMATs or National IMATs.

Upon arrival at the SEOC(s)/IOF(s), the IMAT(s) and FCO(s) will serve as the conduit between impacted states and the RRCC by relaying state requests and objectives, coordinating federal incident support activities, and laying the groundwork for conducting joint planning with impacted state partners.

Once a Major Disaster Declaration has been issued, the FCO and IMAT will work with the State Coordinating Officer (SCO) to determine the optimal incident response organization, to include establishing a Unified Coordination Group (UCG), and to set the location of the Joint Field Office (JFO) and any needed Area Field Offices (AFOs). The RRCC will provide the UCG with potential JFO and AFO locations for approval and will determine the associated logistics support requirements in order to rapidly establish functional facilities. The RRCC will maintain control of directing resources and capabilities identified by the FCO, focusing on executing response LOEs along with their associated Core Capabilities through MAs, until operational control is transitioned to the JFO.

C.3.1.4 Recovery Operations

Concurrent with response efforts, the Region 10 Recovery Division will evaluate the need to implement the *National Disaster Recovery Framework* (NDRF) and will coordinate initial recovery activities that are to occur during the response phase. The FDRC will coordinate with the Regional Coordinating Officer (RCO) and FCO to determine initial long-term recovery requirements. The Region 10 Recovery Division will coordinate with the impacted Region 10 state(s) to schedule joint Preliminary Damage Assessments (PDAs) to meet state requests under a Stafford Act Major Disaster Declaration. If joint PDAs cannot be conducted, alternative impact assessments, such as remote imagery evaluations or incident modeling, may be conducted that capture information such as exposed population estimates and their demographics. Based on PDA results or equivalent evaluations, the FDRC will determine short- and long-term recovery requirements and begin developing a short-term recovery plan.

C.3.1.5 Transfer of Operational Authority from RRCC to JFO

Once a JFO is established and the JFO begins to assume responsibility for response and recovery operations, RRCC senior leaders will re-examine the RRCC's activation level and determine the need to scale down the activation level and demobilize RRCC capabilities.

At the FCO's discretion, the Region 10 RRCC will transfer responsibility for the remaining response activities, active logistics center operation, and initial recovery activities to the JFO. The JFO will assume responsibilities for joint planning efforts, the continued execution of response operations, as well as the conduct of initial/short-term recovery activities. As short-term recovery activities draw down, long-term recovery activities will be executed under the guidance of the NDRF.

C.3.2 Operational Phases

Phase 1 activities are those that are conducted prior to an incident occurring; they are considered normal operations. These activities are captured in the standard operating procedures (SOPs) of FEMA's steady-state organization.

Response and recovery activities identified in the Base Plan and Annex C of this plan begin at incident onset and are structured as follows:

- Phase 2a (Activation and Immediate Response) – Focuses on gaining situational awareness, identifying and alerting the necessary resources and capabilities, and conducting initial assessments of the status of Community Lifelines.
- Phase 2b (Community Stabilization) – Focuses on deploying and staging the necessary resources and capabilities.
- Phase 2c (Sustained Operations) – Focuses on employing response assets and establishing the logistics architecture for sustaining response assets/activities.
- Phase 3a (JFO Program Delivery Continues) – Focuses on conducting recovery operations to restore basic services and community functionality and transitioning operations to long-term recovery.

- Phase 3b (Joint Recovery Operations) – Includes cessation of all remaining response activities and the full implementation of recovery-driven outcomes through the NDRF and the Recovery Support Functions (RSFs).
- Phase 3c (Disaster Closeout) – Focuses on transitioning all remaining disaster-related efforts back to the Region or to a Public Assistance (PA) program processing center.

While the overall operational phases for response and recovery progress in a linear fashion, the specific activities for response and recovery are likely to progress through the phases at different rates. For instance, assets or capabilities for some operations may be able to be employed more quickly than for others and may therefore progress through the phases more quickly. Additionally, some recovery activities/programs may be initiated during Phase 2 and so will be underway before the formal recovery phase begins. Thus, while the phases attempt to establish transition points for operations, specific response and recovery activities are likely to be in varying states of implementation during each phase of incident operations.

C.3.3 Community Lifeline Status

A Community Lifeline represents a set of indispensable services that enable the operation of critical business and government functions considered essential for maintaining human health and safety and economic security. FEMA has identified seven Community Lifelines, each comprising multiple components that represent the core services provided within that lifeline.

FEMA’s Community Lifeline reporting uses categories to describe the condition of each lifeline component as well as colors that reflect a component’s status: Category 1 is red, Category 2 is yellow, and Categories 3-5 are green, indicating stabilization of the lifeline. (See Table C-1).

Table C-1: Community Lifeline Component Status Categories

Category	Component Service Description	Color
1	Disrupted with no solution identified	Red
2	Disrupted but a known time to resolution is identified	Yellow
3	Stabilized by contingency response solutions	Green
4	Re-established by temporary repairs to organic lifeline service providers	Green
5	Re-established by permanent restoration to organic lifeline service providers or was not impacted by the disaster	Green

The status of the seven Community Lifelines will help senior leaders refine the activation or demobilization needs of response and recovery resources throughout incident operations.



C.3.4 Lines of Effort (LOEs)





LOEs are the common functions that a jurisdiction must perform during emergencies, as outlined in FEMA’s *National Response Framework* and FEMA’s *Response and Recovery Federal Interagency Operational Plans (FIOPs)*. LOEs are aimed at restoring the critical services provided through lifeline components that have been affected by a disaster. (The LOEs for this AHP are contained as tabs to both Appendix C-2 and Appendix D-4.)


LOEs are the activities that a state, tribe, or territory can ask FEMA and the federal interagency to support in order to fill their capability gaps, help manage the consequences of the incident, and support the state, tribe, or territorial government in achieving Lifeline Stabilization Targets and Recovery Outcomes. LOEs articulate a response and recovery strategy by sequencing Intermediate Objectives (which are included in Incident Action Plans [IAPs] as milestones) as well as the resources needed (including FEMA programs, contracts, and MAs) to reach the desired end state. A state, tribe, or territory may request FEMA assistance for multiple LOEs to stabilize a single Community Lifeline.

Table C-2 identifies the established Community Lifelines and how they align with the LOEs. The table also identifies the Region 10 stabilization targets that can serve as initial targets for crisis action planning.

Table C-2: Community Lifeline Stabilization Targets and Associated LOEs

Lifeline	R10 Stabilization Target	Lines of Effort (and Appendix C-2 or D-4 Tab #)
<p>Safety and Security</p> 	<p>Threats to life safety are diminished for all response personnel and impacted communities. Federal assets are no longer required to conduct search and rescue operations. Government buildings are accessible and open with adequate staffing.</p>	<ul style="list-style-type: none"> • Preliminary Damage Assessment (C-2: Tab 1) • Debris Management (C-2: Tab 2) • Emergency Repairs or Augmentation to Infrastructure (C-2: Tab 3) • Evacuation, Reception, Re-entry, and Return (C-2: Tab 4) • Hazardous Waste (C-2: Tab 6) • Private Sector Coordination (C-2: Tab 11) • Resource Staging (D-4: Tab 1) • Responder Security and Protection (C-2: Tab 13) • Restoration of Public Infrastructure (C-2: Tab 14) • Search and Rescue (C-2: Tab 15)
<p>Food, Water, Shelter</p> 	<p>Re-entry to affected areas is allowed. Commercial grocery distribution and food banks are accessible and open. Congregate shelters are closed. Public water and wastewater utilities are providing services to the community (does not include private water or sewer systems such as wells or septic). Temporary home repair programs are initiated.</p>	<ul style="list-style-type: none"> • Commodity Distribution (D-4: Tab 2) • Debris Management (C-2: Tab 2) • Emergency Repairs or Augmentation to Infrastructure (C-2: Tab 3) • Hazardous Waste (C-2: Tab 6) • Mass Care – Food and Water (C-2: Tab 8) • Private Sector Coordination (Tab 11) • Resource Staging (D-4: Tab 1) • Restoration of Public Infrastructure (C-2: Tab 14) • Sheltering Operations (C-2: Tab 16) • Temporary Housing (C-2: Tab 18)

Lifetime	R10 Stabilization Target	Lines of Effort (and Appendix C-2 or D-4 Tab #)
<p>Health and Medical</p> 	<p>Hospitals and healthcare facilities have sustainable power and potable water systems. EMS services are capable of responding to emergencies organically. Veterinary triage is complete. Fatality collection is complete. Health and social services facilities and public health services are accessible. Health assessments are complete.</p>	<ul style="list-style-type: none"> • Debris Management (C-2: Tab 2) • Emergency Repairs or Augmentation to Infrastructure (C-2: Tab 3) • Fatality Management (C-2: Tab 5) • Hazardous Waste (C-2: Tab 6) • Healthcare Systems Support (C-2: Tab 7) • Medical Transportation (C-2: Tab 9) • Private Sector Coordination (C-2: Tab 11) • Resource Staging (D-4: Tab 1) • Restoration of Public Infrastructure (C-2: Tab 14)
<p>Energy (Power & Fuel)</p> 	<p>Critical facilities are operational for lifesaving and life-sustaining activities. Fuel distribution operations are available for responder vehicles and for spot generation at critical facilities. Commercial fuel stations are operational. Stable power is being provided through distribution sites and substations.</p>	<ul style="list-style-type: none"> • Debris Management (C-2: Tab 2) • Emergency Repairs or Augmentation to Infrastructure (C-2: Tab 3) • Public Information and Warning (C-2: Tab 12) • Private Sector Coordination (C-2: Tab 11) • Resource Staging (D-4: Tab 1) • Restoration of Public Infrastructure (C-2: Tab 14) • Temporary Emergency Power (C-2: Tab 17)
<p>Communications</p> 	<p>Commercial communications services are re-established with sustainable power. 911 services are available. The emergency response community is able to communicate over interoperable voice and data communications systems.</p>	<ul style="list-style-type: none"> • Debris Management (C-2: Tab 2) • Emergency Repairs or Augmentation to Infrastructure (C-2: Tab 3) • Private Sector Coordination (C-2: Tab 11) • Public Information and Warning (C-2: Tab 12) • Resource Staging (D-4: Tab 1) • Restoration of Public Infrastructure (C-2: Tab 14)
<p>Transportation</p> 	<p>Multi-modal routes (air, rail, road, port) are clear of debris and accessible by normal or alternate routes. Pipelines are providing supplies for both electrical generation and home heating. Mass transit has been restored in metropolitan areas.</p>	<ul style="list-style-type: none"> • Debris Management (C-2: Tab 2) • Emergency Repairs or Augmentation to Infrastructure (C-2: Tab 3) • Private Sector Coordination (C-2: Tab 11) • Resource Staging (D-4: Tab 1) • Restoration of Public Infrastructure (C-2: Tab 14)

Lifeline	R10 Stabilization Target	Lines of Effort (and Appendix C-2 or D-4 Tab #)
<p>Hazardous Materials</p> 	<p>Health and safety hazard assessments are complete. Wastewater and solid waste issues are identified and contained. Oil and hazardous substance spills or releases are identified, responsible parties are engaged, and a command structure is established, taking into account other federal agency (OFA) statutory authorities.</p>	<ul style="list-style-type: none"> • Debris Management (C-2: Tab 2) • Emergency Repairs or Augmentation to Infrastructure (C-2: Tab 3) • Hazardous Waste (C-2: Tab 6) • Private Sector Coordination (C-2: Tab 11) • Public Information and Warning (C-2: Tab 12) • Resource Staging (D-4: Tab 1) • Restoration of Public Infrastructure (C-2: Tab 14)

C.4 Administration, Resources, and Funding

See Base Plan.

C.5 Oversight, Coordinating Instructions, and Communications

See Base Plan.

Appendices and Tabs

C-1: Decision Support Matrix

C-2: Operations Lines of Effort (LOEs)

Tab 1 to Appendix C-2: Preliminary Damage Assessment

Tab 2 to Appendix C-2: Debris Management

Tab 3 to Appendix C-2: Emergency Repairs or Augmentation to Infrastructure

Tab 4 to Appendix C-2: Evacuation, Reception, Re-Entry, and Return

Tab 5 to Appendix C-2: Fatality Management

Tab 6 to Appendix C-2: Hazardous Waste

Tab 7 to Appendix C-2: Healthcare Systems Support

Tab 8 to Appendix C-2: Mass Care – Food and Water

Tab 9 to Appendix C-2: Medical Transportation

Tab 10 to Appendix C-2: Natural and Cultural Resource Protection and Restoration

Tab 11 to Appendix C-2: Private Sector Coordination

Tab 12 to Appendix C-2: Public Information and Warning

Tab 13 to Appendix C-2: Responder Security and Protection

Tab 14 to Appendix C-2: Restoration of Public Infrastructure

Tab 15 to Appendix C-2: Search and Rescue

Tab 16 to Appendix C-2: Sheltering Operations

Tab 17 to Appendix C-2: Temporary Emergency Power

Tab 18 to Appendix C-2: Temporary Housing (Repair, Rental Assistance, Direct Housing)

Appendix C-1: Decision Support Matrix

The Decision Support Matrix is intended to synchronize the criteria for a decision with the associated tasks in the Execution Checklist. This is not intended to be a comprehensive list of activities or tasks. For a full list, see Annex X (Execution Checklist). Mobilization and staging activities can be found in the Resource Phasing Plan in Annex D.

This Decision Support Matrix has been developed based on the actions described within the documents listed below. It is not intended to supersede the responsibilities outlined for each decision maker therein.

- [FEMA Region 10 Standard Operating Procedure \(SOP\) for 24-Hour Emergency Notification and Calls](#)
- [FEMA Watch Guide \(July 2019\)](#)
- [Regional Administrator Playbook](#)

Table C-1-1: FEMA Region 10 Decision Support Matrix

[DP = Decision Point (numerical marker for easy cross-referencing within other parts of this AHP); E = Event (e.g., ‘E+5mins’ is event plus 5 minutes)]

FEMA Region 10 Decision Support Matrix						
Phase	Timeframe	Decision Maker	DP	Decision	Criteria	Execution Checklist #
1b – Elevated Threat	Immediate	Mobile Emergency Response Support (MERS) Operations Center (MOC)	1	Conduct incident evaluation; elevate threat posture.	<ul style="list-style-type: none"> • An event or incident is imminent that may be of interest to FEMA Regional and or headquarters (HQ) leadership. 	
1b – Elevated Threat	Immediate	Regional Administrator	2	Replace MOC personnel with Regional Enhanced Watch personnel.	<ul style="list-style-type: none"> • MOC situational awareness resources do not meet information collection needs. 	

FEMA Region 10 Decision Support Matrix						
Phase	Timeframe	Decision Maker	DP	Decision	Criteria	Execution Checklist #
1b – Elevated Threat	Immediate	Regional Administrator/ Regional Coordinating Officer	3	Approve activation of Region 10 staff (State Liaison Officer [SLO]/Incident Management Assistance Team [IMAT]/Regional Response Coordination Center [RRCC]/Continuity of Operations [COOP]).	<ul style="list-style-type: none"> Regional staff are available to respond to the threat. Region 10 states or tribes are requesting a federal presence. 	
Phase 1c – Credible Threat	E+5mins	MOC	4	Evaluate current incident status; conduct “credible threat” notification and posturing.	<ul style="list-style-type: none"> An event or incident is imminent that meets the thresholds for notification. (The determination to deviate from established thresholds is based on analysis and professional judgment as to whether the magnitude, scope, or prominence of a given event warrants the notification of additional personnel or the escalation of notification beyond the threshold level.) 	
Phase 1c – Credible Threat	E+5mins	Regional Administrator	5	Determine event alert and notification level and initiate Emergency Notification System (ENS) procedures.	<ul style="list-style-type: none"> An event or incident is imminent that may require federal response operations. Hazard-specific notification thresholds are met. 	

FEMA Region 10 Decision Support Matrix						
Phase	Timeframe	Decision Maker	DP	Decision	Criteria	Execution Checklist #
Phase 1c – Credible Threat	E+30mins	Regional Administrator	6	Conduct senior staff briefing and strategy session.	<ul style="list-style-type: none"> An incident or event is imminent that may have significant impacts on Region 10 states or tribes. State or tribal resources are expected to be overwhelmed. State or tribal governments will request federal assistance. 	
Phase 1c – Credible Threat	E+30mins	Regional Administrator	7	Deploy or stage initial response and monitoring resources.	<ul style="list-style-type: none"> An incident or event is imminent that may have significant impacts on Region 10 states or tribes. State or tribal resources are expected to be overwhelmed. State or tribal governments will request federal assistance. The threat to Region 10 necessitates the activation and deployment of the Regional and/or National IMAT. 	
Phase 1c – Credible Threat	E+30mins	Regional Administrator or Regional Coordinating Officer	8	Approve activation, deployment timelines, and locations of National/Regional IMATs.	<ul style="list-style-type: none"> The threat to Region 10 necessitates the activation and deployment of the Regional and/or National IMAT. 	

FEMA Region 10 Decision Support Matrix						
Phase	Timeframe	Decision Maker	DP	Decision	Criteria	Execution Checklist #
Phase 1c – Credible Threat	E+30mins	Regional Administrator/ All Division Directors and Response Division Branch Chiefs	9	Conduct personnel accountability process(for a “notice” event).	<ul style="list-style-type: none"> • Credible intelligence is received indicating that a significant event may occur in Region 10 within the next 24 hours. • The incident or event may have significant impacts on Region 10 states or tribes. • Notification is issued regarding a senior staff situational awareness briefing and initial strategy session. 	
Phase 1c – Credible Threat	E+30mins	All Division Directors and Response Division Branch Chiefs	10	Conduct initial outreach.	<ul style="list-style-type: none"> • Credible intelligence is received that a significant event may occur in Region 10 within the next 24 hours. • Additional information needed from state or tribal partners. 	
Phase 1c – Credible Threat	E+30mins	Regional Administrator	11	Activate RRCC (for “notice” event).	<ul style="list-style-type: none"> • An incident or event is imminent that requires immediate action. • Significant federal support is required or anticipated. 	
Phase 1c – Credible Threat	E+1hr	Regional Coordinating Officer	12	Approve adjudication processes to be implemented in support of requests for limited critical resources from multiple states.	<ul style="list-style-type: none"> • An incident or event is imminent that necessitates the adjudication of federal resources across multiple states. 	

FEMA Region 10 Decision Support Matrix						
Phase	Timeframe	Decision Maker	DP	Decision	Criteria	Execution Checklist #
Phase 1c – Credible Threat	E+1hr	Operations Section Chief	13	Approve use of specialized/atypical resources needed for austere field conditions.	<ul style="list-style-type: none"> An incident or event is imminent that may prevent or delay the deployment of federal resources to support response operations in an austere environment (e.g., extreme cold weather). 	
Phase 1c – Credible Threat	E+2hrs	Logistics Section Chief	14	Identify/establish Federal Staging Area (FSA)/Incident Support Base (ISB) Concept of Operations (CONOPS) with FEMA HQ and approve locations for Interim Operating Facility (IOF)/ISBs/FSAs.	<ul style="list-style-type: none"> Identified locations for IOF/ISBs/FSAs are functional and face no potential threats that could affect FEMA Region 10's ability to effectively respond to the incident. 	

FEMA Region 10 Decision Support Matrix						
Phase	Timeframe	Decision Maker	DP	Decision	Criteria	Execution Checklist #
Phase 2a – Activation and Immediate Response	E+5mins	MOC	15	Conduct additional incident evaluation and conduct notification and activation processes appropriate to threat level.	<ul style="list-style-type: none"> An event or incident has occurred that meets the thresholds for notification. (The determination to deviate from established thresholds is based on analysis and professional judgment as to whether the magnitude, scope, or prominence of a given event warrants the notification of additional personnel or the escalation of notification beyond the threshold level.) An incident or event has occurred within Region 10 that requires immediate action. Significant federal support is required. 	
Phase 2a – Activation and Immediate Response	E+5mins	Regional Administrator	16	Activate COOP plan.	<ul style="list-style-type: none"> An incident or event has occurred within Region 10 that requires immediate action. The event impacts the Region’s ability to provide service. The Secretary of the Department of Homeland Security (DHS) activates COOP plan for all of DHS. 	

FEMA Region 10 Decision Support Matrix						
Phase	Timeframe	Decision Maker	DP	Decision	Criteria	Execution Checklist #
Phase 2a – Activation and Immediate Response	E+5mins	Regional Administrator	17	Devolve Regional responsibilities to Region 6 or FEMA HQ.	<ul style="list-style-type: none"> An incident or event has occurred within Region 10, resulting in significant damage to infrastructure and transportation systems that would impede FEMA Region 10 from executing its responsibilities. 	
Phase 2a – Activation and Immediate Response	E+5mins	Regional Administrator	18	Determine event and alert/notification level; initiate ENS procedures	<ul style="list-style-type: none"> A significant incident or event has occurred within Region 10 that requires immediate action. Significant federal support is required. 	
Phase 2a – Activation and Immediate Response	E+30mins	Regional Administrator	19	Conduct senior staff briefing and strategy session.	<ul style="list-style-type: none"> An incident or event has occurred that has significant impacts on Region 10 states or tribes. State or tribal resources are overwhelmed. State or tribal governments request federal assistance. 	
Phase 2a – Activation and Immediate Response	E+30mins	Mission Support Division Director	20	Conduct post-incident facility assessment.	<ul style="list-style-type: none"> A significant incident or event has occurred within Region 10 that impacts a FEMA facility. Facility assessment is triggered. 	

FEMA Region 10 Decision Support Matrix						
Phase	Timeframe	Decision Maker	DP	Decision	Criteria	Execution Checklist #
Phase 2a – Activation and Immediate Response	E+30mins	Regional Administrator	21	Deploy initial response resources.	<ul style="list-style-type: none"> An incident or event has occurred within Region 10 that has significant impacts on Region 10 states or tribes and requires immediate action. Significant federal support is required. State or tribal resources are overwhelmed. State or tribal governments request federal assistance. The incident or event necessitates the activation and deployment of the Regional and/or National IMAT. 	
Phase 2a – Activation and Immediate Response	E+30mins	Regional Administrator	22	Activate RRCC (for a “no-notice” event).	<ul style="list-style-type: none"> An incident or event has occurred within Region 10 that requires immediate action and significant federal support. The event requires additional staff to monitor incident activities in addition to steady-state activities. 	
Phase 2a – Activation and Immediate Response	E+30mins	Regional Administrator/ All Section Chiefs	23	Conduct personnel accountability process (for “no-notice” event).	<ul style="list-style-type: none"> A significant incident or event has occurred within Region 10. 	

FEMA Region 10 Decision Support Matrix						
Phase	Timeframe	Decision Maker	DP	Decision	Criteria	Execution Checklist #
Phase 2a – Activation and Immediate Response	E+30mins	Federal Preparedness Coordinator	24	Initiate procedures for an incident affecting a nuclear facility.	<ul style="list-style-type: none"> An incident or event has occurred within Region 10 that may impact a nuclear facility. 	
Phase 2a – Activation and Immediate Response	E+30mins	Regional Administrator	25	Begin declaration process.	<ul style="list-style-type: none"> State or tribal executives make requests for Emergency Declaration or Major Disaster Declaration. Joint Preliminary Damage Assessments (PDAs) have been completed (unless waived by FEMA). Federal Coordinating Officer (FCO) has been designated. Contact has been made with the state or tribe. 	
Phase 2b – Community Stabilization	E+24hrs	FCO	26	Initiate program delivery.	<ul style="list-style-type: none"> Unified Coordination Group (UCG) joint incident objectives require the use of specialized federal resources to complete supporting tasks. Joint Field Office (JFO) (or IOF) is open and programs are ready to begin services. FEMA-State Agreement has been signed by Governor's Authorized Representative (GAR) and FEMA Regional Administrator. 	

FEMA Region 10 Decision Support Matrix						
Phase	Timeframe	Decision Maker	DP	Decision	Criteria	Execution Checklist #
Phase 2c – Sustained Operations	E+TBD	Regional Administrator	27	Transfer operational control.	<ul style="list-style-type: none"> Authority for the incident has been transferred to the field level. Resource needs can be handled through the JFO or FEMA steady-state operations. Situational awareness can be handled at the field level with assistance from the MOC. All RRCC staff are coordinating with field counterparts to ensure proper handoff of activities before demobilization of RRCC staff. 	
Phase 3a – JFO Program Delivery Continues	E+TBD	FCO	28	Demobilize commodities.	<ul style="list-style-type: none"> States/tribes no longer have unmet requirements for federal commodity support. FCO has discussed retrograde of commodities with State Coordinating Officer (SCO). 	
Phase 3a – JFO Program Delivery Continues	E+TBD	FCO	29	Demobilize Incident Management Teams (IMTs).	<ul style="list-style-type: none"> State Emergency Operations Center (SEOC) has been returned to steady-state operations and no further federal response coordination is anticipated. Unified Coordination Staff (UCS) capability and staffing are sufficient to support incident requirements. 	

Appendix C-2: Operations Lines of Effort (LOEs)

C.2.1 Definition for LOEs

Lines of Effort (LOEs) are the specific mission-sets and common functions a jurisdiction must perform during emergencies that are required to stabilize critical services in communities, as outlined in FEMA's *National Response Framework* and FEMA's *Response and Recovery Federal Interagency Operational Plans* (FIOPs). LOEs are aimed at restoring the critical services provided through Community Lifelines that have been affected by a disaster. (Community Lifelines represent sets of indispensable services that enable the operation of critical business and government functions considered essential for maintaining human health and safety and the economic security of a community.)

LOEs are the activities that a state, tribe, or territory can ask FEMA and the federal interagency to support in order to fill their capability gaps while managing the consequences of an incident. Support for multiple LOEs may be required to stabilize a single lifeline.

LOEs help incident personnel at all levels visualize how federal interagency capabilities can support the stabilization of Community Lifelines by articulating the strategy for meeting federal assistance requirements. LOEs are particularly valuable tools when used to achieve unity of effort in an incident involving many Emergency Support Functions (ESFs), Recovery Support Functions (RSFs), Core Capabilities, and FEMA programs.

C.2.2 Incorporating LOEs in Operations Strategy Development

The National Planning System (NPS) provides an architecture that supports planning for the delivery of each LOE. The planning process is a joint effort among relevant stakeholders at the field level, with equal visibility by FEMA staff members involved in Incident Management (IM) as well as Incident Support (IS). The NPS architecture allows the development of a strategy at each of three planning levels: strategic, operational, and tactical.

Using LOEs in the planning process assists in the delivery of each LOE by allowing:

- Mobilization, employment, and demobilization of resources applicable to the mission(s) of related ESFs;
- Identification of key Intermediate Objectives in the execution of each mission;
- Jump-starting of crisis action planning;
- Visualization of the federal interagency capabilities that can support lifeline stabilization; and
- Clear articulation and communication of the strategy to meet federal assistance requests.

C.2.2.1 Strategic-level Planning

Strategic planning during the response phase of an incident provides an incident-wide approach to IM and IS. It also provides a mechanism for conducting crisis action planning that integrates deliberate plans into response operations and for identifying and adapting deliberately planned

LOEs to achieve lifeline stabilization. The resulting “Incident Approach” concept, which focuses on Community Lifelines, provides guidance and informs resource deployment and employment decisions, establishment of task forces and crisis action planning teams, and the development of incident objectives.



Figure C-2-1: Strategic-level Planning

C.2.2.2 Operational-level Planning

LOEs are activities that a state, tribe, or territory can ask FEMA and the federal interagency to support to manage the consequences of an incident. Some LOEs may have complexities that require atypical solution sets. These solution sets should be generated through the crisis action planning process and should result in an LOE Operational Plan, which is deemed necessary when:

- Currently available resources are insufficient;
- Unconventional resource delivery sequencing is necessary due to the incident’s location or environmental restrictions;
- Community Lifeline interdependencies prevent stabilization;
- Atypical resource types or capabilities are required to stabilize a Community Lifeline;
- There is an exceptionally high duration of instability; and/or
- The timeframe to achieve either Community Lifeline stabilization or a specific Recovery Outcome is unnaturally shortened due to external pressures.



Figure C-2-2: Operational-Level Planning

C.2.2.3 Tactical-level Planning

Incident Action Plan (IAP) objectives can be developed based on existing Intermediate Objectives for each active LOE. Once lifelines begin to stabilize and incident personnel can anticipate longer-term recovery operations beyond stabilization, the response organization Planning Section initiates the development of an Integrated Strategic Plan (ISP).



Figure C-2-3: Crisis Action Planning – Tactical

C.2.2.1 LOEs and the National/Regional Support Plan (N/RSP)

The N/RSP utilizes Incident Support Objectives and associated tasks to drive federal support actions either prior to an event (notice) or immediately post-event (no-notice). Incident Support Objectives in an N/RSP generally involve the ordering, activating, staging, and outfitting of resources for further employment at the IM level. Many, if not all, objectives in an N/RSP can serve as the starting point for LOE Intermediate Objectives, as defined in deliberate planning. Due to the limited scope of Regional Response Coordination Center (RRCC) and National

Response Coordination Center (NRCC) tactical control during the initial response to an incident, most, if not all, LOEs will be in the early stages of execution upon transfer to IM staff.

Intermediate Objectives are developed and anticipated for each LOE as points across a continuum, from the current state to the end state, for the federal assistance mission. Within a few operational periods, as planning matures, incident leaders can anticipate the sequence of Intermediate Objectives throughout the span of the LOE’s activities. Similarly, through evaluation of performance and effectiveness of the LOE, incident leaders can anticipate when an Intermediate Objective will be achieved and efforts can transition to the next objective.

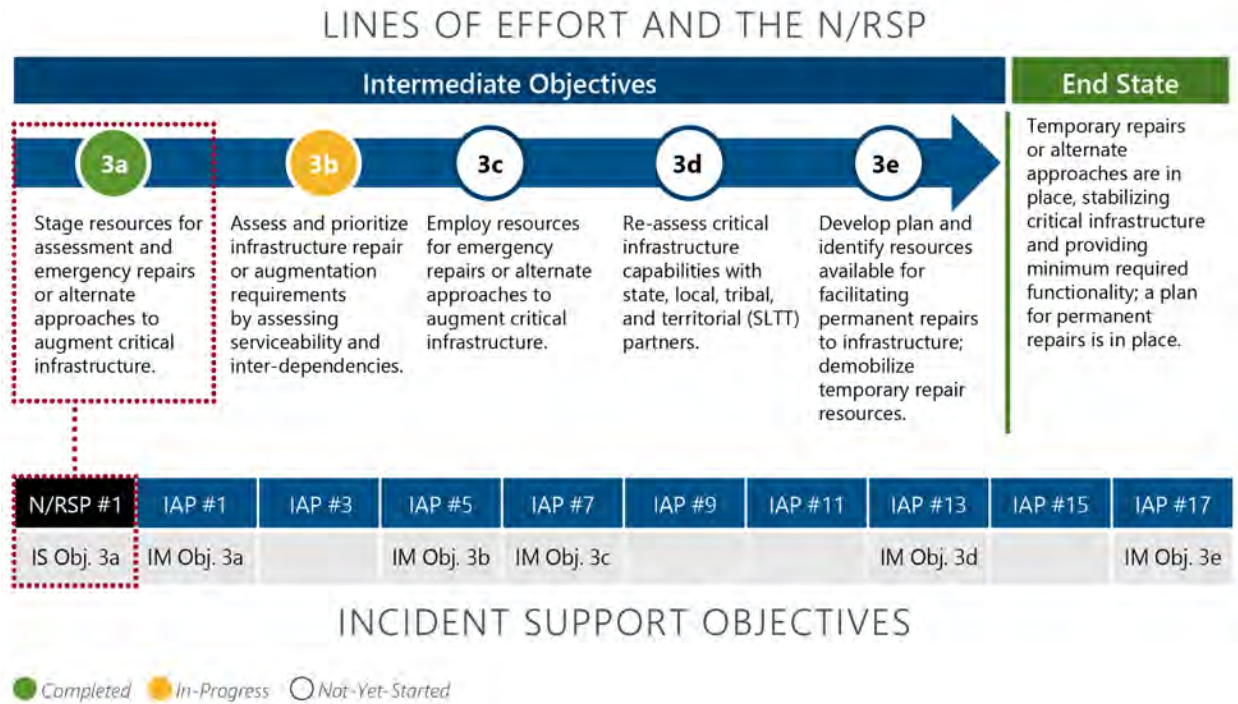


Figure C-2-4: Crisis Action Planning – National/Regional Support Plan (N/RSP)

C.2.2.2 Transition to Integrated Strategic Plan (ISP)

Once lifelines begin to stabilize and incident personnel can anticipate operations beyond stabilization and into recovery, the response organization Planning Section initiates the development of the ISP. The Incident Approach concept informs the ISP and, once the first ISP is published, the Incident Approach is sunsetted.

The ISP provides the overall IM direction and specifies milestones required to reach survivor-centric outcomes and also provides decision makers with information that enables strategic planning across all phases of the incident. The ISP outlines the goals, operational priorities, and senior leader desired end states for the incident and enables the Unified Coordination Group (UCG) and recovery leaders to determine progress toward achieving milestones and goals. The ISP reflects the goals of state, local, tribal, and territorial (SLTT) government leaders for recovery and shapes operational and program outcomes to best achieve those goals. The ISP also supports the execution of the applicable Region 10 operational plan and the Senior Leader Intent of the Regional Administrator (RA), based on deliberate planning with SLTT partners.

While many LOE activities developed as part of the Incident Approach will culminate relatively early in the lifecycle of the incident, several LOEs will transition to longer-term operations and be included in the ISP.

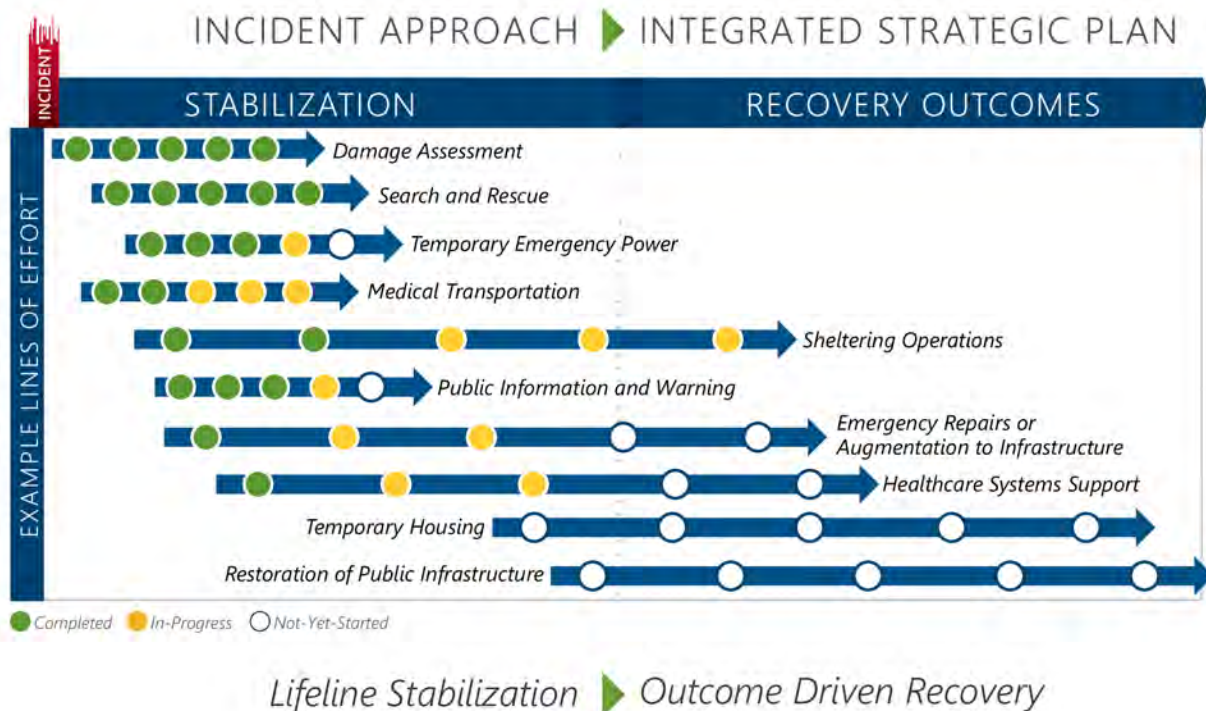


Figure C-2-5: Transition to Integrated Strategic Planning

C.2.3 LOE Tab Structure

Each LOE tab attached to this appendix includes the LOE's Intermediate Objectives (the starting points for developing the Incident Action Plan [IAP]), desired end state (where federal LOE assistance is no longer required), organizational roles and responsibilities, as well as resources, such as FEMA programs and contracts, and Pre-scripted Mission Assignments (PSMAs). The main LOE tab sections are as follows:

- **Purpose** – Describes the general focus of the LOE.
- **Intermediate Objectives/End State** – Identifies in a linear manner the key activities that need to be completed in order to achieve the desired end state. Completion of the Intermediate Objectives and achievement of the desired end state will indicate the completion of the LOE and will contribute to the overall stabilization of the lifelines applicable to that LOE.
- **Organizational Roles and Responsibilities** – Identifies the relevant organizations that contribute capabilities or resources to completing the LOE's Intermediate Objectives.
- **Operational Assessment** – Aligns Key Indicators and sources of those indicators with the Intermediate Objectives. These indicators serve as initial measurements of success

towards completing each Intermediate Objective. The RRCC (or UCG) will modify and expand these indicators depending upon the incident and reporting requirements.

- **Resources** – Identifies federal resources or assets that could be employed through either an MA or through an agency’s statutory authorities. (More detail on these resources [number of personnel, equipment, whether they are self-sustaining, etc.] will be contained in the Federal Resource Capability Inventory [FRCI] being developed by FEMA.)
- **PSMAs** – Provides a listing of the PSMAs relevant to each specific LOE.
- **Other Considerations** – Includes other key information that could impact response and recovery operations related to each LOE.
- **Execution Checklist** – A catalog of tasks/actions that must be implemented to fulfill the Intermediate Objectives and reach the desired end state.
- **Linkages** – Identifies the Community Lifeline(s), Core Capability(ies), ESF(s), and RSF(s) associated with each LOE.
- **References** – Identifies SOPs, guides, manuals, or reference materials that are relevant to the completion of the LOE and could inform/influence associated actions.

C.2.4 R10 AHP Operations LOEs

This appendix includes tabs for the 18 Operations LOEs deemed necessary for the execution of this Region 10 AHP. They are intended to aid incident personnel in focusing response and recovery operations. (LOEs geared specifically towards logistics are contained in Annex D.) The tabs are as follows:

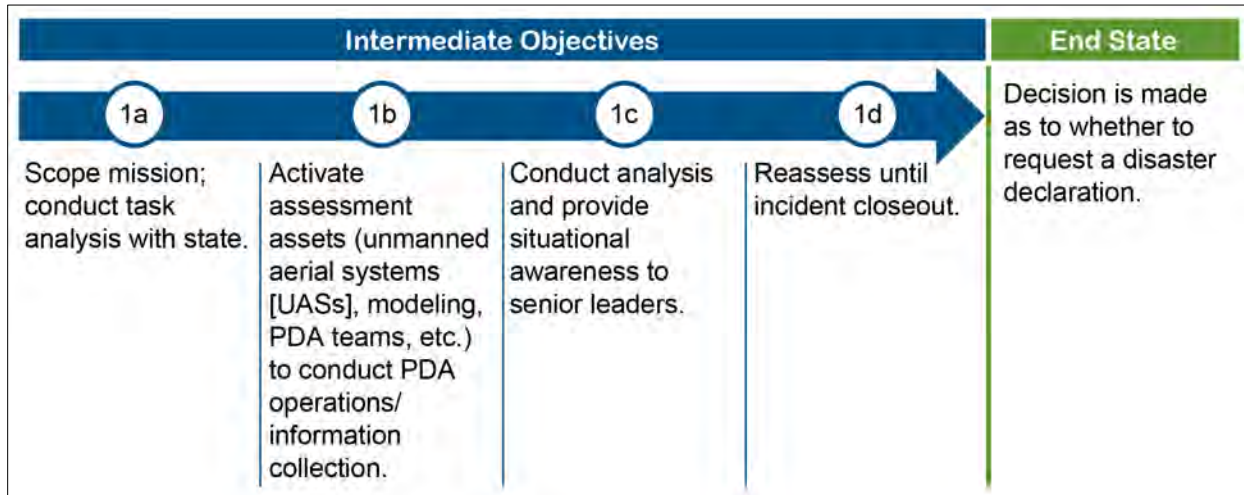
- Tab 1 to Appendix C-2: Preliminary Damage Assessment
- Tab 2 to Appendix C-2: Debris Management
- Tab 3 to Appendix C-2: Emergency Repairs or Augmentation to Infrastructure
- Tab 4 to Appendix C-2: Evacuation, Reception, Re-entry, and Return
- Tab 5 to Appendix C-2: Fatality Management
- Tab 6 to Appendix C-2: Hazardous Waste
- Tab 7 to Appendix C-2: Healthcare Systems Support
- Tab 8 to Appendix C-2: Mass Care – Food and Water
- Tab 9 to Appendix C-2: Medical Transportation
- Tab 10 to Appendix C-2: Natural and Cultural Resource Protection and Restoration
- Tab 11 to Appendix C-2: Private Sector Coordination
- Tab 12 to Appendix C-2: Public Information and Warning
- Tab 13 to Appendix C-2: Responder Security and Protection
- Tab 14 to Appendix C-2: Restoration of Public Infrastructure
- Tab 15 to Appendix C-2: Search and Rescue

- Tab 16 to Appendix C-2: Sheltering Operations
- Tab 17 to Appendix C-2: Temporary Emergency Power
- Tab 18 to Appendix C-2: Temporary Housing (Repair, Rental Assistance, Direct Housing)

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Tab 1 to Appendix C-2: Preliminary Damage Assessment

Purpose: State or tribal governments request joint Preliminary Damage Assessments (PDAs).



Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Federal Emergency Management Agency (FEMA)	<ul style="list-style-type: none"> • FEMA Regional Recovery Division Director <ul style="list-style-type: none"> ○ Oversees the deployment of division staff required to support state and tribal requests for joint PDAs. • FEMA Regional Public Assistance (PA) Branch Chief <ul style="list-style-type: none"> ○ Oversees the mobilization of personnel and assets, the coordination of federal activities between all responsible state or tribal officials, and completion of the PDA process in accordance with appropriate policies and practices. • FEMA Regional Individual Assistance (IA) Branch Chief <ul style="list-style-type: none"> ○ Facilitates the exchange of information with local officials to provide an accurate and efficient collection of damage, cost, and program eligibility information in affected areas and to validate the projected cost of the disaster.
U.S. Small Business Administration (SBA)	<ul style="list-style-type: none"> • May provide low-interest disaster loans to businesses, homeowners, personal property owners, and eligible private non-profit organizations in a county included in a Presidential disaster declaration. The SBA uses information gathered on uninsured or underinsured homes to estimate potential program costs. • When PDAs indicate damage is insufficient for a Presidential declaration, the state or tribe may choose to request an administrative declaration through the SBA Administrator.
Civil Air Patrol (CAP)	<ul style="list-style-type: none"> • May provide remote sensing support through aerial imagery equipment and staff.

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
1a. Scope mission; conduct task analysis with state.	<ul style="list-style-type: none"> Resource needs that exceed state and/or tribe capacities Number of federal PDA resources needed by state(s)/tribe(s) Number of federal PDA resources available 	<ul style="list-style-type: none"> State and local damage summaries
1b. Activate assessment assets (UASs, modeling, PDA teams, etc.) to conduct PDA operations/information collection.	<ul style="list-style-type: none"> Number of PDA assessments collected 	<ul style="list-style-type: none"> State or tribal requests for joint PDAs
1c. Conduct analysis and provide situational awareness to senior leaders.	<ul style="list-style-type: none"> IA and/or PA program declaration thresholds met 	<ul style="list-style-type: none"> State and local damage summaries PDA survey results
1d. Reassess until incident closeout.	<ul style="list-style-type: none"> Continued identification of additional requirements Number of additional assessments requested Number of additional assessments completed 	<ul style="list-style-type: none"> State and local damage summaries Disaster declaration

Resources	
Resource	Capability/Capacity
FEMA – PA Damage Assessment Team	
FEMA – IA Damage Assessment Team	
FEMA – Support personnel and technical experts	
SBA – Damage Assessment Team	

Other Considerations
•

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
USAF PSMA ESF #5 – 89	Civil Air Patrol	FOS

*FOS = Federal Operations Support; DFA = Direct Federal Assistance

Execution Checklist			
Phase	Intermediate Objective	Task	Responsibility
		(See Planning SharePoint page Execution Checklist)	

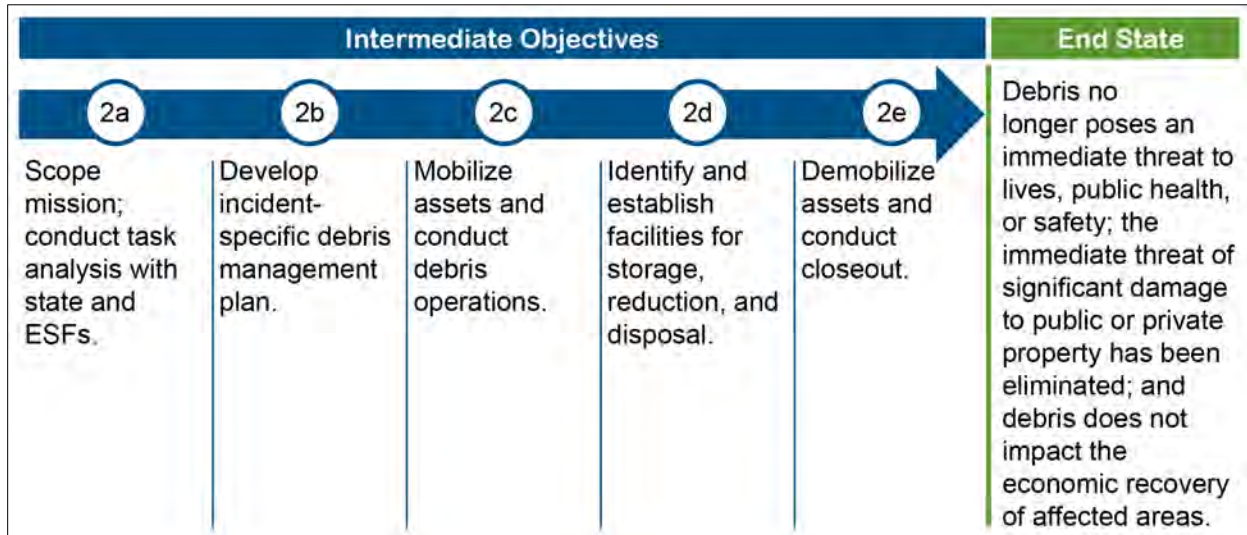
Linkages			
Community Lifelines	Core Capabilities	ESFs	RSFs
<ul style="list-style-type: none"> • Safety and Security 	<ul style="list-style-type: none"> • Infrastructure Systems 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Economic • Infrastructure Systems (IS)

References
<ul style="list-style-type: none"> • <i>Damage Assessment Operations Manual</i>, FEMA (April 5, 2016)

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Tab 2 to Appendix C-2: Debris Management

Purpose: Provide federal assistance to support clearance, removal, and disposal of debris that impacts the emergency response and community functionality.



Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Primary Agencies	
U.S. Army Corps of Engineers (USACE)/ ESF #3	<ul style="list-style-type: none"> Provides resources through contracts, statutory authority for debris in navigable waterways, and technical assistance to states and tribes.

Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Federal Emergency Management Agency (FEMA)	<ul style="list-style-type: none"> • Regional Response Coordination Center (RRCC) <ul style="list-style-type: none"> ○ Supports state requests for debris resources. ○ Addresses conflicting requests for debris resources. ○ Pre-positions resources as necessary. • Infrastructure Branch Director <ul style="list-style-type: none"> ○ Provides technical support to states for debris clearance and removal, including decisions on requirements for federal resources, such as ESF #3 or ESF #10 technical assistance or Direct Federal Assistance (DFA). ○ Identifies state requirements, available resources, and priorities for resources to support debris operations. ○ If requested, supports development of a state debris support strategy (mission-capable resources, timeline, prioritization of tasks or resources, etc.). ○ Establishes federal agency roles and responsibilities for debris removal, including hazardous debris, wet debris, and animal carcasses. ○ Establishes and leads Debris Task Force to ensure collaborative execution of overall debris mission. • Environmental and Historic Preservation (EHP) Program <ul style="list-style-type: none"> ○ Ensures that debris staging and disposal sites are in compliance with environmental laws and regulations.
Supporting Agencies	
U.S. Environmental Protection Agency (EPA)	<ul style="list-style-type: none"> • Provides household hazardous waste (HHW) support, laboratory services, and technical assistance to states and tribes.
U.S. Coast Guard (USCG)	<ul style="list-style-type: none"> • Supports marine debris clearance operations.
U.S. Department of Agriculture (USDA) – Animal and Plant Health Inspection Service (APHIS)	<ul style="list-style-type: none"> • Supports diseased animal carcass removal and invasive species quarantines.
USDA – Farm Service Agency (FSA)	<ul style="list-style-type: none"> • Removes debris from agricultural land to return it to productive agricultural use.

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
2a. Scope mission; conduct task analysis with state and ESFs.	<ul style="list-style-type: none"> • Modeling that indicates significant debris management needs • Number of FEMA-approved state, local, tribal, and territorial (SLTT) organization debris management requests 	<ul style="list-style-type: none"> • RRCC • SLTT entities • State emergency operations centers (SEOCs)/Initial Operating Facility (IOF) • National Response Coordination Center (NRCC) • GIS
2b. Develop incident-specific debris management plan.	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • SLTT entities • RRCC • SEOCs/IOF • NRCC • ESF #3
2c. Mobilize assets and conduct debris operations.	<ul style="list-style-type: none"> • Emergency debris clearance: <ul style="list-style-type: none"> ○ Number of assigned miles of roadway cleared ○ Assigned critical facilities accessible ○ Number of assigned miles of waterway cleared • Collection and transportation of debris: <ul style="list-style-type: none"> ○ Number of debris collection passes through assigned areas • Debris reduction: <ul style="list-style-type: none"> ○ Number of debris reduction sites needed/in operation ○ Household and non-household hazardous debris mitigated • Debris disposal: <ul style="list-style-type: none"> ○ Number of disposal sites available and operational 	<ul style="list-style-type: none"> • ESF #3
2d. Identify and establish facilities for storage, reduction, and disposal.	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • SLTT entities
2e. Demobilize assets and conduct closeout.	<ul style="list-style-type: none"> • Jurisdictions agree that no further removal operations are needed. • Debris reduction sites are closed. • Debris removal sites are closed. • Federal resources are no longer required to assist with debris management. 	<ul style="list-style-type: none"> • SLTT entities • RRCC • SEOCs/IOF • NRCC • ESF #3

Resources	
Resource	Capability/Capacity
Corporation for National and Community Service (CNCS) – AmeriCorps Disaster Response Teams (A-DRTs)	<ul style="list-style-type: none"> ESF #6 support, including non-hazardous disaster debris removal
Defense Coordinating Officer (DCO)/Defense Coordinating Element (DCE)	<ul style="list-style-type: none"> Emergency route clearance Emergency route clearance contracts
EPA – HHW Site Management Team	<ul style="list-style-type: none"> 10-person team, deployable within 1 week post-incident/on-scene within 12-hours; creates hazardous waste collection areas and then collects, stores, maintains, and disposes of HHW and white goods (e.g., appliances); also conducts sampling on gathered waste and provides technical assistance to communities. For a large incident, we anticipate needing several HHW teams
National Oceanic and Atmospheric Administration (NOAA) – Navigation Response Teams	<ul style="list-style-type: none">
NOAA – Marine Debris Program staff	<ul style="list-style-type: none">
USCG – Regional dive lockers: east and west	<ul style="list-style-type: none">
USCG – Salvage Engineering Response Team	<ul style="list-style-type: none">
USACE/ESF #3 – Debris Planning and Response Team (PRT) Management Cell	<ul style="list-style-type: none"> Planning and Response Teams (PRTs) to conduct mission analysis and execute debris clearance and removal using contracted services Advance Contract Initiative (ACI) pre-awarded contracts that can be rapidly mobilized to execute debris clearance and removal activities Vessel salvage/vessel debris assessment and removal (DFA)
USACE – Debris Operations Oversight subject matter experts (SMEs)	<ul style="list-style-type: none"> Technical monitors – Personnel that can support FEMA’s requirement to monitor state debris removal SMEs – Personnel that can advise FEMA and/or other jurisdictions on debris management/removal operations

Other Considerations

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
DOD PSMA ESF #3 – 69	Emergency Route Clearing/Opening Team	DFA

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
NOAA PSMA ESF #5 – 203	NOAA Marine Debris Assessment SMEs	FOS
USACE PSMA ESF #3 – 231	Activation: ESF #3 Cadre	FOS
USACE PSMA ESF #3 – 271	Debris PRT Management Cell: Pre-position	FOS
USACE PSMA ESF #3 – 273	Debris Clearance and Removal PRT: Execution	DFA
CNCS PSMA ESF #6 – 8	Field Deployment: CNCS	DFA
USACE PSMA ESF #3 – 277	Debris Operations – Oversight: SMEs	FOS/ DFA
USFS PSMA ESF #4 – 374	Emergency Road Clearing (Pre-position): Wildland Firefighter Handcrews	FOS
USFS PSMA ESF #4 – 375	Emergency Road Clearing (Execution): Wildland Firefighter Handcrews	DFA
EPA PSMA ESF #10 – 149	Activation: EPA	FOS
EPA PSMA ESF #10 – 153	Oil and HAZMAT Assessment, Response and Removal Incident Management Team	DFA
USCG PSMA ESF #10 – 344	Oil/HAZMAT Assessment, Response and Removal: SMEs	FOS/ DFA

*FOS = Federal Operations Support; DFA = Direct Federal Assistance

Execution Checklist			
Phase	Intermediate Objective	Task	Responsibility
		(See Planning SharePoint page Execution Checklist)	

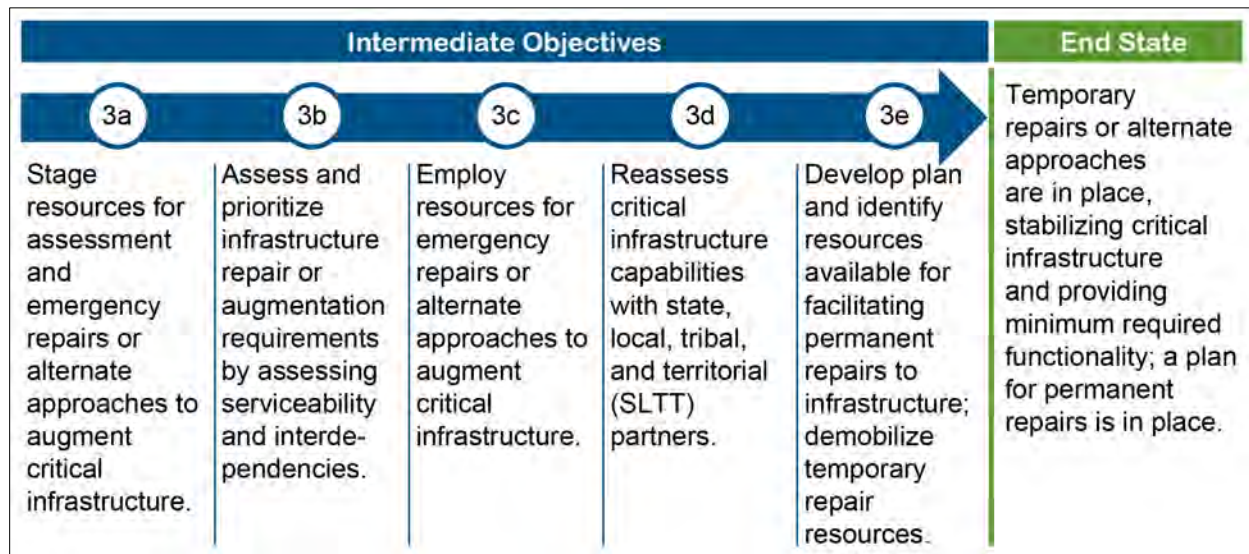
Linkages			
Community Lifelines	Core Capabilities	ESFs	RSFs
<ul style="list-style-type: none"> All 	<ul style="list-style-type: none"> Critical Transportation Infrastructure Systems 	<ul style="list-style-type: none"> All 	<ul style="list-style-type: none"> All

References
<ul style="list-style-type: none"> Regional References <ul style="list-style-type: none"> <i>Public Assistance Program and Policy Guide</i>, FEMA <i>Individual Assistance Program and Policy Guide</i>, FEMA National References <ul style="list-style-type: none"> <i>Disaster Operations Legal Reference</i>, Version 3.0, FEMA (Jan 20, 2017)

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Tab 3 to Appendix C-2: Emergency Repairs or Augmentation to Infrastructure

Purpose: Provide federal assistance for the temporary support of eligible critical facilities that are degraded and where alternative sites are insufficient.



Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Primary Agencies	
U.S. Army Corps of Engineers (USACE)	<ul style="list-style-type: none"> Provides ESF #3 with technical assistance, engineering, and construction management resources and support during response activities. Executes repairs or construction activities as directed by FEMA to critical infrastructures identified by the State.
Department of Homeland Security (DHS) – Cybersecurity and Infrastructure Security Agency (CISA)	<ul style="list-style-type: none"> Identifies critical private sector and supply chain infrastructure and interdependencies. Provides technical assistance to partners conducting repairs to infrastructure.
Federal Emergency Management Agency (FEMA)	<ul style="list-style-type: none"> Provides ESF #3 with recovery resources and support. FEMA’s Public Assistance (PA) program provides supplemental federal disaster grant assistance for debris removal and disposal, emergency protective measures, and the repair, replacement, and restoration of disaster-damaged public facilities and the facilities of certain qualified private non-profit organizations.

Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Supporting Agencies	
U.S. Department of Health and Human Services (HHS)	<ul style="list-style-type: none"> • Provides situational awareness regarding needs at critical healthcare and other critical infrastructure and key resources (CIKR) sector facilities. • Maintains resources for augmenting healthcare critical infrastructure.
U.S. Department of Energy (DOE)	<ul style="list-style-type: none"> • Provides information concerning the energy restoration process, including projected restoration schedules, percent completion of restoration, geographic information on the restoration, and other information as appropriate.
U.S. Department of Transportation (DOT)	<ul style="list-style-type: none"> • Provides technical expertise and assistance for the repair and restoration of transportation systems and infrastructure. • Provides engineering personnel and support for assisting with damage assessments, structural inspections, and the restoration of transportation infrastructure. • Administers special funding for use in the repair or reconstruction of major highway facilities as well as grant programs for transit systems and railroads for use in the repair and rehabilitation of damaged infrastructure. • Monitors and reports on the status of and damage to the transportation system and infrastructure resulting from the incident. • Identifies temporary alternative transportation solutions that can be implemented by others when systems or infrastructure are damaged, unavailable, or overwhelmed.
U.S. Environmental Protection Agency (EPA)	<ul style="list-style-type: none"> • Assists in identifying critical water and wastewater needs, including personnel, electrical power, and treatment chemicals.
U.S. General Services Administration (GSA)	<ul style="list-style-type: none"> • Provides resource support for damage assessments, structural inspections, and the restoration of facilities. • Provides technical assistance in construction inspection and environmental and archeological assessments.
Tennessee Valley Authority (TVA)	<ul style="list-style-type: none"> • Provides personnel to assist in damage assessments, structural inspections, and the restoration of facilities.
Corporation for National and Community Services (CNCS)	<ul style="list-style-type: none"> • Provides teams of trained National Service participants to carry out canvassing, needs assessments, temporary roof repairs, and elimination of specified health/safety hazards.
Department of the Interior (DOI) – Bureau of Reclamation	<ul style="list-style-type: none"> • Provides engineering support for the evaluation of damage to water control structures and systems, such as dams, levees, and water delivery facilities. • Provides personnel to assist in damage assessment, structural inspections, and restoration of facilities. • Provides technical assistance in contract management, contracting, procurement, construction inspection, and environmental and archeological assessments.

Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
DOI Office of Wildland Fire Coordination	<ul style="list-style-type: none"> Provides appropriate engineering and contracting/procurement personnel and equipment to assist with demolition, repair of roads and bridges, and temporary repair of essential public facilities, including those for water supplies and sanitation.
U.S. Department of Veteran Affairs (VA)	<ul style="list-style-type: none"> Provides engineering personnel and support, including design estimating and construction supervision, for the repair, reconstruction, and restoration of eligible facilities.

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
3a. Stage resources for assessment and emergency repairs or alternate approaches to augment critical infrastructure.	<ul style="list-style-type: none"> Repair personnel and resources are staged and ready for Mission Assignments (MAs). Resources deployed to augment critical services are ready for MAs. 	<ul style="list-style-type: none"> Staging Area Manager
3b. Assess and prioritize infrastructure repair or augmentation requirements by assessing serviceability and interdependencies.	<ul style="list-style-type: none"> Damage assessment teams have inspected critical infrastructure. Critical public functions have been assessed and prioritized by the Unified Coordination Group (UCG). 	<ul style="list-style-type: none"> Infrastructure damage assessment team reports
3c. Employ resources for emergency repairs or alternate approaches to augment critical infrastructure.	<ul style="list-style-type: none"> Repairs are completed for projects that were determined to be a priority. Personnel and resources can redeploy to other (lower priority) locations. Resources deployed for augmenting critical functions are providing services to the community. Alternate approaches (bottled water) provided to meet needs 	<ul style="list-style-type: none"> UCG Operations Section Chief (OSC)/SLTT partners
3d. Re-assess critical infrastructure capabilities with SLTT partners.	<ul style="list-style-type: none"> All immediate damage repairs are completed; repaired infrastructure/systems are providing critical functionality for the area. Survivors within the impact area are receiving basic critical services. 	<ul style="list-style-type: none"> UCG OSC/SLTT partners

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
3e. Develop plan and identify resources available for facilitating permanent repairs to infrastructure; demobilize temporary repair resources.	<ul style="list-style-type: none"> Plan is developed. Resources are allocated to restoration activities, and the Restoration of Critical Infrastructure LOE can begin. 	<ul style="list-style-type: none"> UCG OSC/SLTT partners

Resources	
Resource	Capability/Capacity
DOT – Federal Transit Administration (FTA)	<ul style="list-style-type: none">
GSA	<ul style="list-style-type: none"> Procurement of contractors for infrastructure assessment and emergency repairs
USACE	<ul style="list-style-type: none"> Assessment, repairs, and technical support
USACE Pre-scripted Mission Assignments (PSMAs)	<ul style="list-style-type: none">

Other Considerations
<ul style="list-style-type: none"> There are numerous interdependencies that need to be considered when performing temporary emergency repairs. Each infrastructure sector should be consulted when planning for and initiating the repair effort. Related LOEs include Preliminary Damage Assessment, Healthcare Systems Support, Temporary Emergency Power, and Restoration of Public Infrastructure.

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
CNCS PSMA ESF #6 – 8	Field Deployment: CNCS	DFA
DOD PSMA ESF #2 – 58	Mobile Communications Team for First Responders	FOS/ DFA
DOD PSMA ESF #2 – 59	Fixed-site Communications Team	FOS/ DFA
DOD PSMA ESF #8 – 63	Temporary Medical Treatment Facilities	DFA
DOD PSMA ESF #7 – 64	Fuel Distribution Point: Vertical/Rotary-wing Aircraft	FOS/ DFA
DOD PSMA ESF #1 – 67	Airborne Air Traffic Control	FOS
DOD PSMA ESF #1 – 68	Ground Air Traffic Control	FOS/ DFA
DOD PSMA ESF #7 – 80	Fuel Distribution Point – Ground Vehicles	FOS/ DFA

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
DOD PSMA ESF #1 – 92	Airfield Repair Team	FOS/ DFA
DOD PSMA ESF #1 – 94	Airfield Assessment Survey Team	FOS/ DFA
DOD PSMA ESF #7 – 108	Water Purification: Potable Water	DFA
DOE PSMA ESF #12 – 112	Activation: DOE	FOS
DOT PSMA ESF #1 – 144	Activation: DOT	FOS
DOT PSMA ESF #1 – 147	Damage Assessments for Transit Agencies	DFA
EPA PSMA ESF #10 – 149	Activation: EPA	FOS
EPA PSMA ESF #10 – 153	Oil and HAZMAT Assessment, Response, and Removal: Incident Management Team	DFA
FAA PSMA ESF #1 – 158	Air Traffic Control Services Personnel and Systems	FOS/ DFA
FAA PSMA ESF #1 – 160	Air Navigation Services (ANS) System and Personnel	FOS/ DFA
HHS PSMA ESF #8 – 17	Activation: HHS	FOS
USACE PSMA ESF #3 – 231	Activation: ESF #3 Cadre	FOS
USACE PSMA ESF #3 – 279	Critical Public Facilities Planning and Response Team (PRT) Planning Cell: Pre-Position	FOS
USACE PSMA ESF #3 – 280	Critical Public Facilities PRT: Execution	DFA
USACE PSMA ESF #3 – 281	Infrastructure Assessment PRT: Management Cell	FOS
USACE PSMA ESF #3 – 283	Infrastructure Assessment PRT: Execution	DFA
USACE PSMA ESF #3 – 287	Water and Wastewater Infrastructure Assessment Subject Matter Experts (SMEs): Pre-position	FOS
USACE PSMA ESF #3 – 289	Water and Wastewater Infrastructure Assessment Personnel: Execution	DFA
USACE PSMA ESF #3 – 306	Unwatering Team: Execution	DFA
USACE PSMA ESF #3 – 310	USACE Technical SMEs: Execution	FOS/ DFA
USAF PSMA ESF #5 – 89	Civil Air Patrol	FOS/ DFA
USCG PSMA ESF #5 – 332	Damage Assessment and/or Situational Awareness: Imagery	DFA
USCG PSMA ESF #10 – 344	Oil/HAZMAT Response	DFA
USCG PSMA ESF #10 – 351	Sunken, Derelict, Displaced Vessel	DFA

*FOS = Federal Operations Support; DFA = Direct Federal Assistance

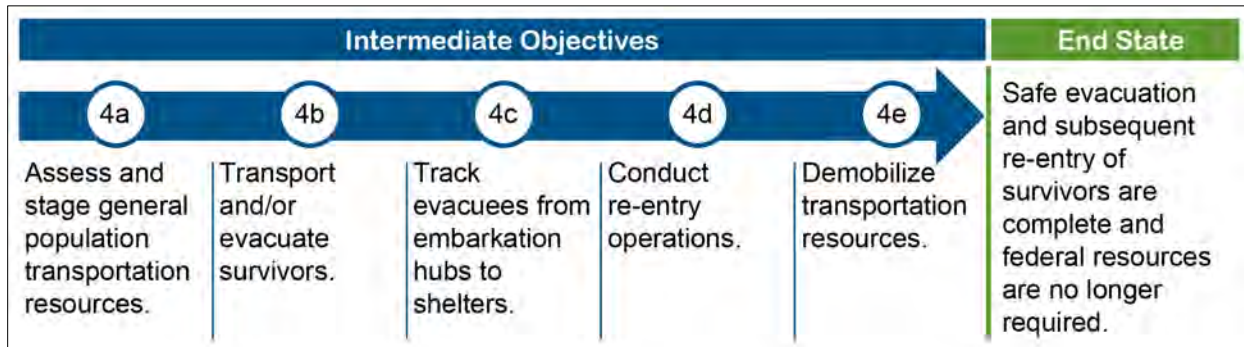
Execution Checklist			
Phase	Intermediate Objective	Task	Responsibility
		(See Planning SharePoint page Execution Checklist)	

Linkages			
Community Lifelines	Core Capabilities	ESFs	RSFs
<ul style="list-style-type: none">All	<ul style="list-style-type: none">Infrastructure Systems	<ul style="list-style-type: none">1, 2, 3, 8, 9, 10, 11, 12, 13, 14	<ul style="list-style-type: none">Health and Social ServicesInfrastructure Systems

References
<ul style="list-style-type: none"><i>Public Assistance Program and Policy Guide</i>, FEMA

Tab 4 to Appendix C-2: Evacuation, Reception, Re-Entry, and Return

Purpose: Assist individuals in need of general evacuation support in departing the disaster area through whole-of-government coordination.



Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Primary Agencies	
Federal Emergency Management Agency (FEMA)	<ul style="list-style-type: none"> ESF #5 processes state requests for federal evacuation transportation and resources. ESF #6 coordinates with and supports general population shelter operations (e.g., feeding, mass care, reunification, pets) until re-entry occurs. ESF #9 coordinates search and rescue (SAR) operations to ensure triage of survivors into evacuation operations as needed. ESF #15 supports public messaging regarding evacuation operations.
U.S. Department of Defense (DOD) – U.S. Transportation Command (TRANSCOM)	<ul style="list-style-type: none"> Defense Coordinating Element (DCE) coordinates with TRANSCOM on operational requirements and employment of aircraft supporting general population evacuation.
Supporting Agencies	
U.S. Department of Justice (DOJ)	<ul style="list-style-type: none"> ESF #13 provides security to facilities and transportation as needed (e.g., embarkation hubs, buses, airfields, aircraft).
U.S. Department of Transportation (DOT)/ ESF #1	<ul style="list-style-type: none"> Coordinates with airfields supporting aerial point of embarkation (APOE)/aerial point of debarkation (APOD) operations; provides wraparound services.
Federal Aviation Administration (FAA)/ ESF #1	<ul style="list-style-type: none"> Coordinates with airfields that support APOE/APOD operations.

Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
U.S. Transportation Security Administration (TSA)/ESF #1	<ul style="list-style-type: none"> Supports evacuee screening.

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
4a. Assess and stage general population transportation resources.	<ul style="list-style-type: none"> Projected number of displaced survivors justifies the staging of federal evacuation resources. State is taking equivalent actions in support of local evacuations (e.g., state has received a request to provide host shelter support). 	<ul style="list-style-type: none"> GIS modeling State emergency operations centers (SEOCs) ESF #1
4b. Transport and/or evacuate survivors.	<ul style="list-style-type: none"> Number of displaced survivors are projected to require government transportation to move to host shelters. 	<ul style="list-style-type: none"> SEOCs ESF #1
4c. Track evacuees from embarkation hubs to shelters.	<ul style="list-style-type: none"> State evacuee tracking system is in place. 	<ul style="list-style-type: none"> SEOCs ESF #1 ESF #6
4d. Conduct re-entry operations.	<ul style="list-style-type: none"> Shelter reports reflect a decline of occupants in shelters and a reduced number of shelters. Multi-agency Sheltering Task Force (MASTF) reports indicate that survivors are finding alternate shelter solutions. SEOC reports reflect a return of evacuees. 	<ul style="list-style-type: none"> American Red Cross (Red Cross) shelter reports ESF #6 MASTF team casework reports SEOC situation reports (SITREPs)
4e. Demobilize transportation resources.	<ul style="list-style-type: none"> State(s) declares federal transportation resources are no longer needed. All survivors on manifests have been successfully moved. 	<ul style="list-style-type: none"> Local embarkation hub manifests SEOCs ESF #1 ESF #6

Resources	
Resource	Capability/Capacity
Air Transportation Support Services (IDIQ contracts)	<ul style="list-style-type: none"> Contracted capability.
FEMA Urban Search & Rescue (US&R) Task Forces (ESF #9)	<ul style="list-style-type: none"> Task force allocation varies, depending on disaster type and activation-level requirements.
Logistics & Supply Chain Management (ESF #7)	<ul style="list-style-type: none"> Capacity is dependent on state-requested evacuation resources.

Resources	
Resource	Capability/Capacity
Missing and Exploited Child Alert Services (IDIQ contract)	<ul style="list-style-type: none"> This contract with the National Center for Missing and Exploited Children (NCMEC) provides for alert services during response and recovery operations for federally declared disasters.
Motor Coach Evacuation – Mass Transportation Services Motor Coach Operational Support (IDIQ contract)	<ul style="list-style-type: none"> Contractor provides preparedness, crisis action, and operational support to the FEMA Office of Response and Recovery and the Logistics Management Directorate (LMD), including preparedness planning, disaster-specific planning, and operational support to a large-scale motor coach evacuation operation of the general population within the continental United States (CONUS).
Red Cross	<ul style="list-style-type: none"> Provides oversight on evacuation and reception of incoming survivors and adapt wraparound services to meet survivor needs.
Short-term Lodging Assistance Program/Transitional Sheltering Assistance (TSA) (GSA Schedule task order)	<ul style="list-style-type: none"> This contract allows FEMA to use the services of corporate lodging consultants to manage placement of disaster victims in hotels during mass evacuations.

Other Considerations
<ul style="list-style-type: none"> Pre-incident, survivors will be evacuated based on local evacuation orders or recommendations. The number of evacuees will be high, pre-incident, since even those who may not be impacted by the event will evacuate. Post-incident, the number of survivors being evacuated will be a percentage of those who have been displaced (homes damaged). Of those, the majority will move in with family and friends or to hotels or other non-congregate shelter options. Others will use their own transportation to move to local or host jurisdiction shelters. A small percentage (usually less than 6 percent of those who have been displaced) will seek government transportation options for transport to host jurisdiction shelters. For incidents where the number of damaged cars is high or where roads are damaged, the percentage seeking government-provided transportation will be higher. Many states do not have plans to provide government-assisted evacuation or evacuee tracking and may need additional federal support.

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
TSA PSMA ESF #1 – 135	Transportation Security Forward Teams (TSFTs)	DFA
TSA PSMA ESF #1 – 267	Transportation Security Advance Teams (TSATs)	FOS/ DFA
HHS PSMA ESF #8 – 10001	Headquarters (HQ) - National Watch Center (NWC) Use Only - Catastrophic Mission Assignment – HHS 001	FOS

*FOS = Federal Operations Support; DFA = Direct Federal Assistance

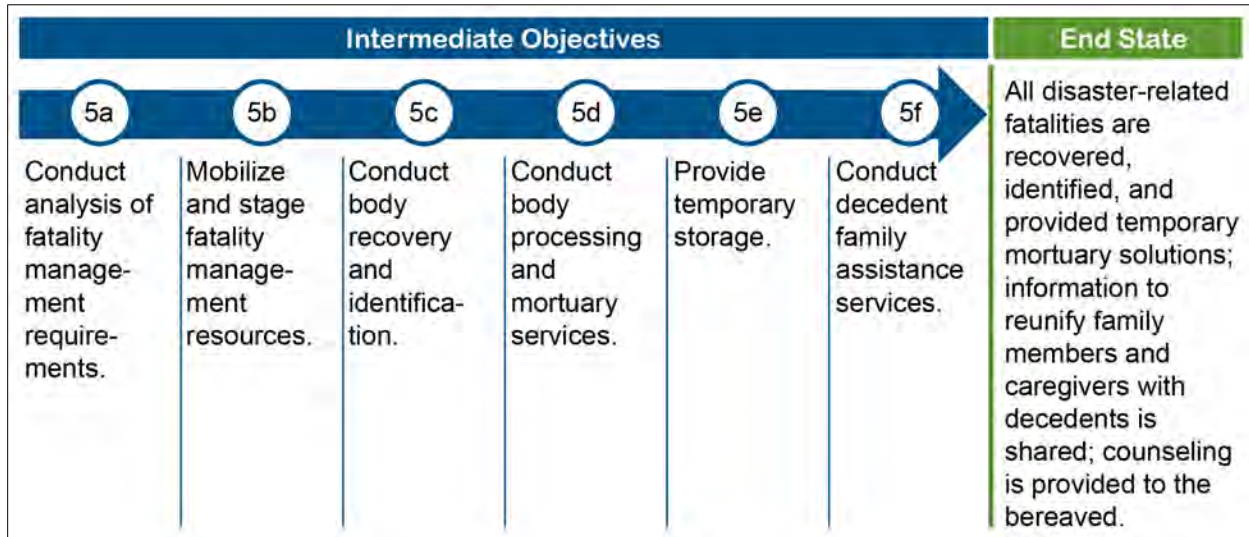
Execution Checklist			
Phase	Intermediate Objective	Task	Responsibility
		(See Planning SharePoint page Execution Checklist)	

Linkages			
Community Lifelines	Core Capabilities	ESFs	RSFs
<ul style="list-style-type: none"> • Safety and Security • Transportation 	<ul style="list-style-type: none"> • Critical Transportation • Infrastructure Systems • Logistics and Supply Chain Management • Mass Search and Rescue Operations 	<ul style="list-style-type: none"> • 1, 5, 6, 7, 8, 9, 13, 14, 15 • DOD – TRANSCOM 	<ul style="list-style-type: none"> • N/A

References
<ul style="list-style-type: none"> • <i>Mass Evacuation Incident Annex</i> • 9523.18 Host-State Evacuation & Sheltering Reimbursement • National Mass Evacuation Tracking System (NMETS)

Tab 5 to Appendix C-2: Fatality Management

Purpose: Provide decedent remains recovery, processing, and temporary storage as well as victim identification and counseling to the bereaved.



Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Primary Agency	
U.S. Department of Health and Human Services (HHS)	<ul style="list-style-type: none"> • Provides consultation, subject matter expertise, and resource assistance to local, state, tribal, and territorial (SLTT) jurisdictions, including: <ul style="list-style-type: none"> ○ Developing mission scope and assessment requirements; ○ Engaging subject matter experts (SMEs), Disaster Mortuary Operational Response Teams (DMORTs), and DMORT Assessment Teams; ○ Deploying Disaster Portable Morgue Units (DPMUs); ○ Establishing Victim Identification Centers (VICs); and ○ Providing mental and behavioral health services for survivors.
Supporting Agencies	
Federal Emergency Management Agency (FEMA)	<ul style="list-style-type: none"> • Through ESF #6, coordinates with Voluntary Agencies Active in Disaster (VOAD) entities for bereavement and reunification services.

Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
U.S. Department of Defense (DOD)	<ul style="list-style-type: none"> • Provides available assistance for human fatality management services, including: <ul style="list-style-type: none"> ○ remains collection ○ remains transport ○ mortuary services ○ victim identification ○ autopsies (if appropriate) ○ consultation and general assistance with temporary interment sites • Provides technical consultation for chemically or radiologically contaminated or infectious remains. • Provides support to VICs. • Tracks decedents transported on DOD assets to fatality management facilities (e.g., mortuaries, funeral homes).
U.S. Department of Homeland Security (DHS)	<ul style="list-style-type: none"> • Provides locations for human remains to facilitate humane recovery and collection of available forensic/antemortem data during the course of search and rescue (SAR) operations. • Identifies and arranges for use of U.S. Coast Guard (USCG) SAR aircraft and other assets in providing search operations for human remains, as mission assigned.
U.S. Department of Justice (DOJ)	<ul style="list-style-type: none"> • Assists in victim identification, coordinated through the Federal Bureau of Investigation (FBI). • Provides SLTT officials with legal advice concerning identification of the deceased, consistent with culturally sensitive practices. • Provides crowd control at fixed and deployed facilities for the protection of workers and to address public safety and security concerns. • Establishes an adult missing-persons call center and assists in the disposition of cases. • Shares missing person data with ESF #6, ESF #8, ESF #13, and the American Red Cross in support of identification of the deceased and seriously wounded. • Supports local death scene investigations/evidence recovery.
U.S. Department of Transportation (DOT)	<ul style="list-style-type: none"> • Provides technical support to assist in arranging logistical movement support (e.g., supplies, equipment, blood supplies) from DOT resources, subject to DOT statutory requirements.
U.S. Department of Veterans Affairs (VA)	<ul style="list-style-type: none"> • Buries and memorializes eligible veterans and advises on methods for interment of the dead during national or homeland security emergencies.
U.S. Environmental Protection Agency (EPA)	<ul style="list-style-type: none"> • Provides environmental technical assistance (e.g., environmental monitoring) and information in the event temporary interment is necessary and/or human remains are contaminated.

Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
U.S. General Services Administration (GSA)	<ul style="list-style-type: none"> Provides contract support in a catastrophic fatality incident for temporary storage capability of human remains, such as refrigerated trucks, trailers, or rail cars.

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
5a. Conduct analysis of fatality management requirements.	<ul style="list-style-type: none"> Number of fatalities. Number of resources required. Condition of remains. Complexity of incident has been determined. 	<ul style="list-style-type: none"> SLTT entities
5b. Mobilize and stage fatality management resources.	<ul style="list-style-type: none"> Jurisdictional threshold for number or complexity of fatalities has been exceeded; support contracts are not in place; federal assistance is required. 	<ul style="list-style-type: none"> SLTT entities
5c. Conduct body recovery and identification.	<ul style="list-style-type: none"> Within a specific period of time of incident occurrence, complete recovery, identification, and mortuary services, including temporary storage services for a specific number of fatalities. 	<ul style="list-style-type: none"> Body recovery: DOD (under the auspices of ESF #8) Identification: HHS, DOD, National Disaster Medical System (NDMS)
5d. Conduct body processing and mortuary services.	<ul style="list-style-type: none"> Jurisdictional authority (e.g., medical examiner [ME]) has certified identities and causes and manner of death. 	<ul style="list-style-type: none"> ESF #8, in support of existing SLTT capacity Certification of death is an SLTT function only (not federal)
5e. Provide temporary storage.	<ul style="list-style-type: none"> Required storage capacity is provided. 	<ul style="list-style-type: none"> ESF #8, in support of existing SLTT capacity
5f. Conduct decedent family assistance services.	<ul style="list-style-type: none"> Immediate and ongoing services for surviving families are provided. 	<ul style="list-style-type: none"> FEMA Individual Assistance (IA) Program ESF #6

Resources	
Resource	Capability/Capacity
DOD – Mortuary Affairs Team	<ul style="list-style-type: none"> Processes, recovers, and/or transports remains to collection points.

Resources	
Resource	Capability/Capacity
DMORT	<ul style="list-style-type: none"> • Provides victim identification and mortuary services, including: temporary morgue facilities, victim identification, forensic dental pathology, forensic anthropology, and processing, preparation, and disposition of remains. • Teams are composed of funeral directors, MEs, coroners, pathologists, forensic anthropologists, medical records technicians and transcribers, fingerprint specialists, forensic odontologists, dental assistants, x-ray technicians, mental health specialists, computer professionals, administrative support staff, and security and investigative personnel. • Deployment timeline: Prepared to deploy within 12 hours. • Limitations: Potential for team to arrive before equipment arrives. • Number of teams available: 2 (40 personnel per team).
DMORT Assessment Team	<ul style="list-style-type: none"> • Provides technical expertise in fatality management immediately following an event. • Team typically comprises: a DMORT subject matter expert (SME), usually from the impacted region; an HHS Regional Emergency Coordinator (REC) from the office of HHS's Assistant Secretary for Preparedness and Response (ASPR); a VIC team member; and an HHS Logistics Response Assistance Team (LRAT) member. • Deployment timeline: On the ground within 12 hours. • Number of teams available: 1 (7 personnel per team).
DPMU	<ul style="list-style-type: none"> • Provides cache of highly specialized equipment and supplies, including a complete morgue with designated workstations for each processing element and prepackaged equipment and supplies. • DPMU core team travels with this equipment to assist in setup, operation, packing, and restocking of all DPMU equipment. • DPMUs are staged in Maryland and California for immediate deployment in support of DMORT operations; deployed by rail, truck, plane, or military transport.
FEMA contracting or Defense Logistics Agency (DLA)	<ul style="list-style-type: none"> • Provide human remains storage.
Mental Health Teams (MHTs)	<ul style="list-style-type: none"> • Provide mental health and behavioral health support absent adequate state capabilities. • Deployment timeline: Deployable within 12 hour for 14-day periods. • Number of teams available: 5 (26 personnel per team).

Resources	
Resource	Capability/Capacity
Mobile Integrated Remains Collection System (MIRCS)	<ul style="list-style-type: none"> Provides a mobile facility for the initial processing and storage of human remains. Self-contained International Standard Organization (ISO)-compatible shelter with a receiving/ processing area, refrigerated storage area for 16 remains, administrative area, and storage compartments for operational supplies. It has an onboard power generator, running water, and wastewater storage as well as a screened overflow area to shield remains that are being temporarily stored until they can be processed by the Mortuary Affairs Team. It includes all the components necessary to deploy, move, and operate in support of the full spectrum of military and peacetime disaster operations.
VIC	<ul style="list-style-type: none"> VIC team can set up and operate in a Family Assistance Center (FAC) to assist state and local authorities with the collection of antemortem data to support the process of decedent identification. VIC can be packaged with a DMORT and a DPMU. Deployment timeline: Prepared to deploy within 12 hours. Number of teams available: 1 (6 personnel per team).

Other Considerations
<ul style="list-style-type: none"> Regional cultural/religious ritual considerations Contamination of remains and HAZMAT issues Legal authority for reporting and managing fatalities (e.g., county ME, coroner) Memorandums of understanding (MOUs) Limited mental and behavioral health providers HHS DMORT personnel not permitted to issue cause of death; only state MEs/coroners can declare cause of death

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
DLA PSMA ESF #7 – 20	Human Remains Pouches (Medical Supply Chain)	FOS/ DFA
DOD PSMA ESF #8 – 79	Mortuary Affairs Team	DFA
HHS PSMA ESF #8 – 17	Activation: HHS	FOS
HHS PSMA ESF #8 – 71	Public Health Services: Assistance for State and Local Health	DFA
HHS PMSA ESF #8 – 238	HHS Consultants/Scientific Experts	DFA
HHS PSMA ESF #8 – 243	Mortuary Operations Assistance (Non-NDMS)	DFA
HHS PSMA ESF #8 – 245	Environmental Health – Hazard Identification and Control Measures: HHS Water/Wastewater SMEs	DFA
HHS PSMA ESF #8 – 248	Behavioral Healthcare: HHS Mental Health Team(s)	DFA

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
HHS PSMA ESF #8 – 252	NDMS: HHS Disaster Medical Assistance Teams (DMATs), National Veterinary Response Teams (NVRTs), DMORT Teams	DFA
HHS PSMA ESF #8 –10001	Headquarters (HQ) - National Watch Center (NWC) Use Only - Catastrophic Mission Assignment – HHS 001	FOS

*FOS = Federal Operations Support; DFA = Direct Federal Assistance

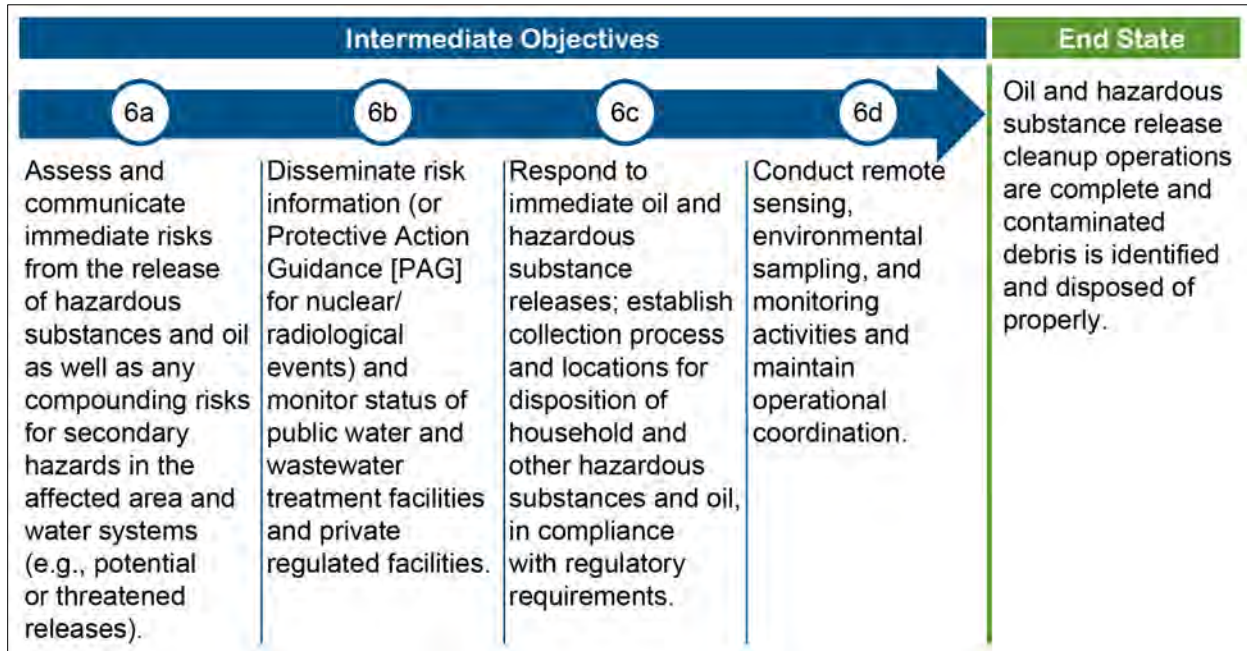
Execution Checklist			
Phase	Intermediate Objective	Task	Responsibility
		(See Planning SharePoint page Execution Checklist)	

Linkages			
Community Lifelines	Core Capabilities	ESFs	RSFs
<ul style="list-style-type: none"> Health and Medical 	<ul style="list-style-type: none"> Fatality Management Services Mass Care Services Public Health, Healthcare, and Emergency Medical Services 	<ul style="list-style-type: none"> 6, 8 	<ul style="list-style-type: none"> Health and Social Services

References
<ul style="list-style-type: none"> <i>National Response Framework (NRF) ESF #8 Annex (Public Health and Medical Services) (Jun 2016)</i> <i>National Disaster Recovery Framework (NDRF) Health and Social Services Recovery Support Function Concept of Operations Plan (Aug 2015)</i>

Tab 6 to Appendix C-2: Hazardous Waste

Purpose: Provide federal assistance to support the response to sustained, widespread, and significant environmental, safety, and health hazards.



Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Primary Agencies	
U.S. Environmental Protection Agency (EPA)	<ul style="list-style-type: none"> Oversees environmental response and cleanup processes in inland zones. Prevents, minimizes, or mitigates releases of oil or hazardous substances (including CBRN contaminants) and stabilizes any ongoing releases to prevent spread. Detects and assesses environmental contamination. Provides technical assistance to federal and local, state, tribal, and territorial (SLTT) agencies regarding protective actions. Provides technical assistance to state and tribal solid waste agencies regarding municipal solid waste landfills and construction and demolition waste landfills. Identifies locations of, and provides safety guidance for, areas affected by oil and hazardous substance incidents.

Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
U.S. Coast Guard (USCG)	<ul style="list-style-type: none"> • Oversees environmental response and cleanup processes in coastal zones. • Prevents, minimizes, or mitigates releases of oil or hazardous substances (including CBRN contaminants) and stabilizes any ongoing releases to prevent spread. • Detects and assesses environmental contamination. • Provides technical assistance to federal and local, state, tribal, and territorial (SLTT) agencies regarding protective actions. • Provides technical assistance to state and tribal solid waste agencies regarding municipal solid waste landfills and construction and demolition waste landfills. • Identifies locations of, and provides safety guidance for, areas affected by oil and hazardous substance incidents.
Supporting Agencies	
Federal Emergency Management Agency (FEMA)	<ul style="list-style-type: none"> • Activates ESF #10 at the Regional level to provide coordination, technical assistance, and response to oil and hazardous substance incidents.
U.S. Department of Agriculture (USDA)	<ul style="list-style-type: none"> • Activates and deploys components to support response and recovery efforts, Natural Resources Conservation Services-Agricultural activities, and rural debris removal.
U.S. Department of Health and Human Services (HHS)	<ul style="list-style-type: none"> • Coordinates with EPA (inland zones) and USCG (coastal zones) on information regarding health concerns associated with hazardous substances.
U.S. Army Corps of Engineers (USACE)	<ul style="list-style-type: none"> • As Coordinating and Lead Federal Agency (LFA) for ESF #3, aids with debris removal and works with EPA to collect and remove hazardous substances.
U.S. Customs and Border Protection (CBP)	<ul style="list-style-type: none"> • Where hazardous materials are transported by persons, cargo, mail, or conveyances arriving from outside the United States, provides extensive analytical and targeting capabilities through its National Targeting Center, full examination capabilities by trained CBP officers equipped with radiation detection and nonintrusive inspection technology, and nationwide rapid technical response capabilities through its Laboratory and Scientific Services Division.
U.S. Department of Homeland Security (DHS) Office of Infrastructure Protection	<ul style="list-style-type: none"> • Designates an Infrastructure Liaison to address issues regarding the protection and stabilization of critical infrastructure affected by a release of oil or hazardous materials. • Maintains access to a database of sites with hazardous materials; provides detailed knowledge of various hazardous material sites as a result of site visits and vulnerability assessments; and assists in the reduction of vulnerabilities and risks associated with certain hazardous material sites.

Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
U.S. Department of the Interior (DOI)	<ul style="list-style-type: none"> Provides expertise in and information on offshore drilling; production practices and facilities; and offshore minerals. Maintains computer models for oil spill trajectory analysis and calculation of pipeline oil discharge volumes.
U.S. Department of Justice (DOJ)	<ul style="list-style-type: none"> Generally acting through the FBI, the Attorney General, in cooperation with other federal departments and agencies engaged in activities to protect national security, shall also coordinate the activities of the other members of the law enforcement community to detect, prevent, pre-empt, and disrupt terrorist attacks against the United States.
U.S. Department of State	<ul style="list-style-type: none"> Facilitates an integrated response between nations when a discharge or release crosses or threatens to cross international boundaries or involves foreign flag vessels.

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
6a. Assess and communicate immediate risks from the release of hazardous substances and oil as well as any compounding risks for secondary hazards in the affected area and water systems (e.g., potential or threatened releases).	<ul style="list-style-type: none"> Communications are established with stakeholders. Operational coordination is occurring among stakeholders. 	<ul style="list-style-type: none"> Coordinating entities and stakeholders, including federal, state, and local environmental protection entities; private sector hazardous waste management organizations; health, land management, and emergency management agencies; first responders; and debris managers
6b. Disseminate risk information (or PAG for nuclear/radiological events) and monitor status of public water and wastewater treatment facilities and private regulated facilities.	<ul style="list-style-type: none"> Ongoing monitoring and disbursement of critical information. Stakeholders are receiving alerts and notifications. 	<ul style="list-style-type: none"> Regional Response Coordination Center (RRCC) State Emergency Operations Centers (SEOCs)/Interim Operating Facility (IOF) National Response Coordination Center (NRCC) Public/private water and wastewater treatment facilities

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
6c. Respond to immediate oil and hazardous substances releases; establish collection process and locations for disposition of household and other hazardous substances and oil, in compliance with regulatory requirements.	<ul style="list-style-type: none"> • Appropriate resources are deployed to incident site(s). • Active releases are stopped. • Oil or hazardous substances are removed and areas are decontaminated. • Hazards have been mitigated. 	<ul style="list-style-type: none"> • EPA • USCG • DOD • U.S. Department of Energy (DOE) • Federal and SLTT hazardous materials (HAZMAT) teams
6d. Conduct remote sensing, environmental sampling, and monitoring activities and maintain operational coordination.	<ul style="list-style-type: none"> • Appropriate staff and resources are deployed to incident site(s). • Operational coordination is occurring between agencies. 	<ul style="list-style-type: none"> • EPA • USCG • National Oceanic and Atmospheric Administration (NOAA) • DOD • DOE • SLTT environmental departments

Resources	
Resource	Capability/Capacity
FEMA Headquarters (HQ)	•
FEMA Region 10	•
Planning Tools	•
WebEOC	•
Coordinating Partners	•
EPA – National Incident Management Teams (IMTs)	<ul style="list-style-type: none"> • Coordinate with Regional EPA IMTs to begin response activities. • Deployment timeline: deploy within 24 hours. • Number of teams available: 4 (11 personnel per team).
EPA – Regional IMTs	<ul style="list-style-type: none"> • Conduct field assessment and removal operations. • Deployment timeline: deploy within 24-48 hours (includes both IMT and contractor support). • Number of teams available: 10 (11 personnel per team).
EPA – Airborne Spectral Photometric Environmental Collection Technology (ASPECT) Team	<ul style="list-style-type: none"> • Detects chemical and radiological contamination using infrared and photographic imagery. • Deployment timeline: deploys within 2 hours; on-scene within 6 hours in lower 48 states. • Number of teams available: 1 (6 personnel per team).

Resources	
Resource	Capability/Capacity
EPA – Portable High-Throughput Integrated Laboratory Identification System (PHILIS)	<ul style="list-style-type: none"> Performs laboratory analysis of chemical warfare agents. Deployment timeline: deploys within 4 hours; operational within 6 hours upon arrival. Number of systems: 2 – one in Colorado and one in New Jersey.
EPA – Trace Atmospheric Gas Analyzer (TAGA)	<ul style="list-style-type: none"> Self-contained mobile laboratory capable of real-time sampling of outdoor air or emissions. (TAGA refers both to the analytical instrument itself and the mobile laboratory built around it.)
EPA – Assessment Teams	<ul style="list-style-type: none"> Conduct onsite assessments of hazardous substance and oil releases and drinking water/wastewater treatment systems. Deployment timeline: deploy within 12-24-hours; arrive on-scene as soon as transportation allows. Number of teams available: multiple (2-4 personnel per team).
EPA – Radiological Emergency Response Team (RERT)	<ul style="list-style-type: none"> Provides onsite health physics, technical advice, and support related to radiological contamination in all EPA regions. Support can include federal workers and contractor reach-back support for a wide variety of health physics needs at emergency response and remedial sites related to exposure rates, contamination, and airborne concentration measurements. Can also provide nuclide-specific airborne concentration limits for onsite worker protection for respiratory protection and site boundary monitoring.

Other Considerations
•

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
EPA PSMA ESF #10 – 149	Activation: EPA	FOS
EPA PSMA ESF #10 – 151	Oil and HAZMAT Technical Analysis: Aircraft – Fixed-wing (ASPECT)	DFA
EPA PSMA ESF #10 – 152	Oil and HAZMAT Technical Analysis: Mobile Platform	DFA
EPA PSMA ESF #10 – 153	Oil and HAZMAT Assessment, Response, and Removal: Incident Management Team	DFA
USCG PSMA ESF #10 – 344	Oil/HAZMAT Assessment, Response, and Removal: Subject Matter Experts (SMEs)	DFA

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
USCG PSMA ESF #10 – 347	Oil/HAZMAT Assessment, Response, and Removal: Vessels	DFA
USCG PSMA ESF #10 – 348	Oil/HAZMAT Assessment, Response, and Removal: Aircraft – Rotary-wing	DFA
USCG PSMA ESF #10 – 349	Oil/HAZMAT Assessment, Response, and Removal: Aircraft – Fixed-wing	DFA
USCG PSMA ESF #10 – 357	Oil/HAZMAT Preliminary Damage Assessment (PDA)/Rapid Needs Assessment (RNA) Assessment Teams: Response & Removal	DFA

*FOS = Federal Operations Support; DFA = Direct Federal Assistance

Execution Checklist			
Phase	Intermediate Objective	Task	Responsibility
		(See Planning SharePoint page Execution Checklist)	

Linkages			
Community Lifelines	Core Capabilities	ESFs	RSFs
<ul style="list-style-type: none"> • Food, Water, Shelter • Hazardous Materials • Health and Medical • Safety and Security 	<ul style="list-style-type: none"> • Critical Transportation • Environmental Response/ Health and Safety • Infrastructure Systems • On-scene Security, Protection, and Law Enforcement • Operational Coordination 	<ul style="list-style-type: none"> • 1, 2, 3, 5, 8, 10, 13, 15 	<ul style="list-style-type: none"> • Community Planning & Capacity Building • Health and Social Services • Natural & Cultural Resources

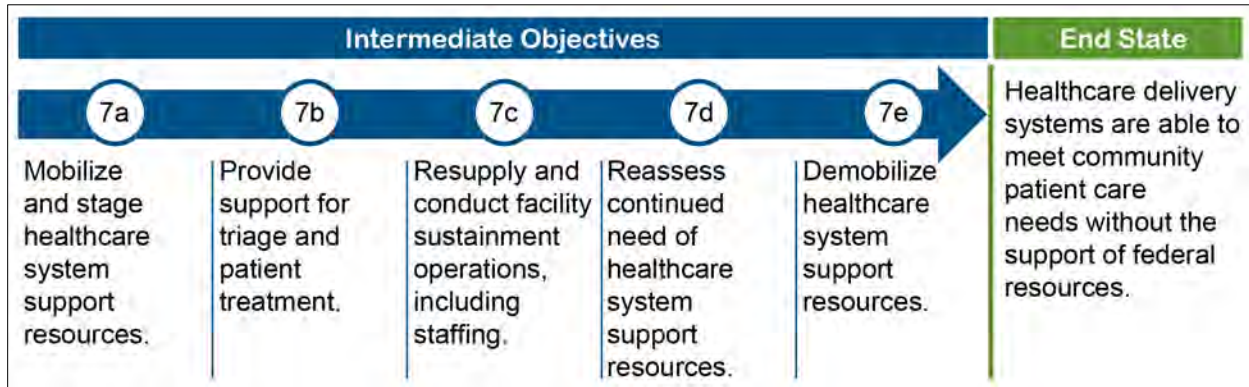
References

- Environmental Authorities
 - *National Oil and Hazardous Substances Pollution Contingency Plan*, 40 Code of Federal Regulations (CFR) § 300 (1994)
 - Resource Conservation and Recovery Act of 1976 (RCRA), as amended by the Hazardous and Solid Waste Amendments of 1984, 42 U.S.C. §§ 6901-6992k
 - Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) (Superfund Act), Pub. Law 96-510 (codified as amended at 42 U.S.C. §§ 9601-9675)
 - Animal Health Protection Act (7 U.S.C. §§ 8301-8317 – Veterinary services program for removal and burial of diseased animal carcasses)
 - Clean Water Act
 - Presidential Executive Order 12580
 - Clean Air Act § 112R
- Public Authorities
 - Occupational Safety and Health Act of 1970, Pub. Law 91-596, 29 U.S.C. §§ 651 et seq.
 - Executive Order 12196 and 29 CFR §§ 1900-1960 (S&H for federal employees)
 - 29 CFR 1910.1096 (Ionizing Radiation)
 - 29 CFR 1910.120 (Hazardous Waste Operations and Emergency Response)

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Tab 7 to Appendix C-2: Healthcare Systems Support

Purpose: Provide federal assistance to support healthcare systems that are unable to provide patient services.



Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Primary Agency	
U.S. Department of Health and Human Services (HHS)	<ul style="list-style-type: none"> • Maintains primary responsibility for the situational awareness of public health, medical, and behavioral health assistance. • Assumes operational control of federal emergency public health and medical assets (with the exception of members of the armed forces who remain under the authority and control of the U.S. Department of Defense [DOD]). • Requests activation and deployment of health professional and veterinary personnel, pharmaceuticals, equipment, and supplies in response to requests for Federal assistance. • Conducts health surveillance to assess morbidity, mortality, and community needs related to the emergency. • Monitors blood, blood product, and tissue supplies, shortages, and reserves. • Activates the National Disaster Medical System (NDMS), as necessary, to support response operations. • Deploys pharmaceuticals (including Strategic National Stockpile [SNS]) or medical resources, as appropriate. • Provides public health risk communication messages and advisories.

Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Supporting Agencies	
Federal Emergency Management Agency (FEMA)	<ul style="list-style-type: none"> • Provides communications support in coordination with ESF #2. • Provides logistical support for deploying ESF #8 medical elements and coordinates: use of mobilization centers/staging areas, resource transport, disaster fuel contracts, emergency meals, potable water, base camp services, supply and equipment resupply, and use of all national contracts and interagency agreements (IAAs) managed by the Department of Homeland Security (DHS) for response operations.
U.S. Department of Veterans Affairs (VA)	<ul style="list-style-type: none"> • Coordinates with participating NDMS hospitals to provide incident-related medical care to authorized NDMS beneficiaries. • Furnishes available VA hospital care and medical services. • Deploys available medical, surgical, mental health, and other health service support assets. • Provides a Medical Emergency Radiological Response Team (MERRT) for technical consultation. • Alerts VA Federal Coordinating Centers (FCCs) to activate NDMS patient reception plans in a phased approach.
American Red Cross (Red Cross)	<ul style="list-style-type: none"> • Provides disaster-related health and behavior health services. • Provides information regarding behavioral health surveillance and trends. • Supports NDMS evacuations through the provision of services for accompanying family members/caregivers in coordination with state, local, tribal, and territorial (SLTT) officials. • Provides personnel to assist in temporary infirmaries, immunization clinics, hospitals, and nursing homes. • Coordinates with the American Association of Blood Banks (AABB) Task Force to provide blood and services. • Supports reunification efforts through the Red Cross Safe and Well website and in coordination with government entities.

Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
DOD	<ul style="list-style-type: none"> • Provides logistical support, medical supplies, and materiel. • Deploys medical, surgical, and behavioral health personnel for casualty clearing and staging, patient management, and treatment. • Deploys healthcare providers in a limited capacity to augment civilian hospital staff and federal deployable teams. • Deploys chemical, biological, radiological, and nuclear (CBRN) medical subject matter experts (SMEs) and/or teams. • Provides deployable units (e.g., Expeditionary Medical Support System, Combat Support Hospitals) and platforms (e.g., U.S. Navy hospital ships, and/or other naval vessels) for patient medical and/or surgical care. • Provides the use of functional DOD military treatment facilities within or near the incident area for medical care of non-military healthcare system beneficiaries. • Provides blood, blood products, and tissue. • Alerts DOD NDMS FCCs to activate NDMS patient reception plans in a phased approach.
U.S. Army Corps of Engineers (USACE)	<ul style="list-style-type: none"> • Provides technical assistance, equipment, and supplies for the temporary restoration of damaged public utilities affecting public health and medical facilities. • Provides temporary power to medical and public health facilities.
U.S. Department of Agriculture (USDA)	<ul style="list-style-type: none"> • Provides nutrition assistance. • Ensures the safety and defense of the nation's supply of meat, poultry, and processed egg products. • Responds to animal and agricultural health and disease management issues. • Collaborates with HHS and the U.S. Department of the Interior (DOI) to deliver effective "one health" response that integrates human, animal, plant, and environmental health considerations. • Supports public health matters for radiological incidents as a member of the Advisory Team for Environment, Food, and Health. • Provides technical expertise in support of animal and agricultural emergency management.
DOI	<ul style="list-style-type: none"> • Provides personnel, equipment, and supplies for communications, aircraft, and the establishment of base camps for deployed federal public health and medical teams.
U.S. Department of Energy (DOE) – National Nuclear Security Administration (NNSA)	<ul style="list-style-type: none"> • Coordinates federal assets for external monitoring and decontamination activities for radiological emergencies. • Provides personnel, equipment (e.g., portable monitors) and assistance to personnel advise on and conduct screening/decontamination.

Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
U.S. Department of Justice (DOJ)	<ul style="list-style-type: none"> Provides security for the SNS and secure movement of inbound medical equipment, supplies, blood, and tissue. (Note: The security of the SNS is an organic mission of the U.S. Marshals Service [USMS], typically outside of ESF #13.) Provides crowd control at fixed and deployed healthcare facilities for the protection of workers and to address public safety and security needs.
U.S. Forest Service (USFS)	<ul style="list-style-type: none"> Provides personnel, equipment, and supplies primarily for communications, aircraft, and base camps for deployed federal public health and medical teams.
U.S. Environmental Protection Agency (EPA)	<ul style="list-style-type: none"> Assists in identifying alternate water supplies and wastewater collection and treatment for critical healthcare facilities.

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
7a. Mobilize and stage healthcare system support resources.	<ul style="list-style-type: none"> Staging areas have been established and are receiving medical resources. 	<ul style="list-style-type: none"> ESF #8
7b. Provide support for triage and patient treatment.	<ul style="list-style-type: none"> Patients are receiving medical treatment appropriate to their needs or according to established crisis standards of care. 	<ul style="list-style-type: none"> ESF #8
7c. Resupply and conduct facility sustainment operations, including staffing.	<ul style="list-style-type: none"> Continued medical operations are sustained without shortfalls in temporary medical care solutions. 	<ul style="list-style-type: none"> ESF #8
7d. Reassess continued need of healthcare system support resources.	<ul style="list-style-type: none"> Long-term medical solutions are in place and resources are no longer required. 	<ul style="list-style-type: none"> ESF #8
7e. Demobilize healthcare system support resources.	<ul style="list-style-type: none"> All resources, equipment, and personnel have been demobilized. 	<ul style="list-style-type: none"> ESF #8

Resources	
Resource	Capability/Capacity
Applied Public Health Teams (APHTs)	<ul style="list-style-type: none"> Provide epidemiological surveillance, laboratory information, and environmental health services. Deployment timeline: deploys within 12 hours for 14-day periods. Number of teams available: 5 (47 personnel per team).

Resources	
Resource	Capability/Capacity
Consumable Medical Supply (CMS) shelter support items (IDIQ contract)	<ul style="list-style-type: none"> Contract provides kit items ordered on an as needed basis to support shelters with general populations of 100 persons. Lead time for ordering: quote issued within 4 hours; delivery made within 48 hours, depending on location.
Disaster Medical Assistance Team (DMAT)	<ul style="list-style-type: none"> Composed of 83 multi-disciplinary personnel along with flexible and mobile equipment and supplies and a mobile field hospital (soft-sided). DMATs can treat up to 864 low-acuity patients in a 24-hour period. DMAT capabilities include: <ul style="list-style-type: none"> Triage/pre-hospital care Stabilization of acute injuries Provision of primary care services when otherwise unavailable (most common request post-disaster) Hospital decompression Support for patient movement Mass prophylaxis
Durable Medical Equipment (DME) cache (IDIQ contract)	<ul style="list-style-type: none"> DME cache available for FEMA to purchase as needed. Lead time for ordering: 24 hours, or reasonable timeframe negotiated by Contacting Officer.
Emergency Prescription Assistance Program (EPAP) and medical equipment replacement	<ul style="list-style-type: none"> Allows enrolled pharmacies to process claims for prescription medications, certain medical supplies, vaccinations, and some forms of medical equipment for eligible people who live in a federally identified disaster area.
ESF #13 Quick Response Team	<ul style="list-style-type: none"> 25-person team of Federal Law Enforcement Officers (FLEOs) assigned for force protection of HHS personnel and facilities.
Federal Medical Station (FMS) cache	<ul style="list-style-type: none"> Non-emergency medical center to care for displaced persons with medical needs (e.g., chronic health conditions, limited mobility, or common mental health issues) that cannot be met in a general population shelter. FMS Strike Team is a group of technical specialists with specific, in-depth knowledge of the SNS and supply operations that deploy with the FMS. FMS cache provides equipment (e.g., beds, supplies, and medicine) to care for 50–250 people for 3 days before resupply is needed; cache is flexible and scalable. Both personnel and a building-of-opportunity are required for an FMS. Wraparound services (water, sewer, laundry, etc.) are not provided and must be secured externally, ideally through state contracts.
Laboratory Response Network (LRN)	<ul style="list-style-type: none"> National security asset consisting of federal and state laboratories capable of detecting chemical and biological agents in human and environmental samples.

Resources	
Resource	Capability/Capacity
Mental Health Teams (MHTs)	<ul style="list-style-type: none"> • Provide mental health and behavioral health support. • Deployment timeline: deploy within 12 hours for 14-day periods. • Number of teams available: 5 (26 personnel per team).
National Institute of Standards and Technology (NIST) support teams	<ul style="list-style-type: none"> •
Organ and blood bank resources	<ul style="list-style-type: none"> •
Rapid Deployment Force (RDF) (supports FMS)	<ul style="list-style-type: none"> • Typically used to staff an FMS. • Teams include clinical providers, public health practitioners, administrators, and logisticians. • Deployment timeline: deploy for 14-day periods. • Number of teams available: 5 (125+ personnel per team).
SNS, CHEMPACK, and other Region-specific pharmaceutical caches	<ul style="list-style-type: none"> • The SNS maintains supplies of antibiotics, antitoxins, vaccines, other pharmaceuticals, and medical supplies readily available to augment state and local resources during a large-scale health emergency. • The SNS maintains the staff, resources, systems, partnerships, and capacity to rapidly deploy lifesaving pharmaceuticals and medical supplies in sufficient quantities to support any state and local responders and to arrive in time to be clinically relevant.

Other Considerations
<ul style="list-style-type: none"> • Region 10 has substantial healthcare infrastructure and a mature public health system. Most incidents of small or moderate size can be managed successfully at the state level. • Federal medical surge capabilities include alternate care sites (ACSs) and hospital decompression. • ACSs will deliver medical care in temporary or permanent facilities (e.g., a primary care clinic, a triage tent). • Teams augment hospital staff when supporting hospital decompression. • HHS response personnel are not personally equipped to deploy in support of healthcare systems in arctic conditions; DMAT, RDF, and other personnel are not issued arctic gear by HHS. • Wraparound services are required for an FMS to function. • DMATs are self-sufficient for up to 72 hours, but don't deploy with fuel and are not prepared for arctic or severe cold weather conditions. • In Oregon and Washington, most of the medical capability is located west of the Cascade Mountains (Seattle and Portland areas). Any incident that damages infrastructure in Seattle and/or Portland will significantly reduce the capability and capacity of healthcare systems in Oregon and Washington.

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
DOD PSMA ESF #5 – 37	Activation: DOD	FOS
DOD PSMA ESF #8 – 63	Temporary Medical Treatment Facilities	DFA
DOD PSMA ESF #8 – 88	Medical Care: Federal Medical Station (FMS)	DFA
DOD PSMA ESF #8 – 99	Public Health Personnel	DFA
DOJ PSMA ESF #13 – 137	Force Protection	FOS
HHS PSMA ESF #8 – 17	Activation: HHS	FOS
HHS PSMA ESF #8 – 71	Public Health Services: Assistance for State & Local Health	DFA
HHS PSMA ESF #8 – 72	Medical Care & Support	DFA
HHS PSMA ESF #8 – 73	Federal Medical Station (FMS)	FOS
HHS PSMA ESF #8 – 171	Mass Vaccination Clinic Operations: Vaccination Team	DFA
HHS PSMA ESF #8 – 172	ESF #8 Case Management Assistance: Service Access Team (SAT)	DFA
HHS PSMA ESF #8 – 177	National Emergency Medical Services (EMS) Contract Support	DFA
HHS PSMA ESF #8 – 179	Trauma Critical Care Team	DFA
HHS PSMA ESF #8 – 236	Advance Logistics Reception Team (ALRT)	DFA
HHS PSMA ESF #8 – 238	HHS Consultants/Scientific Experts	DFA
HHS PSMA ESF #8 – 240	Emergency Prescription Assistance Program (EPAP) and Medical Equipment Replacement: Contracted Pharmacy Personnel	DFA
HHS PSMA ESF #8 – 248	Behavioral Health Care: HHS MHT(s)	DFA
HHS PSMA ESF #8 – 252	NDMS: HHS DMAT, National Veterinary Response Team (NVRT), Disaster Mortuary Operational Response Team (DMORT)	DFA

*FOS = Federal Operations Support; DFA = Direct Federal Assistance

Execution Checklist			
Phase	Intermediate Objective	Task	Responsibility
		(See Planning SharePoint page Execution Checklist)	

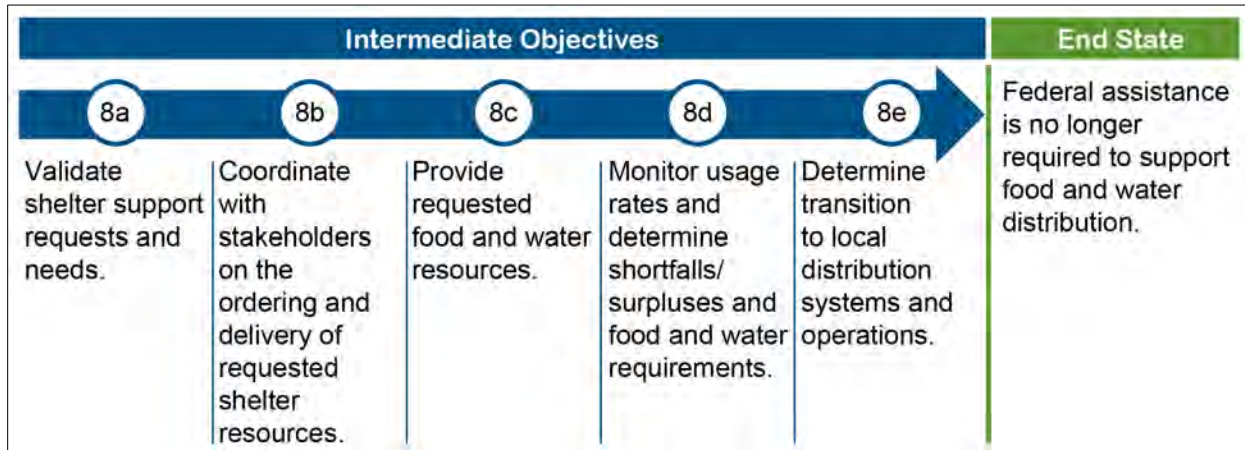
Linkages			
Community Lifelines	Core Capabilities	ESFs	RSFs
<ul style="list-style-type: none"> Food, Water, Shelter Health and Medical Safety and Security 	<ul style="list-style-type: none"> Critical Transportation Mass Care Services Public Health, Healthcare, and Emergency Medical Services 	<ul style="list-style-type: none"> 6, 8, 13 	<ul style="list-style-type: none"> Health and Social Services

References

- *National Response Framework (NRF) ESF #8 Annex (Public Health and Medical Services) (Jun 2016)*
- *National Disaster Recovery Framework (NDRF) Health and Social Services Recovery Support Function Concept of Operations Plan (Aug 2015)*

Tab 8 to Appendix C-2: Mass Care – Food and Water

Purpose: Support food and water operations for the impacted populations.



Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Primary Agency	
Federal Emergency Management Agency (FEMA)	<ul style="list-style-type: none"> ESF #6 coordinates and provides life-sustaining food and water resources when the needs of disaster survivors exceed state, local, tribal, and territorial (SLTT) capabilities.
Supporting Agencies	
U.S. Army Corps of Engineers (USACE)/ ESF #3	<ul style="list-style-type: none"> ESF #3 conducts infrastructure protection for drinking water and wastewater treatment. Provides construction engineering and project management.
ESF #7	<ul style="list-style-type: none"> Provides comprehensive logistics planning, management, and sustainability. Provides relief supplies, in coordination with the U.S. General Services Administration (GSA).
ESF #8	<ul style="list-style-type: none"> Assesses potable water and other issues related to public health in establishments holding, preparing, and/or serving food.
ESF #11	<ul style="list-style-type: none"> Provides nutrition assistance, ensures the safety of food supplies, and provides for the safety and well-being of pets during emergency response operations and evacuations.

Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
U.S. Department of Agriculture (USDA)	<ul style="list-style-type: none"> • Food and Nutrition Service (FNS) provides disaster food assistance in coordination with ESF #11, including USDA foods, infant food/ formula, and Disaster Supplemental Nutrition Assistance Program (D-SNAP) support. • Animal and Plant Health Inspection Service (APHIS) supports an integrated federal response to meet the mass care needs of household pets and service animals and their owners.
U.S. Department of Defense (DOD)	<ul style="list-style-type: none"> • Provides water purification capability, shelf stable meals, logistics support, and support staffing.
U.S. Department of Health and Human Services (HHS)	<ul style="list-style-type: none"> • Provides technical assistance for shelter operations related to food, vector control, water supplies, and waste disposal.
American Red Cross (Red Cross)	<ul style="list-style-type: none"> • As co-lead agency for ESF #6, works with DHS/FEMA to anticipate feeding and distribution requirements and develops strategies to address gaps, in coordination with SLTT, private sector, and non-governmental entities.
National Voluntary Organizations Active in Disasters (NVOAD)	<ul style="list-style-type: none"> • Through a coalition of organizations that work together through committees, NVOAD focuses on mass care and volunteer/donations management support.
Corporation for National and Community Service (CNCS)	<ul style="list-style-type: none"> • Provides teams of National Service participants to distribute food, water, ice, and other goods.
U.S. Department of Veterans Affairs (VA)	<ul style="list-style-type: none"> • May provide for food preparation and storage in VA facilities.

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
8a. Validate shelter support requests and needs.	<ul style="list-style-type: none"> • Number of food/water sector impacts and requests received 	<ul style="list-style-type: none"> • ESF #5 • ESF #6
8b. Coordinate with stakeholders on the ordering and delivery of requested shelter resources.	<ul style="list-style-type: none"> • Number and type of feeding resources ordered • Locations of shelters, fixed feeding sites, kitchen and distribution sites, and home delivery routes • Urgency of need 	<ul style="list-style-type: none"> • ESF #3 • ESF #6 • ESF #7 • ESF #8 • NVOAD NGOs • Mass Care task forces (TFs)
8c. Provide requested food and water resources.	<ul style="list-style-type: none"> • Feeding support within a specified number of days for specified number of people (two meals per day) • Number of staff, logistics, and technical support staff needed 	<ul style="list-style-type: none"> • ESF #6 • ESF #8 • ESF #11

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
8d. Monitor usage rates and determine shortfalls/surpluses and food and water requirements.	<ul style="list-style-type: none"> Feeding/hydration support for a specified number of people for a specified number of days 	<ul style="list-style-type: none"> ESF #3 ESF #6 ESF #7
8e. Determine transition to local distribution systems and operations.	<ul style="list-style-type: none"> Within specified number of days post-incident, affected populations served by specified percent of water and food supplies and distribution systems 	<ul style="list-style-type: none"> Disaster MC Feeding TF ESF #6

Resources	
Resource	Capability/Capacity
	<ul style="list-style-type: none">
	<ul style="list-style-type: none">

Other Considerations
<ul style="list-style-type: none"> Feeding and bulk food and water distribution may include ad hoc or pop-up feeding and distribution sites organized by faith-based or community organizations; private vendors will require close coordination with ESF #8 and local authorities to ensure food safety and to avoid duplication of effort. Culturally appropriate food may include subsistence foods being served in shelters and/or distributed. Some impacted communities may have community and neighborhood organizations with strategies for food and water distribution. Shortfalls in feeding capabilities will be filled by national organizations, such as NVOAD, or through the federal, state, or tribal contracting process. Food and water distribution solutions during a catastrophic incident can vary by Region, state, and even community. Weather, terrain, economics, and local policies all play a significant role in determining if survivors can be sustained in certain locations and whether safe bulk distribution of food and water is feasible and/or appropriate.

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
USACE PSMA ESF #3 – 175	Commodity Team	FOS/ DFA
DLA PSMA ESF #7 – 11	Bottled Water (Subsistence Supply Chain)	DFA
DLA PSMA ESF #7 – 22	Meals (Subsistence Supply Chain)	FOS/ DFA
DOD PSMA ESF #7 – 96	Bulk Water – Potable	FOS/ DFA

*FOS = Federal Operations Support; DFA = Direct Federal Assistance

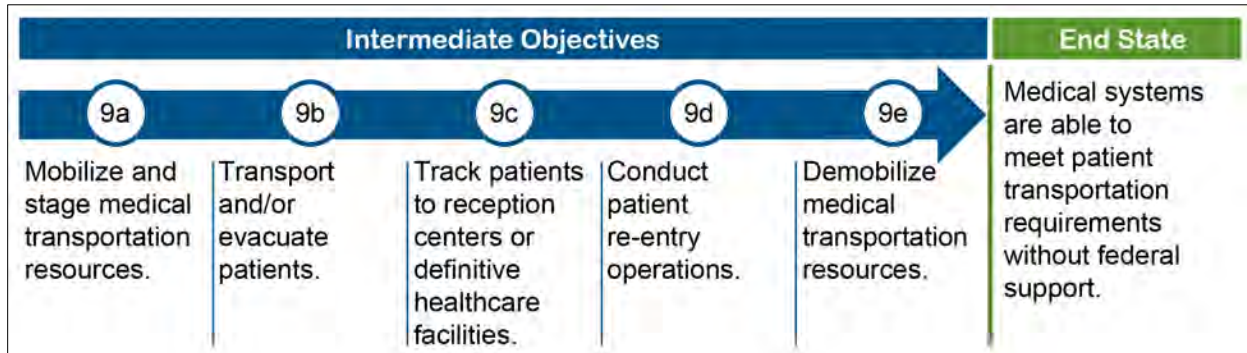
Execution Checklist			
Phase	Intermediate Objective	Task	Responsibility
		(See Planning SharePoint page Execution Checklist)	

Linkages			
Community Lifelines	Core Capabilities	ESFs	RSFs
<ul style="list-style-type: none"> • Food, Water, Shelter • Health and Medical 	<ul style="list-style-type: none"> • Critical Transportation • Environmental Response/Health and Safety • Infrastructure Systems • Mass Care Services • Public Health, Healthcare, and Emergency Medical Services 	<ul style="list-style-type: none"> • 3, 6, 8 	<ul style="list-style-type: none"> • Health and Social Services • Infrastructure Systems

References
<ul style="list-style-type: none"> • <i>National Response Framework (NRF) ESF #6 Annex (Mass Care, Emergency Assistance)</i> (Jun 2016) • National Mass Care Strategy website – Resource Center and archives • <i>Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelters</i> (Nov 2010) • FEMA Commonly Used Sheltering Items and Service Listing (CUSI-SL) Catalog (2019) • <i>FEMA Draft Recovery Directorate Disaster Survivor Assistance Concept of Operations</i> (2013) • <i>Household Disaster Feeding Operational Procedure – A State Template</i> (Jul 10, 2012) • FEMA Multi Agency Feeding Support Template (2015) • Pets Evacuation and Transportation Standards Act (PETS) (Pub. Law 109-308) • National Animal Rescue and Sheltering Coalition (NARSC) Emergency Animal Sheltering Best Practice Working Group • <i>Emergency Water Supply Planning Guide</i>, CDC (2019) • <i>Disaster Planning: Infant and Child Feeding During Disasters</i>, CDC • <i>Planning for an Emergency Drinking Water Supply</i>, EPA (2015) • <i>EPA’s Support to the Water Sector in the NRF</i> (2009) • USDA Food and Nutrition Service (FNS) Foods Disaster Assistance program website: https://www.fns.usda.gov/disaster/usda-foods-disaster-assistance • Best practice: “Post-disaster Rural Community Based Feeding” (Hurricane Michael abstract), https://nationalmasscarestrategy.org/wp-content/uploads/2019/01/Community-Long-Term-Feeding-Development-2018.pdf • <i>Sheltering and Feeding Capabilities Definitions</i>, NVOAD Mass Care Committee (Sep 2019)

Tab 9 to Appendix C-2: Medical Transportation

Purpose: Provide federal assistance for the support of Emergency Medical Services (EMS) transport.



Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Primary Agency	
U.S. Department of Health and Human Services (HHS)	<ul style="list-style-type: none"> Serves as the Lead Federal Agency (LFA) for ESF #8. Coordinates patient movement requirements with supporting departments, agencies, and governments throughout the incident. Provides situational awareness of medical transportation support. Activates the National Disaster Medical System (NDMS), as necessary, to support response operations. NDMS implements the national Joint Patient Assessment and Tracking System (JPATS) for medical evacuations.
Supporting Agencies	
Federal Emergency Management Agency (FEMA)	<ul style="list-style-type: none"> Provides logistics support. Provides support through the National Ambulance Contract for the evacuation of patients.

Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
U.S. Department of Defense (DOD)	<ul style="list-style-type: none"> • DOD's NDMS Federal Coordinating Centers (FCCs) activate NDMS patient reception plans. • Provides NDMS support for the aeromedical evacuation and medical management of NDMS patients transiting from DOD patient collection points (Aerial Points of Embarkation [APOEs]) to patient reception areas (Aerial Points of Debarcation [APODs]/FCCs). • Coordinates or participates in reception, tracking, and management of patients evacuated on DOD assets as well as patients received at DOD FCCs and transported to nearby NDMS and U.S. Department of Veterans Affairs (VA) hospitals. • Provides or facilitates medical care to patients moved on DOD transportation assets.
U.S. Department of Veterans Affairs (VA)	<ul style="list-style-type: none"> • VA FCCs activate NDMS patient reception plans in a phased approach.
American Red Cross (Red Cross)	<ul style="list-style-type: none"> • Supports NDMS evacuations through the provision of services for accompanying family members and caregivers.
U.S. Coast Guard (USCG)	<ul style="list-style-type: none"> • Identifies and arranges for use of USCG search and rescue (SAR) aircraft and other assets in providing urgent airlift and other accessible transportation support, including: <ul style="list-style-type: none"> ○ Providing medical assistance to extracted victims; ○ Assisting in coordinating with local emergency medical systems for the transfer of victims and/or non-medical attendants (NMAs) to appropriate healthcare facilities; and ○ Conducting search operations for human remains, as mission assigned.

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
9a. Mobilize and stage medical transportation resources.	<ul style="list-style-type: none"> • Resources have been staged. 	<ul style="list-style-type: none"> • ESF #8
9b. Transport and/or evacuate patients.	<ul style="list-style-type: none"> • All patients/NMAs requiring transport or evacuation have been transported/evacuated. 	<ul style="list-style-type: none"> • ESF #8 • SLTT entities
9c. Track patients to reception centers or definitive healthcare facilities.	<ul style="list-style-type: none"> • All patients/NMAs have been tracked to a destination and are accounted for. 	<ul style="list-style-type: none"> • ESF #8 • SLTT entities
9d. Conduct patient re-entry operations.	<ul style="list-style-type: none"> • Patients still requiring medical care have a care plan established and/or have re-entered their prior care area. 	<ul style="list-style-type: none"> • ESF #8 • SLTT entities
9e. Demobilize medical transportation resources.	<ul style="list-style-type: none"> • All equipment, supplies, and personnel have been demobilized. 	<ul style="list-style-type: none"> • ESF #8

Resources	
Resource	Capability/Capacity
Commercial aircraft	<ul style="list-style-type: none"> • Provided by private companies. • Capability depends on specific types of aircraft available.
Disaster Medical Assistance Team (DMAT)	<ul style="list-style-type: none"> • Composed of 83 multi-disciplinary personnel, flexible and mobile equipment and supplies, and a mobile field hospital (soft-sided). DMATs can treat up to 864 patients in a 24-hour period (provided they are low acuity) • DMAT capabilities include: <ul style="list-style-type: none"> ○ Triage/pre-hospital care ○ Stabilization of acute injuries ○ Provision of primary care services where otherwise unavailable (most common request post-disaster) ○ Hospital decompression ○ Support for patient movement ○ Mass prophylaxis
FCCs	<ul style="list-style-type: none"> • Federally operated entities that coordinate NDMS patients for access to medical care within an FCC's assigned area. The FCC solicits and organizes community support services, enrolls non-federal local hospitals in the NDMS, and, when needed, coordinates bed availability. Accredited hospitals, usually over 100 beds in size and located in large U.S. metropolitan areas, are encouraged to enter into a voluntary agreement with the NDMS. Hospitals agree to commit a number of their acute care beds, subject to availability, for NDMS patients in the event of a public health emergency. Because this is a completely voluntary program, hospitals may, upon activation of the NDMS, provide more or fewer beds than the number committed to in the agreement. • VA and DOD regulate patient flow through over 60 FCCs across the country. Definitive care is provided by a network of over 1,900 civilian hospitals nationwide that have signed agreements with the NDMS to accept patients from the NDMS during a public health emergency.
Fixed- and rotary-wing air ambulance	<ul style="list-style-type: none"> • Provided by DOD or sourced via the FEMA ambulance contract; HHS does not possess fixed- or rotary-wing aircraft. • Capability depends upon specific types of air ambulances available.
Global Patient Movement Requirements Center (GPMRC)	<ul style="list-style-type: none"> • The GPMRC is a DOD joint activity that provides medical regulating services, including clinical validation, limited patient in transit visibility, and evacuation requirements planning, for inter-theater patient movement and intra-theater patient movement operations within the continental United States (CONUS). • The GPMRC coordinates with supporting resource providers to identify available assets and communicates with the response inter-agency in support of disaster operations.

Resources	
Resource	Capability/Capacity
National Ambulance Contract	<ul style="list-style-type: none"> • Provides air and ground ambulances and paratransit support services for Zone 3 (Pacific). • Resources include: <ul style="list-style-type: none"> ○ 300 ground ambulances each zone (Advance Life Support [ALS] & Basic life Support [BLS]); requested and deployed in strike teams; includes vehicle maintenance support and crews for 24/7 staffing; ○ 25 air ambulances (helicopter and/or fixed-wing); support crews deploy with aircraft; and ○ Paratransit ability to transport 3,500 individuals. • Deployment timeline: deploy within 6 hours of notification from the Commanding Officer (CO); arrive within 24 hours after order issuance.
Service Access Team (SAT)	<ul style="list-style-type: none"> • When deployed to support patient movement, a SAT can coordinate patient return, support medical case management, coordinate evacuee travel, coordinate human services, support data collection, and coordinate the return of deceased patient remains. • Deployment timeline: deploys within 36 hours of activation. (Each SAT is on-call 1 out of every 5 months and typically deploys only during the on-call month. Deployments typically do not exceed 2 weeks.) • Each SAT is comprised of 10 USPHS-trained Commissioned Corps officer responders, enabling scalability and the ability to provide only those resources needed. • As constituted, an SAT can be divided in half for smaller responses, or for two separate Mission Assignments (MAs) in the same theater of operations. If the response needs exceed the capacity of the on-call SAT, the team can be augmented with appropriate officers.
Trauma and Critical Care Teams (TCCTs)	<ul style="list-style-type: none"> • TCCTs are responsible for providing critical care medical support for public health emergencies and disasters when local resources are non-existent, overwhelmed, or otherwise inaccessible. • The primary mission of the TCCT is to provide critical care staging at a Disaster Aeromedical Staging Facility (DASF) in support of the DOD or the U.S. Department of State (DOS). • Secondary missions include patient evacuation using alternate methods of transport as well as intensive care unit (ICU)/post-anesthesia care unit (PACU)/emergency department (ED) decompression. • TCCTs consist of medical professionals responsible for providing trauma and critical care support during public health emergencies and special events. TCCTs can deploy in advance of an event, augment an existing medical facility, or establish a stand-alone field

Resources	
Resource	Capability/Capacity
	<p>hospital. They can also provide for patient movement support at APOEs and APODs. Capabilities include:</p> <ul style="list-style-type: none"> ○ Critical care ○ Operative care ○ Emergency care ○ Advanced trauma life support ● Standard deployment length is 14 days.

Other Considerations
<ul style="list-style-type: none"> ● Medical transportation from Alaska to the lower 48 states is covered by the FEMA ambulance contract on a “best effort” basis. Aeromedical assets will be limited by weather, infrastructure, maximum-on-ground capacity, and ability to deploy appropriate personnel into the impacted area. ● The decision to evacuate patients from a healthcare facility must be weighed against the inherent risks of transporting and caring for acutely ill or injured patients in an out-of-hospital environment. ● Indicators for federal involvement may include: <ul style="list-style-type: none"> ○ The mutual aid network is overwhelmed or not available; ○ A large number of medical facilities are unsafe for patients and/or have critical systems that are not functional (e.g., power, water) and the services requiring such systems cannot be delivered; ○ There are not enough available beds in safe facilities in the immediate area to meet demand; or ○ Insufficient resources are available to provide medical sheltering or to enable a medical surge. ● Region 10 FCCs are located at Madigan Army Medical Center (MAMC) on Joint Base Lewis-McChord (DOD), in Boise, Idaho (VA), and in Portland, Oregon (VA). ● Pre-disaster activities (e.g., deliberate planning development; national, Regional, state, local, and private facility exercises) will generate updated planning factors that highlight gaps in medical transportation. This information require continuous socialization among all responders for awareness and application. ● JPATS and Hospital Available Beds for Emergencies and Disasters (HAvBED) are used across the Region to: identify healthcare system capacity and demand during a public health emergency or mass casualty incident; track the number of beds available at hospitals, clinics, and long-term care facilities; track situational assessment data, such as hospital evacuation and repatriation status reporting as well as level-of-operation, critical asset need, and infrastructure integrity assessments; and track patient movement throughout continuum of care, from evacuation to discharge from a healthcare facility.

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
DOD PSMA ESF #8 – 70	Patient Movement – Medical Care: FCC	DFA
DOD PSMA ESF #8 – 74	Patient Movement Enablers	DFA
DOD PSMA ESF #8 – 77	NDMS Patient Movement: Fixed-wing	DFA
HHS PSMA ESF #8 – 172	ESF #8 Case Management Assistance: SAT	DFA

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
HHS PSMA ESF #8 – 173	Patient Return – Medical Evacuee Return Home: SAT	DFA
HHS PSMA ESF #8 – 175	FCC: Patient Reception Team	FOS/ DFA
HHS PSMA ESF #8 – 177	National EMS Contract Support	DFA
HHS PSMA ESF #8 – 178	Ground Support Patient Movement: Litter Bearer Team	DFA
HHS PSMA ESF #8 – 180	Patient Tracking: JPATS Team	DFA
HHS PSMA ESF #8 – 236	Advance Logistics Reception Team (ALRT)	DFA
HHS PSMA ESF #8 – 252	NDMS: HHS DMAT, National Veterinary Response Team (NVRT), Disaster Mortuary Operational Response Team (DMORT)	DFA
HHS PSMA ESF #8 – 254	NDMS: Patient Evacuation Support	DFA
USCG PSMA ESF #8 – 340	Patient Evacuation/Medical Transport: Rotary-wing	DFA
USCG PSMA ESF #8 – 342	Patient Evacuation/Medical Transport: Fixed-wing	DFA

*FOS = Federal Operations Support; DFA = Direct Federal Assistance

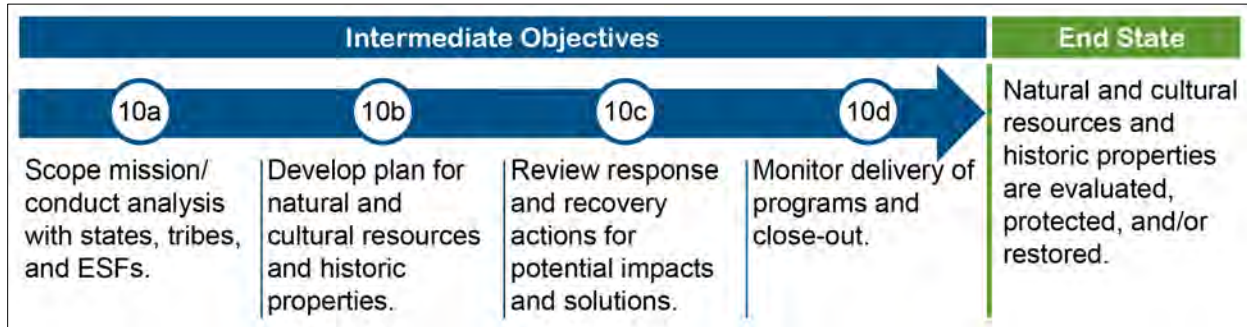
Execution Checklist			
Phase	Intermediate Objective	Task	Responsibility
		(See Planning SharePoint page Execution Checklist)	

Linkages			
Community Lifelines	Core Capabilities	ESFs	RSFs
<ul style="list-style-type: none"> Health and Medical 	<ul style="list-style-type: none"> Critical Transportation Mass Care Services Public Health, Healthcare, and Emergency Medical Services 	<ul style="list-style-type: none"> 8 DOD 	<ul style="list-style-type: none"> Health and Social Services

References
<ul style="list-style-type: none"> National Response Framework (NRF) ESF #8 Annex (Public Health and Medical Services) (Jun 2016)

Tab 10 to Appendix C-2: Natural and Cultural Resource Protection and Restoration

Purpose: Ensure compliance with pertinent laws, regulations, and executive orders.



Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Primary Agencies	
Federal Emergency Management Agency (FEMA)	<ul style="list-style-type: none"> • Environmental and Historic Preservation Advisor (EHAD) – Serves on the advisory staff of the Chief of the Regional Response Coordination Staff (RRCS). • FEMA Environmental Planning and Historic Preservation (EHP) Program – Provides Incident Management Assistance Team (IMAT)/Unified Coordination Staff (UCS) with a list of the most important natural and cultural resources and historic properties (NCH) in the affected area. • Unified Federal Review Advisor (UFRA) – Supports Recovery Support Functions (RSFs) with technical guidance on the review of EHP compliance considerations, priority scoping, and strategy development for recovery. • Natural and Cultural Resources (NCR) RSF Field Coordinator – Assists state, local, tribal, and territorial (SLTT) agencies with long-term environmental and cultural resource recovery planning. • External Affairs (ESF #15) – Develops and disseminates messages that instruct employees of private cultural institutions or municipalities as well as survivors on how to report damage to NCH. • Heritage Emergency National Task Force (HENTF) Liaison – Coordinates 42 service organizations and federal agencies in the protection of the nation’s cultural heritage properties/assets from the damaging effects of natural disasters and other emergencies.

Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
U.S. Department of the Interior (DOI)	<ul style="list-style-type: none"> • Through ESF #11, DOI: <ul style="list-style-type: none"> ○ Anticipates incident-specific resource requirements for at-risk natural resources and updates Pre-scripted Mission Assignments (PSMAs), memorandums of understanding (MOUs), and/or inter-agency agreements (IAAs) accordingly; ○ Provides RRCS and/or the FEMA EHAD with a list of incident-specific vulnerable natural resources in the Region; and ○ Conducts the transition of natural resource response activities to the NCR RSF, as directed by the Regional Coordinating Officer (RCO) and in coordination with the EHAD. • Through the NCR RSF, the DOI: <ul style="list-style-type: none"> ○ Represents the RSF with the IMAT/UCS and deploys resources, in coordination and collaboration with ESF #11 and the EHAD; ○ Provides technical knowledge on NCH and the National Historic Preservation Act (NHPA); ○ Maintains inter- and intra-RSF communications; ○ Sets priorities for RSF efforts and develops a Recovery Support Strategy (RSS); ○ Identifies, assesses, and provides resources to support the sustained recovery of NCH in the impacted area through the identification of NCR RSF Core Capability gaps; ○ Delivers the NCR RSF Core Capability; ○ Fosters coordination between and interdependencies among recovery partners; ○ Identifies available resources; ○ Provides technical assistance; and ○ Supports the implementation of SLTT sustained recovery plans.
Supporting Agencies	
U.S. Army Corps of Engineers (USACE)/ESF #3	<ul style="list-style-type: none"> • Clears debris, as appropriate, to mitigate ongoing threats to fragile, at-risk NCH. • Provides technical assistance for stabilizing historic structures and facilities.
U.S. Environmental Protection Agency (EPA)/ESF #10	<ul style="list-style-type: none"> • Provides technical assistance for environmental cleanup.
DHS U.S. Coast Guard (USCG)/ESF #10	<ul style="list-style-type: none"> • Provides technical assistance for environmental cleanup.
U.S. Department of Justice (DOJ)/ESF #13	<ul style="list-style-type: none"> • Provides access to select employees of cultural institutions in restricted areas so they can assess damage and mitigate ongoing threats to fragile, at-risk NCH.

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
10a. Scope mission/conduct analysis with states, tribes, and ESFs.	<ul style="list-style-type: none"> Number of resources needed Time required for mobilizing and staging resources Number of resources staged 	<ul style="list-style-type: none"> EHAD State/Tribal Historic Preservation Officers (SHPOs/THPOs)
10b. Develop plan for natural and cultural resources and historic properties.	<ul style="list-style-type: none"> Plan approval by Operations Section Chief (OSC) 	<ul style="list-style-type: none"> EHAD Regional Support Plan, Incident Action Plan (IAP) SHPOs/THPOs
10c. Review response and recovery actions for potential impacts and solutions.	<ul style="list-style-type: none"> Number of response and recovery operations reviewed for EHP compliance 	<ul style="list-style-type: none"> EHAD SHPOs/THPOs
10d. Monitor delivery of programs and close-out.	<ul style="list-style-type: none"> Number of programs delivered Development of demobilization plan 	<ul style="list-style-type: none"> EHAD, Regional Environmental Officer SHPOs/THPOs

Resources	
Resource	Capability/Capacity
HENTF	<ul style="list-style-type: none"> Co-sponsored by FEMA and the Smithsonian Institution, the HENTF protects the nation's cultural heritage from the damaging effects of natural disasters and other emergencies.
Resource Protection, Preparedness, Response and Recovery Team (DOI)	<ul style="list-style-type: none"> Protects NCH interests during response and recovery operations.
Museum Emergency Response Team	<ul style="list-style-type: none"> Provides support to SLTT governments for the stabilization of museum collections and artifacts.

Other Considerations
<p>FEMA Region 10 has extensive natural resources. The preservation and conservation of these resources are of great interest to non-governmental entities and to Native American tribes. Response and recovery activities have the potential to affect the balance between communities and the natural environment. Extensive coordination with resource agencies, non-governmental stakeholders, and tribes will be crucial to the protection and preservation of natural and cultural resources post-event. Resources that will demand the greatest amount of time and effort will be endangered species and cultural resources (archeology).</p>

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
BIA PSMA ESF #11 – 1	Activation: Bureau of Indian Affairs (BIA)	FOS
DOI PSMA ESF #11 – 119	Activation: DOI	FOS/ DFA
DOI PSMA ESF #11 – 120	Archaeology, Collections, Historic Environments Subject Matter Experts (SMEs)	DFA
DOI PSMA ESF #11 – 123	Archaeology, Historic, Cultural, Tribal SMEs	FOS
DOI PSMA ESF #11 – 125	GIS SMEs	FOS
USDA PSMA ESF #11 – 364	Activation : USDA SMEs	FOS

*FOS = Federal Operations Support; DFA = Direct Federal Assistance

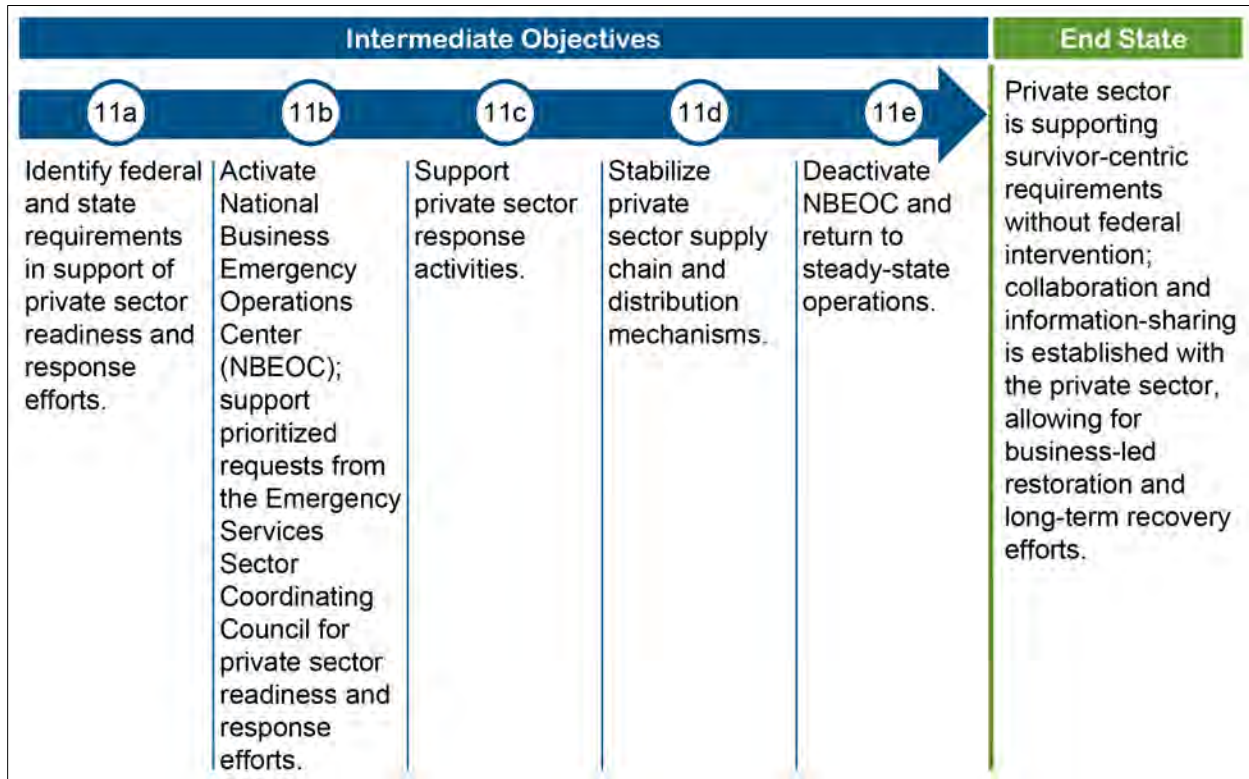
Execution Checklist			
Phase	Intermediate Objective	Task	Responsibility
		(See Planning SharePoint page Execution Checklist)	

Linkages			
Community Lifelines	Core Capabilities	ESFs	RSFs
• N/A	• Environmental Response/Health and Safety	• 10, 11	• NCR

References
<ul style="list-style-type: none"> • Regional References <ul style="list-style-type: none"> ○ Regional standard operating procedures (SOPs) • National References References and tools that support the execution of the AHP and its annexes, appendices, and tabs are compiled in a spreadsheet and updated periodically. The following list of references and tools provides guidance for the execution of the NCR RSF Core Capability: <ul style="list-style-type: none"> ○ Advisory Council on Historic Preservation – http://www.achp.gov ○ Council on Environmental Quality – https://www.whitehouse.gov/administration/eop/ceq ○ FEMA Unified Federal Review (UFR): https://www.fema.gov/unified-federal-environmental-and-historic-preservation-review-presidentially-declared-disasters ○ Council of State Archivists – https://www.statearchivists.org <ul style="list-style-type: none"> ▪ Emergency Preparedness Initiative – https://www.statearchivists.org/programs/emergency-preparedness ▪ Intergovernmental Preparedness for Essential Records – https://www.statearchivists.org/programs/emergency-preparedness • Foundation of the American Institute for Conservation Heritage Preservation – www.conservation-us.org

Tab 11 to Appendix C-2: Private Sector Coordination

Purpose: Provide federal assistance in support of private sector operations; help infrastructure owners and operators, businesses, and their government partners coordinate cross-sector operations.



Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Primary Agencies	
Federal Emergency Management Agency (FEMA) – NBEOC	<ul style="list-style-type: none"> Through the NBEOC, facilitates the integration and transparency of private sector planning, response, and recovery activities with those of the public sector, under the tenets of the <i>National Response Framework (NRF)</i>.
Department of Homeland Security (DHS) – Cybersecurity & Infrastructure Security Agency (CISA)	<ul style="list-style-type: none"> Manages the consolidation of operations within CISA Regions and with all associated Emergency Support Functions (ESFs).

Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Supporting Agencies	
U.S. Department of Commerce – U.S. Economic Development Administration (EDA)/Economic RSF	<ul style="list-style-type: none"> Facilitates and enables federal recovery programs to integrate with private sector organizations (non-governmental organizations [NGOs], volunteer organizations, non-profits, investment capital firms, and the banking industry) to return economic stability/sustainability to communities, post-disaster.
Public-private partnerships (PPPs)	<ul style="list-style-type: none"> Organizations at all echelons of governance (state, local, tribal, and territorial [SLTT]) promote activities through public and private entities through pre-established mutual agreements. PPP capacities align various jurisdiction and mission activities to enhance the exchange of information and transparency during steady-state and disaster operations.

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
11a. Identify federal and state requirements in support of private sector readiness and response efforts.	<ul style="list-style-type: none"> NBEOC prioritizes Community Lifeline requirements based on coordination with State Private Sector Liaison (LNO). 	<ul style="list-style-type: none"> NBEOC
11b. Activate NBEOC; support prioritized requests from the Emergency Services Sector Coordinating Council for private sector readiness and response efforts.	<ul style="list-style-type: none"> NBEOC Community Lifeline “snapshot” reports identify status of industries. 	<ul style="list-style-type: none"> NBEOC
11c. Support private sector response activities.	<ul style="list-style-type: none"> Socialize information at daily Senior Leader Brief (SLB). 	<ul style="list-style-type: none"> Business and Infrastructure Conference Call
11d. Stabilize private sector supply chain and distribution mechanisms.	<ul style="list-style-type: none"> Validate supply chain challenges and root causes and socialize with ESFs for mission assignment. 	<ul style="list-style-type: none"> ESF #14/NBEOC

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
11e. Deactivate NBEOC and return to steady-state operations.	<ul style="list-style-type: none"> National Response Coordination Center (NRCC) SLB continues to report on private sector stabilization. ESF #14 supports Economic RSF strategy development by transitioning continuity of effort activities, including sector-based contacts, workflow of NBEOC, coordination calls, and Federal Coordinating Officer (FCO)/Federal Disaster Recovery Coordinator (FDRC) guidance. 	<ul style="list-style-type: none"> ESF #14/NBEOC

Resources	
Resource	Capability/Capacity
DHS-CISA	<ul style="list-style-type: none"> Provides infrastructure analysis or information on previously executed studies to provide an overview of infrastructure capacity during a disaster.
NBEOC	<ul style="list-style-type: none"> Provides coordination support through national and Regional business networks.

Other Considerations
The Economic RSF and ESF #14 are aligned to support recovery activities beyond Community Lifeline stabilization in order to meet and fulfill the "Recovery Outcomes" framed by the FDRC or contained within the Recovery Support Strategy (RSS) developed pursuant to the <i>National Disaster Recovery Framework</i> (NDRF). ESF #14 maintains continuity of effort with private and public sector partners through activities prioritized by response and recovery leaders.

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
CISA PSMA ESF #5 – 216	Activation: CISA ESF #14	FOS

*FOS = Federal Operations Support; DFA = Direct Federal Assistance

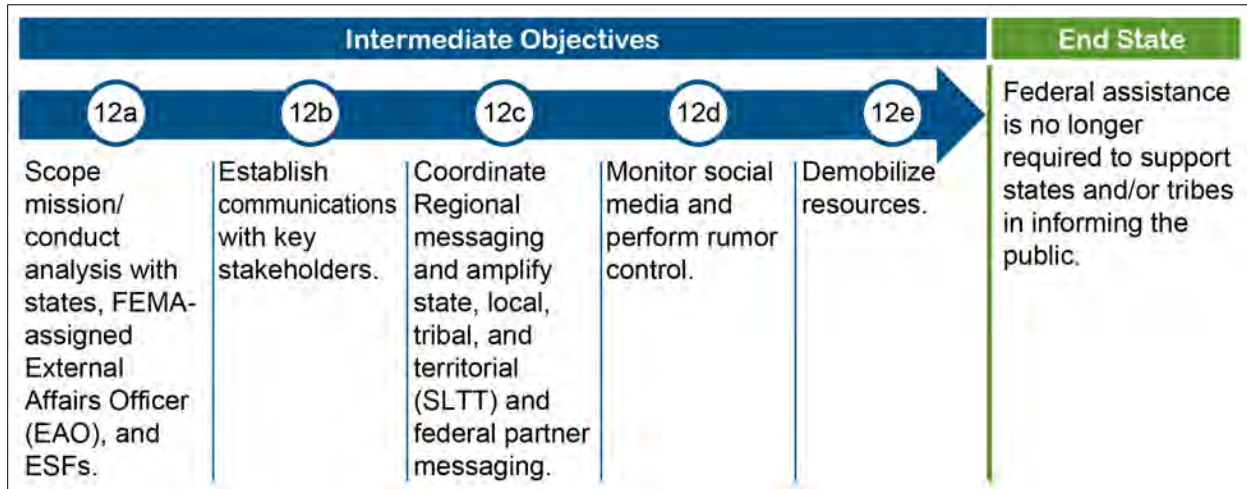
Execution Checklist			
Phase	Intermediate Objective	Task	Responsibility
		(See Planning SharePoint page Execution Checklist)	

Linkages			
Community Lifelines	Core Capabilities	ESFs	RSFs
• All	• All	• 14	• All

References
<ul style="list-style-type: none">• <i>Critical Infrastructure Support Annex</i> of the NRF (also called “Critical Infrastructure and Key Resources Annex”)• <i>Private Sector Coordination Support Annex</i> of the NRF• <i>National Infrastructure Protection Plan</i>• <i>Private Sector Resources Catalogue</i>, DHS (May 2012)

Tab 12 to Appendix C-2: Public Information and Warning

Purpose: Coordinated, timely, precise, and actionable information is shared with survivors and partners.



Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Primary Agency	
Federal Emergency Management Agency (FEMA)	<ul style="list-style-type: none"> • ESF #15 – External Affairs <ul style="list-style-type: none"> ○ As part of advisory staff to the Chief of the Regional Response Coordination Staff (RRCS), EAO provides consistent information for public messages. ○ Delivers credible messages to inform the public about the federal response, including information on protective measures and other life safety and life-sustaining actions and assistance resources available. • ESF #2 – Communications <ul style="list-style-type: none"> ○ Provides short-term restoration support to SLTT government emergency communications efforts. ○ Coordinates federal actions to assist industry in restoring the public communications infrastructure and to assist SLTT governments with emergency communications and restoration of public safety/first responder communications networks. ○ Supports federal departments and agencies in procuring and coordinating national security and emergency preparedness communications services. • Disaster Emergency Communications Branch Director (DEBD) <ul style="list-style-type: none"> ○ Enables command and control, assisting SLTT emergency communications offices.

Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
	<ul style="list-style-type: none"> ○ Coordinates restoration of public safety/first responder communications networks. ○ Assists in restoration of communications infrastructure. ○ Ensures smooth transition to long-term restoration efforts. ● Incident Management Assistance Team (IMAT) ○ Supports establishment of Joint Information Center (JIC) in the field. ● National Continuity Program (NCP)
Supporting Agencies	
Other federal agencies (OFAs)	<ul style="list-style-type: none"> ● Message delivery coordination
Department of Homeland Security (DHS) – Cybersecurity and Infrastructure Security Agency (CISA)	<ul style="list-style-type: none"> ● National Coordination Center for Communications (NCC) ● Emergency Communications Division (ECD) ● Office of Cybersecurity and Communications (CS&C)
U.S. Coast Guard (USCG)	<ul style="list-style-type: none"> ●
National Oceanic and Atmospheric Administration (NOAA)	<ul style="list-style-type: none"> ●

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
12a. Scope mission/conduct analysis with states, FEMA-assigned EAO, and ESFs.	<ul style="list-style-type: none"> ● Numbers of news media, congressional, and outside information requests requiring message creation ● Rumor control and need for fact sheet distribution ● Social media activity <ul style="list-style-type: none"> ○ Number of social media platforms requiring monitoring ○ Number of posts identified that require response ○ Number of posts responded to with corrections or clarifications by credible sources ● Status of telecommunications services (including internet, cellular) ● Potential requirements for radio/satellite communications capabilities ● Status of emergency broadcast systems (TV, radio, cable) and their capabilities for disseminating accessible information to the entire community 	<ul style="list-style-type: none"> ● ESF #2 ● ESF #3 ● ESF #15 ● State emergency operations centers (SEOCs) ● DHS Office of Infrastructure Protection (IP) ● DHS Office of Emergency Communications (OEC)

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
12b. Establish communications with key stakeholders.	<ul style="list-style-type: none"> • Communications via phone, email, or other means • Coordinated messaging with state(s) • Status of telecommunications service (including internet, cellular) • Potential requirements for radio/satellite communications capabilities • Status of emergency broadcast systems (TV, radio, cable) and their capabilities for disseminating accessible information to the entire community 	<ul style="list-style-type: none"> • ESF #2 • ESF #3 • ESF #15 • SEOCs • DHS IP • DHS OEC
12c. Coordinate Regional messaging and amplify SLTT and federal partner messaging.	<ul style="list-style-type: none"> • Coordinated and timely messaging ready for distribution across traditional and social media channels 	<ul style="list-style-type: none"> • ESF #15
12d. Monitor social media and perform rumor control.	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
12e. Demobilize resources.	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

Resources	
Resource	Capability/Capacity
Aircraft (special mission, rotary-wing) and personnel	<ul style="list-style-type: none"> •
U.S. Department of Defense (DOD)	<ul style="list-style-type: none"> • Public Affairs Communications Team – Supports a JIC with mobile broadcast uplink for initial public information messaging. • Civil Authorities Information Support (CAIS) – Distributes emergency messages. • Highly mobile and non-standard systems of information dissemination along with trained systems operators. • Broadcast capabilities.
Emergency Disaster Information System (EDIS)/Emergency Alert System (EAS)	<ul style="list-style-type: none"> •

Resources	
Resource	Capability/Capacity
ESF #2	<ul style="list-style-type: none"> • FEMA communications assets <ul style="list-style-type: none"> ○ Video recording equipment ○ Cameras ○ Go-kits ○ AM/FM radios ○ Generator support ○ High frequency resources
ESF #15	<ul style="list-style-type: none"> • Personnel to support JICs, the RRCC, and two Level I (catastrophic) incident JFOs • Public information officers (PIOs) to support a JIC • Intergovernmental Affairs support staff • Disability Integration Advisor (DIA) and support staff • Public-private sector liaisons (LNOs) and support staff • Private Sector Coordinator and support staff • Congressional Affairs support staff • International Affairs support staff • Tribal Relations support staff
All ESFs/federal support agencies	<ul style="list-style-type: none"> • PIO staff resources for each JIC (provides situational awareness) • Can be ordered as a single resource, typically working 12-hour shifts • Self-sustainable for 72 hours; deployable for up to 14 days
NOAA	<ul style="list-style-type: none"> • Information and warning support
Non-broadcast news media	<ul style="list-style-type: none"> •
Public/private radio stations	<ul style="list-style-type: none"> •
USCG	<ul style="list-style-type: none"> • Public affairs program staff • Messaging for mariners
U.S. Geological Survey (USGS)	<ul style="list-style-type: none"> • Information and warning tools, including: <ul style="list-style-type: none"> ○ Earthquake notifications ○ Prompt Assessment of Global Earthquakes for Response (PAGER) – an automated system providing impact information for significant earthquakes) ○ Mapping ○ Did You Feel It (internet-based automated seismic intensity maps)
Tsunami Warning Center	<ul style="list-style-type: none"> • Information and warning support

Other Considerations
<p>Planning Considerations</p> <ul style="list-style-type: none"> • No warning time (no-notice incident). • Communications infrastructure is significantly degraded immediately following the event and further deteriorates 8 to 12 hours post-event due to the nature of backup power systems for communications towers and wireless communications service centers. <p>Assumptions</p> <ul style="list-style-type: none"> • Survivors have limited access to news, social media, and other outlets due to power outages. • Lack of information leads to rumors that shape public opinion/actions. • Lack of communication with the public causes problems (e.g., survivors don't know where to go for help). • Local and trained PIOs and media capabilities are unavailable. • Federal response activities within each state, tribal, and local government are coordinated through the state/federal Unified Coordination Group (UCG) in support of state priorities. • Responders and survivors in heavily impacted areas do not have access to modern means of communication, including internet, cell phone, landline, television, or two-way radio services. • Shelters are a primary location for survivors to receive information updates. <p>Limitations</p> <ul style="list-style-type: none"> • Lack of alternate means for disseminating information to the public. • Inability to deliver, inform, and provide consistent messaging to all survivors. • Coordination issues for unified public safety and response messaging, such as: <ul style="list-style-type: none"> ○ Lack of methods to communicate to the public after the loss of principal communications systems ○ Limited physical access to impacted populations ○ Heavily impacted areas limited to radio frequency (RF) and satellite communications <p>Essential Elements of Information (EIs)</p> <ul style="list-style-type: none"> • Status of federal, state, tribal, and local warning systems • Status of emergency broadcast media (TV, radio, cable, internet, satellite) • Status of Community Lifelines • Identification of primary and secondary threats to impacted communities • Identification of messages and warnings needed to protect the health and safety of survivors and responders • Timeframes for the restoration of public and private communications services

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
DOD PSMA ESF #15 – 82	Public Affairs Communications Team	FOS/ DFA
DOD PSMA ESF #15 – 102	Public Affairs: Civil Authority Information Support (CAIS)	FOS/ DFA
Other PSMA ESF #15 – 168	Other Federal Agency (OFA) External Affairs (EA) Subject Matter Experts (SMEs)	FOS
USCG PSMA ESF #15 – 393	EA SMEs	FOS

*FOS = Federal Operations Support; DFA = Direct Federal Assistance

Execution Checklist			
Phase	Intermediate Objective	Task	Responsibility
		(See Planning SharePoint page Execution Checklist)	

Linkages			
Community Lifelines	Core Capabilities	ESFs	RSFs
<ul style="list-style-type: none"> • Communications 	<ul style="list-style-type: none"> • Public Information and Warning 	<ul style="list-style-type: none"> • 2, 15 	<ul style="list-style-type: none"> • N/A

References
<ul style="list-style-type: none"> • <i>ESF #15 Annex of the National Response Framework (NRF)</i> • <i>Public Affairs Support Annex of the NRF</i> • <i>ESF #15 Standing Operating Procedures (ESF #15 SOP)</i> • <i>ESF #2 Annex of the NRF</i>

Tab 13 to Appendix C-2: Responder Security and Protection

Purpose: Support, establish, and sustain responder and facility protection.



Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Primary Agency	
Department of Justice (DOJ)-Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF)	<ul style="list-style-type: none"> Coordinates provision of federal public safety and security assistance to state, local, tribal, and territorial (SLTT) jurisdictions. Functions as ESF #13 Coordinator. Mobilizes and deploys ESF #13 Incident Management Team (IMT) to affected areas to accomplish public safety and security situational assessment/awareness. Deploys liaison personnel. Staffs staging areas to coordinate the reception and assignment of ESF #13 resources to their missions. Provides federal LE resources.
Supporting Agencies	
U.S. Department of Homeland Security (DHS)	<ul style="list-style-type: none"> Provides federal LE resources to support an ESF #13 response through its member departments and agencies, including Customs and Border Protection (CBP), Immigration and Customs Enforcement, Federal Protective Service (FPS), U.S. Secret Service, Office of the Inspector General, U.S. Coast Guard (USCG), Transportation Security Administration (TSA), and Federal Air Marshal Service (FAMS).
Federal Bureau of Prisons (BOP)	<ul style="list-style-type: none"> Provides general and specialized resources to assist in the ESF #13 response. Provides logistics personnel to support ESF #13 IMT. Provides Federal Corrections Officers to assist state departments of corrections during ESF #13 responses.

Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Drug Enforcement Administration (DEA)	<ul style="list-style-type: none"> Provides federal LE resources. Provides fixed- and rotary-wing air assets to support LE missions.
Federal Bureau of Investigation (FBI)	<ul style="list-style-type: none"> Provides federal LE resources. Coordinates the FBI's prevention and investigative efforts with ESF #13 activities, as appropriate.
U.S. Marshals Service (USMS)	<ul style="list-style-type: none"> Provides federal LE resources. Manages the Special Deputation Program to provide expanded federal LE authority to Federal Law Enforcement Officers (FLEOs) assisting in the ESF #13 response, when required. Assists in staffing the IMT, if required.
U.S. Department of State (DOS)	<ul style="list-style-type: none"> Provides federal LE resources.
U.S. Department of Interior (DOI)	<ul style="list-style-type: none"> Provides federal LE resources. Bureau of Indian Affairs (BIA) Emergency Management Division coordinates ESF #13 liaisons with federally recognized tribes.
U.S. Department of Treasury	<ul style="list-style-type: none"> Provides federal LE resources.
U.S. Department of Defense (DOD)	<ul style="list-style-type: none"> DOD liaison assigned full time to ESF #13 headquarters (HQ) staff. Provides mission support.
Other departments with FLEOs	<ul style="list-style-type: none"> Provides federal LE resources.

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
13a. Conduct analysis of security requirements.	<ul style="list-style-type: none"> Identify force protection requirements for ESF #8, ESF #9, and other ESFs. Determine state LE authority of FLEOs and identify potential for Direct Federal Assistance (DFA) requests and requirements for FLEOs to augment state resources. 	<ul style="list-style-type: none"> ESF #13
13b. Deploy and stage federal law enforcement resources.	<ul style="list-style-type: none"> Deploy 100 percent of the federal LE resources needed. In-process 100 percent of ESF #13 LE resources to mission-ready status. Maintain 100 percent accountability of resources. 	<ul style="list-style-type: none"> ESF #13
13c. Conduct federal security and protection operations.	<ul style="list-style-type: none"> Within specified period of time post-incident, provide security and LE to protect emergency responders. 	<ul style="list-style-type: none"> ESF #13

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
13d. Monitor ongoing security requirements.	<ul style="list-style-type: none"> Identify the number of additional resources requested. Sustain staffing for existing requirements. 	<ul style="list-style-type: none"> ESF #13
13e. Demobilize security and protection resources.	<ul style="list-style-type: none"> Develop ESF #13 demobilization plan. LE environment has stabilized and federal resources are no longer required. Demobilize 100 percent of ESF #13 resources in accordance with plan. 	<ul style="list-style-type: none"> ESF #13

Resources	
Resource	Capability/Capacity
ESF #13 IMTs	<ul style="list-style-type: none"> Teams of varying size, depending on complexity of event, that coordinate and oversee all federal LE missions. Conducts liaison with FEMA Regional Response Coordination Center (RRCC), state emergency operations centers (SEOCs), other ESFs, and state LE staff.
Quick Response Team	<ul style="list-style-type: none"> 25-person team of FLEOs assigned to force protection/public safety mission. Teams can be joined or divided into smaller groups as required.
DOJ – Force Protection	<ul style="list-style-type: none">
DOJ – General Law Enforcement	<ul style="list-style-type: none"> Federal LE resources can be provided from DOJ agencies (ATF, USMS, DEA, FBI, BOP) for general LE needs. Except for BOP, DOJ agencies do not require USMS special deputation; supporting (non-DOJ) federal LE agencies typically require USMS special deputation.
FPS Contract Security Officers	<ul style="list-style-type: none"> ESF #13 does not utilize FPS contract security for ESF #13 missions. There is an ESF #13 Pre-scripted Mission Assignment (PSMA) in WebEOC that can be utilized by FEMA to deploy contract security resources to FEMA sites, such as Interim Operating Facilities (IOFs) or Joint Field Offices (JFOs). FEMA may also utilize contract security to secure other sites, such as those used by ESF #8, once conditions have stabilized and ESF #13 has demobilized.

Other Considerations
<ul style="list-style-type: none"> • State FLEO authorization • Public perception • Regionally and culturally specific threats

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
DOJ PSMA ESF #13 – 132	HQ Activation: DOJ	FOS/ DFA
DOJ PSMA ESF #13 – 137	Force Protection	FOS/ DFA
FPS PSMA ESF #13 – 187	Contract Security Officers: Personnel	FOS

*FOS = Federal Operations Support; DFA = Direct Federal Assistance

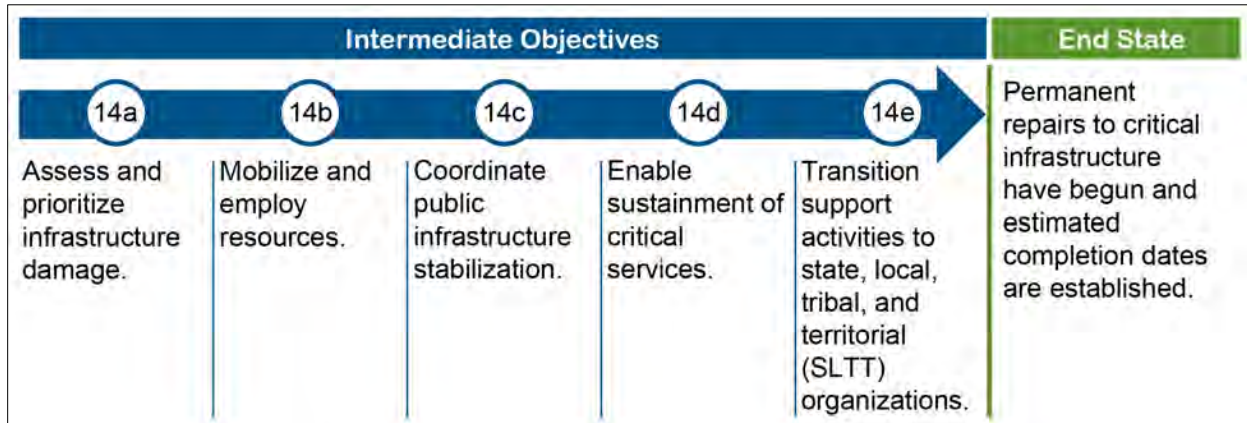
Execution Checklist			
Phase	Intermediate Objective	Task	Responsibility
		(See Planning SharePoint page Execution Checklist)	

Linkages			
Community Lifelines	Core Capabilities	ESFs	RSFs
<ul style="list-style-type: none"> • Safety and Security 	<ul style="list-style-type: none"> • On-scene Security, Protection, and Law Enforcement • Access Control and Identity Verification 	<ul style="list-style-type: none"> • 13 	<ul style="list-style-type: none"> • N/A

References
<ul style="list-style-type: none"> • <i>National Response Framework (NRF) ESF #13 Annex (Public Safety and Security)</i>

Tab 14 to Appendix C-2: Restoration of Public Infrastructure

Purpose: Provide federal assistance to support the repair and restoration of critical infrastructure.



Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Primary Agencies	
Federal Emergency Management Agency (FEMA)	<ul style="list-style-type: none"> • Provides infrastructure systems recovery coordination and resources. • Administers the Public Assistance (PA) program. <ul style="list-style-type: none"> ○ Provides supplemental federal disaster grant assistance for debris removal and disposal; emergency protective measures; and the repair, replacement, and restoration of disaster-damaged public facilities and facilities of certain qualified private non-profit organizations. • Administers hazard mitigation programs authorized by the Stafford Act and National Flood Insurance Act. <ul style="list-style-type: none"> ○ Identifies requirements for and coordinates a unified federal environmental and historic preservation review.
U.S. Army Corps of Engineers (USACE)	<ul style="list-style-type: none"> • Through ESF #3, provides technical assistance, engineering, and construction management resources and support during response activities. • Through Infrastructure Systems (IS) Recovery Support Function (RSF): <ul style="list-style-type: none"> ○ Supports the recovery of infrastructure systems. • Deploys RSF resources as required to assist in developing IS RSF action plans.

Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Supporting Agencies	
Department of Homeland Security (DHS)- Cybersecurity & Infrastructure Security Agency (CISA)	<ul style="list-style-type: none"> • Serves as the lead agency for providing ESF #14 operational support. • Serves as the interface with business, industry, and critical infrastructure sectors not aligned with other ESFs. • Assesses cross-sector challenges, identifies cross-sector interdependencies, and disseminates analysis products to inform decisions about sequencing response efforts. • Integrates critical infrastructure sector information and reporting from Sector-Specific Agencies (SSAs) and ESFs with community infrastructure and private sector reporting, conducts cross-sector analysis, and develops recommendations to expedite supply chain and Community Lifeline stabilization and restoration. • Coordinates cross-sector operations between government, public and private sector infrastructure owners/operators to stabilize Community Lifelines and impacted National Critical Functions and supports the repair and restoration of identified infrastructure. • Works with infrastructure owners/operators on requests for information and requests for assistance regarding critical infrastructure. • Helps coordinate and sequence operations to mitigate cascading failures and risks. • Coordinates with RSFs and infrastructure owners/operators to help inform prioritization of short- and long-term recovery activities. • Provides support for development of sector and/or asset restoration plans. • In collaboration with ESF #2, coordinates the restoration of communications infrastructure and works to mitigate cascading effects. • Identifies critical private sector and supply chain infrastructure.
U.S. Department of Health and Human Services (HHS)	<ul style="list-style-type: none"> • Provides situational awareness regarding needs at critical healthcare facilities and other Critical Infrastructure and Key Resource (CIKR) facilities.
U.S. Department of Energy (DOE)	<ul style="list-style-type: none"> • Provides information concerning the energy restoration process, such as projected restoration schedules, percent completion of restoration, geographic information on restoration projects, and other information, as appropriate.

Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
U.S. Department of Transportation (DOT)	<ul style="list-style-type: none"> • Provides technical expertise and assistance for the repair and restoration of transportation infrastructure. • Provides engineering personnel and support to assist in damage assessments, structural inspections, and restoration of the nation's transportation infrastructure. • 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 may be used for repair and rehabilitation of damaged infrastructure.
U.S. Environmental Protection Agency (EPA)	<ul style="list-style-type: none"> • Assists in identifying critical water/wastewater needs, including personnel, electric power, and treatment chemicals.
U.S. General Services Administration (GSA)	<ul style="list-style-type: none"> • Provides resource support to assist in damage assessments, structural inspections, and restoration of facilities. • Provides technical assistance for construction inspections and environmental and archeological assessments.
Tennessee Valley Authority (TVA)	<ul style="list-style-type: none"> • Provides personnel to assist in damage assessments, structural inspections, and restoration of facilities
Corporation for National and Community Services (CNCS)	<ul style="list-style-type: none"> • Provides teams of trained National Service participants to carry out canvassing, needs assessments, temporary roof repairs, and elimination of specified health/safety hazards.
U.S. Department of the Interior (DOI) – Bureau of Reclamation	<ul style="list-style-type: none"> • Provides engineering support to assist in evaluating damage to water control systems, such as dams, levees, and water delivery facilities and structures. • Provides personnel to assist in damage assessments, structural inspections, and restoration of facilities. • Provides technical assistance in contract management, procurement, construction inspections, and environmental and archeological assessments.
Office of Wildland Fire Coordination	<ul style="list-style-type: none"> • Provides appropriate engineering and contracting/procurement personnel and equipment to assist in demolition, the repair of roads and bridges, and the temporary repair of essential public facilities, such as water and sanitation systems.
U.S. Department of Veterans Affairs (VA)	<ul style="list-style-type: none"> • Provides engineering personnel and support, including design estimating and construction supervision, for the repair, reconstruction, and restoration of eligible facilities.

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
14a. Assess and prioritize infrastructure damage.	<ul style="list-style-type: none"> Identify infrastructure damage. Identify interdependencies. Prioritize stabilization and restoration operations. 	<ul style="list-style-type: none"> Regional Response Coordination Center (RRCC) State emergency operations centers (SEOCs)/Interim Operating Facility (IOF) National Response Coordination Center (NRCC) ESF #3 ESF #14
14b. Mobilize and employ resources.	<ul style="list-style-type: none"> Identify resource requirements. Activate and deploy identified resources. 	<ul style="list-style-type: none"> RRCC SEOCs/IOF NRCC All ESFs
14c. Coordinate public infrastructure stabilization.	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> RRCC SEOCs/IOF NRCC ESF #3 ESF #14
14d. Enable sustainment of critical services.	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
14e. Transition support activities to SLTT organizations.	<ul style="list-style-type: none"> Grant programs transition from development phase to administration phase. 	<ul style="list-style-type: none"> RRCC SEOCs/IOF NRCC

Resources	
Resource	Capability/Capacity
	<ul style="list-style-type: none">

Other Considerations
<ul style="list-style-type: none">

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
NPPD PSMA ESF #5 – 216	Activation: NPPD	FOS
USACE PSMA ESF # 3 – 231	Activation: ESF #3 Cadre	FOS
USACE PSMA ESF # 3 – 271	Debris Planning and Response Team (PRT) Management Cell: Pre-position	FOS

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
USACE PSMA ESF # 3 – 273	Debris Clearance and Removal PRT: Execution	DFA
USACE PSMA ESF # 3 – 277	Debris Operations – Oversight: Subject Matter Experts (SMEs)	DFA
USACE PSMA ESF # 3 – 279	Critical Public Facilities PRT: Pre-position	FOS
USACE PSMA ESF # 3 – 280	Critical Public Facilities PRT: Execution	DFA
USACE PSMA ESF # 3 – 281	Infrastructure Assessment PRT Management Cell: Pre-position	FOS
USACE PSMA ESF # 3 – 283	Infrastructure Assessment PRT	DFA
USACE PSMA ESF # 3 – 287	Water and Wastewater Infrastructure Assessment SMEs: Pre-Position	FOS
USACE PSMA ESF # 3 – 289	Water and Wastewater Infrastructure Assessment Personnel SMEs	DFA
USACE PSMA ESF # 3 – 290	Deployable Tactical Operations System (DTOS) Vehicles and Personnel	FOS
USACE PSMA ESF # 3 – 296	Temporary Housing PRT: Pre-position	FOS
USACE PSMA ESF # 3 – 298	Temporary Housing PRT: Execution	FOS
USACE PSMA ESF # 3 – 305	Unwatering Team Management Cell: Pre-position	FOS
USACE PSMA ESF # 3 – 306	Unwatering Team: Execution	DFA
USACE PSMA ESF # 3 – 308	Recovery Field Office	FOS
USACE PSMA ESF # 3 – 310	USACE Specialist SMEs	DFA
USACE PSMA ESF # 3 – 311	Cost Estimate Validation: Cost Engineering Center	FOS
USACE PSMA ESF # 3 – 312	Project Worksheet Support	FOS

*FOS = Federal Operations Support; DFA = Direct Federal Assistance

Execution Checklist			
Phase	Intermediate Objective	Task	Responsibility
		(See Planning SharePoint page Execution Checklist)	

Linkages			
Community Lifelines	Core Capabilities	ESFs	RSFs
<ul style="list-style-type: none"> All 	<ul style="list-style-type: none"> Critical Transportation Environmental Response/Health and Safety Fatality Management Services Infrastructure Systems Logistics and Supply Chain Management Mass Care Services Mass Search and Rescue Operations 	<ul style="list-style-type: none"> 1, 2, 3, 5, 6, 8, 9, 10 	<ul style="list-style-type: none"> Health and Social Services (H&SS) IS

References
<ul style="list-style-type: none"> <i>Public Assistance Program and Policy Guide, FEMA</i>

Tab 15 to Appendix C-2: Search and Rescue

Purpose: Provide federal assistance to support search and rescue (SAR) operations.



Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Primary Agencies	
Federal Emergency Management Agency (FEMA)	<ul style="list-style-type: none"> • Serves as lead for ESF #9 (Search and Rescue). <ul style="list-style-type: none"> ○ Coordinates mass SAR operations. ○ Assesses specific SAR requirements and assigns one of the four primary agencies depending on ground, structure, water, or wilderness SAR requirements. ○ Maintains the National Urban Search and Rescue (US&R) Response System. ○ Provides reconnaissance to assess structural damage, hazardous materials (HAZMAT) threats, and casualty needs and provides feedback to federal, state, tribal, and local officials. • Serves as lead for ESF #2 (Communications) to coordinate communications support for SAR operations. • Serves as lead for ESF #6 (Mass Care, Emergency Assistance, Temporary Housing, and Human Services). • Serves as co-lead for ESF #7 (Logistics).
U.S. Coast Guard (USCG)	<ul style="list-style-type: none"> • Serves as maritime SAR coordinator under its statutory authorities. • Provides air and ground lifesaving SAR capabilities.
U.S. Department of the Interior (DOI) – National Park Service (NPS)	<ul style="list-style-type: none"> • Serves as inland/wilderness SAR coordinator.

Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Supporting Agency	
US&R Task Forces	<ul style="list-style-type: none"> • Conduct physical SAR operations. • Provide emergency medical care for entrapped survivors, task force personnel, and search canines. • Conduct reconnaissance to assess damage and provide feedback to local, state, and federal officials. • Assess/shut off utilities to houses and other buildings. • Survey and evaluate HAZMAT threats. • Evaluate structural/hazard conditions of buildings needed for immediate occupancy to support disaster relief operations. • Stabilize damaged structures (shoring and cribbing). • Provide HAZMAT Equipment Push Packages for extending operational timeframe in a contaminated environment.
U.S. Army Corps of Engineers (USACE)	<ul style="list-style-type: none"> • Provides USACE structural support team.
U.S. Department of Defense (DOD)	<ul style="list-style-type: none"> • Provides inland SAR coordination through the U.S. Air Force. • Provides rotary-wing assets.
U.S. Department of Justice (DOJ)/ESF #13	<ul style="list-style-type: none"> • Provides force protection for SAR resources.

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
15a. Scope mission; conduct analysis with states, tribes, and ESFs.	<ul style="list-style-type: none"> • SAR support requirements, including number of survivors to be rescued and buildings to be searched as well as state support requirements 	<ul style="list-style-type: none"> • RRCC/Operations Section Chief (OSC), with guidance from Emergency Services Branch Director (ESBD) and ESF #9 lead
15b. Activate, mobilize, and stage federal SAR assets.	<ul style="list-style-type: none"> • Number of identified/estimated collapsed structures potentially requiring SAR assets 	<ul style="list-style-type: none"> • State and local officials

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
15c. Conduct SAR operations.	<ul style="list-style-type: none"> • Within specified period of time post-incident, conduct of SAR operations for a specified number of people requiring rescue • Number of structures for which SAR operations completed • Time required to complete a wide-area search for land/water rescue • Number of survivors requiring rescue • Number of animals/pets requiring rescue • Number of decedents located • Distance/time from rescue sites to extraction points/medical points of dispensing (M-PODs) • Percent of structures needing SAR for which operations completed • Percent of assigned area for which wide-area search completed • Percent of survivors rescued • Percent of decedents recovered • Percent of animals/pets rescued 	<ul style="list-style-type: none"> • Mission Assignment Task Order (MATO)/Scopes of Work
15d. Demobilize SAR support.	<ul style="list-style-type: none"> • Decision to transition SAR response operations to recovery • Number of resources needing demobilization • Number of resources demobilized • Percent of resources demobilized 	<ul style="list-style-type: none"> • Federal Coordinating Officer (FCO) and State Coordinating Officer (SCO) (state officials make decision based on their protocols)

Resources	
Resource	Capability/Capacity
Multi-agency incident support SAR task force	•
Incident management SAR group guided by the Unified Coordination Group (UCG)	•
Federal Search and Rescue Coordination Group (FSARCG)	• Representatives from the Primary federal SAR agencies adjudicate federal SAR resources/operations under the guidance of the Regional Unified Area Coordination Group (RUACG).
DOD support for non-technical SAR operations and other SAR support activities	•

Resources	
Resource	Capability/Capacity
Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Enhanced Response Force Package (CERFP)	<ul style="list-style-type: none"> Includes support for rough-terrain ambulances.
FEMA – US&R Task Forces	<ul style="list-style-type: none"> There are 28 US&R Task Forces spread throughout the continental United States trained and equipped by FEMA to handle structural collapse; only WA-TF1 is in the Region.
Incident Support Teams (ISTs)	<ul style="list-style-type: none"> ISTs support the US&R Task Forces in accomplishing their missions through logistical, electronic, and coordination expertise.
National Disaster Medical System (NDMS)/FEMA Emergency Medical Services (EMS) National Ambulance Contract	<ul style="list-style-type: none">
DHS FEMA Corps surge for wellness checks	<ul style="list-style-type: none">
International Emergency Management Group (IEMG) SAR assets	<ul style="list-style-type: none">
International Search and Rescue Advisory Group (INSARAG) teams	<ul style="list-style-type: none"> Teams are certified by the United Nations and require coordination with impacted state and tribal governments.
Voluntary Organizations Active in Disaster (VOAD) non-governmental organizations (NGOs) (e.g., Team Rubicon)	<ul style="list-style-type: none">
ESF #13 Quick Response Team	<ul style="list-style-type: none"> 25-person team of Federal Law Enforcement Officers (FLEOs) assigned to force protection of U.S. Department of Health and Human Services (HHS) personnel and facilities.
Mass care resources	<ul style="list-style-type: none">

Other Considerations

- All Region 10 federal SAR operations will be conducted in support of the SAR objectives and priorities of impacted states and tribes. All SAR operations will follow appropriate SAR guidance and recognize the statutory authorities of participating agencies.
- FEMA and its federal partners will (1) conduct SAR operations to search for, locate, and rescue survivors in distress based on the requirements of state and tribal authorities, (2) support community-based SAR operations across a wide geographic area, and (3) ensure the synchronized deployment of state, Regional, federal, and international teams to re-enforce ongoing SAR efforts and a transition to recovery.
- Mass SAR operations fall into two distinct but complementary categories:
 - Notice event operations (often initiated by a storm and any associated flooding)
 - No-notice event operations (initiated by an incident such as an earthquake or an explosion, including the use of explosives by terrorists)
- SAR operations vary considerably in the skills and equipment required for execution, depending on whether the areas affected are largely land- or water-based and/or involve structural SAR. SAR capabilities in many cases are not interchangeable.
- FEMA Region 10 encompasses two USCG districts: District 13 (covers Washington, Oregon, Idaho, and Montana) and District 17 (covers Alaska). District 13 serves as the primary USCG contact for Region 10.
- The availability of federal US&R resources from within FEMA Region 10 is dependent on the availability of resources that are not already activated under local/state authorities prior to a federal declaration. If activated locally, such resources may not be available as federal resources.

Pre-scripted Mission Assignments (PSMAs)

PSMA ID	PSMA Title	Type*
NGA PSMA ESF #5 – 190	Geospatial Intelligence (GEOINT) for US&R: Geospatial Analyst Type I Team	FOS
DOD PSMA ESF #9 – 62	Search and Rescue: Rotary-wing	DFA
DOD PSMA ESF #9 – 100	Search and Rescue: Augmentation Personnel	DFA
NPS PSMA ESF #9 – 206	Activation: NPS	FOS
NPS PSMA ESF #9 – 208	Land Search & Rescue (LSAR) Team	FOS/ DFA
NPS PSMA ESF #9 – 209	Search and Rescue Aircraft: Rotary-wing	FOS/ DFA
NPS PSMA ESF #9 – 210	Search and Rescue: Single Boat & Operator	FOS/ DFA
NPS PSMA ESF #9 – 211	Search and Rescue: Boating Crew	FOS/ DFA
USACE PSMA ESF #9 – 302	Search and Rescue: Structural Specialist (StS) Strike Team Execution	FOS
USCG PSMA ESF #9 – 358	Search and Rescue Aircraft – Fixed-wing	FOS/ DFA
USCG PSMA ESF #9 – 359	Search and Rescue Aircraft – Rotary-wing	FOS/ DFA
USCG PSMA ESF #9 – 363	Search and Rescue: Flood Punts	FOS/ DFA

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
USCG PSMA ESF #9 – 390	Federal Search & Rescue Coordination Group (FSARCG)	FOS
DOJ PSMA ESF #13 – 137	Force Protection	FOS

*FOS = Federal Operations Support; DFA = Direct Federal Assistance

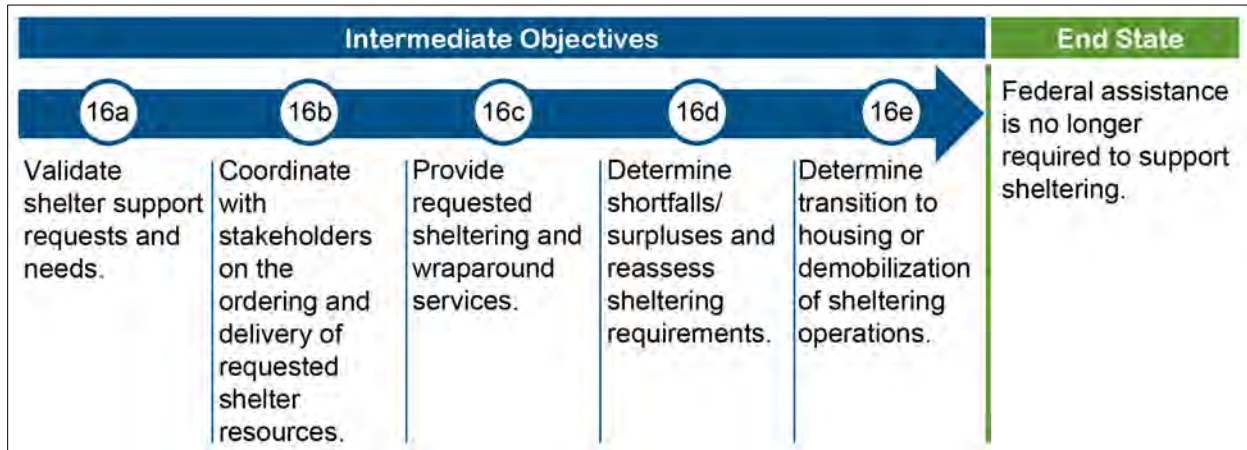
Execution Checklist			
Phase	Intermediate Objective	Task	Responsibility
		(See Planning SharePoint page Execution Checklist)	

Linkages			
Community Lifelines	Core Capabilities	ESFs	RSFs
<ul style="list-style-type: none"> • Food, Water, Shelter • Health and Medical • Safety and Security 	<ul style="list-style-type: none"> • Mass Care Services • Mass Search and Rescue Operations • Public Health, Healthcare, and Emergency Medical Services 	<ul style="list-style-type: none"> • 6, 8, 9, 10, 13 	<ul style="list-style-type: none"> • Health and Social Services (H&SS) • Housing

References
<ul style="list-style-type: none"> • <i>National SAR Plan (NSP)</i> • <i>National SAR Supplement (NSS)</i> • <i>CISAR Addendum to the NSS</i> • DOD Support to Civil SAR, DOD Directive (DODD) 3003.01 (Sep 26, 2011) • Security and Protective Services Guidance, USAR General Memorandum (Aug 22, 2019)

Tab 16 to Appendix C-2: Sheltering Operations

Purpose: Support sheltering operations for impacted populations.



Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Primary Agency	
Federal Emergency Management Agency (FEMA)	<ul style="list-style-type: none"> Through ESF #6, coordinates and provides life-sustaining resources when the needs of disaster survivors exceed state, local, tribal, and territorial (SLTT) capabilities. Through ESF #7, integrates whole community logistics incident planning and support.
Supporting Agencies	
American Red Cross (Red Cross)	<ul style="list-style-type: none"> Serves as co-lead for shelter operations and is the first line of support for survivors following an incident.
U.S. Department of Housing and Urban Development (HUD)	<ul style="list-style-type: none"> Through the Housing RSF, coordinates and facilitates the transition of survivors from shelters to temporary and long-term housing solutions.
U.S. Department of Health and Human Services (HHS)	<ul style="list-style-type: none"> Through the Health and Social Services (H&SS) RSF, coordinates with disaster survivors to provide access to public health services and essential social services.
U.S. Department of Defense (DOD)	<ul style="list-style-type: none"> Provides water purification capability, shelf stable meals, logistics support, and support staffing.
U.S. Department of Agriculture (USDA)-Animal and Plant Health Inspection Service (APHIS)	<ul style="list-style-type: none"> Through ESF #11, coordinates and provides support to rescue, care, shelter, and essential needs of pets prior to, during, and following a major disaster or emergency

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
16a. Validate shelter support requests and needs.	<ul style="list-style-type: none"> Number of shelter requests received 	<ul style="list-style-type: none"> ESF #6
16b. Coordinate with stakeholders on the ordering and delivery of requested shelter resources.	<ul style="list-style-type: none"> Number of shelter resources ordered Locations of shelters and resources Urgency of need 	<ul style="list-style-type: none"> ESF #6 ESF #7
16c. Provide requested sheltering and wraparound services.	<ul style="list-style-type: none"> Sheltering support within an unspecified number of days, post-incident, for an unspecified number of people 	<ul style="list-style-type: none"> ESF #6
16d. Determine shortfalls/surpluses and reassess sheltering requirements.	<ul style="list-style-type: none"> Shelter support for an unspecified number of people for an unspecified number of days 	<ul style="list-style-type: none"> ESF #6
16e. Determine transition to housing or demobilization of sheltering operations.	<ul style="list-style-type: none"> Provision of temporary and long-term housing to a certain percentage of the sheltering population within a specified number of days, post-incident 	<ul style="list-style-type: none"> Housing Task Force (TF) ESF #6

Resources	
Resource	Capability/Capacity
Commercial & Reduced Sodium Meals (Indefinite Delivery-Indefinite Quantity [IDIQ] contract)	<ul style="list-style-type: none"> Commercial meals for survivors. Lead time for delivery: quote provided within 4 hours, supply delivery within 24-48 hours (dependent upon location).
Consumable Medical Supply Shelter Support Items (IDIQ contract)	<ul style="list-style-type: none"> Contract provides kit items for FEMA to purchase, as needed, to support shelters with a general population of 100 persons or more in an affected jurisdiction. Lead time for delivery: quote provided within 4 hours; supply delivery within 48 hours (dependent upon location).
Durable medical equipment (DME) cache	<ul style="list-style-type: none">
FEMA Individual Assistance (IA) shelter registration teams	<ul style="list-style-type: none">
IA Support (IDIQ contract)	<ul style="list-style-type: none"> Supports IA and mass care operations in Zone 2 (Regions 6, 7, 8, 9, 10). Lead time for delivery: within 12-24 hours of notification of pending task order.
Infant and Toddler Shelter Supply Items (IDIQ contract)	<ul style="list-style-type: none"> Supplies for children under 3 years of age. Lead time for delivery: within 24 hours, or reasonable timeframe negotiated by contracting officer.

Resources	
Resource	Capability/Capacity
Laundry services	•
Logistics Support Commodities – Supplies and Services (IDIQ contract)	<ul style="list-style-type: none"> Allows FEMA to readily access commodities and services, including tarps, cots, Joint Field Office (JFO) kits, Federal Operating Staging Area (FOSA) caches, equipment rentals, Disaster Information Systems Clearinghouse (DISC) packs, pet supplies, and hygiene kits. Lead time for delivery: 24 hours.
Multi-agency Sheltering Transition Task Force (MASTTF)	•
National Shelter System (Red Cross)	•
Short-term Lodging Assistance Program (STLAP)/Transitional Sheltering Assistance (TSA) (GSA Schedule task order)	<ul style="list-style-type: none"> Allows FEMA to use corporate lodging consultants to manage placement of disaster victims in hotels in the event of mass evacuations. Lead time for delivery: 3 days from time of notification of STLAP activation (for receipt of pricing guidelines from hotels).

Other Considerations
<ul style="list-style-type: none"> Sheltering may include organized shelters, ad hoc shelters established by community organizations, and spontaneous shelters established by evacuating residents. In earthquakes, people often congregate in parking lots in their own vehicle vs going inside a building. Seattle has a plan to offer camping spots in parks after an event. Support to alternate or soft sided shelter may be considered. Local or tribal governments will establish and operate most shelters, often with the support of the regional chapters of the Red Cross or similar organizations. Some impacted communities may open independent or spontaneous shelters to provide for the needs of survivors. Shortfalls in sheltering capabilities will be filled by national organizations, such as the Red Cross, or through the federal, state, and tribal contracting process. Several counties and cities may have more sophisticated plans and processes than states, so they may initiate their own contracts for sheltering or wraparound services. Sheltering solutions during a catastrophic incident can vary by Region, state, and even community. Weather, terrain, economics, and local policies all play a significant role in determining the housing solutions that should be implemented.

Order of Priority of Housing Assistance in Region 10			
Program	Summary Description	State Consideration	Comments
Rental Assistance	Financial assistance to individuals and families for rental of temporary housing	N/A	Priority for interim housing in Region 10

Order of Priority of Housing Assistance in Region 10			
Program	Summary Description	State Consideration	Comments
Temporary Roof Repair (i.e., Blue Roof Program)	Quick repairs to damaged roofs of private homes, enabling residents to return to and remain in their homes while permanent repairs made	Requires request by the state (25 percent cost-share by state)	Disaster-specific solution, usually for wind damage
TSA (Hotel and Motel Program)	Temporary housing for individuals and families who are unable to return to their pre-disaster dwellings and must transition from congregate shelters or other types of temporary housing	Requires state request (25 percent cost-share by state)	Most appropriate for urban or suburban areas with available hotel and motel rooms; rooms may be acquired in locations other than within the state where the disaster occurred
Rapid Temporary Repair Program	Temporary emergency repairs to doors and windows to enable access to and habitation of a private dwelling	Requires state request (25 percent cost-share by state)	Allows residents to return to their homes and prevents their ongoing reliance on financial support
Direct Leasing	Direct payments by FEMA to landlords on behalf of disaster survivors	Requires state request	Must be approved by FEMA headquarters (HQ); program is similar to rental assistance but eliminates requirement for survivors to pay landlords
Multi-family Repair Program	Renovation of and repairs to vacant multi-family homes in which FEMA places survivors	Requires state request	Must be approved by FEMA HQ; multi-unit apartments repaired and placed into service for survivors
Non-congregate Facilities	Facilities that provide private or semi-private accommodation but are not considered temporary housing solutions (e.g., tent cities, military installations, school dormitories, modified nursing homes)	Public Assistance (PA) program staff should be consulted for potential cost reimbursement	Used as an interim housing solution until more appropriate, longer-term solutions become available

Order of Priority of Housing Assistance in Region 10			
Program	Summary Description	State Consideration	Comments
Direct Housing Operations	Provision of temporary units, usually factory-built; this option only used when other housing resources are not available; units must be appropriate to the community's needs and be fully accessible	Requires state request	Program for use only when other options exhausted or rejected
Transportation Assistance	Assistance with relocating individuals and households to locations outside the disaster area that have short- or long-term housing resources; may also include assistance with returning disaster survivors to their pre-disaster locations	Must be eligible for temporary housing assistance and express a need for assistance; must have been evacuated more than 60 miles away either (1) by FEMA or the state or (2) under a mandatory evacuation order	Program for use only when other options exhausted or rejected
Permanent Housing Construction – New and Repair	Direct assistance for the repair or construction of permanent or semi-permanent housing for individuals and families	Requires state request	Most likely implemented as part of Housing RSF activities
Disaster-specific Housing/ Atypical Solutions	Housing solutions developed for use in a specific disaster	N/A	Example: Sheltering and Temporary Essential Power (STEP) Pilot Program for Hurricane Sandy (2012) or Voluntary Agencies Leading and Organizing Repairs (VALOR) for Hurricane Maria (2017)

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
CNCS PSMA ESF #6 – 8	Field Deployment: Corporation for National and Community Service (CNCS)	DFA
DLA PSMA ESF #7 – 30	Plastic Sheeting (Construction & Equipment Supply Chain)	FOS/ DFA
DOD PSMA ESF #7 – 96	Bulk Water - Potable	FOS/ DFA
HHS PSMA ESF #8 – 72	Medical Care & Support	DFA
HHS PSMA ESF #8 – 242	Veterinary Medical Support (non-National Disaster Medical System [NDMS]) Team(s)	DFA

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
USACE PSMA ESF #6 – 292	Temporary Roofing Planning & Response Team (PRT) Subject Matter Expert (SME) Cell: Pre-position	FOS
USACE PSMA ESF #6 – 294	Temporary Roofing PRT: Execution	DFA
USACE PSMA ESF #6 – 295	Temporary Roofing Technical Experts (Volunteer Support): Execution	DFA
NA	Individual Assistance – Technical Assistance Contract (IA-TAC)	
NA	Plastic Sheeting	
NA	Mission Planning Team	

*FOS = Federal Operations Support; DFA = Direct Federal Assistance

Execution Checklist			
Phase	Intermediate Objective	Task	Responsibility
		(See Planning SharePoint page Execution Checklist)	

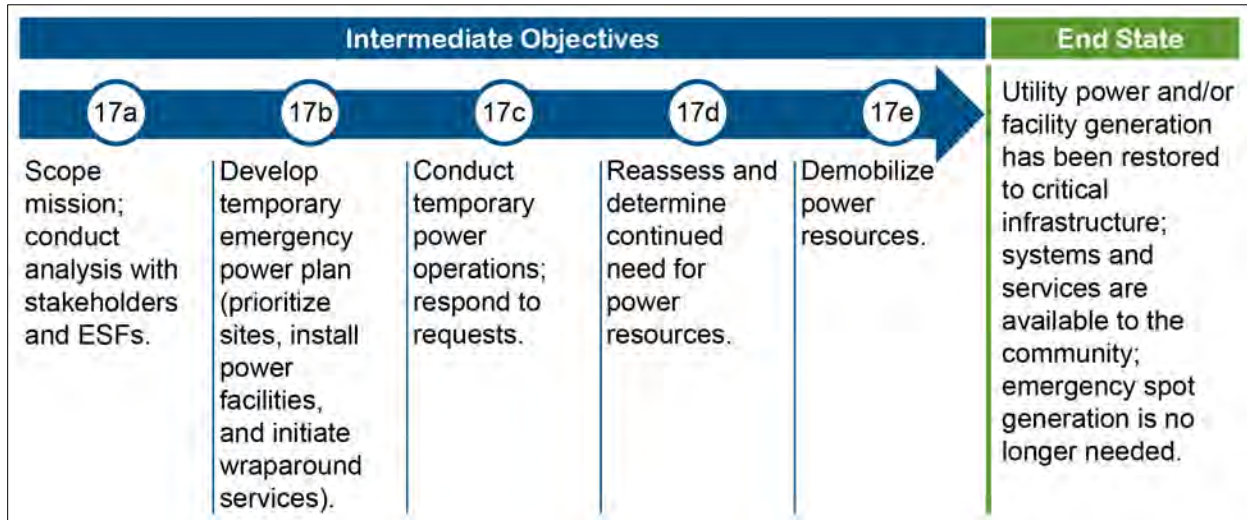
Linkages			
Community Lifelines	Core Capabilities	ESFs	RSFs
<ul style="list-style-type: none"> Food, Water, Shelter 	<ul style="list-style-type: none"> Mass Care Services 	<ul style="list-style-type: none"> 6 	<ul style="list-style-type: none"> H&SS Housing

References
<ul style="list-style-type: none"> National Response Framework (NRF) ESF #6 Annex (Mass Care, Emergency Assistance, Temporary Housing, and Human Services) (Jun 2016) Environmental and Historic Preservation Fact Sheet: Temporary Housing Group Sites, FEMA (Nov 2012) Catastrophic Housing Annex to the Federal Interagency Operational Plan – Hurricane, (Aug 2012) 2009 Disaster Housing Plan, FEMA FEMA Recovery Program Guidance: Sheltering and Temporary Essential Power (STEP) Pilot Program (Nov 2012) USACE Temporary Housing and Critical Public Facilities Information Paper (2012) Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelters, FEMA (Nov 2010) FEMA Commonly Used Sheltering Items and Service Listing (CUSI-SL) Catalog (2011/updated 2019) FEMA Draft Recovery Directorate Disaster Survivor Assistance Concept of Operations (2013) Household Disaster Feeding Operational Procedure – A State Template (Jul 10, 2012) FEMA Region I Draft Multi-Agency Shelter Support Group Standard Operating Procedures (2011) Pets Evacuation and Transportation Standards Act (PETS) (Pub. Law 109-308)

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Tab 17 to Appendix C-2: Temporary Emergency Power

Purpose: Implement temporary emergency power generation to support mission-essential operations and critical facilities.



Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Primary Agencies	
Federal Emergency Management Agency (FEMA)	<ul style="list-style-type: none"> Serves as co-lead for ESF #7 (Logistics). Warehouses and deploys FEMA generators. Activates the national fuel contract. Coordinates the issuance of regulatory waivers and exemptions for fuel delivery.
U.S. Army Corps of Engineers (USACE)	<ul style="list-style-type: none"> Provides local and state officials broad support for their unmet temporary emergency power needs. Support ranges from technical expertise/assistance before, during, and after an event through complete management of an emergency power mission. USACE assets include pre-awarded contract vehicles to install/maintain/uninstall generators, Emergency Power Planning and Response Teams (PRTs) to manage USACE contracts, elements of the U.S. Army 249th Engineer Battalion "Prime Power," and the USACE Deployable Tactical Operations System (DTOS) for communications. USACE coordinates with other federal partners, such as FEMA and the U.S. Department of Energy (DOE). Technical assistance can include but is not limited to: <ul style="list-style-type: none"> Assessing emergency power requirements at facilities;

Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
	<ul style="list-style-type: none"> ○ Assessing conditions and capabilities of existing emergency power generation equipment; ○ Troubleshooting and repairing emergency power generation/distribution equipment; ○ Installing, operating, fueling, and maintaining emergency power generation equipment; ○ Conducting safety inspections of electrical distribution systems and equipment; ○ Assessing damaged electrical distribution systems and equipment; ○ Conducting all-hazards emergency power planning; and ○ Procuring and/or leasing generators, which can be performed through a USACE contracting team with pre-established contracting tools.
U.S. Department of Energy (DOE)	<ul style="list-style-type: none"> ● Provides results of the Predictive Commercial Power Outage Assessment Model to estimate impacts to critical infrastructure based on incident-specific variables. ● Assesses the potential effects of the damage on an energy system in one geographic region to the energy supplies, systems, and components of other regions. ● Provides information, in cooperation with federal and local, state, tribal, and territorial (SLTT) governments and energy industry officials, regarding energy supply and demand conditions and the requirements for and availability of materials and services critical to energy supply systems.
Supporting Agencies	
Defense Logistics Agency (DLA)	<ul style="list-style-type: none"> ● Provides the DOD and other government agencies with comprehensive energy solutions in the most effective and efficient manner possible, including bulk petroleum services and direct delivery fuels/commercial specification fuels. ● Provides leased generators through existing contracting capabilities, upon request.
U.S. General Services Administration (GSA)	<ul style="list-style-type: none"> ● Provides leased generators through existing contracting capabilities, upon request.

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
17a. Scope mission; conduct analysis with stakeholders and ESFs.	<ul style="list-style-type: none"> ● Identified resource requirements ● RRF approval process 	<ul style="list-style-type: none"> ●

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
17b. Develop temporary emergency power plan (prioritize sites, install power facilities, and initiate wraparound services).	<ul style="list-style-type: none"> Time required to request, mobilize, and stage temporary power resources Amount of needed generator resources appropriate to meet anticipated demand 	•
17c. Conduct temporary power operations; respond to requests.	<ul style="list-style-type: none"> Time required to assess and install a single generator or a specified number of generators that can be installed each operational period Time required to fulfill all generator requests or a specified number of outstanding requests 	•
17d. Reassess and determine continued need for power resources.	<ul style="list-style-type: none"> Time required to assess grid status and continued temporary power requirements in a given jurisdiction Time required to assess grid status and continued temporary power requirements for the entire impact area 	•
17e. Demobilize power resources.	<ul style="list-style-type: none"> Time required to uninstall and retrograde a single generator or a specified number of generators that can be uninstalled and retrograded each operational period Time required to uninstall and retrograde all temporary power resources for the entire operation 	•

Resources	
Resource	Capability/Capacity
DLA Fuel Contract (inter-agency agreement [IAA])	<ul style="list-style-type: none"> Establish full-service ground fuel support for designated Federal Staging Areas (FSAs) within 72 hours of issuance of a task order from DLA.
DLA rental generators	<ul style="list-style-type: none"> Primary mechanism for providing rental generators to supplement FEMA inventory.
FEMA Distribution Center (DC) generator packs	<ul style="list-style-type: none"> 30 generators (9 trailer loads).
GSA generator procurement	<ul style="list-style-type: none"> Can be performed by GSA contracting.
USACE generator procurement and/or leasing	<ul style="list-style-type: none"> Can be performed by USACE through a contracting team using pre-established contracting tools.

Resources	
Resource	Capability/Capacity
USACE Temporary Emergency Power Team	<ul style="list-style-type: none"> Manages the USACE contract that installs, maintains, and un-installs generators. Manages the Pre-Installation Inspection (PII) process utilizing 249th Prime Power personnel or contractor personnel. Temporary Emergency Power common operating picture (COP) information can be utilized for emergency power mission modeling to provide types/configurations for FEMA/USACE packages that may be required or to determine which Pre-scripted Mission Assignments (PSMAs) to use.

Other Considerations
<ul style="list-style-type: none"> Utility ownership (co-op versus for-profit) (e.g., Tennessee utilities are 94 percent co-op) State-defined critical facilities Emergency alternative temporary power options (state contract versus federal resources)

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
DLA PSMA ESF #7 – 16	Generators and Transformers (Construction & Equipment Supply Chain)	FOS/ DFA
DLA PSMA ESF #7 – 34	DLA Fuel Support Team (DLA Energy Americas Support Team)	FOS
DLA PSMA ESF #7 – 35	Provide & Distribute Fuel (DLA Energy Supply Chain)	FOS/ DFA
DOD PSMA ESF #7 – 40	Staging: Incident Support Base (ISB), FSA, or Federal Team Staging Facility (FTSF)	FOS
DOE PSMA ESF #12 – 112	Activation: DOE	FOS
USACE PSMA ESF #3 – 251	Temporary Emergency Power Team: Pre-position	FOS
USACE PSMA ESF #3 – 258	Temporary Emergency Power: Execution	DFA
USCG PSMA ESF #7 – 330	Fixed-wing Air Transportation for Logistics Support	FOS/ DFA

*FOS = Federal Operations Support; DFA = Direct Federal Assistance

Execution Checklist			
Phase	Intermediate Objective	Task	Responsibility
		(See Planning SharePoint page Execution Checklist)	

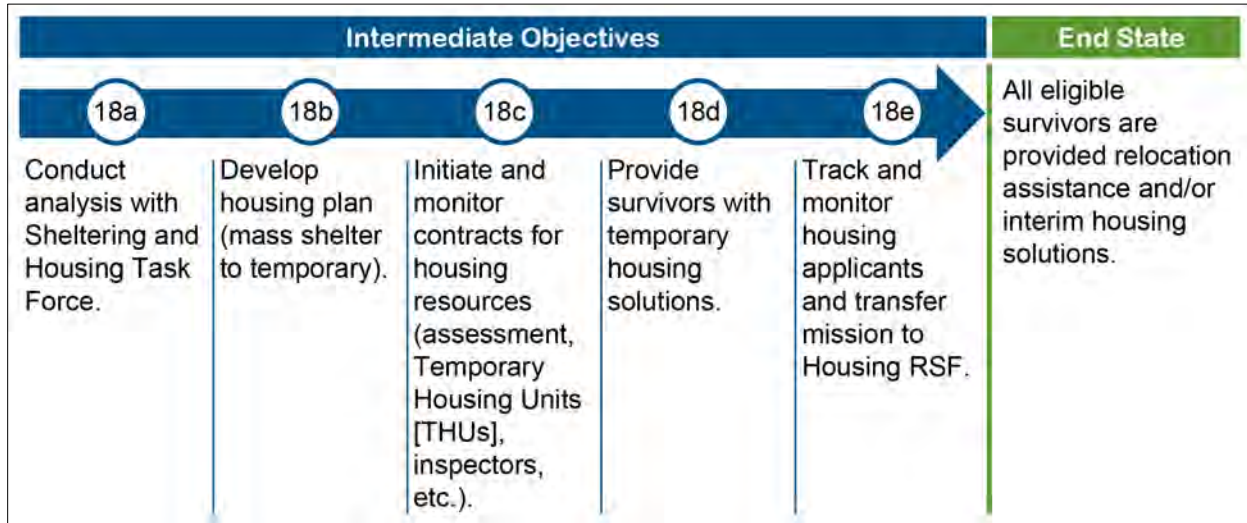
Linkages			
Community Lifelines	Core Capabilities	ESFs	RSFs
<ul style="list-style-type: none"> Energy (Power and Fuel) 	<ul style="list-style-type: none"> Infrastructure Systems 	<ul style="list-style-type: none"> 3, 7, 12 	<ul style="list-style-type: none"> Infrastructure Systems

References
<ul style="list-style-type: none"> <i>National Response Framework (NRF) ESF #3 Annex (Public Works and Engineering)</i> (Jan 2008) <i>National Disaster Recovery Framework (NDRF) Infrastructure Systems RSF</i> <i>ESF #3 Field Guide</i> (2019) <i>Region 10 All-Hazards Plan, Annex D (Logistics and Supply Chain Management)</i>

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Tab 18 to Appendix C-2: Temporary Housing (Repair, Rental Assistance, Direct Housing)

Purpose: Provide temporary housing solutions to eligible survivors.



Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Primary Agency	
Federal Emergency Management Agency (FEMA)	<ul style="list-style-type: none"> Delivers prioritized capabilities to implement housing solutions that effectively support the needs of survivors and contribute to the sustainability and resilience of communities. Supports the development of an initial temporary housing strategy to transition survivors from congregate to temporary housing alternatives and provides relocation assistance or interim housing for families unable to return to their pre-disaster homes. Facilitates the return of evacuees to their pre-disaster homes or to alternate locations for those unable to return to their pre-disaster homes by providing relocation assistance or interim housing solutions. Assesses preliminary housing impacts/needs, identifies available options for temporary housing, and plans for permanent housing solutions. FEMA Voluntary Agency Liaison (VAL) receives referrals, verifies information, and acts as a facilitator to one of the 19 long-term recovery committees operating throughout the state(s).

Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Supporting Agencies	
U.S. Department of Housing and Urban Development (HUD)	<ul style="list-style-type: none"> Enforces the Fair Housing Act and ensures compliance with other applicable civil rights statutes.
ESF #7	<ul style="list-style-type: none"> Manages a collaborative and complex housing logistics supply chain that provides equipment, supplies, and services for incidents requiring an integrated whole community housing response capability.
U.S. Small Business Administration (SBA)	<ul style="list-style-type: none"> Provides low-interest disaster loans to businesses, private non-profit organizations, homeowners, and renters. SBA disaster loans can be used to repair or replace the following items damaged or destroyed in a declared disaster: real estate, personal property, machinery and equipment, and inventory and business assets.
U.S. Department of Agriculture (USDA)	<ul style="list-style-type: none"> Assists approved lenders in providing low- and moderate-income households the opportunity to own adequate, modest, decent, safe, and sanitary dwellings as primary residences in eligible rural areas. Eligible applicants may build, rehabilitate, improve, or relocate a dwelling in an eligible rural area. Program provides a 90 percent loan note guarantee to approved lenders in order to reduce the risk of extending 100 percent loans to eligible rural homebuyers.

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
18a. Conduct analysis with Sheltering and Housing Task Force.	<ul style="list-style-type: none"> Number of applicants eligible for direct housing Number of damaged homes Percent of damaged homes covered by insurance Number of survivors in shelters Number of renters versus homeowners Locations of eligible applicants Availability of rental resources Availability of assistance from other sources, including voluntary agencies Availability, feasibility, and cost-effectiveness of options for direct housing 	<ul style="list-style-type: none"> ESF #6 ESF #7
18b. Develop housing plan (mass shelter to temporary).	<ul style="list-style-type: none"> Number of completed plans 	<ul style="list-style-type: none"> ESF #6 ESF #7

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
18c. Initiate and monitor contracts for housing resources (assessment, THUs, inspectors, etc.).	<ul style="list-style-type: none"> Number of contracts started Number of contracts monitored Total number of Mission Assignments (MAs) issued 	<ul style="list-style-type: none"> ESF #7
18d. Provide survivors with temporary housing solutions.	<ul style="list-style-type: none"> Number of requests Number of requests adjudicated Number of applicants approved for Manufactured Housing Units (MHUs) Number of approved private sites Number of approved commercial sites Number of site inspection requests Number of total haul & install (private) Number of total haul & install (commercial) Number of requests for occupancy Number of MHUs licensed in Number of Multi-family Lease and Repair Program (MLRP) units leased in 	<ul style="list-style-type: none"> ESF #6 ESF #7
18e. Track and monitor housing applicants and transfer mission to Housing RSF.	<ul style="list-style-type: none"> Number of transfers to Housing RSF operations Number of survivors still in temporary housing Time required to move survivors into permanent housing 	<ul style="list-style-type: none"> ESF #6 ESF #7 Housing RSF

Resources	
Resource	Capability/Capacity
GSA group-site property leasing	
Manufactured Housing Units (MHUs) (contract)	<ul style="list-style-type: none"> One, two, and three-bedroom manufactured homes available for the support of disaster survivors
National Logistics Housing (LOGHOUSE) Program (Indefinite Delivery-Indefinite Quantity [IDIQ] contract)	<ul style="list-style-type: none"> Lead time for delivery: within 12-24 hours of notification of pending task order
Property management companies (direct lease)	<ul style="list-style-type: none">

Resources	
Resource	Capability/Capacity
Short-term Lodging Assistance Program (STLAP)/Transitional Sheltering Assistance (TSA) (GSA Schedule task order)	<ul style="list-style-type: none"> Allows FEMA to use corporate lodging consultants to manage placement of disaster victims in hotels in the event of mass evacuations Lead time for delivery: 3 days from time of notification of STLAP activation (for receipt of pricing guidelines from hotels)
U.S. Army Corps of Engineers (USACE) –	<ul style="list-style-type: none"> Group site construction Haul & Install Site inspections Temporary Housing Planning and Response Team (PRT)
Voluntary Agencies Active in Disaster (VOAD) organizations	<ul style="list-style-type: none">

Other Considerations
<ul style="list-style-type: none"> Some, if not all, temporary housing programs are initiated and defined through the disaster declaration process. UCG decision regarding the housing assistance programs that should be implemented will be based on FEMA’s <i>Disaster Housing Plan</i>, taking into consideration: <ul style="list-style-type: none"> Number of individuals and families who need support and the anticipated duration of needed support; Type of damage to dwellings (e.g., roofs, destroyed sections, sanitary systems); Types and locations of damaged dwellings (e.g., rural, suburban, urban; single- or multi-family); Availability of community support systems for households and families, such as social services, medical services, and temporary housing; Community’s demographic profile, rental costs, number of household pets and service animals, and proximity of post-disaster housing to survivor pre-disaster residences; Available housing resources, including rental properties, hotels, and motels; and Timeframe for implementation of these programs.

Order of Priority of Housing Assistance in Region 10			
Program	Summary Description	State Consideration	Comments
Rental Assistance	Financial assistance to individuals and families for rental of temporary housing	N/A	Priority for interim housing in Region 10
Temporary Roof Repair (i.e., Blue Roof Program)	Quick repairs to damaged roofs of private homes, enabling residents to return to and remain in their homes while permanent repairs made	Requires request by the state (25 percent cost-share by state)	Disaster-specific solution, usually for wind damage

Order of Priority of Housing Assistance in Region 10			
Program	Summary Description	State Consideration	Comments
Transitional Sheltering Assistance (TSA) (Hotel and Motel Program)	Temporary housing for individuals and families who are unable to return to their pre-disaster dwellings and must transition from congregate shelters or other types of temporary housing	Requires state request (25 percent cost-share by state)	Most appropriate for urban or suburban areas with available hotel and motel rooms; rooms may be acquired in locations other than within the state where the disaster occurred
Rapid Temporary Repair Program	Temporary emergency repairs to doors and windows to enable access to and habitation of a private dwelling	Requires state request (25 percent cost-share by state)	Allows residents to return to their homes and prevents their ongoing reliance on financial support
Direct Leasing	Direct payments by FEMA to landlords on behalf of disaster survivors	Requires state request	Must be approved by FEMA headquarters (HQ); program is similar to rental assistance but eliminates requirement for survivors to pay landlords
Multi-family Repair Program	Renovation of and repairs to vacant multi-family homes in which FEMA places survivors	Requires state request	Must be approved by FEMA HQ; multi-unit apartments repaired and placed into service for survivors
Non-congregate Facilities	Facilities that provide private or semi-private accommodation but are not considered temporary housing solutions (e.g., tent cities, military installations, school dormitories, modified nursing homes)	Public Assistance (PA) program staff should be consulted for potential cost reimbursement	Used as an interim housing solution until more appropriate, longer-term solutions become available
Direct Housing Operations	Provision of temporary units, usually factory-built; this option only used when other housing resources are not available; units must be appropriate to the community's needs and be fully accessible	Requires state request	Program for use only when other options exhausted or rejected

Order of Priority of Housing Assistance in Region 10			
Program	Summary Description	State Consideration	Comments
Transportation Assistance	Assistance to relocate individuals and households outside the disaster area in locations where short- or long-term housing resources are available; transportation services may include the return of disaster survivors to their pre-disaster locations	Must be eligible for temporary housing assistance and express a need for assistance; must have been evacuated more than 60 miles away either (1) by FEMA or the state or (2) under a mandatory evacuation order	Program for use only when other options exhausted or rejected
Permanent Housing Construction – New and Repair	Direct assistance for the repair or construction of permanent or semi-permanent housing for individuals and families	Requires state request	Most likely implemented as part of Housing RSF activities
Disaster-specific Housing/ Atypical Solutions	Housing solutions developed for use in a specific disaster	N/A	Example: Sheltering and Temporary Essential Power (STEP) Pilot Program for Hurricane Sandy (2012) or Voluntary Agencies Leading and Organizing Repairs (VALOR) for Hurricane Maria (2017)

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
DOD PSMA ESF #6 – 66	Temporary Housing Unit Site Prep Team	DFA
DOE PSMA ESF #12 – 112	Activation: DOE	FOS
HUD PSMA ESF #6 – 184	HUD Subject Matter Experts (SMEs): Housing Planning and Building Sustainable Communities	FOS
USACE PSMA ESF #3 – 296	Temporary Housing PRT: Pre-position	FOS
USACE PSMA ESF #3 – 298	Temporary Housing PRT: Execution	FOS
USACE PSMA ESF #6 – 299	Temporary Housing Site Development	FOS
USACE PSMA ESF #6 – 300	Temporary Housing Haul & Install	FOS
USACE PSMA ESF #6 – 301	Temporary Housing Technical Monitor Support	FOS
USACE PSMA ESF #3 – 310	USACE Specialist SMEs	FOS
USDA PSMA ESF #6 – 366	Rural Development Support: USDA SMEs	FOS
VA PSMA ESF #6 – 52	Housing Task Force (HTF)	FOS

*FOS = Federal Operations Support; DFA = Direct Federal Assistance

Execution Checklist			
Phase	Intermediate Objective	Task	Responsibility
		(See Planning SharePoint page Execution Checklist)	

Linkages			
Community Lifelines	Core Capabilities	ESFs	RSFs
<ul style="list-style-type: none"> Food, Water, Shelter 	<ul style="list-style-type: none"> Mass Care Services Housing 	<ul style="list-style-type: none"> 3, 6, 7 	<ul style="list-style-type: none"> Health and Social Services (H&SS) Housing

References
<ul style="list-style-type: none"> <i>Direct Housing Guide (v1) (Aug 2017)</i> <i>Direct Housing Assessment SOP (May 2013)</i> <i>FEMA MHU Field SOP (Sep 2015)</i> <i>FEMA Recovery Operations Support Manual (Jul 2016)</i> <i>Individuals and Households Program Unified Guidance (IHPUG) (Sep 2016)</i> <i>Recovery Operations Playbook (Feb 2015)</i> <i>Integrated Operating Concept for Field Operations (Dec 2016)</i> <i>Termination of Direct Temporary Housing Assistance SOP (Apr 2016)</i> <i>National Incident Management System (NIMS) (Dec 2008)</i> <i>National Response Framework (NRF) (Jun 2016)</i> <i>FEMA Incident Management and Support Keystone (Jan 2011)</i>

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Annex D: Logistics and Supply Chain Management

D.1 Purpose

This annex specifies the logistics support considered essential for accomplishing response activities in a major emergency or disaster that occurs within Region 10. Such support includes planning, executing, and coordinating with Region 10 response partners on the federal assistance to be provided. This annex also outlines the logistics considerations unique to Region 10 as well as the resources and pre-identified logistics sites to be used in response and recovery operations.

D.2 Logistics Supply Chain

D.2.1 Concept of Resource Support

The Logistics and Supply Chain Management Core Capability, which includes ESF #7, executes logistics activities during a response. The primary goal of these efforts is to establish a logistics supply chain that effectively and efficiently delivers resources in support of disaster operations. As part of this process, potential needs are identified (pre- or post-event) and then FEMA Region 10 begins activating pre-identified staging areas, developing resource requirement estimates for fulfillment, and transporting initial resources. After a presidential Emergency Declaration (EM) or Major Disaster Declaration (DR) is issued, the FEMA Region 10 Operations Section begins processing state or tribal resource requests and the Logistics Section begins fulfilling those requests and transporting commodities to State Staging Areas (SSAs) or Commodity Points of Distribution (C-PODs). Figure D-1 provides an illustration of the FEMA supply chain process.

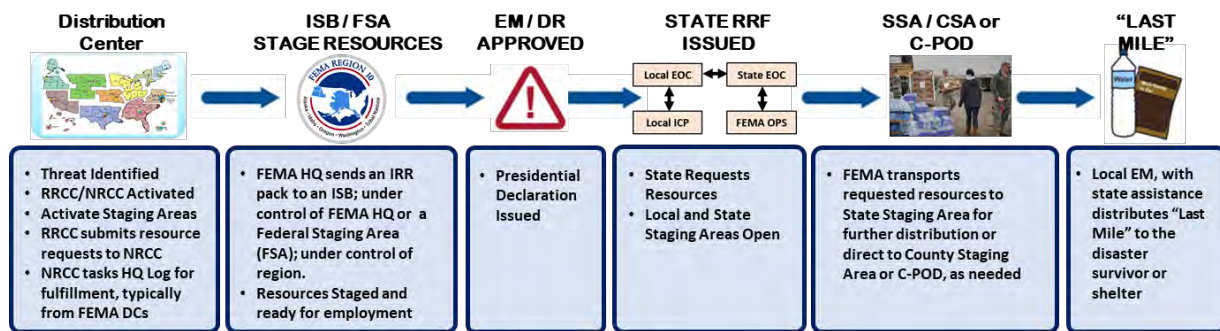


Figure D-1: FEMA Logistics Supply Chain Process

Figure D-2 depicts the staging concept, which utilizes staging facilities/assets at each level of government to establish a logistics pipeline. Currently, most state, local, tribal, and territorial (SLTT) agencies in Region 10 do not have staging areas pre-identified. States are, however, working with local entities to verify C-POD locations.

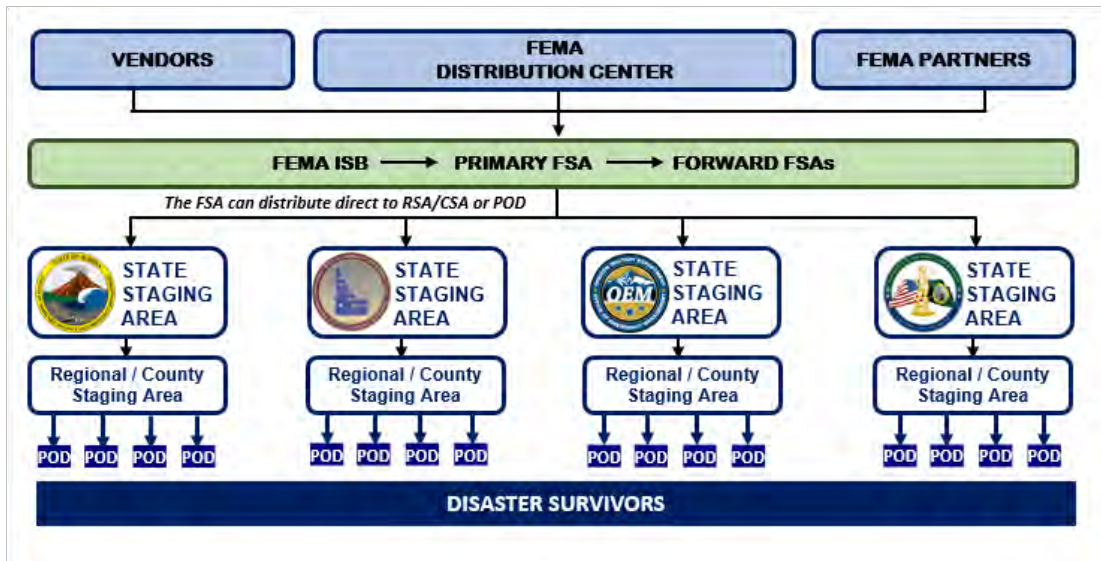


Figure D-2: Logistics Supply Chain Staging Area Resource Movement

D.2.1.1 Pre-identified Staging Sites

Region 10’s Logistics staff, in coordination with SLTT entities, have identified potential staging areas within the Region for federal response assets and have formalized the Region’s Incident Support Base (ISB)/Federal Staging Area (FSA)/Responder Support Camp (RSC) activation processes. Potential staging sites are listed in the following tables and maps, which are current as of the publication date of this AHP. More up-to-date site information is available from the [R10 Logistics SharePoint site](#).

Table D-1: Information on Potential FSA Sites in Alaska

Information on Potential FSA Sites in Alaska								
Name	City	Region	# of Acres	Use	Visited?	FEMA MOA?	REC*	Notes
Joint Base Elmendorf Richardson	Anchorage	South Central		Air & Ground	Yes	Mission Assignment	N/A	
Eielson Air Force Base	Fairbanks	Central		Air & Ground	No	Mission Assignment	N/A	
Ted Stevens International Airport	Anchorage	South Central		Air & Ground	Yes	N/A	No	
Ladd Army Airfield	Fairbanks	Central		Air & Ground	No	Mission Assignment	N/A	
Kenai Municipal Airport	Kenai	South Central		Air Only	No	N/A	N/A	
Wasilla Airport	Wasilla	South Central		Air & Ground	No	N/A	N/A	
Merle K (Mudhole) Smith Airport	Cordova	South Central		Air Only	No	N/A	N/A	
Valdez Airport	Valdez	South Central		Air Only	No	N/A	N/A	
Benny Benson State Airport	Kodiak	South Central		Air Only	No	N/A	N/A	

*REC = Record of Environmental Consideration

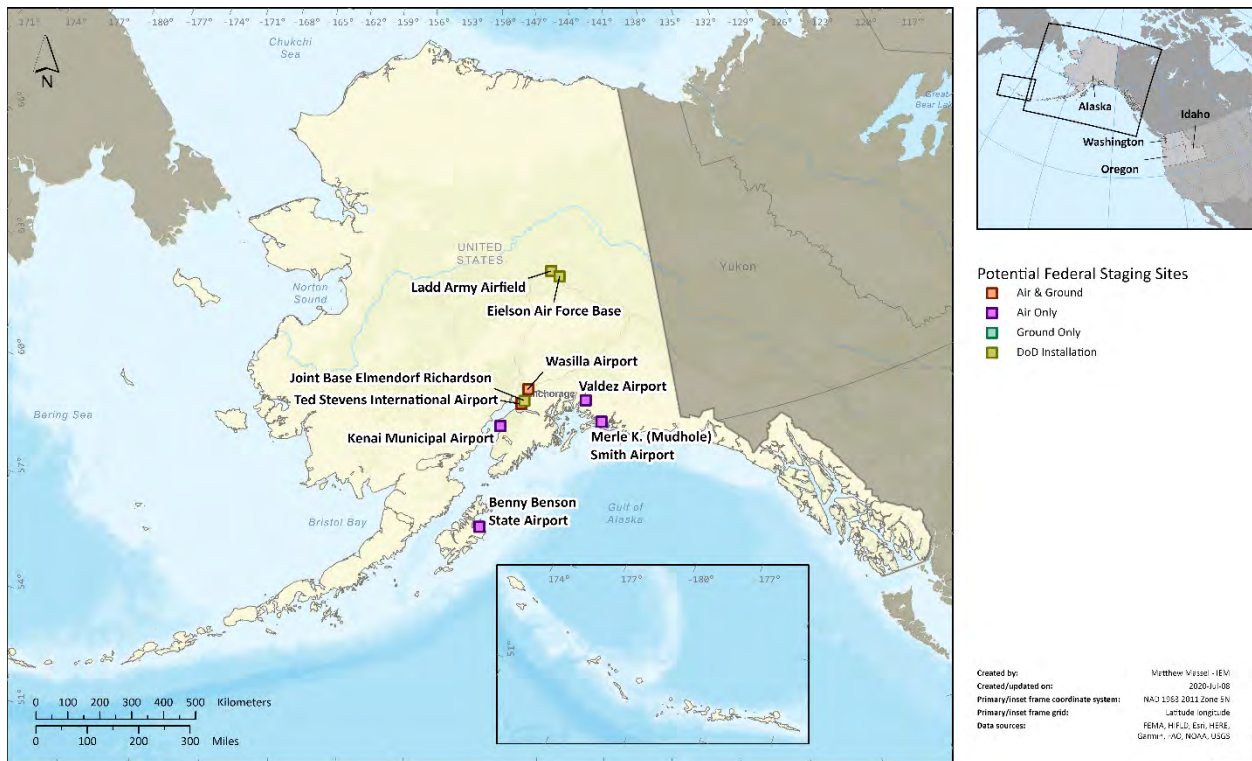


Figure D-3: Map of Potential FSA Sites in Alaska

Table D-2: Information on Potential FSA Sites in Idaho

Information on Potential FSA Sites in Idaho								
Name	City	Region	# of Acres	Use	Visited?	FEMA MOA?	REC*	Notes
Boise Airport, Runway 9-27	Boise	South West ID	20	Ground Only	Yes	Yes	Caution	Located off main airport
Mountain Home AFB	Mt. Home	South West ID		Air & Ground	Yes	Mission Assignment	N/A	

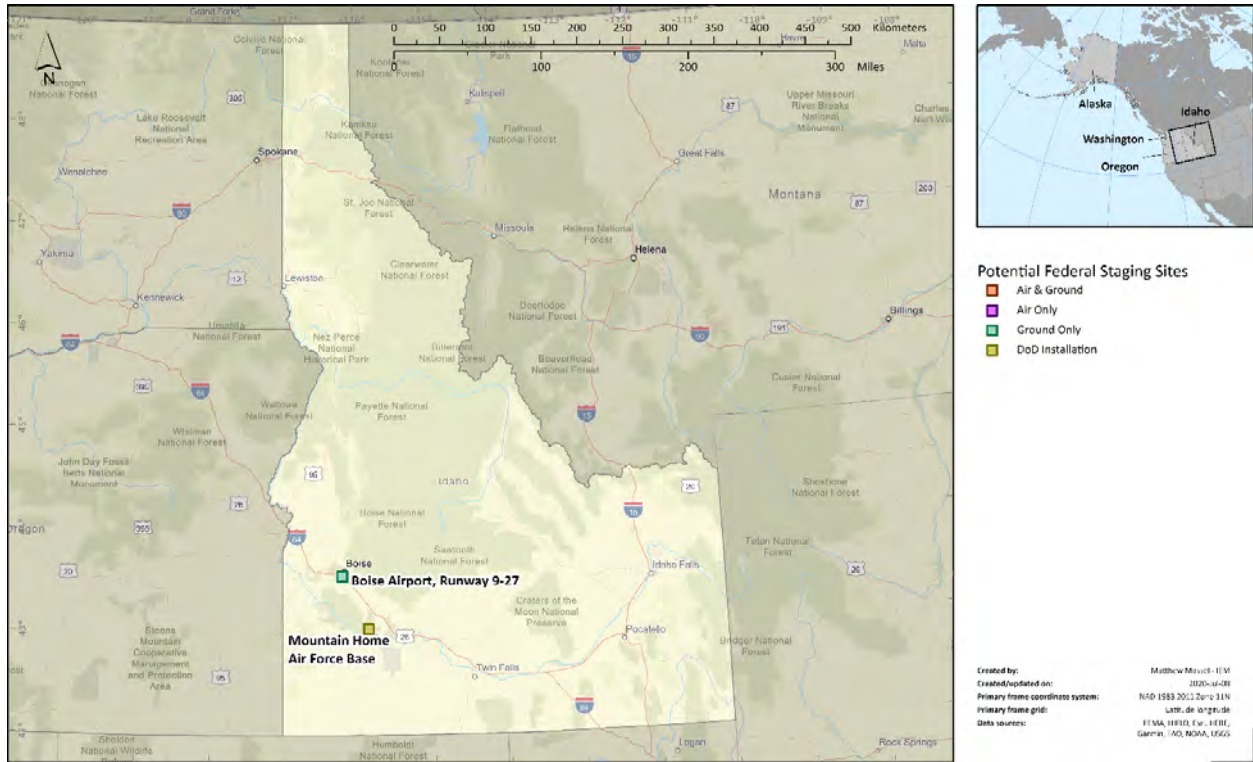


Figure D-4: Map of Potential FSA Sites in Idaho

Table D-3: Information on Potential FSA Sites in Oregon

Information on Potential FSA Sites in Oregon								
Name	City	Region	# of Acres	Use	Visited?	FEMA MOA?	REC*	Notes
Crater Lake-Klamath Regional Airport	Klamath Falls	Eastern	25	Air & Ground	Yes	Yes	Caution	
Bandon State Airport	Bandon Falls	Coast	N/A	Air Only	Yes	No	N/A	Not accessible by 53' tractor-trailers
Newport Municipal Airport	South Beach	Coast	10	Air & Ground	Yes	Yes	Caution	25 acres unimproved land available
Cape Blanco State Airport	Sixes	Coast	32	Air & Ground	Yes	Yes	Caution	
Tillamook Airport	Tillamook	Coast	41	Air & Ground	Yes	Yes	Caution	
Mahlon Sweet Airport	Eugene	I-5 Corridor	27/35	Air & Ground	Yes	Yes	Accepted	
McNary Field	Salem	I-5 Corridor	N/A	Air Only	Yes	No	N/A	
Roberts Field	Redmond	Eastern	N/A	Air Only	Yes	No	N/A	

*REC = Record of Environmental Consideration

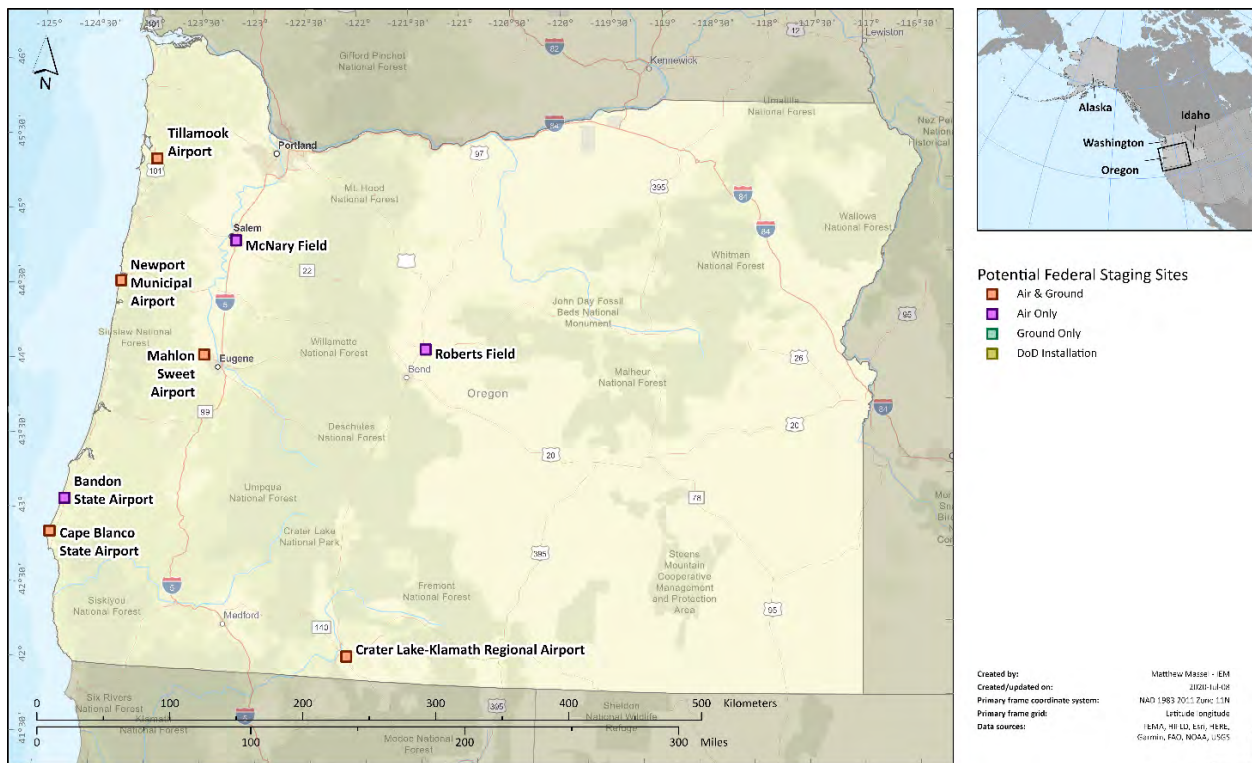


Figure D-5: Map of Potential FSA Sites in Oregon

Table D-4: Information on Potential FSA Sites in Washington State

Information on Potential FSA Sites in Washington State								
Name	City	Region	# of Acres	Use	Visited?	FEMA MOA?	REC*	Notes
Grant County International Airport	Moses Lake	Eastern	22	Air & Ground	Yes	Yes	Accepted	115 acres unimproved land available
Ephrata Municipal Airport	Ephrata	Eastern	78	Air & Ground	Yes	Yes	Accepted	
William R. Fairchild International Airport	Port Angeles	Coast	12.5	Air & Ground	Yes	Yes	Accepted	
Sanderson Field	Shelton	Coast	19.5	Air & Ground	Yes	Yes	Caution	
Clark County Event Center	Ridgefield	I-5 Corridor	25	Ground/RSC	Yes	Yes	Accepted	Potential RSC & empty trailer lot
Bremerton National Airport	Bremerton	Coast	55	Air & Ground	Yes	Yes	Caution	
Joint Base Lewis McChord	Tacoma	I-5 Corridor		Air & Ground	Yes	Mission Assignment	N/A	
Fairchild Air Force Base (AFB)	Spokane	Eastern		Air & Ground	Yes	Mission Assignment	N/A	
Paine Field	Everett	I-5 Corridor	N/A	Air Only	Yes	No	N/A	
Seattle-Tacoma International Airport	Seattle	I-5 Corridor	N/A	Air Only	Yes	No	N/A	

*REC = Record of Environmental Consideration

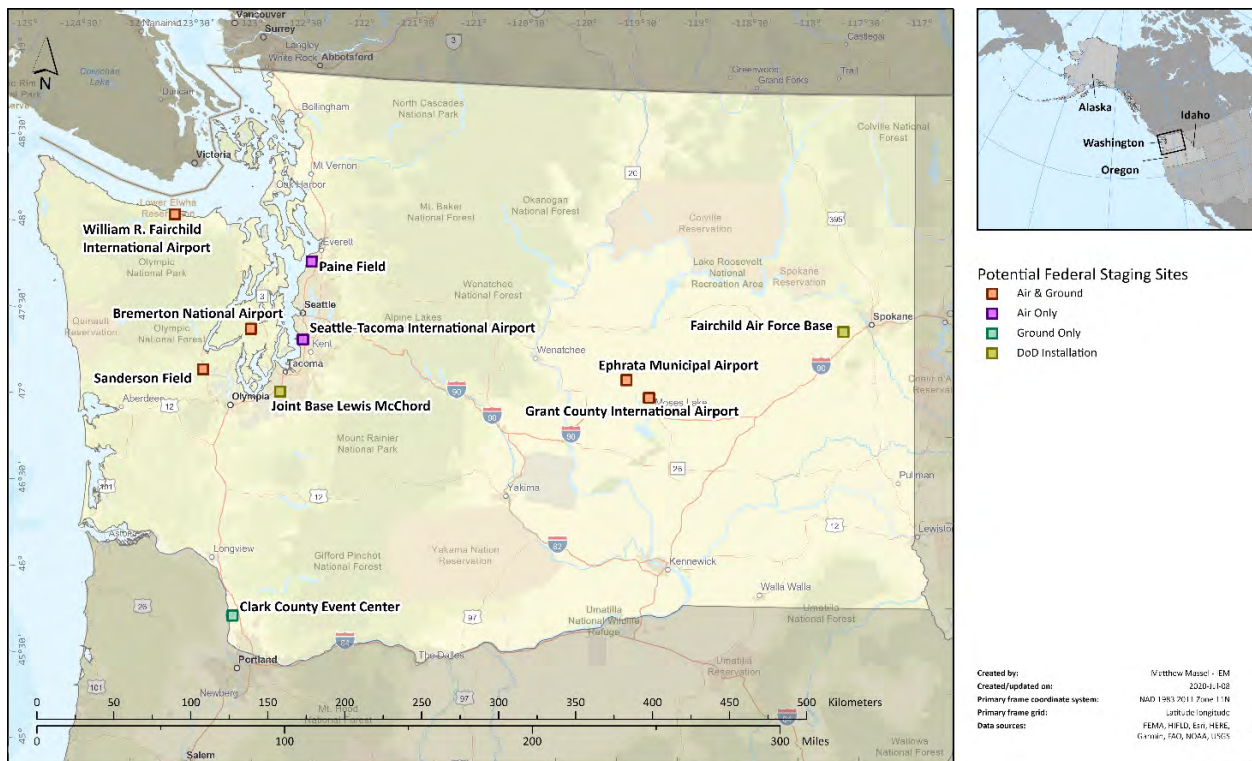


Figure D-6: Map of Potential FSA Sites in Washington State

D.2.2 Planning Factors

In all-hazards disaster planning, there is no specific scenario upon which to base resource estimates. Instead, resource requirements will depend upon the impacts of the disaster itself, with requirements determined by the Regional Response Coordination Center (RRCC) Logistics and Operations section staffs once the RRCC is operational. The general rule of thumb is to order enough commodities to support 10 percent of the estimated impacted population. Once impacted population numbers are refined through situational awareness, the RRCC can revise resource needs.

As part of gaining situational awareness, the RRCC Logistics Section staff will coordinate and work with the Mass Care Voluntary Agency Liaison (VAL) to ascertain Voluntary Agencies Active in Disaster (VOAD) support for the disaster. Additionally, coordination with ESF #14, DHS's Cybersecurity and Infrastructure Security Agency (CISA), and the Private Sector Liaison will be needed for determining the private sector's capabilities/posture. Private sector capabilities could reduce the quantity of resources that the RRCC needs to order, stage, and distribute in support of the response.

When approved by the RRCC, commodities will be delivered to state or local staging areas and/or C-PODs designated by the affected state(s). Once resources are being consumed at State Staging Areas (SSAs)/C-PODs, the monitoring of "burn rates" and the private sector's progress in returning its supply distribution capabilities to pre-disaster levels will determine ongoing federal resource re-ordering needs.

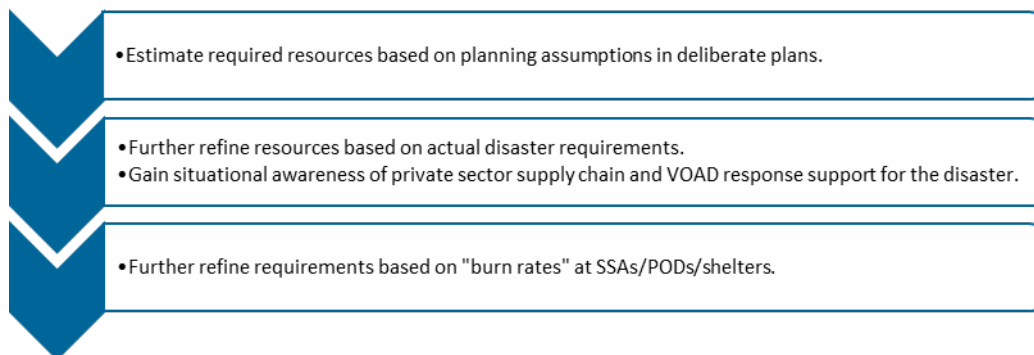


Figure D-7: Resource Requirement Estimation Process

D.2.3 Resource Distribution

D.2.3.1 Transportation Modes

See Annex B for detailed information on critical transportation routes/systems.

Air

For most Region 10 incidents, air support for personnel/resource transport will not be needed. For events in areas with minimal to no road networks, such as in Alaska or in the remote areas of the other Region 10 states, an Air Operations Branch (AOB) may be staffed within the Operations Section to support transport requirements.

Ground

Commodity transport will be primarily by ground in a disaster response for the states of Idaho, Oregon, and Washington.

Maritime

In steady-state (“blue-sky”) conditions, the Pacific Northwest, particularly Alaska, is heavily dependent on maritime transportation to move commodities and supplies. The majority (85 percent) of day-to-day commodities for Alaska, for instance, are transported via maritime assets out of Washington State. In a large-scale event that results in impacts to ports, maritime transport capabilities, and other modes of transport, restoration of maritime transportation systems will be a priority for increasing resource throughput for the Region.

D.2.3.2 Movement Control

Movement control, which is part of transportation management, provides a mechanism for synchronizing the movement of resources (deployment, redeployment, distribution, and retrograde operations) and provides situational awareness that can influence the movement of resources to and within impacted areas.

Movement control support requirements are determined by field-level resource requests and by the amount of resources that the National Response Coordination Center (NRCC) deploys to meet Regional requirements. Effective movement control optimally fulfills resource requests within the limits of available transportation networks and capabilities.

In Region 10, movement control operations face unique challenges in such areas as the Alaskan Bush and island communities, which have limited transportation infrastructure and support services. Region 10 also anticipates movement control challenges in the most populous areas of western Washington and western Oregon, which may become islands of response due to the degradation of road networks throughout the Cascade mountains.

D.2.3.3 State Distribution Management

Currently, state-level distribution management processes in Region 10 are not fully developed; some Region 10 states, for instance, have no pre-designated SSAs or C-PODs. Unlike hurricane-prone states, Region 10 has not had a large-scale commodities distribution mission in recent decades and therefore C-POD management/operations will likely require a high level of federal support. The status of C-POD sites/operations for each Region 10 state is as follows:

- **Alaska:** No C-PODs or SSAs identified; the Alaska Department of Transportation and Public Facilities (DOT&PF) is the owner of a vast majority of the state airfields that could be used as SSAs or C-PODs.
- **Idaho:** No C-PODs or SSAs identified.
- **Oregon:** No C-PODs or SSAs identified.
- **Washington:** SSAs identified—mostly at airfields around the state—and have formalized MOAs in place. (Note that the State of Washington has MOAs with the same staging sites as those potentially to be used by Region 10. These sites will need to be deconflicted prior to activation.)

D.3 Regional Logistics Support Structure

D.3.1 Staffing

As of the date of this AHP publication, Region 10 has a limited full-time logistics presence. As such, logistics personnel are unable to fully staff the RRCC for 24-hour operations. For larger responses, where RRCC staff must be augmented, the Response Division Director will request staff from other FEMA Regions. In incidents where the Incident Management Assistance Team (IMAT) is deployed, the IMAT Logistics Section will fulfill the core logistics positions in the field until demobilized.

D.3.2 Facilities

Region 10 facilities are split between two locations, located approximately 3 miles apart. The Federal Resource Center (FRC) houses the Response and Recovery Divisions along with the RRCC and the Bothell MERS detachment while the Northview Corporate Center houses the other Region 10 divisions and the Office of the Regional Administrator (ORA). The addresses of these facilities are as follows:

Federal Resource Center (FRC): 130 228th Street SW, Bothell, WA 98012

Northview Corporate Center: 20700 44th Avenue West, Lynnwood, WA 98036

D.4 Logistics Tasks for AHP Lines of Effort (LOEs)

Appendix C-2 and Appendix D-4 of this plan outline the Operations and Logistics Lines of Effort (LOEs) that will be needed to stabilize the FEMA-identified Community Lifelines in the impacted area and restore basic services and community functionality. The Logistics Section, whether in the RRCC or within the structure of an IMAT in the field or the Joint Field Office (JFO), is responsible for the completion of the mission-essential logistics tasks that support accomplishment of the LOEs. Those tasks are listed by LOE in Table D-5.

Table D-5: AHP LOEs and Their Mission-essential Logistics Tasks

Line of Effort	Logistics-specific Mission-essential Tasks
Commodity Distribution	<ul style="list-style-type: none"> Establish staging sites. Distribute resources.
Evacuation, Reception, Re-entry, and Return	<ul style="list-style-type: none"> Provide transportation support. Provide fuels support.
Fatality Management	<ul style="list-style-type: none"> Provide transportation support. Provide facilities support. Provide contracting support.
Hazardous Waste	<ul style="list-style-type: none">
Healthcare Systems Support	<ul style="list-style-type: none"> Provide transportation support. Provide fuels support. Provide power generation support. Provide contracting support.
Medical Transportation	<ul style="list-style-type: none"> Establish staging sites.

Line of Effort	Logistics-specific Mission-essential Tasks
Private Sector Coordination	<ul style="list-style-type: none"> • In conjunction with DHS CISA and the response Operations Section, identify critical public infrastructure that would enable private sector restoration efforts. • Ascertain impacts to critical supply chains. • Coordinate and integrate supply chains.
Responder Security and Protection	<ul style="list-style-type: none"> • In coordination with security responders, ensure federal facilities have appropriate levels of security. • Ensure safe transportation routes for commodities distribution.
Restoration of Public Infrastructure	<ul style="list-style-type: none"> • Provide resources per state requests (e.g., western shelters [ridged tent] for use as medical clinics, Manufactured Housing Units (MHUs) repurposed as police stations).
Search and Rescue	<ul style="list-style-type: none"> • Provide transportation support. • Provide fuels support. • Provide communications support.
Sheltering Operations	<ul style="list-style-type: none"> • Provide transportation support. • Provide contracting support. • Provide commodities support.
Temporary Emergency Power	<ul style="list-style-type: none"> • Source and deliver generator units and Basic Operating Materials (BOM).
Temporary Housing (Repair, Rental Assistance, Direct Housing)	<ul style="list-style-type: none"> • Source Temporary Housing Units (THUs)/MHUs and provide staging. • Provide contracting support.

D.5 Key Areas of Federal Logistics Support

D.5.1 Fuel and Fuel Distribution Support

States may request fuel from FEMA if there are insufficient supplies of fuel available from private sources. State requests may be made for any entity that requires fuel to protect life and property or to maintain public health and safety. (See the *FEMA Fuels Services Guide* and *DLA Interagency Agreement* for guidance and information on fuel support processes. The [State of Oregon Fuels Action Plan](#) also contains Oregon-specific information and is included on the [Region 10 Logistics SharePoint site](#).)

D.5.2 Evacuation Support

Region 10 states generally do not support general population evacuations following disasters and there are currently no state-level plans for general evacuations of affected populations. Should there be a need for an evacuation, federal support would be required for a broad range of activities, including contracting for transportation resources, activating the Individual Assistance Support Contract (IASC), and mission assigning other federal agencies (OFAs), for assistance.

D.5.3 PMC/RSOI Support

Currently, Region 10 is refining Regionally specific Personnel Mobilization Center (PMC)/Reception, Staging, Onward Movement, and Integration (RSOI) operational guidelines. For a smaller event (e.g., Type III events), arriving personnel will be provided with RSOI

support through the Regional office. The Hooper Center gymnasium, located on the same site as the Region 10 FRC, might also be used to serve as a PMC. For any Type II or Type I events, PMC/RSOI activities will likely occur at a hotel conference center (or similar facility) near the main point of commercial air debarkation that is close to but outside of the disaster area (e.g., near Seattle-Tacoma International Airport, Paine Field Airport, Boise Airport, Portland International Airport, or the Ted Stevens International Airport in Anchorage) or that is completely outside the Region, depending on the extent of the disaster.

Region 10 does not have a stockpile of personal protective equipment (PPE) for disaster response personnel. Successful completion of PMC/RSOI operations within Region 10 relies on responding FEMA and OFA personnel arriving in-theater with the appropriate personally owned cold or wet weather gear. Since Region 10 supports states with climates that range from sub-arctic to high desert, it will be important for Region 10 to send PPE requirement notices within the FEMA Deployment Tracking System (DTS) for deploying personnel.

D.5.4 Responder Lodging

The Disaster Support Branch of FEMA's Office of the Chief Administrative Officer (OCAO) is responsible for managing, coordinating, and sourcing responder lodging solutions. Typically, responders seek lodging in local hotels/motels. Within Region 10's major population centers, hotel/motels are plentiful. However, a significant portion of Region 10 is extremely rural or seasonally tourist-based (coastal Oregon and Washington in the summer, mountain ski areas in the winter and spring, and coastal and inter-coastal river fishing areas), causing lodging to be either non-existent or outside of normal GSA per diem rates. In areas with insufficient lodging, Region 10 will request that FEMA headquarters (HQ) deploys an individual from the OCAO Disaster Support Branch to embed with either the field Logistics Section of the IMAT/JFO or the RRCC to develop billeting solutions.

D.5.5 Disaster Recovery Center Support

The Logistics Section of the JFO will support FEMA Individual Assistance (IA) program staff with identifying, inspecting, contracting, and preparing suitable Disaster Recovery Center (DRC) locations. When the DRC mission is complete, Logistics staff will be responsible for readying facilities for turn-in at the end of their leases.

D.5.6 Direct Housing Support

Region 10 has not had a large-scale housing mission in recent years and, as a result, will require robust support from other Regions and the FEMA HQ Incident Management Cadre of On-call Response/Recovery Employees (IM CORE) and reservist cadres to effectively execute such a mission.

The Logistics Section of the JFO will be responsible for the overall management and execution of capabilities to meet IA Individuals and Households Program (IHP) requirements. This includes but is not limited to:

- Establishment of a staging area for Temporary Housing Units (THUs) and/or Manufactured Housing Units (MHUs); and

- Acquisition, maintenance, deployment, and installation of THU/MHU assets and supporting equipment as well as the disposal of such assets/equipment once the housing mission is complete.

Appendices and Tabs

D-1: Staffing

D-2: Logistics Execution Checklist

D-3: Private Sector Coordination

D-4: Logistics LOEs

 Tab 1 to Appendix D-4: Resource Staging

 Tab 2 to Appendix D-4: Commodity Distribution

D-5: Key References

Appendix D-1: Staffing

D.1.1 RRCC Staffing

For a Type III incident, FEMA Region 10's intent is primarily to only fill the roles of the Logistics Section Chief, Support Branch Director, and Ordering Manager for the support of field staff and state requests. Internal support positions, such as those for facilities and Information Technology (IT), are supported through the Mission Support Division.

For a Type II or Type I incident, a full Logistics Section would likely be established, as dictated by the event, and would require augmentation of staff from various sources. The organization of the Logistics Section is shown in Figure D-1-1.

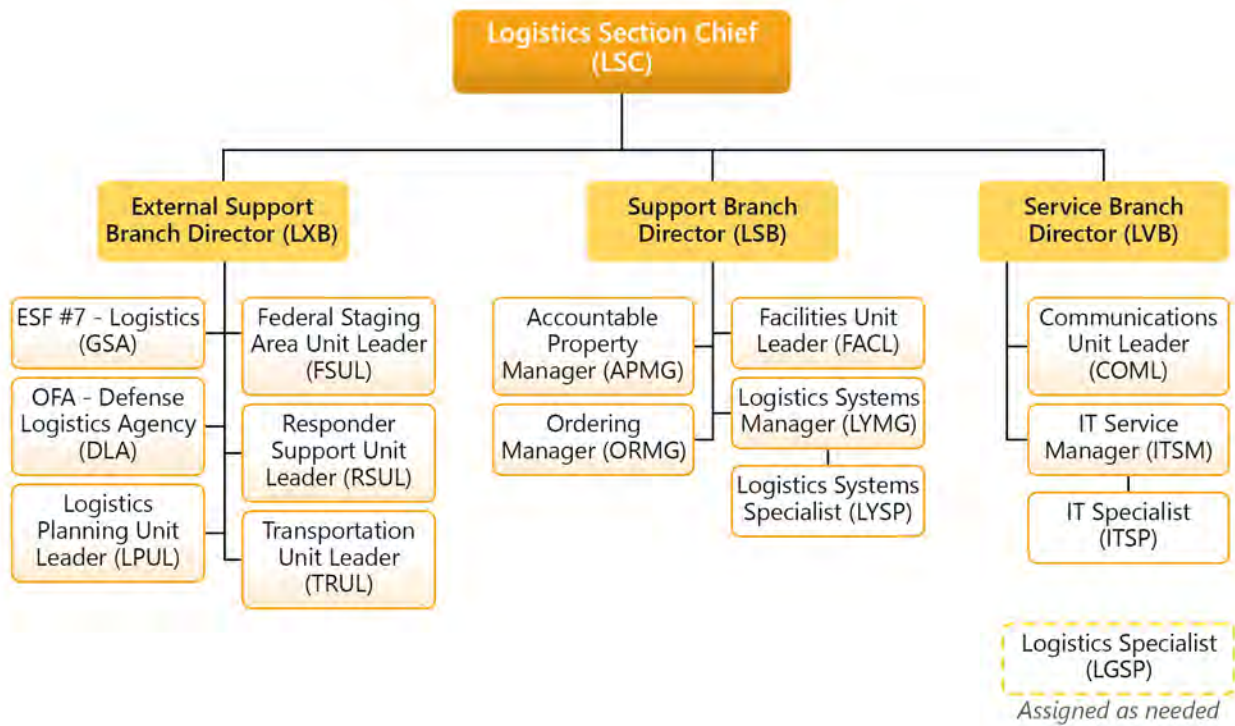


Figure D-1-1: RRCC Logistics Section Staff

D.1.2 Field Staffing

Field staffing consists of an Incident Management Assistance Team (IMAT) that is staffed with a standard four-person Logistics Section (Section Chief, Support Branch Manager, External Branch Manager, and Service Branch Manager).

The Region is limited in its ability to augment the IMAT Logistics Section. Therefore, it will likely be augmented through the FEMA Deployment Tracking System (DTS). Additionally, staffing will be constrained when there is an RRCC activation or there are multiple concurrent disasters in the Region.

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Appendix D-2: Logistics Execution Checklist

Table D-2-1: Initial Logistics Response Actions

✓	Initial Logistics Response Actions
	<ul style="list-style-type: none"> Following confirmation of an Emergency Notification System (ENS) message, Operations Order (OPORD), or Deployment Tracking System (DTS) request to report to the Regional Response Coordination Center (RRCC) as a Logistics Section Chief (LSC), transition RRCC LSC responsibilities to meet operational requirements and deployment timelines.
	<ul style="list-style-type: none"> In advance of or following activation of the RRCC, adhere to Regional standard operating procedures (SOPs) to develop situational understanding regarding the potential or actual incident.
	<ul style="list-style-type: none"> Upon arrival at the RRCC, check into the DTS and complete the RRCC Initial Actions Checklist, if applicable.
	<ul style="list-style-type: none"> Receive initial briefing and direction from designated RRCC supervisor.
	<ul style="list-style-type: none"> Determine appropriate RRCC Logistics Section staffing, review with and gain approval for staffing with the RRCC Regional Coordinating Officer (RCO), and take the necessary measures to deploy required staff via the RRCC FEMA Incident Workforce Unit Leader (FIWL).
	<ul style="list-style-type: none"> Request a Coach/Evaluator through DTS to coach, evaluate, and sign off on Position Task Book (PTB) tasks.
	<ul style="list-style-type: none"> Establish staging areas, as required, to include the following: <ul style="list-style-type: none"> Initiate the establishment of the Shuttle Fleet to be coordinated by the RRCC Transportation Unit Leader (TRUL) to meet anticipated in-Region transportation requirements. Secure staging areas using a Mission Assignment (MA), contract, or other agreement. Source additional Incident Support Base (ISB) cache capabilities in the event the National ISB Cache is unavailable. Working through the FEMA headquarters (HQ) Logistics Management Directorate (LMD), deploy ISB team(s) to manage staging areas
	<ul style="list-style-type: none"> Ensure the creation of delivery locations in the Logistics Supply Chain Management System (LSCMS) to represent staging areas and other sites.
	<ul style="list-style-type: none"> Begin the initial assessment of Federal Operational Support (FOS) requirements, considering: <ul style="list-style-type: none"> Billeting (Responder Support Camps [RSCs]) Responder/resource fuel needs Transportation for personnel and equipment Generator pre-positioning and commodity estimates in anticipation of state, local, tribal, and territorial (SLTT) requirements
	<ul style="list-style-type: none"> Work with the RRCC Acquisition Contracting Manager (CRMG) to develop, execute, and oversee Regional logistics support contracts, as needed (e.g., fuel, port-a-potties, wraparound services).




 Initial Logistics Response Actions
<ul style="list-style-type: none"> • As required, activate and oversee national support contracts to support immediate requirements, including: <ul style="list-style-type: none"> ○ National Medical Transport and Support Services Contract ○ Aviation Ground Support Contract ○ National Fuel Contract ○ National Evacuation Planning and Operational Support for Motor Coaches Contract ○ Transportation contracts
<ul style="list-style-type: none"> • Ensure that the RRCC Logistics Support Branch (LSB) continues to implement a Single-Point Order Tracking system within the Logistics Section.
<ul style="list-style-type: none"> • Coordinate with ESF #7 and the U.S. General Services Administration (GSA) for the leasing of initial response facilities, transportation, and other requirements, as required or requested by the RRCC RCO and/or the IMAT LSC.
<ul style="list-style-type: none"> • Oversee the RRCC Accountable Property Manager (APMG) in the receipt and issuance of equipment to meet initial requirements.
<ul style="list-style-type: none"> • Support the development and preparation of initial Resource Request Form (RRF)/MA documents to meet anticipated demands.
<ul style="list-style-type: none"> • Ensure that enough Purchase Card Holders are available to support all operations.
<ul style="list-style-type: none"> • Develop and track initial commodity/capability orders to meet anticipated demands. Work with the RRCC Operations Section Chief (OSC) to facilitate the review, approval, and processing of orders.
<ul style="list-style-type: none"> • Coordinate with the RRCC Logistics Systems Manager (LYMG) and Logistics Systems Specialist (LYSP) to order initial commodities and resources using the LSCMS. • Ensure that the RRCC Federal Staging Area Unit Leader (FSUL) is notified so that the ISB team is prepared to receive and stage commodities.
<ul style="list-style-type: none"> • If transportation restrictions exist, determine a process for implementing decision-making matrixes to support the timely deployment of personnel and resources.
<ul style="list-style-type: none"> • Request the creation of locations in the DTS system from the RRCC FEMA Incident Workforce Liaison (FIWL) to represent regional duty locations.
<ul style="list-style-type: none"> • Determine the 24-hour contact numbers for Logistics Section staff and relevant ESF representatives. Maintain appropriate directory for each shift, as required.

Table D-2-2: Continuous Logistics Response Actions

 Continuous Logistics Response Actions
<ul style="list-style-type: none"> • Coordinate with the National Response Coordination Center (NRCC) Operations Services Group Supervisor (OSGS), NRCC Mass Care Emergency Assistance Crew Leader (MCCL), HQ LMD, IMAT LSC, and other Incident Management (IM) staff to ensure transparency of all operational and support activities.
<ul style="list-style-type: none"> • Participate in daily conference calls or meetings, in accordance with the published operational tempo schedule.
<ul style="list-style-type: none"> • Coordinate and lead the daily RRCC Logistics conference call or meeting.
<ul style="list-style-type: none"> • Prepare, coordinate, validate, and submit required information and reports to the RRCC Information Collection Manager (ICMG) to support the development of situational awareness products.
<ul style="list-style-type: none"> • Participate in the Regional Support Plan (RSP) development and implementation process.

	Continuous Logistics Response Actions
	<ul style="list-style-type: none"> Recommend support activities to the RRCC RCO to meet operational requirements and provide information on courses of action (COAs) that Emergency Support Functions (ESFs) have taken or will take to accomplish missions.
	<ul style="list-style-type: none"> Continually assess Direct Federal Assistance (DFA) and FOS requirements and facilitate the development of COAs to meet potential requests.
	<ul style="list-style-type: none"> Ensure that the RRCC LSB continues to facilitate a Single-Point Order Tracking system within the Logistics Section.
	<ul style="list-style-type: none"> Oversee work being conducted under previously executed Regional and national support contracts and execute additional contracts to support emerging requirements, as necessary.
	<ul style="list-style-type: none"> Utilizing WebEOC, facilitate the Resource Request and Fulfillment Process (RR&FP) to support requirements within the Logistics Section's Area of Responsibility (AOR), to include the following: <ul style="list-style-type: none"> Coordinating with the Operations and Finance and Administration Sections and ESFs to develop sourcing and procurement strategies (FEMA internal resources, MAs, contracts, etc.) aimed at fulfilling operational support requirements. Develop Statements of Work (SOWs) and submit them to the RRCC OSC for processing. Serve as Project Manager for all resource requests assigned to the RRCC LSC, as directed. Use Pre-Scripted Mission Assignments (PSMAs), when applicable.
	<ul style="list-style-type: none"> Facilitate the ordering, staging, and delivery of commodities and equipment by directing the RRCC Logistics External Support Branch (LXB) and RRCC LSB to fulfill operational requirements. <ul style="list-style-type: none"> As burn rates dictate, request resupply of commodities and equipment through the RRCC LYMG and LYSP. As requirements for commodities and capabilities stabilize, initiate a retrograde plan in coordination with the IMAT LSC. Facilitate the delivery of commodities and equipment from Federal Staging Areas (FSAs) to SLTT staging areas, Commodity Points of Distribution (C-PODs), or other locations by utilizing the LSCMS. Track all commodities and equipment within the Logistics Section AOR using the LSCMS, ensure order details are updated in WebEOC, and ensure that all receiving, tracking, delivery, or other updates are provided to the RRCC Action Tracking Specialist (ATSP) and RRCC Resources Unit Leader (RESL).
	<ul style="list-style-type: none"> Oversee the RRCC TRUL to ensure the provision of multi-modal transportation capabilities to meet operational requirements. For all air operations requirements, coordinate with the RRCC Air Operations Branch Director (AOBD).
	<ul style="list-style-type: none"> Facilitate the efficient delivery of commodities and equipment from FSAs to SLTT staging areas, C-PODs, or other locations through the establishment and oversight of an effective Shuttle Fleet operation.
	<ul style="list-style-type: none"> Coordinate with the RRCC Individual Assistance Branch Director (IABD) and oversee the ordering of Mobile Communications Office Vehicles (MCOVs) and other command and control (C2) platforms through the RRCC Disaster Emergency Communications Branch Director (DCBD) to ensure availability to support Mobile Disaster Recovery Center (MDRC) operations, if necessary.
	<ul style="list-style-type: none"> Facilitate the ordering and delivery of DOD assets to meet potential or actual requirements.


 Continuous Logistics Response Actions
<ul style="list-style-type: none"> • Coordinate with ESF #7/GSA to support the sourcing and leasing of facilities, as requested by the IMAT LSC.
<ul style="list-style-type: none"> • Work with the RRCC Legal Advisor (LEAD) to develop use-of-space agreements to facilitate the no-cost use of facilities to support disaster operations, if necessary.
<ul style="list-style-type: none"> • Ensure the RRCC Responder Support Unit Leader (RSUL) facilitates the establishment and sustainment of RSCs to meet operational requirements.
<ul style="list-style-type: none"> • Oversee the RRCC APMG in the receipt, tracking, issuing, and retrograde of accountable property.
<ul style="list-style-type: none"> • Set up and facilitate a daily (at a minimum) Regional logistics conference call or meeting with applicable entities at the national, Regional, and field levels, to include FEMA, ESF, SLTT, and OFA stakeholders.
<ul style="list-style-type: none"> • Maintain an RRCC LSC WebEOC Activity Log and ensure that the RRCC Logistics Section staff maintains the log.
<ul style="list-style-type: none"> • Coordinate and review WebEOC Situation Report (SITREP) inputs from members of the RRCC Logistics Section, when appropriate.
<ul style="list-style-type: none"> • Maintain after-action inputs and lessons learned for After-Action Report (AAR).
<ul style="list-style-type: none"> • Follow Regional and agency procedures for handling, processing, transmitting, and storing sensitive information and safeguarding Personally Identifiable Information (PII), including document password protection, the use of cover sheets, and the taking of other required measures.

Table D-2-3: Logistics Shift Change Actions



 Shift Change Actions
<ul style="list-style-type: none"> • Brief incoming Logistics Section staff on issues that were identified during the previous shift, on AAR inputs, or on important or ongoing activities (refer to WebEOC Activity Log).
<ul style="list-style-type: none"> • Discuss the work that needs to be accomplished during the next shift/Operational Period (O-Period) and answer any questions from incoming Logistics Section staff.
<ul style="list-style-type: none"> • Transfer all Project Manager, RRF, and MA oversight and responsibilities to the incoming RRCC LSC and communicate the transfer to all appropriate parties.
<ul style="list-style-type: none"> • Prior to leaving, notify the RRCC RCO when all transition actions are complete and position responsibilities are transferred to incoming RRCC staff.
<ul style="list-style-type: none"> • Prior to leaving, complete the RRCC Shift Change Checklist, if applicable.

Table D-2-4: Logistics Incident Management Transition Actions

 Logistics Incident Management (IM) Transition Actions
<ul style="list-style-type: none"> • When directed by the RRCC RCO, ensure that all Logistics Section responsibilities and requirements are successfully transitioned to the IMAT LSC using an agreed-upon process and timeline.
<ul style="list-style-type: none"> • Provide copies of all necessary Logistics Section documentation, including WebEOC Activity Logs and other pertinent records, to the IMAT LSC to ensure a complete transfer of RRCC LSC responsibilities.
<ul style="list-style-type: none"> • Provide IMAT LSC with RRCC Logistics Section staff contact information should any questions arise or support be required.



	Logistics Incident Management (IM) Transition Actions
	<ul style="list-style-type: none"> • Transition all RR&FP responsibilities to the IMAT LSC and ensure that all stakeholders are aware of the transition, as appropriate.
	<ul style="list-style-type: none"> • Complete RRCC Transition to IM Checklist, if applicable.

Table D-2-5: Logistics Demobilization Actions

	Logistics Demobilization Actions
	<ul style="list-style-type: none"> • Determine demobilization requirements and timelines; propose demobilization plan to RRCC RCO.
	<ul style="list-style-type: none"> • Implement approved demobilization plan.
	<ul style="list-style-type: none"> • Ensure that the transition of RRCC LSC responsibilities to the IMAT LSC is complete; maintain control of Regional assets until responsibilities are transferred or resources are demobilized.
	<ul style="list-style-type: none"> • Per Regional direction, compile, store, and complete pertinent documentation, which may include: <ul style="list-style-type: none"> ○ Maintaining copies of any written or electronic correspondence (including important emails); ○ Ensuring that Concur Authorizations and Vouchers are compiled and finalized; ○ Ensuring that WebTA timesheets are updated; and ○ Ensuring that Shift Activity Reports/Logs are entered into WebEOC Activity Log.
	<ul style="list-style-type: none"> • Ensure that completed tasks are affirmed in the PTB before staff and their Coaches/Evaluators demobilize.
	<ul style="list-style-type: none"> • Affirm completed tasks in the PTBs of subordinates, if applicable.
	<ul style="list-style-type: none"> • Fill out an AAR in WebEOC or submit an AAR to the RRCC Continuous Improvement Advisor (CIAD).
	<ul style="list-style-type: none"> • Participate in After-Action Hot Wash.
	<ul style="list-style-type: none"> • Complete RRCC Demobilization Checklist, if applicable.
	<ul style="list-style-type: none"> • After receiving direction from RRCC leadership to demobilize, request to check out in DTS. Once check-out request is approved and staff arrives home, they should demobilize in DTS.

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Appendix D-3: Private Sector Coordination

For an overview of Regional steady-state supply chain processes, see Annex B (Intelligence).

The FEMA Region 10 Logistics Section, in coordination with the Operations Section, will work with federal and state, non-governmental organization (NGO), and private industry partners to address response resource/capability shortfalls, recognizing that it is preferable to support established private sector processes rather than supplant them in disaster operations.

The Region, through the FEMA External Affairs Stakeholder Relations liaison, is working with various entities, including the state, to strengthen private sector relationships and better engage the private sector both pre- and post-disaster. This individual is also the Region's primary conduit to the National Business Emergency Operations Center (NBEOC), is located in the Joint Information Center (JIC) at the Regional Response Coordination Center (RRCC), and works closely with ESF #14 (Cross-sector Business and Infrastructure).

ESF #14 is led by the Department of Homeland Security (DHS) Cyber and Infrastructure Security Agency (CISA). The scope of ESF #14 efforts encompasses the following activities before, during, and after a disaster:

- Cross-sector analyses and assessments focused on dependencies/interdependencies as well as direct or cascading impacts to businesses and infrastructure, particularly those that support Community Lifeline functions
- Operational coordination among ESFs, interagency partners, and businesses in support of private sector needs and priorities

The desired result of private sector coordination is to enable the private sector to continue commercial activities and to integrate private sector efforts into response operations. Private sector information sharing and situational awareness data helps federal responders better understand demand signals and informs response decision making.

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Appendix D-4: Logistics Lines of Effort (LOEs)

In addition to the logistics functions conducted within the Operations Lines of Effort (LOEs) contained in Appendix C-2, the following tabs reflect those LOEs that are specifically geared toward logistics.

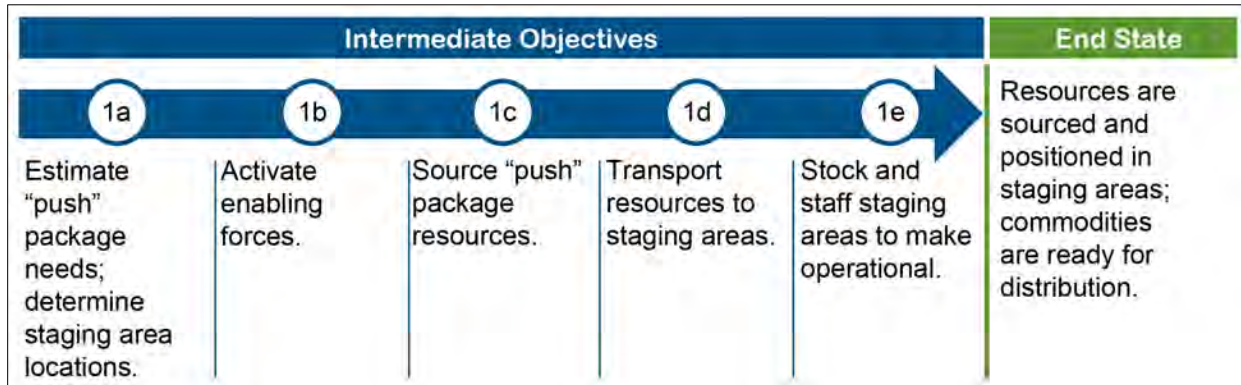
Logistics LOEs

- Tab 1 to Appendix D-4: Resource Staging
- Tab 1 to Appendix D-4: Commodity Distribution

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Tab 1 to Appendix D-4: Resource Staging

Purpose: Coordinate support for the sourcing and staging of federal resources at Federal Staging Areas (FSAs) and Incident Support Bases (ISBs).



Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Primary Agencies	
FEMA Headquarters (HQ) Logistics Management Directorate (LMD)	<ul style="list-style-type: none"> Manages resource request fulfilment process. Establishes and manages ISBs.
FEMA – Region-/Incident-level Logistics	<ul style="list-style-type: none"> Manages resource request fulfilment process for items that can be obtained Regionally. Establishes and manages FSAs.
U.S. General Services Administration (GSA)	<ul style="list-style-type: none"> Activates Public Buildings Service for commercial real estate leasing. Initiates short- and long-term leasing of vehicles. Sources requested resources through strategic agreements and blanket purchase agreements (BPAs).
Supporting Agencies	
U.S. Department of Defense (DOD) Defense Logistics Agency (DLA)	<ul style="list-style-type: none"> Deploys DLA Distribution Expeditionary Team (DDXX) for ISB management or augmentation. Uses DLA Defense Depot to meet disaster commodities requirements. Activates DLA Energy fuels contract.
U.S. Army Corps of Engineers (USACE)	<ul style="list-style-type: none"> Deploys Commodities Planning and Response Team (PRT) to augment ISB/FSA operations. Procures/prepares emergency power generators.
DOD	<ul style="list-style-type: none"> Deploys Title 10 forces for staging augmentation. Deploys transportation assets for strategic and tactical movement.

Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
U.S. Forest Service (USFS)	<ul style="list-style-type: none"> Deploys logistics facilities support team to augment ISB/FSA operations.
U.S. Agency for International Development (USAID)	<ul style="list-style-type: none"> Deploys USAID/Office of U.S. Foreign Disaster Assistance (OFDA) commodities.

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
1a. Estimate “push” package needs; determine staging area locations.	<ul style="list-style-type: none"> Commodity estimates derived from Regional planning factors or real-world situational awareness Selection of staging areas based on incident needs and Regional plans 	<ul style="list-style-type: none"> Region, field leadership, or FEMA HQ Logistics
1b. Activate enabling forces (e.g., ISB teams, DDX, USFS).	<ul style="list-style-type: none"> FEMA LMD determination of staffing needs and options to meet anticipated requirements 	<ul style="list-style-type: none"> FEMA HQ Logistics Regional Logistics staff
1c. Source “push” package resources (e.g., Logistics Supply Chain Management System [LSCMS], contracted sources, Mission Assignments [MAs]).	<ul style="list-style-type: none"> Number of commodities/resources needed, based on “push” estimates and availability 	<ul style="list-style-type: none"> FEMA HQ Logistics
1d. Transport resources to staging areas.	<ul style="list-style-type: none"> Resource transport needs, based on incident and required delivery dates for commodities 	<ul style="list-style-type: none"> FEMA HQ Logistics
1e. Stock and staff staging areas to make operational.	<ul style="list-style-type: none"> ISB/FSA reports on operational status and current stock levels 	<ul style="list-style-type: none"> FEMA HQ Logistics Field Logistics staff

Resources	
Resource	Capability/Capacity
FEMA Distribution Centers (DCs)	
FEMA Logistics cadre for FSA/ISB staffing	
FEMA DLA interagency agreement (IAA) for fuels and commodities	

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
DLA PSMA ESF #7 – 11	Bottled Water (Subsistence Supply Chain)	FOS
DLA PSMA ESF #7 – 12	Water Tanker Trucks (Construction & Equipment Supply Chain)	FOS
DLA PSMA ESF #7 – 22	Meals (Subsistence Supply Chain)	FOS
DLA PSMA ESF #7 – 25	Portable Water Jugs (Construction & Equipment Supply Chain)	FOS
DLA PSMA ESF #7 – 31	DDXX Packages	FOS
DOD PSMA ESF #7 – 96	Bulk Water - Potable	FOS
DOD PSMA ESF #7 – 107	FEMA Distribution Center Operations: Personnel - Military	FOS
DOD PSMA ESF #7 – 110	ISB Augmentation	FOS
DOD PSMA ESF #7 – 40	Staging: ISB, FSA, or Federal Teams Staging Facility (FTSF)	FOS
DOD PSMA ESF #7 – 48	Transportation: Cargo or Personnel	FOS
DOD PSMA ESF #7 – 56	Strategic Air Transportation	FOS
DOT PSMA ESF #7 – 143	Vessel Transportation: Maritime Administration (MARAD) Cargo Ships	FOS
GSA PSMA ESF #7 – 169	Commodities and Services Support	FOS
USACE PSMA ESF #3 –175	Commodity Team	FOS
USAID PSMA ESF #7 – 315	USAID Commodities Transport/Backfill	FOS
USCG PSMA ESF #7 – 326	Maritime Transportation for Logistics Support: Vessel	FOS
USCG PSMA ESF #7 – 328	Air Transportation for Logistics Support: Rotary-wing Aircraft	FOS
USCG PSMA ESF #7 – 330	Air Transportation for Logistics Support: Fixed-wing Aircraft	FOS
USFS PSMA ESF #7 – 371	Logistics Facility Support Team	FOS

*FOS = Federal Operations Support; DFA = Direct Federal Assistance

Execution Checklist			
Phase	Intermediate Objective	Task	Responsibility
		(See Planning SharePoint page Execution Checklist)	

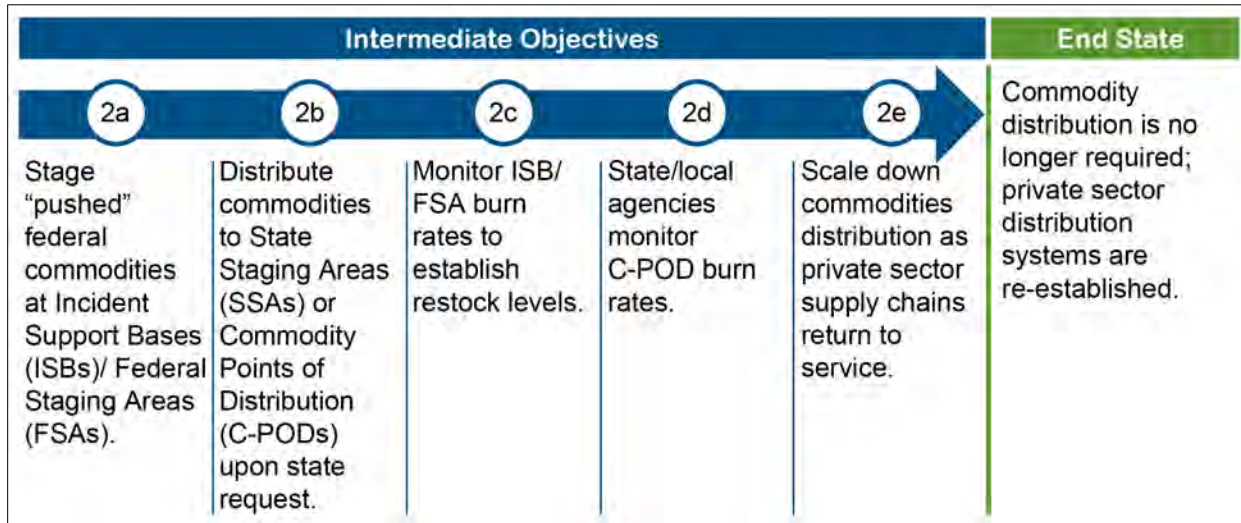
Linkages			
Community Lifelines	Core Capabilities	ESFs	RSFs
<ul style="list-style-type: none"> All 	<ul style="list-style-type: none"> Critical Transportation Logistics and Supply Chain Management On-scene Security, Protection, and Law Enforcement 	<ul style="list-style-type: none"> 7 	<ul style="list-style-type: none"> N/A

References

- *National Response Framework (NRF) ESF #7 Annex (Logistics Management and Resource Support)*
- *ESF #3 Field Guide, USACE (2015)*

Tab 2 to Appendix D-4: Commodity Distribution

Purpose: Coordinate support for the distribution of resources at appropriate sites (State Staging Areas [SSAs], Commodity Points of Distribution [C-PODs], etc.).



Key LOE Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Primary Agencies	
FEMA Headquarters (HQ) Logistics Management Directorate (LMD)	<ul style="list-style-type: none"> Manages resource request fulfilment process. Establishes and manages ISBs.
FEMA Region Logistics Staff	<ul style="list-style-type: none"> Manages resource request fulfilment process for items that can be obtained from within the Region. Establishes and manages FSAs.
Supporting Agencies	
U.S. Army Corps of Engineers (USACE)	<ul style="list-style-type: none"> Deploys Commodity Planning and Response Team (PRT) for C-POD monitoring.
State Emergency Operation Centers (SEOCs)	<ul style="list-style-type: none"> Identify and maintain operationally ready SSAs/C-PODs.
State/Local/Voluntary Agencies Active in Disasters (VOAD) Organizations	<ul style="list-style-type: none"> Staff and operate C-PODs.

Operational Assessment		
Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
2a. Stage “pushed” federal commodities at ISBs/FSAs.	<ul style="list-style-type: none"> Commodity estimates derived from Regional planning factors or real-world situational awareness 	<ul style="list-style-type: none"> Regional leaders Field leaders FEMA HQ
2b. Distribute commodities to SSAs or C-PODs upon state request.	<ul style="list-style-type: none"> State-requested commodities that require delivery to SSAs or C-PODs 	<ul style="list-style-type: none"> State leaders
2c. Monitor ISB/FSA burn rates to establish restock levels.	<ul style="list-style-type: none"> State SSA reorders for commodities FEMA Logistics External Branch reorders for federal commodities to meet state requests 	<ul style="list-style-type: none"> Field Logistics staff
2d. State/local agencies monitor C-POD burn rates.	<ul style="list-style-type: none"> State SSA reorders for commodities Local entity reports indicating number of recipients per day as well as stock levels, which determine burn rates USACE Commodities PRT spot monitoring of C-PODs for independent monitoring 	<ul style="list-style-type: none"> State and local entities USACE
2e. Scale down commodities distribution as private sector supply chains return to service.	<ul style="list-style-type: none"> C-PODs reports of much lower or no burn rates Steady-state private sector supply chains capable of meeting community needs (e.g., grocery stores, restaurants, gas stations) 	<ul style="list-style-type: none"> State and local entities

Resources	
Resource	Capability/Capacity
FEMA Distribution Centers (DCs)	
FEMA Logistics cadre	ISB/FSA staffing
National Guard	Assets provided through the Emergency Management Assistance Compact (EMAC) for C-POD operations

Pre-scripted Mission Assignments (PSMAs)		
PSMA ID	PSMA Title	Type*
USACE PSMA ESF #3 – 175	Commodity Team	FOS/ DFA
USCG PSMA ESF #7 – 326	Maritime Transportation for Logistics Support: Vessel	DFA
USCG PSMA ESF #7 – 328	Air Transportation for Logistics Support: Rotary-wing Aircraft	DFA
USCG PSMA ESF #7 – 330	Air Transportation for Logistics Support: Fixed-wing Aircraft	DFA
USFS PSMA ESF #7 – 372	Logistics Facility Support Team	DFA

*FOS = Federal Operations Support; DFA = Direct Federal Assistance

Execution Checklist			
Phase	Intermediate Objective	Task	Responsibility
		(See Planning SharePoint page Execution Checklist)	

Linkages			
Community Lifelines	Core Capabilities	ESFs	RSFs
<ul style="list-style-type: none"> Food, Water, Shelter 	<ul style="list-style-type: none"> Critical Transportation Logistics and Supply Chain Management Mass Care Services On-scene Security, Protection, and Law Enforcement 	<ul style="list-style-type: none"> 6, 7 U.S. Department of Defense (DOD) 	<ul style="list-style-type: none"> Economic

References
<ul style="list-style-type: none"> <i>National Response Framework (NRF) ESF #7 Annex</i> (Logistics Management and Resource Support) <i>ESF #3 Field Guide</i>, USACE (2015)

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Appendix D-5: Key References

FEMA headquarters (HQ) logistics documents and Regional documents can be located on the [R10 Logistics SharePoint site](#).¹

The R10 Logistics SharePoint site contains:

- HQ policies, guidance, and manuals
- Staging Site Overview – Includes staging sites along with their contact information, activation instructions, unique site characteristics, and specific areas of use
- Memorandums of agreement (MOAs) – Includes existing MOAs (MOAs are continuously evaluated/developed as additional staging sites become available)
- Memorandums of understanding (MOUs) – Includes existing MOUs (e.g., Washington State has MOUs with most sites considered suitable for state-level staging)
- License/use agreements – Applicable to FedEx and other commercial entities donating space for FEMA disaster response operations
- Records of Environmental Consideration (RECs) – Includes a list of RECs for sites selected by Region 10 Logistics staff for potential staging; all sites have undergone RECs due to the ecological sensitivity of the areas around selected sites
- Regionally led airfield assessments
- FEMA HQ-contracted airfield assessments
- Concepts of support maps/slides
- State Distribution Management Plans
- Other site data (e.g., Global Decision Support System [GDSS] data, Federal Aviation Administration [FAA] data, etc.)

¹ The FEMA SharePoint site is only accessible behind the FEMA firewall. For access to documents listed, contact the FEMA Region 10 RRCC.

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Annex F: External Affairs

F.1 Purpose

The purpose of this annex is to describe the roles, responsibilities, and protocols for Emergency Support Function (ESF) #15 (External Affairs [EA]), which is led by FEMA Region 10 EA staff.

During all phases of emergency response and recovery, ESF #15 facilitates open communications and messaging through coordination with appropriate stakeholders. Effective public messaging must be prompt and actionable and it must reach the affected communities regardless of the type of incident. EA staff must always strive to speak with a single unified voice to the residents of the affected area, the Regional community, and the nation at large. The goals of public messaging are to:

- Inform the public about the incident-specific threat;
- Educate the public on how to prepare for an emergency;
- Maintain public confidence and trust;
- Create strategies to set expectations, address rumors, and correct inaccurate information to ensure an informed public;
- Inspire collaboration and preparation through integrated external communications efforts;
- Facilitate communications efforts in coordination with state, local, tribal, and territorial (SLTT) entities, the private sector, and non-governmental organization (NGO) stakeholders; and
- Provide a solid foundation of incident response and recovery information upon which future actions can be based.

F.2 Assumptions

The assumptions presented in the Base Plan of this *Region 10 All-Hazards Plan* (AHP) apply to this annex. In addition, the following assumptions are specific to this annex:

- Messaging will be delivered in a variety of formats, taking into account communications to those with limited English proficiency, individuals with disabilities, and others with access and functional needs.
- Social media will be used extensively for information dissemination and to correct misinformation.
- Messaging must be repeated in a variety of ways.
- Some survivors will either fail to receive messages or will ignore them.
- Organizations will be sending inaccurate or conflicting messages out to the affected public.
- Rumors and misinformation will begin to circulate immediately after an incident. Timely and effective rumor control is crucial to instilling or restoring public confidence.

- Local public information officers (PIOs) and other public information staff may be personally affected by the incident and be unable to report to their posts for duty. Damage to transportation infrastructure and systems may further affect the ability of such staff to respond in a timely manner.
- Broadcasting towers and other facilities and structures used by media may be affected, disrupting communications, media operations, and normal means of broadcasting of emergency information.
- The incident will generate sustained media attention at the local, and possibly national, level, potentially overwhelming local public information resources and necessitating significant state and federal involvement.

F.3 ESF #15 Operational Information

All information regarding ESF #15 operations and actions in Region 10 can be found in the two documents described below.

- ESF #15 Region 10 Job Aid – This job aid identifies the functions and procedures used for ESF #15 in the Region 10 Regional Response Coordination Center (RRCC). The Job Aid, which is located at [ESF #15 Region 10 Job Aid](#), is frequently updated after every training and activation. The document contains the following sections:
 - Key contacts
 - Initial Joint Information Center (JIC) actions
 - Key functions
 - External Affairs Advisor
 - External Affairs Specialist (traditional media and social media)
 - Tribal Affairs
 - Intergovernmental Affairs
 - Congressional Affairs
 - Private Sector
 - Regional Disability Integration Specialist
 - Limited English proficiency support
 - EA/Incident Management Assistance Team (IMAT) coordination
 - Meeting agendas and operational tempo
 - Organizational charts
 - ESF #15 materials
- ESF #15 National Standard Operating Procedure – This SOP, located at [ESF #15 National Standard Operating Procedure](#), establishes procedures and protocols for ESF #15 support of federal domestic incident management during an incident requiring a coordinated federal response. ESF #15 coordinates the activities of the EA components of Public Affairs, Congressional Affairs, Intergovernmental Affairs (SLTT coordination), Planning and Products (all external and internal communications strategies and products for ESF #15), and the Private Sector. Another component, the Joint Information Center

(JIC), ensures the coordinated release of information under ESF #15. The document contains the following sections:

- Basic Plan
- Annex A: Interagency Organization, Staffing, and Operations
- Annex B: Governmental Affairs (Intergovernmental Affairs and Congressional Affairs)
- Annex C: Joint Information Center
- Annex F: Private Sector
- Annex G: Planning and Products
- Annex H: Cybersecurity
- Annex I: Military Support
- Annex J: Federal Law Enforcement
- Annex K: Energy
- Annex L: Public Health and Medical
- Annex M: Environmental
- Annex N: Radiological
- Annex O: NTSB Transportation Investigations
- Annex P: Agriculture and Food
- Annex Q: Staffing and Deployments
- Annex R: Digital and Social Media
- Annex X: Administration and Logistics
- Annex Y: Training

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Annex K: Operational Communications

K.1 Situation

K.1.1 Purpose

This annex outlines the response organization that oversees communications activities following a disaster, as led by FEMA's Disaster Emergency Communications (DEC) Branch as well as Emergency Support Function (ESF) #2 (Communications). The annex also describes the key DEC Branch and ESF #2 activities up to 48 hours in advance of and up to 96 hours after the occurrence of an event. ESF #2 helps facilitate communications between federal, state, and local first responders, non-governmental disaster responders, and private industry partners. ESF #2 also supports the re-establishment of public warning systems and the repair and restoration of critical public and private/commercial communications infrastructure in order to support lifesaving and life-sustaining activities and to set the conditions for recovery.

K.1.2 Background

Functional communications infrastructure and systems are critical for enabling response activities, and most communications facilities are dependent on the commercial power system to remain operational. While most communications facilities have backup power systems, without the ability to access and refuel such backup systems during the response additional failures will likely occur.

Many of the communications systems that public safety agencies rely on are also privately owned. ESF #2 responders must therefore coordinate closely with private industry partners on infrastructure access and repair.

K.1.3 Authorities and References

The following authorities and references pertain to coordination, communications, and computer system operations during the emergency response:

- Communications Act of 1934, 47 U.S. Code (U.S.C.) §§ 151-615b
- National Response Framework (NRF), Fourth Edition (October 2019)
- National Incident Management System (NIMS)
- Homeland Security Act of 2002 (Pub. Law 107-296), as amended
- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) (Pub. Law 93-288), as amended
- Post-Katrina Emergency Management Reform Act (PKEMRA)
- Sandy Recovery Improvement Act of 2013 (Pub. Law 113-2) (January 29, 2013)
- Executive Order 12472 – Assignment of National Security and Emergency Preparedness Telecommunications Functions
- Executive Order 12656 – Assignment of Emergency Preparedness Responsibilities

- Homeland Security Presidential Directive 5 (HSPD-5) – Management of Domestic Incidents (February 8, 2003)
- HSPD – Critical Infrastructure Identification, Prioritization, and Protection (December 17, 2003)
- Presidential Policy Directive 8 (PPD-8) – National Preparedness (March 30, 2011)
- HSPD-20/National Security Presidential Directive 51 (NSPD-51) – National Continuity Policy (2007)

For more information, see the “Authorities” and “References” sections of the Base Plan.

K.1.4 Critical Considerations

- Most modern communications systems are built to a high level of reliability and availability: it is the lack of commercial power that typically has the largest impact on the availability of communications resources during and after an incident.
- Some public safety communications systems may experience degradation or failure due to failure of remote equipment, facilities, and/or towers and may require augmentation or repair.
- Communications may continue to degrade after the initial event as onsite backup power sources deplete batteries and/or fuel.
- Additional degradation to the communications infrastructure may occur due to debris clearing and cleanup activities that damage power and communications cables.
- Some larger communications facilities are dependent on clean water for cooling and may be impacted by the loss of domestic and/or other water supplies.

K.1.5 Planning Assumptions

- Some level of damage, degradation, and congestion will be expected in commercial and public safety communications networks.
- Demand on public and public safety communications networks will increase exponentially over time due to incident response and support needs.

K.1.6 Limiting Factors

The factors listed below may limit the ability to meet increased communications demands and the restoration of communications infrastructure.

- Damage to the transportation infrastructure and weather/seasonal conditions could hamper resource movement to critical locations as well as responder and private sector access to remote communications facilities. Travel and access restrictions by local authorities may further slow or prevent access.
- Much of the Region’s population relies on communications facilities located on remote mountaintop sites that are difficult to reach, even in normal conditions. The specialized

vehicles/equipment necessary to access those sites may be unavailable or be unable to be transported to where needed.

- Rotary-wing aircraft will likely be in short supply due to higher priority missions.
- The lack of fuel for backup power systems and/or difficulty in transporting fuel to communications sites could cause additional failures/outages.

K.2 Mission

K.2.1 Objectives

- Restore the capacity for communicating among the emergency response community and to affected populations; establish voice and data communications between federal and state agencies, local jurisdictions, and first responders.
- Rapidly re-establish sufficient communications infrastructure within affected areas to support initial lifesaving efforts and ongoing life-sustaining activities.
- Support the development of a communications shared situational picture (SitPic) to support response operations.

K.3 Execution

K.3.1 Concept of Operations

The FEMA Region 10 DEC gathers and assesses disaster impact information for developing a communications SitPic se activities. The DEC Branch may initially operate from the Regional Response Coordination Center (RRCC), with various components located at state emergency operations centers (SEOCs), tribal EOCs, or other locations, as appropriate.

K.3.2 Communications Response Organization

The communications response organization will be tailored to address incident needs; not all positions outlined in the organization chart below may be individually staffed. Additional task force (TF) members/functions may also be implemented depending the size and scale of the disaster.

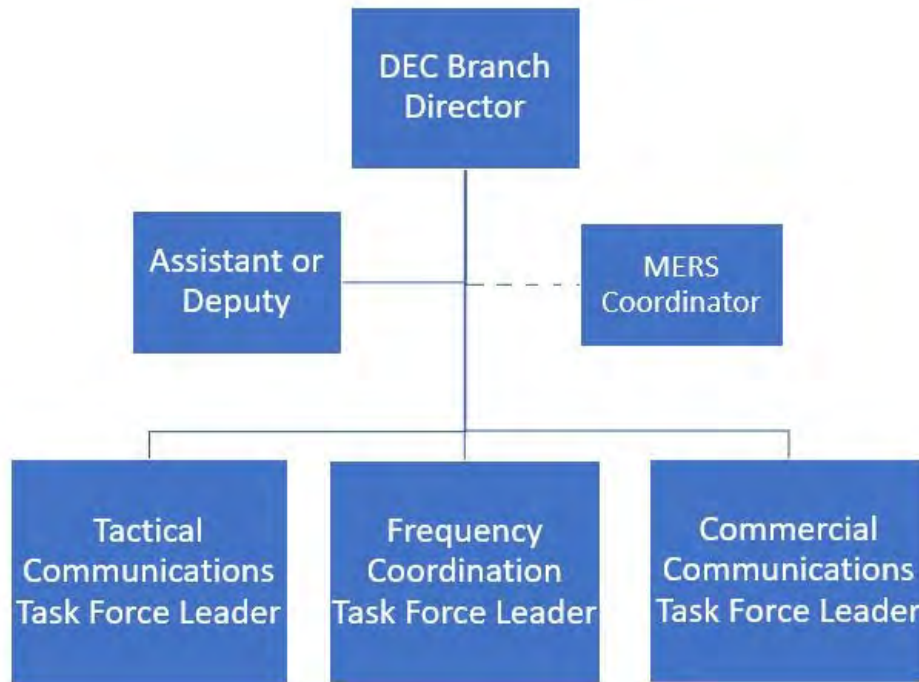


Figure K-1: DEC Branch Organization

The Tactical Communications TF focuses on assisting state, local, tribal, and territorial (SLTT) public safety agencies in the restoration of life safety communications systems and on establishing and maintaining communications within and between deployed federal resources.

The Frequency Coordination TF provides overall frequency coordination for federal responders and assists with Special Temporary Authorities from the Federal Communications Commission (FCC) and/or the National Telecommunications and Information Administration (NTIA).

The Commercial Communications TF focuses on assisting commercial communications providers in the restoration of services, serving as a conduit for information sharing, and coordinating the prioritization of government and private sector communications services support.

K.3.3 Operational Phases

K.3.3.1 Phase 1 – Pre-Incident

For a notice event, Phase 1 begins up to 48 hours prior to an incident occurring. This annex does not address routine activities prior to the event nor any extended planning activities. In Phase 1, the Regional DEC Branch will do the following in a notice event, as appropriate:

- Establish communications capabilities and regular briefings with SLTT stakeholders, private industry partners, and non-governmental organizations (NGOs), such as Voluntary Agencies Active in Disaster (VOAD) entities. This is typically accomplished by establishing and distributing a SitPic (via Adobe Connect: <https://fema.connectsolutions.com/rxreccwg>) and by holding a regular government/industry conference call (usually through the Cybersecurity and

Infrastructure Security Agency's (CISA) National Coordinating Center for Communications (NCC).

- Gather pre-event status of Communications Community Lifeline components (Responder Communications; Infrastructure; Alert, Warnings, and Messages; 911 and Dispatch; and Financial Services).
- Identify likely damage scenarios based on anticipated incident impacts and plan accordingly.
- Review appropriate state annexes to the *Regional Emergency Communications Plan* (RECP) as well as the *Region 10 DEC Battle Book* (located on the DEC internal SharePoint site).
- Coordinate with the Statewide Interoperability Coordinator, EOC communications managers, and/or other appropriate SLTT communications coordinators regarding pre-incident preparatory actions, including staging and/or installation and testing of contingency emergency communications equipment.
- Order and stage federal communications resources, including FEMA Mobile Emergency Response Support (MERS) resources, as appropriate and as funding authorizations allow.

K.3.3.2 Phase 2a – Activation and Immediate Response

- Activate the DEC Branch at the RRCC or at a field location.
- Begin information gathering on the status of communications facilities and infrastructure.
- Determine priorities for the communications needs of state and/or tribal authorities.
- As appropriate, start initial surge/push of communications resources based on the nature and location of the incident. Emphasis should be placed on using the closest resources possible that are capable of accomplishing the greatest good.

K.3.3.3 Phase 2b – Community Stabilization

- Continue to gather status information and identify communications requirements on the following for enabling lifesaving and life-sustaining operations:
 - Responder communications systems
 - Alert and warning systems
 - 911 and dispatch centers
 - Communications infrastructure
 - Banking and financial services
- Establish regular communications and briefings with SLTT stakeholders, private industry partners, and VOADs during this phase for a no-notice event.
- Establish and maintain regular communications with activated FEMA RRCCs, the National Response Coordination Center (NRCC) if activated, and the NCC.
- Re-establish command and control and responder communications networks that support response operations in areas with severely degraded communications capabilities.

- For a no-notice event, coordinate with the Statewide Interoperability Coordinator, EOC communications managers, and/or other appropriate SLTT communications coordinators during this phase regarding the staging and/or installation/testing of contingency emergency communications equipment and the accomplishment of other Phase 1 actions.

K.3.3.4 Phase 2c – Sustained Operations

- Continue Phase 2b actions.

K.3.3.5 Phase 3 – Recovery

Phase 3 begins when response operations have been completed and the conditions are set to transition to long-term recovery.

- At the direction of the Unified Coordinating Group (UGC), DEC staff will facilitate the transition of communications resources to the Communications/IT Sector of the Disaster Recovery Office.

K.3.4 Demobilization

The DEC Branch supports the preparation and execution of a communications response demobilization plan. When response operations diminish, the DEC Branch will initiate demobilization plans for staff and equipment that are no longer required.

K.3.5 Essential Elements of Information (EIs)

- Operational status of public safety and response tactical communications systems
- Status of 911 dispatch facilities and systems
- Status of public alert and warning systems
- Status of commercial communications systems—wireline, wireless, banking and finance systems, undersea cables

K.4 Administration, Resources, and Funding

K.4.1 Administration

See Base Plan.

K.4.2 Resources

Region 10 will follow FEMA standard procedures for obtaining resources for incident response operations. Resource management is handled by the FEMA Regional Support Team (RST), ESF #7 (Logistics), and the FEMA headquarters (HQ) Logistics Management Directorate (LMD).

Specific communications resources known to the DEC Branch are maintained in the *Region 10 DEC Battle Book*.

K.4.3 Funding

Funding for Presidential disaster or emergency declarations will follow applicable laws and authorities. (See Base Plan for details.)

K.5 Oversight, Coordinating Instructions, and Communications

K.5.1 Oversight

While FEMA, through ESF #5, is responsible for oversight and management of the overall federal response, the DEC Branch and ESF #2 direct all federal emergency communications response efforts.

K.5.2 Coordinating Instructions

The DEC Branch and ESF #2 coordinate with state and private sector communications providers to ensure unity of effort for response and recovery activities.

The DEC Branch and ESF #2 also coordinate with other federal partners, including the FCC, U.S. Coast Guard (USCG), U.S. Department of the Interior (DOI), U.S. Forest Service (USFS), U.S. Department of Defense (DOD), NTIA, CISA's Emergency Communications Division (ECD), NCC, U.S. General Services Administration (GSA), and other agencies that may have communications resources. Federal partner coordination is typically conducted through the Mission Assignment (MA) process when the RRCC, the Incident Management Assistance Team (IMAT), and/or the Unified Coordination Staff (UCS) are activated and when other federal resources are needed.

The DEC Branch and ESF #2 coordinate federal actions to assist the private sector in restoring communications infrastructure, to enable emergency communications capabilities, and to restore public safety communications systems and networks.

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Annex W: Region 10 Hazard-specific and Other Operational Plans

FEMA Region 10 has developed hazard-specific plans and other operational plans that outline how FEMA will provide support to affected jurisdictions during a disaster. Table W-1 lists the titles and locations.

Table W-1: Region 10 Hazard-specific and Other Operational Plans

Plan Title	Location
Region 10 All-Hazards Plan	FEMA WebEOC – Plans Library (https://femacms.webeoc.us/eoc7/)
Region 10 Tribal Response Annex	FEMA WebEOC – Plans Library (https://femacms.webeoc.us/eoc7/)
Region 10 Cascadia Subduction Seismic Zone (CSZ) Earthquake and Tsunami Response Plan	FEMA WebEOC – Plans Library (https://femacms.webeoc.us/eoc7/)
Alaska Response Plan (earthquake)	FEMA WebEOC – Plans Library (https://femacms.webeoc.us/eoc7/)
Region 10 Continuity of Operations (COOP) Plan	Region 10 COOP Drive – Z:\9, under “R10 COOP Plan and Support Documents (\\fema.net\Data\RegCoop\R10)

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Annex X: Execution Checklist

The purpose of the Execution Checklist is to provide a list of activities or tasks to be performed during the response to a catastrophic event. Tasks are listed by phase, Community Lifeline, Line of Effort (LOE), Core Capability, Emergency Support Function (ESF)/Recovery Support Function (RSF), and lead element or responsible agency.

ESFs/RSFs and planning partners support the development and refinement of detailed resource requirements to support the tasks outlined in this document.

The Execution Checklist can also be found on the [Region 10 SharePoint](#) and FEMA WebEOC sites.

Note: “*” denotes tasks that may not be covered by existing LOEs and/or Community Lifelines.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	101	1a	Communications	Restoration of Public Infrastructure		Situational Assessment	ESF #2	FEMA	Maintain asset awareness for key federal, state, and local communications assets and caches.
	102	1a	*	ALL		Situational Assessment	ESF #5	FEMA	Coordinate with Regional Watch Center (Watch) and FEMA Mobile Emergency Response Support (MERS) detachments to develop and maintain national situational awareness.
	103	1a	*	ALL		Situational Assessment	ESF #5	FEMA	Coordinate with state, local, tribal, and territorial (SLTT) and federal partners to refine the Incident Collection Plan (ICP), including Critical Information Requirements (CIRs) and Essential Elements of Information (EIs).
	104	1a	*	ALL		Situational Assessment	ESF #5	FEMA	Update and maintain list of remote-sensing resources available to support response operations in Region 10.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	105	1a	Energy	Temporary Emergency Power	Restoration of Public Infrastructure LOE	Public and Private Services and Resources	ESF #12	DOE	Request and review state and local listings of critical public facilities that may have power requirements.
	106	1a	Energy	Temporary Emergency Power	Restoration of Public Infrastructure LOE	Public and Private Services and Resources	ESF #3	USACE	Request and review state and local listings of critical public facilities that may have power requirements.
	107	1a	*	Private Sector Coordination		Public and Private Services and Resources	ESF #14	CISA	In partnership with ESFs #1 and #2, coordinate with states, tribes, and the private sector to develop a list of priority facilities and infrastructure.
	108	1a	*	Private Sector Coordination		Public and Private Services and Resources	ESF #5	FEMA	In coordination with states and private sector partners, conduct detailed analyses to determine possible shortfalls.
	109	1a	*	Commodity Distribution		Logistics and Supply Chain Management	ESF #5	FEMA	Develop logistic support plans with state, tribal, and federal partners.
	110	1a	*	Resource Staging		Public and Private Services and Resources	ESF #7	FEMA	Review readiness and deployment posture of personnel, resources, and logistics support systems.
	111	1a	*	Resource Staging		Public and Private Services and Resources	ESF #7	FEMA	Exercise and refine ESF #7 activities to support the Logistics and Supply Chain Management Core Capability.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	112	1a	*	Resource Staging		Public and Private Services and Resources	ESF #7	FEMA	Coordinate with U.S. General Services Administration (GSA), FedEx, and the Defense Coordinating Element (DCE) regarding Joint Field Office (JFO), Interim Operating Facility (IOF), Incident Support Base (ISB), Federal Staging Area (FSA), and Responder Support Camp (RSC) requirements/locations.
	113	1a	*	Resource Staging		Public and Private Services and Resources	ESF #7	FEMA	Review on-hand equipment, including information technology (IT), Disaster Information Systems Clearinghouse (DISC), general, and other support equipment and supplies and identify shortfalls.
	114	1a	*	Resource Staging		Public and Private Services and Resources	ESF #7	FEMA	Coordinate current contact lists with Mission Support.
	115	1a	*	Emergency Repairs or Augmentation to Infrastructure		Public and Private Services and Resources	ESF #14	CISA	Support ESF #5 in developing a list of priority facilities and infrastructure.
	116	1a	*	Private Sector Coordination		Public and Private Services and Resources	ESF #14	CISA	Coordinate plans with public and private stakeholders regarding resource support.
	117	1a	*	Resource Staging		Public and Private Services and Resources	ESF #7		Review national, state, and local logistics plans, regulations, policies and doctrine as well as existing national contracts.
	118	1a	*	Resource Staging		Public and Private Services and Resources	ESF #7		Develop logistics plans and checklists.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	119	1a	Health and Medical	Fatality Management		Fatality Management Services	ESF #3	USACE	Establish system for sorting debris and recovering human remains, in coordination with ESF #8.
	120	1a	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Develop plan for disposition of unclaimed bodies.
	121	1a	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Identify locations for long-term storage of remains.
	122	1a	Safety and Security	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #13	ATF	Identify potential security issues related to public health and medical disaster services.
	123	1a	Health and Medical	Public Information and Warning		Public Health, Healthcare, and Emergency Medical Services	ESF #15	FEMA	Develop public health and medical safety messaging.
	124	1a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #6	FEMA	Exercise and refine ESF #6 activities in support of ESF #8 operations.
	125	1a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #7	FEMA	Exercise and refine ESF #7 activities in support of ESF #8 operations.
	126	1a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Review and refine health and medical assessment priorities.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	127	1a	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Develop a memorandum of understanding (MOU) with the National Disaster Medical System (NDMS) for moving patients out of impacted areas.
	128	1a	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Develop medical evacuation criteria and casualty care points in coordination with each state/tribe.
	129	1a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Develop an alternative care plan for nursing home populations.
	130	1a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8		Exercise and refine activities in support of ESF #8.
	131	1a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8		Identify capability requirements.
	132	1a	Communications	Temporary Emergency Power	Restoration of Public Infrastructure LOE	Operational Communications	ESF #12	DOE	Establish procedures for providing backup power to support emergency communications.
	133	1a	Safety and Security	Responder Security and Protection		Operational Communications	ESF #13	ATF	Anticipate the variety of levels of protection that may be needed for deployed resources.
	134	1a	Communications	Public Information and Warning		Operational Communications	ESF #15	FEMA	Develop public messages for local communities.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	135	1a	Communications	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Operational Communications	ESF #2	FEMA	Identify potential state and local communications capability shortfalls and requirements.
	136	1a	Communications	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Operational Communications	ESF #2	FEMA	Develop and test catastrophic communications networks.
	137	1a	Communications	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Operational Communications	ESF #2	FEMA	Control call-down list with Regional leadership, ESFs, the emergency alert broadcast community, local and state governments, tribes, and the private sector.
	138	1a	Communications	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Operational Communications	ESF #2	FEMA	Exercise the current response plan with the Communications Task Force (TF).
	139	1a	Communications	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Operational Communications	ESF #2	FEMA	Develop a virtual hailing channel for satellite phone and radio frequency; initiate training.
	140	1a	Communications	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Operational Communications	ESF #2	FEMA	Develop a Communications TF plan template that can be adapted to the incident.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	141	1a	Communications	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Operational Communications	ESF #2	FEMA	Support and train key Regional staff as well as Disaster Emergency Communications (DEC) Division and Incident Management Assistance Team (IMAT) staff on critical communications systems, equipment, and procedures.
	142	1a	Communications	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Operational Communications	ESF #2	FEMA	Review critical state and federal communications plans, including Statewide Communication Interoperability Plans (SCIPs), Tactical Interoperable Communications Plans (TICPs), and state communications annexes.
	143	1a	Communications	Emergency Repairs or Augmentation to Infrastructure		Operational Communications	ESF #2	FEMA	Maintain asset awareness for key federal, state, and local communications assets and caches.
	144	1a	Communications	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Operational Communications	ESF #2	FEMA	Procure, maintain, test, and exercise critical tactical communications systems, equipment, and services.
	145	1a	Communications	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Operational Communications	ESF #2	FEMA	Review and maintain national, Regional, state, DEC, and ESF #2 procedures and call-down lists.
	146	1a	Energy	Temporary Emergency Power	Restoration of Public Infrastructure LOE	Operational Communications	ESF #3	USACE	Identify emergency energy sources to support tactical communications and communications infrastructure restoration operations.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	147	1a	Communications	Emergency Repairs or Augmentation to Infrastructure		Operational Communications	ESF #3	USACE	Prepare to mobilize Deployable Tactical Operation System (DTOS) to support mission execution.
	148	1a	Communications	Emergency Repairs or Augmentation to Infrastructure		Operational Communications	ESF #5	FEMA	Develop list of command and control (C2) liaisons for communications personnel as well as a list of resource requirements for the initial response.
	149	1a	Communications	Emergency Repairs or Augmentation to Infrastructure		Operational Communications	ESF #5	FEMA	Pre-identify assets for communications support provided by ESF #2 and other federal agency (OFA) partners.
	150	1a	Communications	Emergency Repairs or Augmentation to Infrastructure		Operational Communications	ESF #5	FEMA	In coordination with DEC, define communications requirements for response teams.
	151	1a	Communications	Emergency Repairs or Augmentation to Infrastructure		Operational Communications	Tasks Common to All		Maintain emergency notification system (ENS) Communicator system.
	152	1a	Communications	Emergency Repairs or Augmentation to Infrastructure		Operational Communications	Tasks Common to All		Execute ENS Communicator drills and collect/report drill results in coordination with FEMA Response Division.
	153	1a	Communications	Emergency Repairs or Augmentation to Infrastructure		Operational Communications	Tasks Common to All		Maintain and update key communication plans.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	154	1a	Communications	Emergency Repairs or Augmentation to Infrastructure		Operational Communications	Tasks Common to All		Report tactical communications asset inventory.
	155	1a	Communications	Emergency Repairs or Augmentation to Infrastructure		Operational Communications	Tasks Common to All		Prepare a needs assessment for communications requirements for field personnel and facilities.
	156	1a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #12	DOE	Develop fuel requirement projections for ESF #13 response operations.
	157	1a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Collaborate with ESF #15 and the U.S. Department of Agriculture (USDA) Office of Safety, Security, and Protection (OSSP) partners to develop pre-scripted safety and security messages.
	158	1a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Collaborate with OSSP response partners to determine planning ratios for the number of law enforcement resources needed.
	159	1a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Identify non-traditional federal safety resources.
	160	1a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Coordinate with tribes to better understand their security requirements, while maintaining respect for their tribal sovereignty.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	161	1a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Collaborate with OSSP response partners to determine planning ratios for the number of security forces needed.
	162	1a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Coordinate ESF force protection/security requirements (for staff and facilities), and requirements based on environmental assessment (e.g. civil unrest considerations)
	163	1a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Coordinate with private sector facilities/assets/partners on critical infrastructure access (egress/ingress).
	164	1a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Coordinate with National Response Coordination Center (NRCC) private sector liaison.
	165	1a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Coordinate advance requirements for force protection with response teams.
	166	1a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Coordinate with ESF #6 for potential security requirements.
	167	1a	Communications	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #2	FEMA	Develop tactical communications plans for security and protection law enforcement requirements.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	168	1a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #3	USACE	Assess and identify security requirements to support the ESF #3 mission.
	169	1a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	Tasks Common to All		Coordinate with all ESFs and states to identify security augmentation requirements.
	170	1a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	Tasks Common to All		Coordinate with private sector facilities/assets/partners on critical infrastructure access (egress/ingress).
	171	1a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	USCG	Validate maritime approach for coastal SAR.
	172	1a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	DOD	Validate supporting critical incident SAR (CISAR) plans per ESF #9 direction.
	173	1a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	DOD	Provide representatives for the Federal SAR Coordination (FSARC) Group.
	174	1a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #1	DOT	Develop a plan for airspace management for lifesaving operations.
	175	1a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #5	FEMA	Produce a roster of agencies to be included in the FSARC Group(s) in the UCG(s).
	176	1a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	FEMA	Coordinate with ESF #9 Primary Agencies to strengthen relationships and identify plan shortfalls.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	177	1a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	FEMA	Provide enhanced training to ESF #9 agency representatives.
	178	1a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	FEMA	Review, update, and exercise key ESF #9 personnel rosters to ensure contact information is up to date.
	179	1a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	FEMA	Maintain effective communications by updating point of contact (POC) lists, verifying video teleconference and telecom capabilities and testing information systems.
	180	1a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	FEMA	Identify and train Urban Search and Rescue (US&R) personnel for 24/7 operations.
	181	1a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	FEMA	Update US&R Program Office call lists and policy guidance lists; identify US&R specialist(s) assigned to Regional Response Coordination Center (RRCC), Regional IMAT, and field locations.
	182	1a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9		Develop and review Pre-scripted Mission Assignments (PSMAs) and interagency agreements (IAAs) related to SAR operations.
	183	1a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9		Define SAR capabilities within and between agencies, based on asset lists.
	184	1a	Transportation	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #1	DOT	In coordination with ESF #6 liaison, develop a pre-incident assessment of possible transportation assets available for responder inflow and survivor outflow.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	185	1a	Food, Water, Shelter	Commodity Distribution		Mass Care Services	ESF #1	DOT	In coordination with ESFs #6 and #7, assess and coordinate time-phased deployment needs for federal supplies, such as cots, durable medical equipment (DME), access and functional needs (AFN) support supplies, infant/child kits, shelf-stable meals, and other mass care resources.
	186	1a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #11	USDA	Collaborate with ESF #6 and the states to increase pet sheltering, capabilities at the local level.
	187	1a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #11	USDA	Develop nutrition and sheltering plan for service animals and household pets.
	188	1a	Safety and Security	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #11	USDA	Develop in-state and out-of-state evacuation plan for household pets.
	189	1a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #12	DOE	Develop plan for providing fuel and power to shelters.
	190	1a	Communications	Public Information and Warning		Mass Care Services	ESF #15	FEMA	Develop public messaging on life-sustaining issues, including hydration, sanitation, water treatment, hazardous materials (HAZMAT) dangers, and the handling of service animals, household pets, and livestock.
	191	1a	Communications	Public Information and Warning		Mass Care Services	ESF #15	FEMA	Develop and update public messaging regarding evacuation routes and collection points.
	192	1a	Communications	Public Information and Warning		Public Information and Warning	ESF #2	FEMA	Coordinate with ESF #15 liaison to establish means for communicating public messages.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	193	1a	Health and Medical	Emergency Repairs or Augmentation to Infrastructure		Mass Care Services	ESF #3	USACE	Coordinate with ESF #8 to establish procedures for assessing health concerns regarding water and wastewater systems.
	194	1a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Maintain National Shelter System (NSS) database, encourage its use, and provide training to support the emergency response operations of federal, state, tribal, and voluntary organizations.
	195	1a	Food, Water, Shelter	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #6	FEMA	Develop procedures to establish state-requested evacuee shelters, mass feeding sites, distribution points, reunification support, and general evacuee assistance.
	196	1a	Food, Water, Shelter	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #6	FEMA	Develop plans to move and deliver resources for feeding and sheltering evacuees and vulnerable populations.
	197	1a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Encourage state development of a multi-agency Sheltering TF.
	198	1a	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Establish data-sharing plan among whole community partners regarding available housing stock, commodities, and funding.
	199	1a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Develop recovery plans for sheltering, housing, feeding, bulk distribution, and survivor reunification.

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	200	1a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Develop closure plans and surplus/distribution procedures for materials in donations warehouse(s).
	201	1a	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Develop plan to transition survivors from shelters to interim housing.
	202	1a	Food, Water, Shelter	Evacuation, Reception, Re-entry, and Return	Sheltering Operations LOE	Mass Care Services	ESF #6	FEMA	Prepare Disaster Welfare Information (DWI) system for use in aiding family reunification.
	203	1a	Food, Water, Shelter	Evacuation, Reception, Re-entry, and Return	Sheltering Operations LOE	Mass Care Services	ESF #6	FEMA	Provide information and training to federal, state and voluntary agency partners regarding facilitated reunification systems (e.g., American Red Cross (Red Cross), National Center for Missing and Exploited Children [NCMEC]) and how they are activated and utilized.
	204	1a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Increase state and local awareness of eligible mass care expenses for reimbursement during a federal declaration and how to access needed assistance.
	205	1a	Food, Water, Shelter	Evacuation, Reception, Re-entry, and Return	Sheltering Operations LOE	Mass Care Services	ESF #6	FEMA	In coordination with FEMA, ESF #11, OFAs, and non-governmental organizations (NGOs), encourage and support planning efforts for service animal and household pet evacuation and sheltering.

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	206	1a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Assist State Jurisdictional Agencies (SJAs) with preparedness plans and resources for household pets.
	207	1a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Assist SJAs in assessing the risks related to facilities licensed by Animal and Plant Health Inspection Service/Animal Care (APHIS AC) under the Animal Welfare Act (AWA).
	208	1a	Food, Water, Shelter	Mass Care – Food and Water		Mass Care Services	ESF #6	FEMA	In coordination with ESF #11, provide assistance to states in the development of a multi-agency feeding plan and a Feeding TF to facilitate the coordinated delivery of feeding services.
	209	1a	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Support state development of a standing Housing TF.
	210	1a	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Support states with identifying state-specific requirements, housing scenarios, resources, and options, as outlined in the National Disaster Housing Strategy.

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	211	1a	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Provide training regarding disaster housing laws, regulations, policies, and procedures.
	212	1a	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Facilitate coordination among federal partners engaged in disaster housing, e.g., Small Business Administration (SBA), U.S. Department of Housing and Urban Development (HUD), and USDA's Rural Development program.
	213	1a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Support a coordinated approach to plan for AFN requirements in general population shelters.
	214	1a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	ESFs #1, #5, #6, and #11 coordinate with states and tribes to determine the sheltering requirements for household pet evacuations.
	215	1a	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Support state development of Disaster Case Management Plans and provide training, as requested.

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	216	1a	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	In coordination with the Substance Abuse and Mental Health Services Administration (SAMHSA), the Department of Labor (DOL), and the Young Lawyers Division of the American Bar Association (ABA), provide training to state partners regarding FEMA's Crisis Counseling Program, Disaster Unemployment Assistance Program, and Disaster Legal Services.
	217	1a	Safety and Security	Preliminary Damage Assessment		Mass Care Services	ESF #6	FEMA	Ensure that staff and state counterparts are trained on the most up-to-date Preliminary Damage Assessment (PDA) procedures and equipment.
	218	1a	Safety and Security	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #6	FEMA	Coordinate with federal departments and agencies to determine evacuation support requirements.
	219	1a	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Establish a Mass Care TF to coordinate Operational Communications efforts.
	220	1a	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Ensure the accuracy of state pricing, personal property line items, and state choices for vehicle and funeral expenses, as per the State Administrative Plan.
	221	1a	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Ensure state distributing agency contacts are updated, including contacts for weekend, after hours and holidays.

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	222	1a	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Ensure contacts list for state Supplemental Nutrition Assistance Program (SNAP) program are updated, including contacts for weekend, after hours and holidays.
	223	1a	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Review potential program waiver authorities and state Disaster-Supplemental Nutrition Assistance Program (D-SNAP) plan.
	224	1a	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Maintain updated list of federal regulated meat, poultry, and processed egg product facilities.
	225	1a	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Ensure ESF #6 equipment is up to date and prepared for deployment.
	226	1a	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Ensure Disaster Recovery Center (DRC) go-kits are updated and prepared for deployment.
	227	1a	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Encourage the use of AidMatrix to support a comprehensive donations management system; facilitate training opportunities for state and voluntary agency staff.
	228	1a	Food, Water, Shelter	Commodity Distribution		Mass Care Services	ESF #7	FEMA	Prepare list of Distribution Centers (DCs) and commodity point of distribution (C-POD) locations.
	229	1a	Transportation	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #7	FEMA	Prepare and maintain transportation contracts to move and evacuate survivors.
	230	1a	Safety and Security	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #7	FEMA	Prepare evacuation plan for service animals and household pets accompanying human evacuees.

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	231	1a	Food, Water, Shelter	Commodity Distribution		Mass Care Services	ESF #7	FEMA	In coordination with ESFs #1, #5, and #6, assess and coordinate time-phased deployment of federal supplies.
	232	1a	Safety and Security	Search and Rescue		Mass Care Services	ESF #9	FEMA	In coordination with states and tribes, develop a list of locations for survivor collection points.
	233	1a	Safety and Security	Responder Security and Protection		Mass Care Services	Tasks Common to All		Develop procedures to account for facilities and the health and safety of staff.
	234	1a	Safety and Security	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #6		Support state partners in identifying and implementing evacuation tracking systems.
	235	1a	*	*		Mass Care Services	ESF #6	FEMA	Assist in establishing plans and procedures to support the arrival of spontaneous volunteers.
	236	1a	Transportation	Restoration of Public Infrastructure		Infrastructure Systems	ESF #1	DOT	Exercise and refine ESF #1 activities in support of Infrastructure Systems Core Capability.
	237	1a	Transportation	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Infrastructure Systems	ESF #1	DOT	Identify waiver requirement to support incoming repair teams and logistics resources.
	238	1a	Transportation	Resource Staging		Infrastructure Systems	ESF #1	DOT	Coordinate waivers for oversized/overweight vehicles, hours of service, and transport of fuels and resources.
	239	1a	Transportation	*		Infrastructure Systems	ESF #1	DOT	Coordinate Jones Act waivers.
	240	1a	Food, Water, Shelter	Sheltering Operations		Infrastructure Systems	ESF #11	USDA	Prepare list of USDA waivers for commodities and animal foods.

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	241	1a	Energy	Temporary Emergency Power	Restoration of Public Infrastructure LOE	Infrastructure Systems	ESF #12	DOE	Maintain lists of energy-centric critical assets and infrastructure.
	242	1a	Energy	Temporary Emergency Power	Restoration of Public Infrastructure LOE	Infrastructure Systems	ESF #12	DOE	Continuously monitor resources to identify and mitigate vulnerabilities to energy facilities.
	243	1a	Energy	Restoration of Public Infrastructure		Infrastructure Systems	ESF #12	DOE	Analyze and model potential incident impacts to electric power, oil, natural gas, and coal infrastructure.
	244	1a	Energy	Temporary Emergency Power	Restoration of Public Infrastructure LOE	Infrastructure Systems	ESF #12	DOE	Analyze market impacts to the economy.
	245	1a	Safety and Security	Responder Security and Protection		Infrastructure Systems	ESF #13	ATF	Exercise and refine ESF #13 activities in support of Infrastructure Systems Core Capability operations.
	246	1a	Safety and Security	Responder Security and Protection		Infrastructure Systems	ESF #13	ATF	Identify requirements for protection of the federal workforce.
	247	1a	Safety and Security	Responder Security and Protection		Infrastructure Systems	ESF #13	ATF	Determine role of private security resources during response operations.
	248	1a	Safety and Security	Responder Security and Protection		Infrastructure Systems	ESF #13	ATF	Determine possible role of federal resources to support shortfalls for private sector critical infrastructure security.

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	249	1a	Safety and Security	Responder Security and Protection		Infrastructure Systems	ESF #13	ATF	Protective Security Advisor (PSA) stationed in each state works with local, state, federal, and private sector partners on collecting, analyzing, and prioritizing critical infrastructure data and on reducing risk and building resiliency.
	250	1a	Communications	Public Information and Warning		Infrastructure Systems	ESF #15	FEMA	Construct public messages regarding critical infrastructure issues/support.
	251	1a	Communications	*		Infrastructure Systems	ESF #2	FEMA	Exercise and refine ESF #2 activities in support of Infrastructure Systems Core Capability operations.
	252	1a	Safety and Security	*		Infrastructure Systems	ESF #4	USFS	Establish process to manage identified resource requirements for contracting.
	253	1a	Safety and Security	*		Infrastructure Systems	ESF #4	USFS	Prepare a contracting process for acquisition of ESF #4 services by non-fire authorities.
	254	1a	Safety and Security	Responder Security and Protection		Infrastructure Systems	ESF #5	FEMA	Produce guidance for standardized personnel identification for entry into the impact zone.
	255	1a	*	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #5	FEMA	Identify remote sensing capabilities and set priorities for areas to be assessed.
	256	1a	*	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #5	FEMA	Coordinate with PSAs and all ESFs to identify critical infrastructure in the affected area.

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	257	1a	Food, Water, Shelter	Restoration of Public Infrastructure	Transportation LL	Infrastructure Systems	ESF #5	FEMA	Within 72 hours of declaration, establish tracking for restoration of essential community services (such as those in SWEAT analysis – sewer, water, energy, access, and transportation) in support of state and local priorities.
	258	1a	Hazardous Materials	Hazardous Waste		Infrastructure Systems	ESF #5	FEMA	Determine need for air and water quality waivers and support waiver process.
	259	1a	Food, Water, Shelter	Sheltering Operations		Infrastructure Systems	ESF #6	FEMA	Identify sheltering waivers, including requirements for survivors with disabilities or access and functional needs.
	260	1a	Health and Medical	Healthcare Systems Support		Infrastructure Systems	ESF #8	HHS	Prepare public messaging regarding public health issues.
	261	1a	*	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #14	CISA	Provide assessments and analysis and prioritize critical infrastructure.
	262	1a	*	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	Tasks Common to All		Analyze critical infrastructure dependencies, interdependencies, and cascading effects.
	263	1a	Hazardous Materials	Hazardous Waste		Environmental Response/ Health and Safety	ESF #4	USFS	Maintain list of critical HAZMAT facilities and transportation routes.
	264	1a	Communications	Public Information and Warning		Environmental Response/ Health and Safety	ESF #4	USFS	Collaborate with ESF #15 to develop scripted messages about fire hazards.

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	265	1a	Safety and Security	Responder Security and Protection		Environmental Response/ Health and Safety	ESF #5	FEMA	Develop and maintain just-in-time health and safety training for responders.
	266	1a	Food, Water, Shelter	Public Information and Warning		Environmental Response/ Health and Safety	ESF #8	HHS	Exercise, evaluate, and refine pre-scripted public health and safety messages about contaminated food and water supplies and releases of hazardous substances.
	267	1a	Transportation	*		Critical Transportation	ESF #1	DOT	Work with ESFs #2, #5, #6, #7, #8, and #9 to exercise, validate, and refine list of pre-identified transportation assessment priorities.
	268	1a	Transportation	*		Critical Transportation	ESF #1	DOT	Develop and maintain list of waivers needed after an incident.
	269	1a	Transportation	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Critical Transportation	ESF #1	DOT	Develop transportation infrastructure priorities.
	270	1a	Transportation	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Critical Transportation	ESF #10	EPA	Identify primary and detour routes.
	271	1a	Hazardous Materials	Hazardous Waste		Critical Transportation	ESF #10	EPA	Regional Response Team updates plans and prepares for oil and hazardous response actions.
	272	1a	Communications	Public Information and Warning		Critical Transportation	ESF #15	FEMA	Research, understand, and pre-script public messaging regarding transportation issues.

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	273	1a	Transportation	Emergency Repairs or Augmentation to Infrastructure		Critical Transportation	ESF #5	FEMA	In coordination with ESFs #1, #3, and #7, identify capabilities for remotely assessing priority transportation infrastructure.
	274	1a	Transportation	Emergency Repairs or Augmentation to Infrastructure		Critical Transportation	ESF #5	FEMA	Evaluate and update state, tribal, public, private, and federal transportation assessments and response priorities.
	275	1a	Transportation	Emergency Repairs or Augmentation to Infrastructure		Critical Transportation	ESF #5	FEMA	Establish Transportation TF.
	276	1a	Communications	Evacuation, Reception, Re-entry, and Return		Critical Transportation	ESF #5	FEMA	In coordination with states and tribes, develop and update general messaging regarding evacuation and transportation routes.
	277	1a	Health and Medical	Medical Transportation		Critical Transportation	ESF #8	HHS	Identify possible patient reception facilities.
	278	1a	Health and Medical	Medical Transportation		Critical Transportation	ESF #8	HHS	Identify possible casualty collection points.
	279	1a	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Strengthen relationships with local media outlets that have customers for which English is a second language (including American Sign Language).
	280	1a	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Strengthen relationships with tribal media representatives.

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	281	1a	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Strengthen relationships with HAM radio operators and establish protocols for them to help distribute public messages.
	282	1a	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Recruit, train, and manage ESF #15 Planning & Products and Joint Information Center (JIC) staff.
	283	1a	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Reservists coordinate with cadre managers of other External Affairs (EA) sub-cadres for visibility on adequacy of staff sizes, training levels, and availability.
	284	1a	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Train Region 10 OFA and state communicator counterparts on ESF #15 protocols and procedures.
	285	1a	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Coordinate messaging strategies and products with DHS, FEMA Headquarter (HQ), OFAs, state and tribal partners, and other stakeholders.
	286	1a	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Provide initial, periodic, and refresher training to Region 10 staff on FEMA media access policies.
	287	1a	Communications	Public Information and Warning		Public Information and Warning	Tasks Common to All		Exercise and refine public information and messaging.
	288	1a	*	Private Sector Coordination		Logistics and Supply Chain Management	ESF #3	USACE	Identify potential logistics resources in the private sector.
	289	1a	*	Private Sector Coordination		Logistics and Supply Chain Management	ESF #3	USACE	Review the readiness and deployment posture of private sector personnel, resources, and logistics support systems.

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	290	1a	*	*		Logistics and Supply Chain Management	ESF #5	FEMA	Review the readiness and deployment posture of personnel, resources, and logistics support systems.
	291	1a	*	*		Logistics and Supply Chain Management	ESF #5	FEMA	Review existing pre-disaster agreements and contracts and prepare additional agreements and contracts to ensure the maximum capacity for providing resources.
	292	1a	Food, Water, Shelter	Commodity Distribution		Logistics and Supply Chain Management	ESF #6	FEMA	Prepare a list of DCs and C-POD locations.
	293	1a	Transportation	Evacuation, Reception, Re-entry, and Return		Logistics and Supply Chain Management	ESF #6	FEMA	Prepare transportation contracts to move and evacuate survivors.
	294	1a	Safety and Security	Evacuation, Reception, Re-entry, and Return		Logistics and Supply Chain Management	ESF #6	FEMA	Prepare evacuation plans for service animals and household pets accompanying human evacuees.
	295	1a	Transportation	*		Logistics and Supply Chain Management	ESF #7	FEMA	Develop a sustainable transportation plan to support logistics operations for initial lifesaving/life-sustaining operations.
	296	1a	Safety and Security	Search and Rescue		Logistics and Supply Chain Management	ESF #9	FEMA	Exercise and refine ESF #7 activities in support of SAR operations.
	297	1a	*	Resource Staging		Logistics and Supply Chain Management	Tasks Common to All		Identify base camp requirements for incoming assessment and repair teams.

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	298	1a	Energy	Commodity Distribution	Emergency Repairs or Augmentation to Infrastructure LOE	Logistics and Supply Chain Management	Tasks Common to All		Identify fuel distribution requirements to support operations.
	299	1b	*	*	Annex A	Public and Private Services and Resources	Non-ESF/RSF Specific		Coordinate with Logistics Section to determine Reception, Staging, Onward Movement, and Integration (RSOI) requirements.
	300	1b	Food, Water, Shelter	Resource Staging	Annex A	Public and Private Services and Resources	ESF #7		Coordinate billeting for all federal responders (hotels and/or RSCs).
	301	1b	*	Commodity Distribution	Annex D	Public and Private Services and Resources	ESF #7		Determine current resource inventories; procure additional resources to meet shortfalls.
	302	1b	*	*	Annex A	Operational Communications	Tasks Common to All		Prepare an assessment of potential field personnel and facility needs.
	303	1b	*	*	Annex A	Operational Communications	Tasks Common to All		Coordinate with ESF #2 regarding compatibility and resources requirements.
	304	1b	*	*	Annex A	Operational Coordination	Tasks Common to All		Meet with Response Division Director regarding RRCC activation and IMAT deployment.
	305	1b	*	*	Annex A	Operational Coordination	Tasks Common to All		Provide staffing requirements to mission support for IMAT action.
	306	1b	*	*	Annex A	Operational Coordination	Tasks Common to All		Work with RRCC staff to coordinate potential movement of personnel, resources, and materials to support incident objectives and Mission Assignments (MAS).

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	307	1b	Food, Water, Shelter	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #4	USFS	Identify ESF #4 capabilities and availability for supporting security shortfalls.
	308	1b	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	FEMA	Obtain designation of deployed TFs and the latest version of the TF Rotation Matrix.
	309	1b	Safety and Security	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Prepare go-kits for shipment.
	310	1b	Food, Water, Shelter	Food and Water		Mass Care Services	ESF #6	FEMA	Identify potential support requirements for federal feeding mission.
	311	1b	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Research census data on demographics and review available rental housing stock in or near the disaster area.
	312	1b	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Establish contact with state Voluntary Organizations Active in Disaster (VOADs) and other key voluntary agency partners.
	313	1b	Safety and Security	Preliminary Damage Assessment		Mass Care Services	ESF #6	FEMA	Ensure that staff has the necessary equipment and are briefed on PDA procedures, timelines, expectations, and safety precautions.
	314	1b	Food, Water, Shelter	Sheltering Operations	Evacuation, Reception, Re-entry, and Return LOE	Mass Care Services	ESF #6	FEMA	Initiate plans to move and deliver mass care resources for shelter operations and evacuees.

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	315	1b	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Identify potential support requirements for NSS data entry at state and local emergency operations centers (EOCs).
	316	1b	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Assess the need for outreach and the employment of ESF #15 personnel, including: Private Sector Liaison, and Intergovernmental Affairs and other public affairs personnel.
	317	1b	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Establish contact with congressional offices and tribal leaders representing affected areas and provide information on the incident, as possible.
	318	1b	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Review host state agreements, state disaster housing strategies/ housing plans, in coordination with the Housing TF.
	319	1b	Food, Water, Shelter	Sheltering Operations	Search and Rescue LOE	Mass Care Services	ESF #9	FEMA	Develop plans to coordinate the transfer of rescued survivors and household pets from SAR operations to mass care services.
	320	1b	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Contact VOADs, identify pre-positioning plans, and open dialogue on situational awareness.

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	321	1b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #6	DOD	If tasked, stage aircraft for aeromedical or personnel evacuations.
	322	1b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #1	DOT	Monitor ground/air traffic and recommend alternate evacuation routes.
	323	1b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #1	DOT	Request Evacuation Liaison Team.

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	324	1b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #1	DOT	Determine evacuation transportation support requirements.
	325	1b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #6	FEMA	Support state efforts for mass care transportation.
	326	1b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #6	FEMA	Support planning for service animal/household pet evacuation and sheltering.

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	327	1b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #6	FEMA	Identify potential evacuees, including household pets and service animals, and determine shelter distances and availability.
	328	1b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #6	FEMA	Support tracking of evacuees and reunification services.
	329	1b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #6	FEMA	As directed, support delivery of mass care resources to those sheltering in place.

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	330	1b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #6	FEMA	As directed, support state(s) in the feeding and sheltering of self-evacuees and vulnerable populations sheltering in place.
	331	1b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #8	HHS	Support evacuation of persons with disabilities and others with access and functional needs.
	332	1b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #8	HHS	Coordinate medical support components of general evacuation.

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	333	1b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #8	HHS	Provide assistance in identifying the public health and medical needs of evacuees, residents sheltering in place, and residents not evacuating.
	334	1b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #9	FEMA	Ensure rescued survivors are included in evacuation plan operations.
	335	1b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #11	USDA	Identify requirements for evacuation/relocation of agricultural resources.

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	336	1b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #15	FEMA	Develop public messaging for evacuation routes and collection points.
	337	1b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #15	FEMA	Ensure messages are tailored to the incident and made available to all members of the community.
	338	1b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #5	FEMA	Ensure that evacuation strategies are identified for people with disabilities and others with access and functional needs.

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	339	1b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #5	FEMA	Alert resources for evacuation support.
	340	1b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #5	FEMA	Determine federal-level procedures if international visitors are evacuated.
	341	1b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #1	FEMA	Decide, with the Operations Section Chief (OSC), whether an incident-specific inter-state evacuation support plan is required and, if so, begin development.

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	342	1b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #1	FEMA	If out-of-Region evacuation is likely, ensure manifest procedures are ready.
	343	1b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #5	FEMA	Coordinate evacuations across navigable waters of the United States with the U.S. Coast Guard (USCG) and Port State Control (PSC). If international citizens must be evacuated overseas, include U.S. Customs and Border Protection (CBP), U.S. Immigration and Customs Enforcement (ICE), and the Department of State (DOS).
	344	1b	*	Natural and Cultural Resource Protection and Restoration		Natural and Cultural Resources	ESF #7	FEMA	Identify vendors that specialize in securing, stabilizing, and restoring archives and collections; provide contracting information to the State(s).
	345	1b	Safety and Security	Natural and Cultural Resource Protection and Restoration		Natural and Cultural Resources	ESF #13	ATF	Coordinate security for collections of natural and cultural resources and historic properties (NCH) that were relocated pre-incident.

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	346	1b	Communications	Natural and Cultural Resource Protection and Restoration		Natural and Cultural Resources	ESF #15	FEMA	Establish a toll-free telephone number for reporting damage.
	347	1b	*	Natural and Cultural Resource Protection and Restoration		Natural and Cultural Resources	ESF #5	FEMA	Identify cultural resources, with state(s) and Environmental Historic Preservation Advisor (EHAD), likely to require pre- or post-incident response support.
	348	1b	*	Natural and Cultural Resource Protection and Restoration		Natural and Cultural Resources	ESF #5	FEMA	Review and execute applicable pre-scripted Resource Request Form (RRF) with state partners.
	349	1b	*	Natural and Cultural Resource Protection and Restoration		Natural and Cultural Resources	ESF #5	FEMA	Work with EHAD on environmental and historic preservation issues.
	350	1b	*	Natural and Cultural Resource Protection and Restoration		Natural and Cultural Resources	ESF #5	FEMA	Ensure regulatory concerns are communicated to FEMA Public Assistance (PA) Program grantees and sub-grantees.
	351	1c	Communications	*	Annex B	Situational Assessment	ESF #2	FEMA	Acquire and maintain situational awareness for state and local critical communications infrastructure.
	352	1c	*	*	Annex B	Situational Assessment	ESF #5	FEMA	Direct deployment of FEMA State Liaison Officers (SLOs) to state(s).

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	353	1c	*	*	Annex B	Situational Assessment	ESF #5	FEMA	Develop geographic information systems (GIS) analysis and predictive modeling of the incident's impacts, in coordination with the U.S. Geological Survey (USGS).
	354	1c	*	*	Annex B	Situational Assessment	ESF #5	FEMA	Coordinate with the Geospatial Information Unit (GIU) in the RRCC for development of risk and impact analysis mapping, etc.
	355	1c	*	*	Annex B	Situational Assessment	ESF #5	FEMA	Contact affected states and use their situational assessments to identify capabilities and shortfalls.
	356	1c	*	*	Annex B	Situational Assessment	ESF #5	FEMA	Coordinate geospatial and GIS support for incident management.
	357	1c	*	Resource Staging	Annex D	Logistics and Supply Chain Management	ESF #7	FEMA	Provide purchasing assistance through Mission Support contracting, as requested.
	358	1c	*	Resource Staging	Annex D	Logistics and Supply Chain Management	ESF #7	FEMA	Collect status of ESF #7 resources that may be employed to support FEMA disaster operations.
	359	1c	*	Resource Staging	Annex D	Logistics and Supply Chain Management	ESF #7	FEMA	Stage assets as required.
	360	1c	*	Commodity Distribution	Annex D	Logistics and Supply Chain Management	ESF #7	FEMA	Order commodities through the RRCC Logistics Section until operational control is transitioned to the IMAT/field.
	361	1c	*	Resource Staging	Annex D	Logistics and Supply Chain Management	ESF #7	FEMA	Coordinate with Logistics Readiness Center (LRC) on availability of commodities and generators; advise on potential requirements.
	362	1c	*	Resource Staging	Annex D	Logistics and Supply Chain Management	ESF #7	FEMA	Coordinate with OFAs to determine RSOI requirements.

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	363	1c	*	Resource Staging	Annex D	Logistics and Supply Chain Management	ESF #7	FEMA	Respond to cold weather considerations for field teams (especially in Alaska).
	364	1c	*	*	Annex D	Logistics and Supply Chain Management	ESF #7	FEMA	Prepare appropriate documentation for shipment of go-kits (Property Transfer Report, funding docs, FF 143-0-1 request form).
	365	1c	*	Resource Staging	Annex D	Logistics and Supply Chain Management	ESF #7	FEMA	Conduct pre-deployment call with IMAT, MERS, DISC, LRC, DC, and local IT and logistics personnel to determine and arrange shipment of resources.
	366	1c	*	Resource Staging	Annex D	Logistics and Supply Chain Management	ESF #7	FEMA	Coordinate preparation of TIMAC (Telecommunications Information Management and Control System) for shipment of IT and DISC equipment with IMAT IT and Regional IT staff.
	367	1c	Energy	Temporary Emergency Power		Public and Private Services and Resources	ESF #5	FEMA	Coordinate with state to determine and prioritize potential generator requirements for critical facilities and locations.
	368	1c	*	Resource Staging	Annex D	Public and Private Services and Resources	ESF #7	FEMA	Prepare ETaskers at the LRC to request resources (JFO kits, commodities, tarps, generators, etc.).
	369	1c	Food, Water, Shelter	Mass Care – Food and Water	Sheltering Operations LOE	Public and Private Services and Resources	ESF #6		Support coordination calls with whole community partners, such as voluntary, faith-based, and community-based organizations as primarily organized through the VOADs.

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	370	1c	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #1	DOT	Provide information to support state/tribal transportation priorities for medical evacuation and ingress into impacted areas.
	371	1c	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #1	DOT	Prioritize alternative routes and transportation options for medical activities.
	372	1c	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #1	DOT	Coordinate with the Air Operations Branch (AOB) to support patient movement by air.
	373	1c	Hazardous Materials	Hazardous Waste		Public Health, Healthcare, and Emergency Medical Services	ESF #10	EPA	Provide ESF #8 with information about HAZMAT releases, as available from initial assessments.
	374	1c	Food, Water, Shelter	Mass Care – Food and Water		Public Health, Healthcare, and Emergency Medical Services	ESF #11	USDA	Deploy USDA resources to respond to animal and agricultural health emergencies that fall under USDA statutory authority.
	375	1c	Food, Water, Shelter	Sheltering Operations		Public Health, Healthcare, and Emergency Medical Services	ESF #11	USDA	Initiate communications with ESF #8 stakeholders to ensure that animal/veterinary health issues are supported.
	376	1c	Health and Medical	Public Information and Warning		Public Health, Healthcare, and Emergency Medical Services	ESF #15	FEMA	Coordinate with ESF #8 to execute pre-identified public health and medical safety messaging.

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	377	1c	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Prepare personnel and assets needed to support requests for: medical staffing, sheltering of medical needs patients, patient movement, medical resupply, and fatality management.
	378	1c	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Validate identified locations for reception of NDMS teams and additional medical resources, including maritime resources, if required.
	379	1c	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Deploy personnel in support of IMAT/IOF/Federal Coordinating Officer (FCO)/JFO, as required.
	380	1c	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Coordinate with ESFs #1, #6, #7, and #13 and the DCE.
	381	1c	Health and Medical	Search and Rescue		Public Health, Healthcare, and Emergency Medical Services	ESF #9	FEMA	Coordinate with ESF #8 to identify medical support requirements for immediate lifesaving efforts.
	382	1c	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8		Identify and deploy appropriate personnel, equipment, and supplies for deployed federal public health and medical teams.

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	383	1c	*	Resource Staging		Public Health, Healthcare, and Emergency Medical Services	Non ESF/RSF Specific		Provide direction to the Logistics Section to coordinate the movement of personnel, resources, and materials to support incident objectives and MAs, as requested.
	384	1c	Communications	Restoration of Public Infrastructure	Transportation LL	Operational Communications	ESF #1	DOT	Identify available transportation routes that will impact response activities for Operational Communications.
	385	1c	Safety and Security	Responder Security and Protection		Operational Communications	ESF #13	ATF	Assess the need for on-scene security and protection of deployed resources.
	386	1c	Safety and Security	*	Annex K	Operational Communications	ESF #13	ATF	Prepare an assessment of potential field personnel and facility needs.
	387	1c	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Establish and maintain RRCC communications channels, protocols, lists, and standard operating procedures (SOPs) specific to current situation.
	388	1c	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Assist in establishing, supporting, and maintaining IMAT communications channels and meeting communications needs.
	389	1c	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Coordinate inter-agency frequency/spectrum management with MERS (Communications Plan – ICS-205).
	390	1c	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Activate Regional and/or national communications plans.
	391	1c	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Establish communications assessment priorities.

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	392	1c	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Activate assessment teams and communications resources.
	393	1c	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Initiate redundant communications call-down network structure and provide a calling protocol and message format useable by both satellite phones and radio.
	394	1c	Communications	*	Annex K	Operational Communications	ESF #5	FEMA	In coordination with DEC/IMAT, deploy and support Regional emergency communications requisitions.
	395	1c	Communications	*	Annex K	Operational Communications	Tasks Common to All		Employ Regional catastrophic communications plan with all response partners.
	396	1c	Communications	*	Annex K	Operational Communications	Tasks Common to All		Provide direction to Logistics Section to coordinate movement of personnel, resources, and materials to support incident objectives and MAs, as requested.
	397	1c	*	*	Annex A	Operational Coordination	ESF #14	CISA	Establish Critical Infrastructure TF.
	398	1c	*	*	Annex A	Operational Coordination	ESF #14	CISA	Provide direction and guidance to ESF #5 to set federal critical infrastructure priorities.
	399	1c	*	*	Annex A	Operational Coordination	Tasks Common to All		Coordinate with states on locations and timing of team deployments.
	400	1c	*	*	Annex A	Operational Coordination	Tasks Common to All		Deploy with IMATs to state EOCs and be prepared to be self-sustaining for 72 hours.
	401	1c	*	*	Annex A	Operational Coordination	Tasks Common to All		Assess and prepare for lifesaving and life-sustaining operations with ESF #6, in coordination with state and other federal partners, if required.

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	402	1c	*	*	Annex A	Operational Coordination	Tasks Common to All		Coordinate with RRCC on state planning, logistics, and operational requirements.
	403	1c	*	*	Annex A	Operational Coordination	Tasks Common to All		Establish response priorities in coordination with state and tribal partners.
	404	1c	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	DOD	Assess need for security/protection support, in coordination with states and tribes (Titles 10 and 32).
	405	1c	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Coordinate advance requirements for protection with response teams.
	406	1c	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Activate/deploy/employ protection for federal emergency responders.
	407	1c	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Coordinate with Logistics Section to support field security operations.
	408	1c	Communications	Public Information and Warning		On-scene Security, Protection, and Law Enforcement	ESF #15	FEMA	Prepare incident-specific messaging for survivors and responders regarding safety and security concerns.
	409	1c	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #15	FEMA	Assess and identify security requirements to support the ESF #15 mission, in coordination with ESFs #5 and #13.

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	410	1c	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #5	FEMA	Coordinate remote sensing and GIS activities to support operational security.
	411	1c	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #6	FEMA	Assess and identify security requirements to support the ESF #6 mission and coordinate with ESFs #5 and #13.
	412	1c	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #7	FEMA	Activate/deploy/employ federal law enforcement resources.
	413	1c	Safety and Security	Responder Security and Protection	Resource Staging LOE	On-scene Security, Protection, and Law Enforcement	ESF #7	FEMA	Coordinate with ESF #13 for security forces/assets for ISBs and RSC, if necessary, and for the movement of goods.
	414	1c	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #14	CISA	Assess and identify security requirements needed for the support of critical infrastructure, in coordination with the public and private sectors and ESFs #5 and #13.
	415	1c	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	Tasks Common to All		Coordinate with ESF #13 on potential security requirements.
	416	1c	Transportation	*		Mass Search and Rescue Operations	ESF #1	DOT	Identify temporary alternative transportation solutions.

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	417	1c	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #12	DOE	Develop projections of fuel needs for SAR operations.
	418	1c	Safety and Security	Responder Security and Protection		Mass Search and Rescue Operations	ESF #13	ATF	Alert and deploy security and protection capabilities for SAR teams.
	419	1c	Communications	Public Information and Warning		Mass Search and Rescue Operations	ESF #15	FEMA	Update and execute messaging to support SAR operations.
	420	1c	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #4	USFS	Activate/deploy/employ equipment and supplies from the Inter-Agency Cache System.
	421	1c	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #5	FEMA	Coordinate and execute PSMAs for FEMA Logistics Management Directorate (LMD) in support of SAR operations.
	422	1c	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #7	FEMA	Initiate responder/survivor logistics supply lines.
	423	1c	Transportation	Search and Rescue		Mass Search and Rescue Operations	ESF #7	FEMA	Determine if sufficient material handling equipment (MHE) capability is in place to meet requirements at reception airports(s) before arrival of US&R.
	424	1c	Health and Medical	Healthcare Systems Support		Mass Search and Rescue Operations	ESF #8	HHS	Alert and deploy medical assistance for immediate lifesaving operations.
	425	1c	Safety and Security	Search and Rescue	Resource Staging LOE	Mass Search and Rescue Operations	ESF #9	FEMA	Identify staging areas.
	426	1c	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	FEMA	Staff EOCs with liaisons at the city, county, and state levels.
	427	1c	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	FEMA	Request local US&R specialist(s) for RRCC, IMAT, and/or field locations.

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	428	1c	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	FEMA	Ensure RRCC Logistics Section has US&R and Incident Support Team (IST) resupply requirements.
	429	1c	Safety and Security	Search and Rescue	Resource Staging	Mass Search and Rescue Operations	ESF #9	FEMA	Establish capabilities for transport of national US&R assets/equipment to ISB(s).
	430	1c	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	FEMA	RRCC OSC activates/pre-deploys national US&R team(s), as necessary.
	431	1c	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	FEMA	FEMA/ESF 9 coordinator assigns one of the four Primary Agencies (FEMA, USCG, U.S. Department of the Interior [DOI], or the U.S. Department of Defense [DOD]) as the overall Primary SAR Agency for the incident.
	432	1c	Transportation	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #1	DOT	In coordination with ESFs #5 and #6, coordinate evacuation routes with federal, state, and tribal agencies.
	433	1c	Transportation	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #1	DOT	In coordination with ESFs #5, #6, #8, and #11, coordinate with states to determine the number of people requiring evacuation.
	434	1c	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #11	USDA	Initiate nutrition and sheltering plan for service animals and household pets.
	435	1c	Safety and Security	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #11	USDA	Initiate in-state and out-of-state evacuation plan for household pets.
	436	1c	Communications	Public Information and Warning		Mass Care Services	ESF #15	FEMA	Initiate pre-scripted life-sustaining public messaging.

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	437	1c	Communications	Public Information and Warning		Mass Care Services	ESF #15	FEMA	Initiate and update public messaging regarding evacuation routes and collection points.
	438	1c	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Activate the Red Cross Special Representative to FEMA or designee to ESF #6 mass care.
	439	1c	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Notify the SBA of the RRCC's activation.
	440	1c	Food, Water, Shelter	Sheltering Operations	Mass Care – Food and Water	Mass Care Services	ESF #6	FEMA	Maintain communications and coordination with voluntary agencies that providing sheltering and mass care services.
	441	1c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Establish contact with FEMA's National Processing Service Center (NPSC) and Inspection Services staff; advise of potential declaration and any state-specific concerns or issues.
	442	1c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Research census data on demographics and review available rental housing stock in or near the disaster area.
	443	1c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	If possible, and in coordination with the PDA Coordinator and state lead, develop draft initial funding requirement for FEMA housing programs and begin developing an initial housing strategy.

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	444	1c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Deploy the Individual Assistance – Technical Assistance Contract (IA-TAC) through FEMA HQ-Recovery if there is a potential for a Direct Housing mission.
	445	1c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Identify any potential needs to activate the U.S. Army Corps of Engineers (USACE) Blue Roof or Rapid Repair Program.
	446	1c	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	In coordination with HHS/alternate care site (ACS) and states, identify potential Disaster Case Management Program requirements.
	447	1c	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Coordinate with SJAs and FEMA concerning potential need to deploy and staff the Household Pet Support Task Force (HPSTF).
	448	1c	*	*		Mass Care Services	ESF #6	FEMA	Request response resources through ESF #11 Coordinator.
	449	1c	Food, Water, Shelter	Mass Care – Food and Water		Mass Care Services	ESF #6	FEMA	Obtain current list of USDA food commodities available for congregate feeding, listed by order of access to commodities.
	450	1c	Food, Water, Shelter	Mass Care – Food and Water		Mass Care Services	ESF #6	FEMA	Initiate communications with state SNAP agency.
	451	1c	*	*		Mass Care Services	ESF #6	FEMA	Place Incident Management Teams (IMTs) for the various DOI bureaus on alert.

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	452	1c	*	*		Mass Care Services	ESF #6	FEMA	Update national NCH coordinator.
	453	1c	*	*		Mass Care Services	ESF #6	FEMA	Alert DOI Operations Center and Environmental Safeguards Group (ESG).
	454	1c	Food, Water, Shelter	Mass Care – Food and Water		Mass Care Services	ESF #6	FEMA	Initiate distribution of resources to states to support care of animals, including service animals and household pets.
	455	1c	*	*		Mass Care Services	ESF #6	FEMA	Coordinate with states on locations and timing of PDA team deployments.
	456	1c	*	*		Mass Care Services	ESF #6	FEMA	Determine ESF #6 support requirements of local and state EOCs.
	457	1c	*	*		Mass Care Services	ESF #6	FEMA	Identify DRC staffing requirements and develop deployment plan.
	458	1c	*	*		Mass Care Services	ESF #6	FEMA	Determine need for Mobile Disaster Recovery Centers (MDRCs) and coordinate with Logistics Section on their deployment.
	459	1c	*	*		Mass Care Services	ESF #6	FEMA	Provide AC personnel as desk officers to support ESF #11 at RRCC, IOF(s), or other locations, as needed.
	460	1c	Food, Water, Shelter	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #6	FEMA	Initiate procedures to establish state-requested evacuee shelters, mass feeding sites, distribution points, reunification support, and general evacuee assistance.
	461	1c	*	*		Mass Care Services	ESF #6	FEMA	Initiate plan for volunteer organizations to manage unaffiliated volunteers arriving in the affected area.

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	462	1c	*	*		Mass Care Services	ESF #6	FEMA	Anticipate and identify potential future requirements, in coordination with voluntary agency, local, tribal, state, and other federal agencies.
	463	1c	*	*		Mass Care Services	ESF #6	FEMA	In coordination with states, develop DRC plan.
	464	1c	Food, Water, Shelter	Mass Care – Food and Water	Sheltering Operations LOE; Commodity Distribution LOE	Mass Care Services	ESF #6	FEMA	Activate operational plans to deliver mass care resources to all impacted populations.
	465	1c	*	Commodity Distribution		Mass Care Services	ESF #7	FEMA	Initiate establishment of DCs and C-PODs, based on locations on the pre-identified list.
	466	1c	Health and Medical	Medical Transportation		Mass Care Services	ESF #8	HHS	In coordination with ESFs #1, #5, #6, #7, states, and tribes, identify capabilities needed to transport patient populations.
	467	1c	Safety and Security	Public Information and Warning	Search and Rescue LOE	Mass Care Services	ESF #9	FEMA	Distribute lists of survivor collection points to local communities.
	468	1c	Safety and Security	Evacuation, Reception, Re-entry, and Return	Food, Water, Shelter LL; Sheltering Operations LOE	Mass Care Services	Tasks Common to All		Identify potential support requirements for federal feeding mission, mass evacuations, medical needs shelters, pet shelters, reunification services, and sheltering.
	469	1c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6		Support state development of a standing Housing TF.

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	470	1c	Food, Water, Shelter	*		Mass Care Services	ESF #6		Determine need for AmeriCorps support.
	471	1c	Safety and Security	*		Mass Care Services	ESF #6		Coordinate with Logistics Section and Safety and Security staff to inspect and approve DRC locations.
	472	1c	Safety and Security	Responder Security and Protection		Mass Care Services	Tasks Common to All		Implement procedures to account for facilities and the health and safety of staff.
	473	1c	Food, Water, Shelter	Evacuation, Reception, Re-entry, and Return		Mass Care Services	Tasks Common to All		ESFs #1, #5, #6, #7, #8, and #11 coordinate with states and tribes to determine the number of people needing evacuation support.
	474	1c	Food, Water, Shelter	Evacuation, Reception, Re-entry, and Return		Mass Care Services	Tasks Common to All		ESFs #1, #5, #6, #7, and #8 coordinate with states and tribes in identifying and deploying capabilities to transport identified populations.
	475	1c	Food, Water, Shelter	Sheltering Operations		Mass Care Services	Tasks Common to All		In coordination with ESFs #4, #5, #6, and #13, work with cities, and counties to ensure fire protection, law enforcement, and emergency medical services are available to operational shelters.
	476	1c	Transportation	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #1	DOT	Identify support requirements for initial priority restoration of critical waterways, ports, roads, bridges, railways, tunnels, airport runways, and pipelines.
	477	1c	Food, Water, Shelter	Sheltering Operations		Infrastructure Systems	ESF #11	USDA	Supply list of USDA waivers for commodities and animal foods.
	478	1c	Energy	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #12	DOE	Coordinate PDAs for energy infrastructure.

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	479	1c	Energy	Temporary Emergency Power	Restoration of Public Infrastructure LOE	Infrastructure Systems	ESF #12	DOE	Provide analysis on potential extent and duration of energy shortfalls and identify requirements to repair energy systems.
	480	1c	Safety and Security	Responder Security and Protection		Infrastructure Systems	ESF #13	ATF	Identify, activate, and deploy resources for critical infrastructure sites to augment security.
	481	1c	Safety and Security	Responder Security and Protection		Infrastructure Systems	ESF #13	ATF	Deploy liaison with IMAT to assess force protection needs for all active ESFs.
	482	1c	*	Temporary Emergency Power	Restoration of Public Infrastructure LOE	Infrastructure Systems	ESF #13	ATF	Use modeling and forecasting tools (national labs) for infrastructure impacts and look at cascading Regional/national outcomes through the NRCC and Region.
	483	1c	Communications	Public Information and Warning		Infrastructure Systems	ESF #15	FEMA	Initiate public messaging on infrastructure damage as well as any health and safety hazards.
	484	1c	Communications	Public Information and Warning		Infrastructure Systems	ESF #2	FEMA	Implement communications plan and coordinate with private sector entities.
	485	1c	*	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #3	USACE	Identify flood control actions for failed or damaged levees, dams, and water/wastewater facilities.
	486	1c	*	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #3	USACE	Deploy staff to provide technical assistance, including engineering expertise, construction management, contracting, and real estate services.

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	487	1c	Safety and Security	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #3	USACE	Initiate submission of applications for regulatory waivers.
	488	1c	Transportation	ALL	Multiple LLs	Infrastructure Systems	ESF #5	FEMA	Identify transportation requirements for incoming responders and assessment teams.
	489	1c	*	Emergency Repairs or Augmentation to Infrastructure	Multiple LLs	Infrastructure Systems	ESF #5	FEMA	Initiate prioritization of repairs with affected local, state, and tribal entities, in coordination with PSAs and all ESFs.
	490	1c	*	Emergency Repairs or Augmentation to Infrastructure	Multiple LLs	Infrastructure Systems	ESF #5	FEMA	Activate and deploy geospatial support teams.
	491	1c	*	Restoration of Public Infrastructure	Multiple LLs	Infrastructure Systems	ESF #5	FEMA	Initiate response plan for restoration of communications, transportation, energy, water, and wastewater systems.
	492	1c	Communications	Public Information and Warning		Infrastructure Systems	ESF #5	FEMA	Distribute messaging on critical infrastructure issues impacting the public.
	493	1c	*	Resource Staging	Emergency Repairs or Augmentation to Infrastructure LOE	Infrastructure Systems	ESF #7	FEMA	Identify RSC requirements for incoming assessment and repair teams.
	494	1c	Health and Medical	Healthcare Systems Support		Infrastructure Systems	ESF #8	HHS	Prioritize and coordinate assessments of critical health facilities.

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	495	1c	Health and Medical	Healthcare Systems Support		Infrastructure Systems	ESF #8	HHS	Determine waiver requests and prioritize public health and medical requirements.
	496	1c	*	*		Operational Coordination	ESF #14	CISA	Deploy with IMATs to State Emergency Operations Center (SEOC).
	497	1c	*	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #14	CISA	Provide technical assistance to decision makers, governments and private sector representatives on interdependencies, cascading effects, and damage assessment priorities concerning impacted critical infrastructure.
	498	1c	*	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	Tasks Common to All		Activate personnel to conduct assessments.
	499	1c	*	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	Tasks Common to All		Support analysis of critical infrastructure impacts with all partners.
	500	1c	*	*		Environmental Response/ Health and Safety	ESF #4	USFS	Deploy ESF #4 liaison(s) with IMAT to EOCs to support state and tribal priorities.
	501	1c	Safety and Security	Evacuation, Reception, Re-entry, and Return		Environmental Response/ Health and Safety	ESF #4	USFS	Identify threats to responders and the public that necessitate evacuations.
	502	1c	Safety and Security	Responder Security and Protection		Environmental Response/ Health and Safety	ESF #5	FEMA	Identify personal protective equipment (PPE) requirements in impacted communities.

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	503	1c	Safety and Security	*		Environmental Response/ Health and Safety	ESF #5	FEMA	Coordinate with state and tribal partners and the private sector to identify potential environmental health and safety hazards.
	504	1c	Safety and Security	*	Annex D	Environmental Response/ Health and Safety	ESF #7	FEMA	Provide logistics support for responders and the public, including telecommunications capabilities, transportation services, contracting services, and procurement and delivery of PPE.
	505	1c	Health and Medical	Healthcare Systems Support		Environmental Response/ Health and Safety	ESF #8	HHS	Assess public health and medical needs.
	506	1c	*	*		Environmental Response/ Health and Safety	Tasks Common to All		Coordinate PPE for responders.
	507	1c	*	*	Annex D	Environmental Response/ Health and Safety	Tasks Common To All		Identify transportation and logistics requirement to support responders.
	508	1c	Transportation	*		Critical Transportation	ESF #1	DOT	Advise the Regional Emergency Transportation Coordinator (RETCO), S-60 Office of Intelligence, Security and Emergency Response (OISER), and U.S. Department of Transportation (DOT) modal regional administrators.
	509	1c	Transportation	*		Critical Transportation	ESF #1	DOT	Identify temporary alternative transportation solutions, as needed.
	510	1c	Safety and Security	Responder Security and Protection		Critical Transportation	ESF #13	ATF	Deploy ESF #13 to SEOC with IMAT(s).

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	511	1c	Communications	Public Information and Warning		Critical Transportation	ESF #15	FEMA	Disseminate messages regarding public use/limitations of transportation systems.
	512	1c	Transportation	*		Critical Transportation	ESF #5	FEMA	Activate the DOT Emergency Response Team.
	513	1c	Transportation	Resource Staging		Critical Transportation	ESF #5	FEMA	Alert, deploy, and stage federal resources to support state and tribal assessments of transportation infrastructure.
	514	1c	Transportation	Private Sector Coordination		Critical Transportation	ESF #5	FEMA	Activate Transportation TF with representation from the public and private sectors.
	515	1c	Transportation	Sheltering Operations		Critical Transportation	ESF #6	FEMA	Identify transportation needs associated with shelters.
	516	1c	Safety and Security	Search and Rescue	Annex D	Critical Transportation	ESF #7	FEMA	Deploy resources to provide transportation capabilities for initial lifesaving and limited life-sustaining activities.
	517	1c	Energy	Resource Staging		Critical Transportation	ESF #7	FEMA	Arrange for transportation of supplies to staging areas.
	518	1c	Safety and Security	Search and Rescue	Resource Staging LOE	Critical Transportation	ESF #7	FEMA	Initiate plan to establish supply lines to support lifesaving and life-sustaining operations.
	519	1c	Health and Medical	Medical Transportation		Critical Transportation	ESF #8	HHS	Identify requirements for transportation of patients and medical needs populations.
	520	1c	*	*	Annex A	Operational Coordination	Tasks Common to All		Determine the technical assistance needed to support EOC and JFO functions.
	521	1c	Transportation	*		Critical Transportation	ESF #7		Coordinate with the GSA to implement transportation contracts.
	522	1c	*	*	Annex A	Operational Coordination	Tasks Common to All		Establish response priorities, in coordination with state and tribal governments.

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	523	1c	Transportation	*	Resource Staging	Critical Transportation	Tasks Common to All		Coordinate with ESF #7 for logistics support for transportation response operations.
	524	1c	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Deploy EA personnel (RRCC, IMAT, state liaisons, and eventually JFO staff); review and adjust staff levels for adequacy.
	525	1c	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Maintain contact with FEMA HQ.
	526	1c	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Maintain contact with state, OFA, and other stakeholders.
	527	1c	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Alert or deploy initial Reservists to help staff RRCC stations, deploy to EOCs, and/or staff IMAT(s).
	528	1c	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Alert media of enhanced FEMA/RRCC operations, as appropriate.
	529	1c	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Initiate communications planning.
	530	1c	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Issue media products and Web 2.0 messaging, host press conferences, and support media call-outs, interviews and in-studio appearances, as appropriate.
	531	1c	Communications	Public Information and Warning		Public Information and Warning	ESF #5	FEMA	Activate and deploy ESF #15 representatives with IMAT(s).
	532	1c	Transportation	Public Information and Warning		Public Information and Warning	ESF #1		Partner with EA staff to provide incident-specific media releases about transportation issues in affected areas.

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	533	1c	Transportation	Emergency Repairs or Augmentation to Infrastructure		Logistics and Supply Chain Management	ESF #1	DOT	Coordinate with ESF #1, the Transportation TF, and all other ESFs on identifying requirements for responders and repair teams.
	534	1c	Transportation	Resource Staging		Logistics and Supply Chain Management	ESF #1	DOT	Coordinate with ESF #7 for resource ordering, including coordinating on contracts or other agreements for transportation assistance.
	535	1c	Transportation	Resource Staging		Logistics and Supply Chain Management	ESF #1	DOT	Arrange for transportation of supplies to staging areas and shelter locations.
	536	1c	Transportation	Evacuation, Reception, Re-entry, and Return		Logistics and Supply Chain Management	ESF #1	DOT	Provide transportation assets and service contracts to support emergency evacuation requirements.
	537	1c	*	Private Sector Coordination		Logistics and Supply Chain Management	ESF #3	USACE	Establish links to identified resources in the private sector.
	538	1c	*	Private Sector Coordination		Logistics and Supply Chain Management	ESF #3	USACE	Help identify adequate space in affected areas to accommodate private responders.
	539	1c	*	Resource Staging		Logistics and Supply Chain Management	ESF #5	FEMA	Determine requirements for RSCs.
	540	1c	*	*		Logistics and Supply Chain Management	ESF #5	FEMA	Adapt existing plans for logistical support to responders and survivors.
	541	1c	Transportation	Evacuation, Reception, Re-entry, and Return		Logistics and Supply Chain Management	ESF #6	FEMA	Coordinate with ESFs #7 and #8 to activate transportation contracts to move and evacuate survivors.
	542	1c	*	Resource Staging		Logistics and Supply Chain Management	ESF #7	FEMA	Identify sheltering for incoming responders.

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	543	1c	*	Resource Staging		Logistics and Supply Chain Management	ESF #7	FEMA	Activate support camp contracts, as required, for affected areas.
	544	1c	*	Resource Staging		Logistics and Supply Chain Management	ESF #7	FEMA	Initiate ordering from GSA, Defense Logistics Agency (DLA), and USACE.
	545	1c	Health and Medical	Resource Staging		Logistics and Supply Chain Management	ESF #8	HHS	Identify logistics support requirements for ESF #8.
	546	1c	*	Resource Staging		Logistics and Supply Chain Management	Tasks Common to All		Develop situational awareness through coordination with SLTT jurisdictions, the private sector, and other stakeholders and identify additional resource shortfalls.
	547	1c	Transportation	*		Logistics and Supply Chain Management	ESF #7		Coordinate with ESFs #1 and #5 as well as the DOD to address air transportation needs/capabilities.
	548	1c	Communication	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #2	FEMA	Support deployment of MDRCs.
	549	1c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Identify potential need for Mission Planning Team and, if needed, coordinate deployment.

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	550	1c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Research data on demographics and review available rental housing stock.
	551	1c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Develop initial funding requirements for FEMA housing programs.
	552	1c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Establish contact with the NPSC and Inspection Services staffs.
	553	1c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Establish contact with the SBA.
	554	1c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Coordinate with the RRCC or the IMAT Geospatial Information Unit Leader (GIUL) for geospatial housing inspections.

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	555	1c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Initiate discussions with mass care service providers and the Regional Disability Integration Specialist (RDIS) about support requirements.
	556	1c	Communications	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Identify requirements for MDRCs and coordinate with the OSC and DEC/ESF #2 to request deployment of resources.
	557	1c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Contact HUD, USDA, and private sector entities for inventories of available short-term housing/rental resources.
	558	1c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Coordinate with the Individual Assistance Branch Director (IABD) for support for potential declarations.
	559	1c	Communications	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Identify requirements for MDRCs and request deployment in coordination with DEC/ESF #2.

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	560	1c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #5	FEMA	Provide support if geospatial housing inspections are planned.
	561	1c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)	Resource Staging LOE	Mass Care Services	ESF #7	FEMA	Stage plastic sheeting for Blue Roof mission.
	562	1c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #5	FEMA	Provide geospatial coordination and support, if geospatial housing inspections are planned.
	563	1c	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Track numbers of survivors in shelters and, through the National Coordinating Center for Telecommunications (NCC), inform telecommunications carriers of shelters that have over 250 survivors.
	564	1c	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Develop shelter strategy.
	565	1c	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Coordinate with the Emergency Services Branch Director (ESBD) and ESF #8 for medical support to shelters.

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	566	1c	Food, Water, Shelter	Mass Care – Food and Water		Mass Care Services	ESF #6	FEMA	Develop a feeding and hydration strategy and implement when required.
	567	1c	Food, Water, Shelter	Mass Care – Food and Water		Mass Care Services	ESF #6	FEMA	Coordinate with Logistics Section to support the feeding and hydration strategy, distribution coordination, and commodity support for shelf-stable meals.
	568	1c	Food, Water, Shelter	Mass Care – Food and Water		Mass Care Services	ESF #6	FEMA	Ensure water is available for portable showers and sanitation units at shelters and feeding sites.
	569	1c	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Coordinate between mass care service providers and the RDIS/Disability Integration Advisor Lead (DISL) about requirements.
	570	1c	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Report state information about shelter population levels and status.
	571	1c	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Communicate with the Red Cross for discrepancies on shelter population levels and status.
	572	1c	Health and Medical	Sheltering Operations		Mass Care Services	ESF #8	HHS	Provide situational awareness of medical support provided and shortfalls at shelters.
	573	1c	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #11	USDA	Coordinate with NGOs that support household pets and service animals.
	574	1c	Safety and Security	Sheltering Operations		Mass Care Services	ESF #13	ATF	Augment security at shelters.
	575	1c	Communications	Sheltering Operations		Mass Care Services	ESF #15	FEMA	Provide survivors with locations and status of shelters and reception centers.
	576	1c	Communications	Sheltering Operations		Mass Care Services	ESF #15	FEMA	Promote the Red Cross Safe and Well Program.
	577	1c	Food, Water, Shelter	Resource Staging		Mass Care Services	ESF #7	FEMA	Stage mass care resources.

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	578	1c	Communications	Private Sector Coordination			ESF #15	FEMA	EA Private Sector Liaison coordinates with FEMA HQ in establishing the National Business Emergency Operations Center (NBEOC).
	579	1c	*	Private Sector Coordination			ESF #14	CISA	Private Sector Liaison(s) and/or Regional PSAs analyze the threat and provide private sector entities time to mobilize in support of the response and to help in establishing an initial shared Situational Picture (SitPic).
	580	1c	Communications	Private Sector Coordination			ESF #15	FEMA	EA Private Sector Liaison coordinates with private sector partners to activate NBEOC Dashboard.
	581	1c	Communications	Private Sector Coordination			ESF #15	FEMA	In coordination with state and private sector POCs, establish communications with private sector representatives in state EOCs and with other local private sector representatives, if applicable.
	582	1c	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Develop Mass Fatality TF.
	583	1c	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Generate fatality modeling/planning factors.
	584	1c	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Assess and evaluate state capacity for remains processing and storage and reunification of remains with families.

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	585	1c	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	In coordination with state and federal ESF #8 and ESF #15 stakeholders, update public messages about fatality management.
	586	1c	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	In coordination with ESF #8, establish remains collection points and storage and processing sites.
	587	1c	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Activate and deploy all available mortuary affairs teams, Disaster Mortuary Operational Response Teams (DMORTs), and Disaster Portable Morgue Units (DPMUs) to ISBs in preparation for employment in impacted areas.
	588	1c	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Obtain standard situation report (SITREP) on healthcare facilities and their capabilities as well as shortfalls that require assistance.
	589	1c	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Coordinate with ESF #5 and each impacted state to establish initial medical resource requirements.
	590	1c	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Validate identified locations for NDMS teams and other medical resources.
	591	1c	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Identify and deploy public health teams to provide primary care, mental health, and public services.

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	592	1c	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #6	DOD	As tasked, support out-of-Region evacuation transportation.
	593	1c	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #1	DOT	Coordinate all evacuation routes with partners.
	594	1c	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #1	DOT	Prioritize alternative routes and transportation options.

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	595	1c	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #1	DOT	Monitor ground/air traffic and determine alternate routes.
	596	1c	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #1	DOT	Provide coordination and analysis for evacuation operations and route conditions.
	597	1c	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #1	DOT	Identify transportation resources to meet any shortfalls.

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	598	1c	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #1	DOT	Provide support for state/tribal transportation priorities and ingress into the impacted areas post-incident.
	599	1c	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #1	DOT	Coordinate with AOB to support evacuee movement.
	600	1c	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #2	FEMA	Provide evacuation route information to cellular providers.

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	601	1c	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #6	FEMA	Coordinate, alert, and deploy federal mass care resources in support of evacuees, including, children, household pets, and service animals.
	602	1c	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #13	ATF	As tasked, provide support for local, state, and tribal public safety and security measures for evacuation.
	603	1c	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #5	FEMA	Recommend priorities for debris clearance resource support to the OSC.

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	604	1c	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #6	FEMA	Review evacuation routes for prioritization of debris clearance resources.
	605	1c	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #5	FEMA	Activate Evacuation Group.
	606	1c	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #5	FEMA	Support state requests for activating the Motor Coach Support Contract, Airfield Ground Support (AGS) Contract, and National EMS/Ambulance Contract and provide technical assistance.

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	607	1c	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #5	FEMA	If the threatened area includes significant numbers of international visitors, mission assign U.S. Department of State (DOS) Office of Foreign Missions (OFM) for assistance and coordination in the evacuation of international visitors.
	608	1c	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #5	FEMA	Determine the number of people being evacuated.
	609	1c	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #6	FEMA	Provide contingency planning for post-incident support of state evacuations.
	610	1c	Energy	Temporary Emergency Power		Infrastructure Systems	ESF #3	USACE	Provide request for the Logistics Section to mobilize and stage temporary power resources.
	611	1c	Energy	Temporary Emergency Power		Infrastructure Systems	ESF #7	FEMA	Determine FSA locations.

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	612	1c	Energy	Temporary Emergency Power		Infrastructure Systems	ESF #7	FEMA	Mobilize staging teams.
	613	1c	Energy	Temporary Emergency Power		Infrastructure Systems	ESF #7	FEMA	Order resources through the Logistics Supply Chain Management System (LSCMS).
	614	1c	Energy	Temporary Emergency Power		Infrastructure Systems	ESF #7	FEMA	Provide/stage requested temporary power resources at FSAs.
	615	1c	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Submit PSMAs to activate ESF #13 national coordinating staff/resources, field coordinating staff/resources, and federal law enforcement resources.
	616	1c	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Identify Federal Law Enforcement Officer (FLEO) Quick Response Teams (QRTs) from agency stakeholders and implement deployment orders.
	617	1c	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Obtain situational awareness from federal partners (other ESFs) for potential Federal Operational Support (FOS) requests for federal law enforcement assistance and from state partners for potential Direct Federal Assistance (DFA) requests for federal law enforcement assistance.
	618	1c	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Process, deputize, stage, and/or assign FLEO QRT resources.

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	619	1c	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Monitor active missions and rotate resources as needed.
	620	1c	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	During stabilization, continue to monitor situational awareness for additional resource requests from both state and federal agencies.
	621	1c	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Begin to coordinate planning for transitioning resources from stabilized missions to longer term support, when required.
	622	1c	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Identify missions suitable for federal law enforcement resources to transition to local authorities or to security resources for longer term support, where needed, and demobilize federal law enforcement resources, in accordance with demobilization orders.
	623	1c	*	Natural and Cultural Resource Protection and Restoration			ESF #11	USDA	Provide technical assistance to the USCG, U.S. Environmental Protection Agency (EPA), and FEMA.
	624	1c	*	Natural and Cultural Resource Protection and Restoration			ESF #11	USDA	Consider the pre-positioning of contract resources to be able to quickly respond in affected areas.

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	625	1c	*	Natural and Cultural Resource Protection and Restoration			ESF #11	USDA	Promote the American Littoral Society to POCs for reporting damage.
	626	1c	Communications	Natural and Cultural Resource Protection and Restoration			ESF #15	FEMA	Contact tribes regarding threats to NCH on tribal lands.
	627	1c	Safety and Security	Emergency Repairs or Augmentation to Infrastructure			ESF #15	FEMA	Provide PA Category B (CAT B) eligibility talking points to the state(s).
	628	1c	Safety and Security	Natural and Cultural Resource Protection and Restoration			ESF #13	ATF	Coordinate with states on how first responders should handle threatened or adversely affected cultural resources.
	629	1c	Safety and Security	Natural and Cultural Resource Protection and Restoration			ESF #11	USDA	Support the credentialing of recovery contractor personnel.
	630	2a	Hazardous Materials	Hazardous Waste		Situational Assessment	ESF #10	EPA	Provide status of assessments, the nature and extend of oil and HAZMAT releases, actions taken to stabilize them, and recommendations for protective action for responders and survivors.

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	631	2a	Energy	Temporary Emergency Power	Restoration of Public Infrastructure LOE	Situational Assessment	ESF #12	DOE	Within 4 hours, provide situational awareness input on the status of energy systems, power outages, and projected repair times.
	632	2a	Safety and Security	*		Situational Assessment	ESF #13	ATF	Conduct initial assessments and report information relevant to public safety and security operations, focusing on the status individuals and families.
	633	2a	Communications	Public Information and Warning		Situational Assessment	ESF #15	FEMA	Monitor all major media sources and social media.
	634	2a	Communications	Private Sector Coordination		Situational Assessment	ESF #14	CISA	Capture situational awareness metrics from key private sector partners within 12 hours of RRCC/ NRCC activation.
	635	2a	Communications	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Situational Assessment	ESF #2	FEMA	Provide status of communications infrastructure systems, services, and priority assessments.
	636	2a	Communications	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Situational Assessment	ESF #2	FEMA	Identify areas without service.
	637	2a	Communications	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Situational Assessment	ESF #2	FEMA	Establish tactical communications to support assessments.
	638	2a	Communications	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Situational Assessment	ESF #2	FEMA	Maintain situational awareness for state and local critical communications infrastructure.

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	639	2a	*	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Situational Assessment	ESF #3		Report status of public works and engineering operations.
	640	2a	Safety and Security	*		Situational Assessment	ESF #4	USFS	Report status of firefighting operations.
	641	2a	*	*		Situational Assessment	ESF #5	FEMA	Activate/deploy/employ ESF #5 personnel with the IMAT(s) to state/tribal EOCs.
	642	2a	Food, Water, Shelter	Mass Care – Food and Water	Sheltering Operations LOE	Situational Assessment	ESF #6	FEMA	Conduct initial assessments and report information relevant to ESF #6 operations.
	643	2a	*	Resource Staging	Annex D	Situational Assessment	ESF #7	FEMA	Provide status of logistics supply lines and resource shortfalls.
	644	2a	Health and Medical	Healthcare Systems Support		Situational Assessment	ESF #8	HHS	Conduct initial assessments and report information relevant to public health and medical services, focusing on the status of hospitals, medical equipment, and personnel.
	645	2a	Safety and Security	Search and Rescue		Situational Assessment	ESF #9	FEMA	Provide status of search and rescue (SAR) activities by geographic area and identify critical information and shortfalls.
	646	2a	*	*		Situational Assessment	ESF #5	FEMA	Initiate collection of data, operational period (O-period) information, and reporting protocols for field personnel.
	647	2a	*	*		Situational Assessment	ESF #5	FEMA	Analyze, prioritize, and establish Situational Assessment resources to support SLTT governments and establish a SitPic.
	648	2a	*	*		Situational Assessment	ESF #5	FEMA	Provide status of assessments, response activities, and protective action recommendations.

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	649	2a	*	*		Situational Assessment	ESF #5	FEMA	Conduct resource and requirement tracking to determine additional information requirements, key resources, and shortfalls.
	650	2a	Transportation	*		Public and Private Services and Resources	ESF #1	DOT	Identify solutions for accessing priority facilities.
	651	2a	*	Natural and Cultural Resource Protection and Restoration		Public and Private Services and Resources	ESF #11	DOI	Assist in emergency compliance with federal environmental laws, such as emergency permits for natural resource use.
	652	2a	Energy	Restoration of Public Infrastructure	Temporary Emergency Power LOE	Public and Private Services and Resources	ESF #12	DOE	Provide information and technical expertise to support restoration of power.
	653	2a	Energy	Restoration of Public Infrastructure	Temporary Emergency Power LOE	Public and Private Services and Resources	ESF #12	DOE	Coordinate with public and private energy partners to restore energy.
	654	2a	Energy	Restoration of Public Infrastructure	Temporary Emergency Power LOE	Public and Private Services and Resources	ESF #12	DOE	Serve as the federal point of contact for private sector energy response partners.
	655	2a	Energy	Restoration of Public Infrastructure	Temporary Emergency Power LOE	Public and Private Services and Resources	ESF #12	DOE	Prioritize plans and actions for the restoration of energy.
	656	2a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	DOJ	Coordinate with response partners to issue badges, verify credentials, and control access to the incident area.
	657	2a	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Disseminate messages regarding private sector services in support of federal response operations.

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	658	2a	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	In coordination with ESF #6, disseminate instructions regarding donations.
	659	2a	Communications	Public Information and Warning		Public and Private Services and Resources	ESF #15	FEMA	In coordination with ESF #5, provide locations of resources for the public.
	660	2a	Communications	Private Sector Coordination		Public and Private Services and Resources	ESF #2	FEMA	Coordinate federal actions to assist in securing communications services for private sector responders.
	661	2a	*	Emergency Repairs or Augmentation to Infrastructure		Public and Private Services and Resources	ESF #3	USACE	Initiate/execute emergency contracting support for infrastructure related to lifesaving and life-sustaining services.
	662	2a	Safety and Security	*		Public and Private Services and Resources	ESF #4	USFS	Obtain an initial fire situation and damage assessment through established intelligence procedures.
	663	2a	Safety and Security	*		Public and Private Services and Resources	ESF #4	USFS	Coordinate with state and tribal responders to identify additional firefighting resource needs and determine issues regarding resource shortages and resource ordering.
	664	2a	*	Emergency Repairs or Augmentation to Infrastructure	Preliminary Damage Assessment LOE	Public and Private Services and Resources	ESF #5	FEMA	Initiate remote assessments of previously identified priority facilities and infrastructure.
	665	2a	*	Public Information and Warning		Public and Private Services and Resources	ESF #5	FEMA	Coordinate with ESF #15 to disseminate instructions regarding donations.

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	666	2a	*	Private Sector Coordination		Public and Private Services and Resources	ESF #5	FEMA	Activate Private Sector Incident Communications Conference Line (PICCL), as necessary, and hold coordination calls.
	667	2a	*	Resource Staging		Public and Private Services and Resources	ESF #5	FEMA	Integrate resources from FEMA LMD, GSA, states, local jurisdictions, and private sector providers to meet operational requirements.
	668	2a	*	*		Public and Private Services and Resources	ESF #5	FEMA	Support voluntary organizations (VOLAGs) in managing donations.
	669	2a	Food, Water, Shelter	Sheltering Operations	Mass Care – Food and Water LOE	Public and Private Services and Resources	ESF #6	FEMA	Assess life-sustaining ESF #6 services and resources from government agencies, NGOs, and the private sector.
	670	2a	*	Resource Staging	Annex D	Public and Private Services and Resources	ESF #7	FEMA	Coordinate with all response partners to establish supply chain management process for the effective movement of resources.
	671	2a	*	Resource Staging	Annex D	Public and Private Services and Resources	ESF #7	FEMA	Establish links among FEMA LMD, GSA, and private sector resource providers.
	672	2a	*	Resource Staging	Annex D	Public and Private Services and Resources	ESF #7	FEMA	Develop situational awareness through coordination with state and tribal jurisdictions, the private sector, and other stakeholders to identify additional resource shortfalls.
	673	2a	*	Resource Staging	Annex D	Public and Private Services and Resources	ESF #7	FEMA	Initiate national inter-agency agreements with OFAs and NGOs, as well as memorandums of agreement (MOAs)/MOUs and standby logistics contracts.

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	674	2a	*	Resource Staging	Annex D	Public and Private Services and Resources	ESF #7	FEMA	Locate, select, and acquire incident facilities as well as storage and distribution facilities.
	675	2a	*	Resource Staging	Annex D	Public and Private Services and Resources	ESF #7	FEMA	Establish, operate, and manage logistics support facilities.
	676	2a	*	Private Sector Coordination	Annex D	Public and Private Services and Resources	ESF #7	FEMA	Coordinate with the private sector to provide space for its response teams.
	677	2a	*	Private Sector Coordination	Annex D	Public and Private Services and Resources	ESF #7	FEMA	Prepare to mobilize and deliver governmental, non-governmental, and private sector resources, as required.
	678	2a	*	Private Sector Coordination	Annex D	Public and Private Services and Resources	ESF #7		Alert public and private sector liaisons regarding potential response requirements.
	679	2a	*	Resource Staging	Annex D	Public and Private Services and Resources	ESF #7	FEMA	Identify suitable IOF/JFO/ISB/FSA/RSC locations.
	680	2a	*	*	Annex D	Public and Private Services and Resources	ESF #7	FEMA	Coordinate with IA program staff on potential DRD/MDRD locations and requirements.
	681	2a	*	Search and Rescue	Annex D	Public and Private Services and Resources	ESF #7	FEMA	Coordinate with ESF #9 on US&R resources.
	682	2a	*	Sheltering Operations	Annex D	Public and Private Services and Resources	ESF #7	FEMA	Coordinate with ESF #6 stakeholders to ensure there are no impacts to survivors due to responder billeting.
	683	2a	*	Resource Staging	Annex D	Public and Private Services and Resources	ESF #7	FEMA	Coordinate with ESF #13 for security requirements for ISBs/RSCs, if necessary, and for the movement of goods.
	684	2a	*	Resource Staging	Annex D	Public and Private Services and Resources	ESF #7	FEMA	Stand up RSOI operations for incoming responders, as required.

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	685	2a	Safety and Security	Search and Rescue		Public and Private Services and Resources	ESF #9	FEMA	Coordinate with all private sector SAR resources to integrate their operations into state/tribal SAR plans.
	686	2a	*	Private Sector Coordination		Public and Private Services and Resources	Non ESF/RSF Specific		Establish unified communications with key partners in the voluntary sector to ensure the sharing of situational awareness and collaboration on response priorities.
	687	2a	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	DOD	Provide mortuary affairs assistance at the request of ESF #8.
	688	2a	Health and Medical	Fatality Management		Fatality Management Services	ESF #13	ATF	In coordination with ESF #8, identify security requirements.
	689	2a	Health and Medical	Fatality Management		Fatality Management Services	ESF #6	FEMA	Initiate coordination with ESF #8, states, and tribes to identify procedures for making appropriate transportation arrangements for the deceased.
	690	2a	Health and Medical	Fatality Management		Fatality Management Services	ESF #6	FEMA	Coordinate with ESF #8, states, and tribes to identify and support funding requirements for bereavement services.
	691	2a	Health and Medical	Fatality Management		Fatality Management Services	ESF #6	FEMA	Ensure the accuracy of state pricing, personal property line items, and state choices for vehicle and funeral expenses, as per the State Administrative Plan.
	692	2a	Health and Medical	Fatality Management		Fatality Management Services	ESF #7	FEMA	Identify supply-line requirements in support of fatality management services.
	693	2a	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Activate mortuary affairs teams and resources (e.g., DMORTs, DPMUs).

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	694	2a	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Deploy ESF #8 representative with IMAT to state/tribal EOCs.
	695	2a	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Identify cultural issues relevant to fatality management in the impacted area.
	696	2a	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Support ESF #6 in identifying funding requirements for bereavement services.
	697	2a	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Identify remains collection points.
	698	2a	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Identify locations for temporary mortuary operations.
	699	2a	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Identify locations for Family Assistance Centers (FACs).
	700	2a	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Coordinate with ESF #9 to identify and store remains found during response operations.
	701	2a	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Establish temporary morgues.
	702	2a	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #1	DOT	Coordinate with ESF #8 to employ patient evacuation routes and movement capabilities.
	703	2a	Hazardous Materials	Hazardous Waste		Public Health, Healthcare, and Emergency Medical Services	ESF #10	EPA	Provide support to ESF #8 for HAZMAT impacts to human health, as requested.

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	704	2a	*	*		Public Health, Healthcare, and Emergency Medical Services	ESF #11	USDA	Employ USDA resources to respond to animal and agricultural health emergencies that fall under USDA statutory authority.
	705	2a	Food, Water, Shelter	Mass Care – Food and Water		Public Health, Healthcare, and Emergency Medical Services	ESF #11	USDA	Supply ESF #8 with information about food safety.
	706	2a	Energy	Temporary Emergency Power	Restoration of Public Infrastructure LOE	Public Health, Healthcare, and Emergency Medical Services	ESF #12	DOE	Identify energy shortfalls at critical medical facilities.
	707	2a	Energy	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Public Health, Healthcare, and Emergency Medical Services	ESF #12	DOE	Establish priority of repair for critical medical facilities, in coordination with ESF #8 and the private sector.
	708	2a	Safety and Security	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #13	ATF	Coordinate with ESF #8 to determine immediate lifesaving medical security requirements.
	709	2a	Safety and Security	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #13	ATF	Initiate security requirements for all medical resources.
	710	2a	Communications	Emergency Repairs or Augmentation to Infrastructure		Public Health, Healthcare, and Emergency Medical Services	ESF #2	FEMA	Coordinate federal actions to assist in securing tactical communications for responders.

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	711	2a	Health and Medical	Healthcare Systems Support	Debris Management LOE; Temporary Emergency Power LOE	Public Health, Healthcare, and Emergency Medical Services	ESF #3	USACE	Coordinate with ESF #8 to identify generator and debris removal requirements to support medical priorities.
	712	2a	Energy	Temporary Emergency Power		Public Health, Healthcare, and Emergency Medical Services	ESF #3	USACE	Identify refueling requirements for generators at hospitals.
	713	2a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #5	FEMA	Activate and deploy ESF #8 resources and support agencies.
	714	2a	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #5	FEMA	Initiate air coordination requirements for support of ESF #8.
	715	2a	Energy	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #5	FEMA	Initiate requests for medical priority refueling requirements.
	716	2a	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #8	FEMA	Determine if air coordination is needed in support of ESF #8.
	717	2a	Health and Medical	Sheltering Operations		Public Health, Healthcare, and Emergency Medical Services	ESF #6	FEMA	Identify medical support requirements for mass sheltering activities.

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	718	2a	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #7	FEMA	Coordinate with ESF #8 and AOB to identify patient movement requirements.
	719	2a	Health and Medical	Resource Staging		Public Health, Healthcare, and Emergency Medical Services	ESF #7	FEMA	Support ESF #8-activated National Ambulance Contract staging area.
	720	2a	Health and Medical	Healthcare Systems Support	Resource Staging LOE	Public Health, Healthcare, and Emergency Medical Services	ESF #7	FEMA	Identify logistics support requirements for ESF #8.
	721	2a	Health and Medical	Resource Staging		Public Health, Healthcare, and Emergency Medical Services	ESF #7	FEMA	Coordinate with ESF #8 for initial staging requirements.
	722	2a	Health and Medical	Resource Staging		Public Health, Healthcare, and Emergency Medical Services	ESF #7	FEMA	Coordinate with ESF #8 to support RSC requirements.
	723	2a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Initiate assessments of hospitals and medical care facilities to determine operational status and capability for receiving and caring for patients.
	724	2a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Assess the capabilities of potential alternate care facilities that can be used to house patients.

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	725	2a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Deploy medical assessment teams.
	726	2a	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Determine locations for casualty collection points.
	727	2a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Deploy and employ NDMS teams for immediate lifesaving activities in the impacted area.
	728	2a	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Validate medical evacuation criteria with each state.
	729	2a	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Initiate establishment of patient collection points in the designated areas.
	730	2a	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Execute list of pre-identified casualty care points.
	731	2a	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Activate NDMS patient movement system.

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	732	2a	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Activate and deploy National Ambulance Contract.
	733	2a	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Deploy and employ medical rotary-wing evacuation capability.
	734	2a	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Identify and activate National Ambulance Contract staging area.
	735	2a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Review readiness status of ESF #8 resources that may be employed to support FEMA disaster operations.
	736	2a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Refer to Resource Typing Matrix/Team Menu for common resource assets (e.g., space requirements and sustainment requirements); identify resource capabilities and “packages,” e.g., Federal Medical Station (FMS) requirements.
	737	2a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Coordinate with ESF #11 for pet and veterinary support.

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	738	2a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Deploy assets related to MAs; support medical surge, medical needs shelters, hospital decompression/patient movement operations, medical resupply pet/veterinary support, and fatality management.
	739	2a	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Identify options and support requirements for moving patients to appropriate levels of care.
	740	2a	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Establish patient reception sites/locations in coordination with each state.
	741	2a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Initiate execution of alternate care sites (ACSS).
	742	2a	Safety and Security	Search and Rescue		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Deploy medical capability to support SAR activities.
	743	2a	Communications	*	Annex K	Operational Communications	ESF #2	DOD	Deploy communications assets and perform communications C2 coordination.
	744	2a	*	*	Annex K	Operational Communications	ESF #7	DOD	Support strategic mobility transport of heavy assets.

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	745	2a	Communications	Emergency Repairs or Augmentation to Infrastructure	Annex K	Operational Communications	ESF #2	DOD	Initiate support for tactical communications capabilities and the restoration of communications systems using large-scale offshore platforms and other military assets.
	746	2a	Transportation	*	Annex K	Operational Communications	ESF #1	DOT	Monitor transportation issues and provide contingency plans.
	747	2a	Transportation	Emergency Repairs or Augmentation to Infrastructure	Annex K	Operational Communications	ESF #1	DOT	Assess and report the status of damage to state/tribal transportation systems.
	748	2a	Transportation	Debris Management	Annex K	Operational Communications	ESF #1	DOT	Support debris clearance operations.
	749	2a	Transportation	Emergency Repairs or Augmentation to Infrastructure	Annex K	Operational Communications	ESF #1	DOT	Monitor and report the status of damage to transportation systems and infrastructure.
	750	2a	Communications	*	Annex K	Operational Communications	ESF #1	DOT	Report on options for accessible transportation to support Operational Communications.
	751	2a	Energy	Temporary Emergency Power	Annex K	Operational Communications	ESF #12	DOE	Provide a detailed assessment of power disruptions and outages in the impacted area.
	752	2a	Safety and Security	Responder Security and Protection	Annex K	Operational Communications	ESF #13	ATF	Deploy forward operation teams to ensure the safety and security of locations for tactical response and restoration teams.
	753	2a	Safety and Security	Responder Security and Protection	Annex K	Operational Communications	ESF #13	ATF	Initiate security needs for communications responders and equipment.

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	754	2a	Communications	Public Information and Warning	Annex K	Operational Communications	ESF #15	FEMA	Deploy personnel to disseminate incident-specific messaging that targets all impacted populations.
	755	2a	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Establish communications with the RRCC, MERS Operations Center (MOC), and state EOCs.
	756	2a	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Initiate communications with federal, tribal, state, and local governments to determine shortfalls in communications.
	757	2a	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Identify state/tribal priorities to provide restoration of communications capabilities.
	758	2a	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Provide tactical communications support to the state EOCs through the IMAT.
	759	2a	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Activate ESF components to include: (NTIA), Federal Communications Commission (FCC), MERS, and the U.S. Department of Energy (DOE).
	760	2a	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Provide tactical communications support for responders at IOF/JFO and/or other response facilities.
	761	2a	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Initiate spectrum coordination through tactical and restored communications systems for responders and facility operations.
	762	2a	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Begin process to set up a virtual hailing channel for satellite phone and radio frequency.
	763	2a	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Establish cross-border interoperable communications with first responders and British Columbia, as required.

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	764	2a	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Develop Communications TF plan and distribute to support agencies.
	765	2a	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Identify resource competition issues.
	766	2a	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Request regulatory waivers from state and federal agencies, as required.
	767	2a	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Ensure 911 services are operational throughout the affected area.
	768	2a	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Provide dynamic SitPic, including status of restoration efforts and teams involved.
	769	2a	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Establish Communications TF for the JFO, as required.
	770	2a	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Inform Logistics staff about staging requirements for incoming equipment and personnel.
	771	2a	Communications	Emergency Repairs or Augmentation to Infrastructure	Annex K	Operational Communications	ESF #3	USACE	Activate DTOS to support mission execution.
	772	2a	Energy	Emergency Repairs or Augmentation to Infrastructure	Annex K	Operational Communications	ESF #3	USACE	Prepare a portable power generation assets inventory.
	773	2a	Energy	Commodities Distribution	Annex K	Operational Communications	ESF #3	USACE	Initiate movement of fuel for response and restoration operations.

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	774	2a	Safety and Security	Debris Management	Annex K	Operational Communications	ESF #3	USACE	Activate/deploy/employ debris removal capability to provide access to key communications facilities.
	775	2a	Communications	Emergency Repairs or Augmentation to Infrastructure	Annex K	Operational Communications	ESF #4	USFS	Deploy with other ESF #2 partners, as requested, to support the communications response and restoration plan.
	776	2a	Communications	*	Annex K	Operational Communications	ESF #5	FEMA	Identify command, control, and communications (C3) shortfalls and prioritize support requirements.
	777	2a	Communications	*	Annex K	Operational Communications	ESF #5	FEMA	Determine communications support requirements of leadership in the affected area for federal facilities, field teams, and state, tribal, and local EOCs.
	778	2a	Communication	*	Annex K	Operational Communications	ESF #5	FEMA	Request DOD transport of tactical communication assets into the affected area.
	779	2a	*	*	Annex K	Operational Communications	ESF #5	FEMA	Submit incident report into National Emergency Management Information System (NEMIS).
	780	2a	Communications	*	Annex K	Operational Communications	ESF #5	FEMA	Establish Mobile Communications Operations Vehicle (MCOV) site to serve as MDRC for IA-declared areas within 24 hours of the state's request.
	781	2a	*	Resource Staging	Annex K	Operational Communications	ESF #7	FEMA	Request RSC sustainment capability for incoming equipment and personnel.
	782	2a	Safety and Security	Search and Rescue	Annex K	Operational Communications	ESF #9	FEMA	Coordinate with ESFs #2, #5, and #7 to provide communications teams to support SAR efforts.

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	783	2a	*	*	Annex K	Operational Communications	Tasks Common to All		Provide situational awareness and action planning input, as needed, to RRCC and IMAT personnel.
	784	2a	*	*	Annex K	Operational Communications	Tasks Common to All		Support IMAT field requirements, including equipment/vehicles and personnel.
	785	2a	*	*	Annex K	Operational Communications	Tasks Common to All		Coordinate with ESF #2 to support communications for identified personnel and facilities.
	786	2a	Safety and Security	Search and Rescue	Annex A	Operational Coordination	ESF #9	FEMA	Activate/deploy/employ SAR TFs.
	787	2a	*	Private Sector Coordination	Annex A	Operational Coordination	ESF #14	CISA	Activate/deploy/employ Protective Security Advisors (PSAs) with IMAT(s) to each state EOC to support critical infrastructure coordination.
	788	2a	*	*	Annex A	Operational Coordination	Tasks Common to All		Coordinate with inter-governmental, non-governmental, and private sector organizations on restoring the communications infrastructure.
	789	2a	*	*	Annex A	Operational Coordination	Tasks Common to All		Monitor MA progress and funding requirements for additional resources, as required.
	790	2a	*	*	Annex A	Operational Coordination	Tasks Common to All		Support MA processing until field functions are mission-capable.
	791	2a	*	*	Annex A	Operational Coordination	Tasks Common to All		Support rapid lifesaving assessment activities and report findings to state, RRCC, and FEMA HQ.
	792	2a	*	*	Annex A	Operational Coordination	Tasks Common to All		Mobilize resources to address the response priorities of state and tribal partners.

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	793	2a	*	*	Annex A	Operational Coordination	Tasks Common to All		Convene a Multi-agency Coordination (MAC) Group.
	794	2a	*	*	Annex A	Operational Coordination	Tasks Common to All		Analyze, prioritize, adjudicate, allocate, and identify resources to support operations.
	795	2a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	DOD	Provide security/protection support, in coordination with states and tribes (Titles 10 and 32).
	796	2a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	DOD	Provide law enforcement and corrections support, in coordination with states and tribes (Title 32).
	797	2a	Transportation	*		On-scene Security, Protection, and Law Enforcement	ESF #1	DOT	Provide information on transportation modes and routes available for response operations.
	798	2a	Transportation	*		On-scene Security, Protection, and Law Enforcement	ESF #1	DOT	Request that the Transportation Security Administration (TSA) provide situational awareness on the status of airports, including capabilities for screening and other airport security operations.
	799	2a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #11	USDA	As needed, provide trained public safety, law enforcement, investigations, and security resources, if appropriate authority is provided.

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	800	2a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #12	DOE	Validate fuel requirement projections for ESF #13 response operations.
	801	2a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Appoint, activate, and deploy a Senior Federal Law Enforcement Official (SFLEO) to the IOF/JFO to be a member of the Unified Coordination Group (UCG).
	802	2a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Activate and deploy ESF #13 assessment teams to the affected area.
	803	2a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Coordinate with state and tribal governments for the support of law enforcement requirements.
	804	2a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Provide security at all federal fuel sites, if required.
	805	2a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Coordinate with the USCG and/or the DOD to perform security tasks within the scope of their authorities.
	806	2a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Coordinate ESF force protection/security requirements and requirements due to civil unrest.

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	807	2a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Employ ESF #13 assessment teams to liaise with state and tribal partners to determine response security requirements.
	808	2a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Provide specialized security assets, such as traffic barriers, canine units, and law enforcement protective gear.
	809	2a	Communications	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Provide security and protection support and assistance to critical communications teams.
	810	2a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #4	USFS	As needed, provide trained public safety, law enforcement, investigations and security resources if appropriate authority is provided.
	811	2a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #5	FEMA	Mission assign ESF #13 resources to support response operations.
	812	2a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #5	FEMA	Coordinate with the USCG and/or the DOD to perform security tasks within the scopes of their authority.
	813	2a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #7	FEMA	Activate transportation assets for the movement of law enforcement personnel with IMATs in support of initial lifesaving activities.

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	814	2a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	Tasks Common to All		Assess and identify security requirements and coordinate with ESFs #5 and #13.
	815	2a	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	Tasks Common to All		Update operational objectives for security resources based on new situational awareness.
	816	2a	Transportation	Search and Rescue		Mass Search and Rescue Operations	ESF #7	DOD	Immediately establish rotary-wing landing areas and establish runway capability as soon as possible to support lifesaving activities and requirements.
	817	2a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	DOD	Deploy/employ maritime SAR assets.
	818	2a	Transportation	Emergency Repairs or Augmentation to Infrastructure		Mass Search and Rescue Operations	ESF #1	DOT	Monitor and report status of and damage to transportation systems and infrastructure.
	819	2a	Transportation	Medical Transportation		Mass Search and Rescue Operations	ESF #1	DOT	Coordinate airspace management for lifesaving operations.
	820	2a	Hazardous Materials	Hazardous Waste		Mass Search and Rescue Operations	ESF #10	EPA	Provide technical assistance to SAR, as requested, to deal with HAZMAT issues/contamination.
	821	2a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #11	USDA	Coordinate with ESFs #5, #9 and #6 to execute plan for rescue of household pets.
	822	2a	Safety and Security	Responder Security and Protection		Mass Search and Rescue Operations	ESF #13	ATF	Employ security and protection capabilities for SAR teams.

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	823	2a	Communications	Public Information and Warning		Mass Search and Rescue Operations	ESF #15	FEMA	Execute messaging for SAR operations that outlines expectations for the public and includes safety instructions.
	824	2a	Safety and Security	Search and Rescue	Communications LL	Mass Search and Rescue Operations	ESF #2	FEMA	Execute tactical communications plan for resources supporting SAR operations.
	825	2a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #3	USACE	Activate/deploy/employ specially trained and equipped structural engineers to augment FEMA US&R TFs, ISTs, military technical rescue organizations, and other responders.
	826	2a	Safety and Security	Debris Management		Mass Search and Rescue Operations	ESF #3	USACE	Support debris removal to improve access for technical rescue organizations and other responders.
	827	2a	Safety and Security	*		Mass Search and Rescue Operations	ESF #4	USFS	Employ contracted National Interagency Fire Center (NIFC) aircraft, as appropriate.
	828	2a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #4	USFS	Activate and deploy wildland fire teams to assist in wide area search operations in support of SAR efforts.
	829	2a	Safety and Security	Resource Staging		Mass Search and Rescue Operations	ESF #5	FEMA	Provide staging areas for SAR operations and resources.
	830	2a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #5	FEMA	Deploy and employ an FSARC Group with each IMAT for EOCs.
	831	2a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #5	FEMA	Deploy rotary-wing air assets to support lifesaving missions (GSA, DOD, USCG), as required.

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	832	2a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #5	FEMA	Issue MAs as needed: Mass SAR Operations Primary Agencies and Supporting Agencies, per the National SAR Plan; members for FSARC Group(s), if required; DOD SAR support; wide area/wilderness SAR teams; swiftwater rescue SAR teams; USCG/DOD for maritime platform capability.
	833	2a	Food, Water, Shelter	Sheltering Operations		Mass Search and Rescue Operations	ESF #6	FEMA	Activate/deploy/employ resources to provide sheltering for rescued survivors.
	834	2a	Transportation	Search and Rescue		Mass Search and Rescue Operations	ESF #7	FEMA	Provide alternate ground transportation for deployed SAR resources in coordination with the GSA.
	835	2a	*	Resource Staging	Evacuation, Reception, Re-entry, and Return LOE; Commodity Distribution LOE	Mass Search and Rescue Operations	ESF #7	FEMA	Initiate tactical staging areas, survivor collection points, forward refueling locations and RSCs in order to conduct and support initial lifesaving operations.
	836	2a	*	Resource Staging		Mass Search and Rescue Operations	ESF #7	FEMA	Establish logistics staging and supply lines to support lifesaving and life-sustaining response operations.
	837	2a	Safety and Security	Search and Rescue	Medical Transportation LOE	Mass Search and Rescue Operations	ESF #8	HHS	Coordinate with the Incident Commander and IMATs to move the rescued and/or injured.
	838	2a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	FEMA	Activate/deploy/employ ESF #9 along with the IMAT to coordinate SAR operations in support of local, state, and tribal SAR capabilities.

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	839	2a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	FEMA	Activate/deploy/employ FSARC Group(s).
	840	2a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	FEMA	Activate/deploy/employ available federal SAR resources (FEMA US&R TFs and ISTs, USCG, DOI, DOD).
	841	2a	Transportation	Search and Rescue		Mass Search and Rescue Operations	ESF #9	FEMA	Establish air operations capability to support SAR operations.
	842	2a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	FEMA	Request air SAR within 4 hours of the incident, as required.
	843	2a	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	FEMA	Ensure requested federal US&R resources arrive on scene within 16 hours of notification, in accordance with published US&R plans and procedures.
	844	2a	Transportation	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #1	DOT	Provide updates to ESF #6 regarding status of transportation issues.
	845	2a	Transportation	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #1	DOT	In coordination with ESFs #5, #6, and #8, states, and tribes, identify and deploy capabilities to transport identified populations.
	846	2a	Transportation	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #1	DOT	In coordination with ESFs #5, #6, and #7, coordinate initiation of FEMA contracts for buses and aviation evacuation support.
	847	2a	Transportation	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #1	DOT	Determine federal evacuation support requirements by monitoring and reporting on the status of and damage to transportation systems and infrastructure.

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	848	2a	Transportation	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #1	DOT	Activate the Evacuation TF to support coordination with states and tribes.
	849	2a	Hazardous Materials	Hazardous Waste		Mass Care Services	ESF #10	EPA	Develop and distribute list of contaminated sites.
	850	2a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #11	USDA	Employ nutrition and sheltering plan for service animals and household pets.
	851	2a	Safety and Security	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #11	USDA	Employ in-state and out-of-state evacuation plan for household pets.
	852	2a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #12	DOE	Adapt plan for providing fuel and power to shelters, as required, based on the incident.
	853	2a	Communications	Public Information and Warning		Mass Care Services	ESF #15	FEMA	Employ updated public messaging regarding evacuation routes and collection points.
	854	2a	Communications	Public Information and Warning		Mass Care Services	ESF #15	FEMA	Through ESF #15, coordinate public messaging with ESFs #5 and #6, states, and tribes on reception center locations, shelter locations, and the status of shelters.
	855	2a	Communications	Public Information and Warning		Mass Care Services	ESF #15	FEMA	In coordination with ESFs #5 and #6, support public messaging to announce locations of commodity points of distribution (C-PODs), as they become operational.
	856	2a	Communications	*		Mass Care Services	ESF #2	FEMA	Employ procedures to establish communications between Region 10, FEMA HQ, and ESF #6.

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	857	2a	Food, Water, Shelter	Emergency Repairs or Augmentation to Infrastructure		Mass Care Services	ESF #3	USACE	Deploy teams to assess water and wastewater systems.
	858	2a	Health and Medical	Emergency Repairs or Augmentation to Infrastructure		Mass Care Services	ESF #3	USACE	Address health concerns regarding water and wastewater systems, as required.
	859	2a	Safety and Security	Sheltering Operations		Mass Care Services	ESF #4	USFS	In coordination with ESFs #5, #6, #8, and #13, work with cities and counties to ensure that fire protection, law enforcement, and emergency medical services are available to operational shelters.
	860	2a	*	Resource Staging		Mass Care Services	ESF #6	FEMA	Assist in the selection of federal staging locations from those that have been pre-identified.
	861	2a	Safety and Security	Preliminary Damage Assessment		Mass Care Services	ESF #6	FEMA	Provide resources and deploy teams to conduct PDAs.
	862	2a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Employ multi-lingual interpreters to shelter locations to support communications to survivors.
	863	2a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Use the NSS database to allow responders to access and monitor mass care resource information.
	864	2a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Initiate DWI system for use in aiding family reunification efforts.
	865	2a	*	Preliminary Damage Assessment		Mass Care Services	ESF #6	FEMA	Collect PDA data and develop IA portion of Regional Summary, Analysis, and Recommendation document.

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	866	2a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Provide subject matter experts (SMEs) to ESF #11 on pet response and AWA licensees.
	867	2a	Food, Water, Shelter	Mass Care – Food and Water		Mass Care Services	ESF #6	FEMA	Monitor food needs of evacuees from other states and determine best SNAP response plan.
	868	2a	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Coordinate with the state housing lead on the development of an initial housing strategy.
	869	2a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Deploy Mass Care TF for each IOF/JFO to initiate communications and operational elements for mass care efforts.
	870	2a	Food, Water, Shelter	Commodity Distribution		Mass Care Services	ESF #6	FEMA	ESF #6 will establish a separate Commodities TF within the mass care group to support state needs for bulk distribution.
	871	2a	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Identify need to activate the USACE Rapid Repair Program.
	872	2a	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Implement procedures with response partners to maintain resource inventory to prevent duplication of services and to address gaps.

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	873	2a	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	In coordination with HHS ACF and states, identify Disaster Case Management Program requirements.
	874	2a	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Notify SAMHSA, the DOL, and the ABA of the federal declaration and determine application requirements for Crisis Counseling Program, Disaster Unemployment Assistance, and Disaster Legal Services support.
	875	2a	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Notify the Internal Revenue Service (IRS), Social Security Administration (SSA), U.S. Department of Veterans Affairs (VA), U.S. Postal Service (USPS), and HHS of a pending declaration and potential support needs for the JFO and/or DRCs.
	876	2a	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Conduct site evaluation for Americans with Disabilities Act (ADA)-compliant DRC sites within 24 hours of a validated state request.
	877	2a	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Provide technical support to states in developing Resource Request Forms (RRFs) that will ensure effective and accurate responses, if requested.
	878	2a	Safety and Security	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #6	FEMA	ESFs #1, #5, and #6 will coordinate with states and tribes on evacuation route locations.

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	879	2a	Transportation	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #7	FEMA	Initiate transportation contracts for survivor movement and evacuations.
	880	2a	Safety and Security	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #7	FEMA	Initiate in-state and out-of-state evacuation plans for service animals and household pets accompanying human evacuees.
	881	2a	Food, Water, Shelter	Mass Care – Food and Water	Sheltering Operations LOE	Mass Care Services	ESF #7	FEMA	Coordinate federal resource support for the feeding and sheltering of evacuees.
	882	2a	Food, Water, Shelter	Commodity Distribution		Mass Care Services	ESF #7	FEMA	Coordinate ordering, tracking, and delivery of disaster commodities and services.
	883	2a	Food, Water, Shelter	Commodity Distribution		Mass Care Services	ESF #7	FEMA	Establish logistics chain and regular flow of commodities from FEMA DCs in support of mass operations.
	884	2a	Health and Medical	Healthcare Systems Support		Mass Care Services	ESF #8	HHS	Deploy medical go kits for survivors.
	885	2a	Health and Medical	Healthcare Systems Support		Mass Care Services	ESF #8	HHS	Coordinate with HHS/ESF #8 on the provision of medical and mental healthcare and health services in support of congregate sheltering operations.
	886	2a	Safety and Security	Public Information and Warning	Search and Rescue LOE	Mass Care Services	ESF #9	FEMA	Initiate local public messaging regarding collection point locations.
	887	2a	Food, Water, Shelter	Commodity Distribution		Mass Care Services	ESF #6		Provide information to responders on state, local, and tribal legislation that could inhibit uniform delivery of services.

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	888	2a	Food, Water, Shelter	Commodity Distribution	Sheltering Operations LOE	Mass Care Services	ESF #6		Identify immediate feeding, hydration, bulk distribution, and DME requirements and coordinate support with Logistics Section.
	889	2a	*	Restoration of Public Infrastructure		Infrastructure Systems	ESF #3	DOD	Provide support to restoration operations, based on requests and MAs.
	890	2a	Transportation	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Infrastructure Systems	ESF #1	DOT	Monitor and report the status of and damage to transportation systems and infrastructure.
	891	2a	Hazardous Materials	Hazardous Waste		Infrastructure Systems	ESF #10	EPA	Provide expertise for the management of contaminated debris.
	892	2a	Energy	Temporary Emergency Power	Restoration of Public Infrastructure LOE	Infrastructure Systems	ESF #12	DOE	Determine extent of damage to Regional and national energy systems.
	893	2a	Safety and Security	Responder Security and Protection		Infrastructure Systems	ESF #12	DOE	Request security for infrastructure support specialists.
	894	2a	Energy	Temporary Emergency Power	Restoration of Public Infrastructure LOE	Infrastructure Systems	ESF #12	DOE	Within 4 hours of incident, provide situational awareness input on power outages and projected repair times.
	895	2a	*	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #13	ATF	Conduct outreach to critical infrastructure owners/operators to assess needs.
	896	2a	Safety and Security	Responder Security and Protection		Infrastructure Systems	ESF #13	ATF	Support state and tribal security priorities.

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	897	2a	*	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #13	ATF	Office of Infrastructure Protection (IP) Regional Director communicates with RRCC for formal deployment orders and needs.
	898	2a	Communications	Public Information and Warning		Infrastructure Systems	ESF #15	FEMA	Activate updated public messaging on infrastructure damage and any health and safety hazards.
	899	2a	Communications	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #2	FEMA	Activate tactical communications and systems restoration teams and locate available capabilities for response operations.
	900	2a	*	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #3	USACE	Deploy teams to support assessments of public works facilities and infrastructure.
	901	2a	Food, Water, Shelter	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #3	USACE	Deploy assessment teams to evaluate potable water and wastewater facilities.
	902	2a	Transportation	Debris Management		Infrastructure Systems	ESF #3	USACE	Initiate clearance, removal, and disposal of debris to establish ground and water routes into affected areas.
	903	2a	Safety and Security	Responder Security and Protection		Infrastructure Systems	ESF #3	USACE	Implement personnel identification systems.
	904	2a	*	*		Infrastructure Systems	ESF #3	USACE	Initiate contingency contracting for critical items and services covered under the Stafford Act or other federal mechanisms for cost reimbursement.

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	905	2a	Communications	Public Information and Warning		Infrastructure Systems	ESF #3	USACE	Initiate information-sharing protocols with the private sector for capacity waivers and infrastructure restoration.
	906	2a	Safety and Security	Responder Security and Protection		Infrastructure Systems	ESF #3	USACE	Identify security requirements for responders, in coordination with ESFs #5 and #13.
	907	2a	Safety and Security	*		Infrastructure Systems	ESF #4	USFS	Activate and deploy engineering and contracting/procurement personnel and equipment.
	908	2a	*	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #5	FEMA	Activate and deploy Critical Infrastructure TF, as required.
	909	2a	Communications	Public Information and Warning		Infrastructure Systems	ESF #5	FEMA	Facilitate expedited analysis and information-sharing with all partners on impacts to critical infrastructure.
	910	2a	*	*		Infrastructure Systems	ESF #5	FEMA	Initiate pre-identified remote sensing to determine priorities for first response actions.
	911	2a	Safety and Security	Responder Security and Protection		Infrastructure Systems	ESF #5	FEMA	Initiate distribution of materials for just-in-time training by FEMA, DOL, Occupational Safety and Health Administration (OSHA), and the EPA.
	912	2a	*	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #5	FEMA	Process requests for assistance from critical infrastructure owners/operators as the situation allows.
	913	2a	*	Preliminary Damage Assessment		Infrastructure Systems	ESF #5	FEMA	Conduct PDAs with state and tribal partners.

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	914	2a	*	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #5	FEMA	Provide a prioritized Infrastructure of Concern (IOC) list.
	915	2a	*	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #5	FEMA	Activate, deploy, and employ Infrastructure Protection (IP) support specialists, as needed.
	916	2a	Safety and Security	Responder Security and Protection		Infrastructure Systems	ESF #5	FEMA	Activate just-in-time training by FEMA, DOL, OSHA, and the EPA.
	917	2a	*	Debris Management		Infrastructure Systems	ESF #5	FEMA	Coordinate and complete debris clearance from critical roadways within 72 hours following a declaration.
	918	2a	Food, Water, Shelter	Sheltering Operations		Infrastructure Systems	ESF #6	FEMA	Coordinate the construction of temporary mass care facilities, as needed.
	919	2a	Energy	Commodity Distribution		Infrastructure Systems	ESF #7	FEMA	Initiate fuel delivery with logistics operations into affected areas.
	920	2a	Health and Medical	Fatality Management		Infrastructure Systems	ESF #8	HHS	Identify requirements to support fatality recovery.
	921	2a	Safety and Security	Responder Security and Protection		Infrastructure Systems	ESF #8	HHS	Identify facility requirements for security.
	922	2a	Health and Medical	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #8	HHS	Identify temporary power, water, and sewer requirements for key medical facilities.

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	923	2a	*	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #14	CISA	In coordination with all appropriate Infrastructure Systems ESFs and partners, identify damage to critical infrastructure.
	924	2a	*	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #14	CISA	Participate in Critical Infrastructure TF to support restoration efforts.
	925	2a	*	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #14	CISA	Activate and deploy support for critical infrastructure with the IOF/JFO, in coordination with all ESFs.
	926	2a	*	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Infrastructure Systems	Tasks Common to All		Support Critical Infrastructure TF.
	927	2a	*	*		Infrastructure Systems	Tasks Common to All		Facilitate waiver request process.
	928	2a	Safety and Security	*		Environmental Response/ Health and Safety	ESF #4	USFS	Provide technical assistance regarding fire, environmental response, and health and safety issues.
	929	2a	Safety and Security	*		Environmental Response/ Health and Safety	ESF #4	USFS	Determine priority of fires requiring suppression.
	930	2a	Safety and Security	*		Environmental Response/ Health and Safety	ESF #4	USFS	Coordinate deployment of federal resources and firefighting SMEs, as needed.

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	931	2a	Safety and Security	Responder Security and Protection		Environmental Response/ Health and Safety	ESF #5	FEMA	Provide just-in-time health and safety training for responders.
	932	2a	Safety and Security	Responder Security and Protection		Environmental Response/ Health and Safety	ESF #5	FEMA	Utilize predictive modeling data to identify high-priority environmental risks and safety hazards.
	933	2a	*	Resource Staging		Environmental Response/ Health and Safety	ESF #5	FEMA	Provide direction to Logistics Section on coordinating movement of personnel, resources, and materials in support of incident objectives and MAs, as requested.
	934	2a	Food, Water, Shelter	Sheltering Operations	Hazardous Waste LOE Hazardous Materials LL	Environmental Response/ Health and Safety	ESF #6	FEMA	Provide sheltering to persons, service animals, and household pets displaced by releases of hazardous substances.
	935	2a	*	Resource Staging	Private Sector Coordination LOE	Environmental Response/ Health and Safety	ESF #7	FEMA	Support establishment of private sector base camps, as required.
	936	2a	Health and Medical	Healthcare Systems Support	Hazardous Waste LOE	Environmental Response/ Health and Safety	ESF #8	HHS	Coordinate with ESF #10 on providing medical care to patients exposed to releases of hazardous substances.
	937	2a	Health and Medical	Public Information and Warning		Environmental Response/ Health and Safety	ESF #8	HHS	Provide technical information about public health risks in support of public messaging and response operations.
	938	2a	Safety and Security	Search and Rescue	Hazardous Materials LL	Environmental Response/ Health and Safety	ESF #9	FEMA	Coordinate the rescue of persons trapped in areas that have releases of hazardous substances.

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	939	2a	*	*		Environmental Response/ Health and Safety	Tasks Common To All		Provide PPE for responders.
	940	2a	*	*		Environmental Response/ Health and Safety	Tasks Common to All		Support state and tribal environmental response priorities.
	941	2a	Transportation	*		Critical Transportation	ESF #1	DOD	Coordinate with ESFs #1, #3, and #5 to immediately open operable airport runways.
	942	2a	Health and Medical	Healthcare Systems Support		Critical Transportation	ESF #8	DOD	Deploy maritime assets to state-identified locations to support initial lifesaving, medical response, and logistics support.
	943	2a	Energy	Commodity Distribution		Critical Transportation	ESF #7	DOD	Provide refueling capability for immediate lifesaving/life-sustaining activities.
	944	2a	Energy	Commodity Distribution		Critical Transportation	ESF #7	DOD	In coordination with Operations Section, provide fuel assets in support of fuel delivery operations.
	945	2a	Transportation	Medical Transportation		Critical Transportation	ESF #8	DOD	Provide initial airlift capability for immediate lifesaving activities, life-sustaining efforts, initial assessments, and situational awareness.
	946	2a	Transportation	*		Critical Transportation	ESF #1	DOT	Deploy ESF #1 as part of the IMAT to SEOC/UCG and coordinate with state counterparts.
	947	2a	Transportation	Emergency Repairs or Augmentation to Infrastructure		Critical Transportation	ESF #1	DOT	Assess, monitor, and report on the status of damage to prioritized transportation facilities.
	948	2a	Transportation	*		Critical Transportation	ESF #1	DOT	Initiate air traffic and airspace management operations.

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	949	2a	Transportation	*		Critical Transportation	ESF #1	DOT	Determine transportation waiver requirements and exemptions and identify any new requirements.
	950	2a	Transportation	*		Critical Transportation	ESF #1	DOT	Activate the DOT Emergency Response Team.
	951	2a	Transportation	*		Critical Transportation	ESF #1	DOT	Coordinate with states, tribes, and the FAA on establishing Temporary Flight Restrictions (TFRs).
	952	2a	Transportation	*		Critical Transportation	ESF #1	DOT	Coordinate with ESF #5, the Transportation TF, and PSAs on supporting/validating remote sensing for identified transportation priorities.
	953	2a	Transportation	*		Critical Transportation	ESF #1	DOT	Provide assessments, analysis, and recommendations to the Transportation TF, ESF #5, Maritime Operations Branch, AOB, and UCG.
	954	2a	Transportation	*		Critical Transportation	ESF #1	DOT	Initiate air traffic and airspace management, including TFRs.
	955	2a	Transportation	Emergency Repairs or Augmentation to Infrastructure		Critical Transportation	ESF #1	DOT	Provide recommendation on the prioritization and allocation of transportation resources.
	956	2a	Transportation	Emergency Repairs or Augmentation to Infrastructure		Critical Transportation	ESF #1	DOT	Coordinate with Regional PSA, ESF #5, ESF #13, and the private sector on infrastructure protection requirements.
	957	2a	Transportation	*		Critical Transportation	ESF #1	DOT	Activate RETCO and Regional Emergency Transportation Representative (RETREP).

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	958	2a	Transportation	Emergency Repairs or Augmentation to Infrastructure		Critical Transportation	ESF #1	DOT	Support ESFs #5, #6, #7, and #8 in the monitoring of and reporting on the status of transportation systems and infrastructure.
	959	2a	Transportation	*		Critical Transportation	ESF #1	DOT	Coordinate with ESF #5, the DOT, and the FAA to enable air operations.
	960	2a	Transportation	Resource Staging		Critical Transportation	ESF #1	DOT	Activate and deploy federal transportation response teams and personnel to staging areas.
	961	2a	Hazardous Materials	Hazardous Waste		Critical Transportation	ESF #10	EPA	Coordinate cleanup of priority transportation infrastructure contaminated by HAZMAT releases.
	962	2a	Hazardous Materials	Hazardous Waste		Critical Transportation	ESF #10	EPA	Coordinate with ESF #3 to clear transportation routes of hazardous materials.
	963	2a	Transportation	Commodity Distribution		Critical Transportation	ESF #11	USDA	With ESF #6 and partners, identify initial requirements for the transportation of food to survivors and responders.
	964	2a	Transportation	Evacuation, Reception, Re-entry, and Return		Critical Transportation	ESF #11	USDA	Identify initial requirements for the transportation of household pets and service animals.
	965	2a	Transportation	Natural and Cultural Resource Protection and Restoration		Critical Transportation	ESF #11	USDA	Identify NCH likely to be impacted by transportation response operations.
	966	2a	Transportation	Temporary Emergency Power	Restoration of Public Infrastructure LOE	Critical Transportation	ESF #12	DOE	Identify and request transportation services to support ESF #12 operations.

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	967	2a	Safety and Security	Responder Security and Protection		Critical Transportation	ESF #13	ATF	Deploy and employ resources to provide force protection for initial transportation response operations.
	968	2a	Safety and Security	Responder Security and Protection		Critical Transportation	ESF #13	ATF	In coordination with ESFs #1, #5, #7, PSAs, and the DOD, identify security requirements at fuel distribution sites and for fuel distribution escort assets.
	969	2a	Safety and Security	Responder Security and Protection		Critical Transportation	ESF #13	ATF	Coordinate with local, state, and tribal law enforcement officials to ensure the security of transportation assets used for evacuations.
	970	2a	Communications	Public Information and Warning		Critical Transportation	ESF #15	FEMA	Support responders and state and tribal government officials in providing accurate, coordinated, and timely public information to affected populations.
	971	2a	Communications	*		Critical Transportation	ESF #2	FEMA	Support government responders and coordinate private sector restoration activities.
	972	2a	Communications	*	Annex K	Critical Transportation	ESF #2	FEMA	Coordinate federal actions to assist in securing communications services for transportation responders.
	973	2a	*	Debris Management		Critical Transportation	ESF #3	USACE	Initiate debris removal contracts in coordination with state and tribal governments.
	974	2a	Energy	Temporary Emergency Power		Critical Transportation	ESF #3	USACE	Support fuel distribution for critical generators, as needed.
	975	2a	*	Debris Management		Critical Transportation	ESF #3	USACE	Support Debris Clearance TF.

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	976	2a	*	Emergency Repairs or Augmentation to Infrastructure		Critical Transportation	ESF #3	USACE	Deploy engineering resources to support initial assessments.
	977	2a	Transportation	Emergency Repairs or Augmentation to Infrastructure		Critical Transportation	ESF #3	USACE	Deploy and employ Airport Assessment Team.
	978	2a	*	Debris Management		Critical Transportation	ESF #4	USFS	In coordination with states, tribes, and ESFs #1, #3, and #5, identify support requirements for debris removal.
	979	2a	Transportation	Emergency Repairs or Augmentation to Infrastructure		Critical Transportation	ESF #5	FEMA	Initiate assessments for priority transportation infrastructure, to include remote sensing.
	980	2a	Transportation	Emergency Repairs or Augmentation to Infrastructure		Critical Transportation	ESF #5	FEMA	Identify and provide transportation for responders and repair teams, including for sustainment services and supplies.
	981	2a	Transportation	*		Critical Transportation	ESF #5	FEMA	Request activation of AOB and Maritime Operations Branch, as needed.
	982	2a	Transportation	Emergency Repairs or Augmentation to Infrastructure		Critical Transportation	ESF #5	FEMA	Identify and provide support for transportation responders and repair teams.
	983	2a	Safety and Security	Evacuation, Reception, Re-entry, and Return		Critical Transportation	ESF #6	FEMA	Assess survivor evacuation needs to identify transportation requirements.

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	984	2a	Transportation	Resource Staging		Critical Transportation	ESF #6	FEMA	Request transportation resources to move supplies, services, and responders.
	985	2a	Energy	Commodity Distribution		Critical Transportation	ESF #7	FEMA	Deploy resources to support public and private transportation assessment teams, including sustainment supplies such as self-contained shelter facilities, fuel, food, and water.
	986	2a	Energy	Commodity Distribution		Critical Transportation	ESF #7	FEMA	Identify fuel distribution requirements to support operations.
	987	2a	Transportation	*		Critical Transportation	ESF #7	FEMA	Coordinate with ESF #5 for resource ordering, including coordinating on contracts or other agreements for transportation assistance.
	988	2a	Transportation	*		Critical Transportation	ESF #7	FEMA	Assess need for alternate transportation capabilities.
	989	2a	Health and Medical	Medical Transportation		Critical Transportation	ESF #8	HHS	In coordination with ESFs #1, #5, #6, and #7, identify and request transportation for immediate lifesaving resources/teams.
	990	2a	Health and Medical	Medical Transportation		Critical Transportation	ESF #8	HHS	Identify requirements for evacuating patients using the NDMS, if required.
	991	2a	Transportation	Search and Rescue		Critical Transportation	ESF #9	FEMA	Identify and request transportation services to support SAR operations of people, service animals, and household pets.
	992	2a	Transportation	*		Critical Transportation	Tasks Common to All		Support evacuation planning by providing situational awareness and assessments.

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	993	2a	Transportation	*		Critical Transportation	Tasks Common to All		Coordinate with the Transportation TF and each ESF to identify requirements for responders and repair teams.
	994	2a	Transportation	*		Critical Transportation	Tasks Common to All		In coordination with ESFs #1, #3, #5, #6, #8 and #9, identify locations contaminated by HAZMAT releases and assess their impact on transportation systems/networks.
	995	2a	Transportation	*		Critical Transportation	Tasks Common to All		Provide technical assistance to support EOC and JFO functions.
	996	2a	Hazardous Materials	Hazardous Waste		Public Information and Warning	ESF #10	EPA	EPA/USCG coordinate with ESF #15 to ensure effective reporting of oil/HAZMAT incident information to the public and responders.
	997	2a	Energy	Temporary Emergency Power	Restoration of Public Infrastructure LOE	Public Information and Warning	ESF #12	DOE	ESF #12 coordinates with public and private sector energy product suppliers to provide updates on the status of essential energy sources for powering systems for responders and survivors.
	998	2a	Communications	Public Information and Warning		Public Information and Warning	ESF #13	ATF	Coordinate with ESF #15 to provide messaging on movement restrictions and curfews.
	999	2a	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Establish a JIC to develop and disseminate state/tribal priority messages to impacted populations and response operation personnel.
	1000	2a	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Maintain EA logs and support Incident Communication Coordination Line calls (NICCL, SICCL, PICCL), as appropriate.

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	1001	2a	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Deploy initial Disaster Survivor Assistance Teams (DSATs) to all affected counties under the direction of the OSC to report on any major damage in the area within 12 hours of the request.
	1002	2a	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Deploy DSATs to all affected counties with major damage within 12 hours of IA declaration.
	1003	2a	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Develop Disaster Survivor Assistance (DSA) plan, in conjunction with states, within 24 hours of IA declaration or when requested by IMAT lead.
	1004	2a	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Provide incident-related information in accessible formats and in multiple languages.
	1005	2a	Communications	*	Annex K	Public Information and Warning	ESF #2	FEMA	Support tactical communications for responders.
	1006	2a	Communications	*	Annex K	Public Information and Warning	ESF #2	FEMA	Identify capacity to communicate with the emergency response community and affected populations.
	1007	2a	Communications	Public Information and Warning		Public Information and Warning	ESF #2	FEMA	Establish and identify limitations of interoperable voice and data communications to support Public Information and Warning efforts.
	1008	2a	Communications	*	Annex K	Public Information and Warning	ESF #2	FEMA	Coordinate with ESF #15 to identify the need to support public messaging pathways.
	1009	2a	Communications	Public Information and Warning		Public Information and Warning	ESF #5	FEMA	Develop and report on situational awareness information relevant for public messaging.

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	1010	2a	Communications	Public Information and Warning		Public Information and Warning	ESF #6	FEMA	Support JIC development of communications regarding mass care; distribution points for food, water, and medical assistance; and pet sheltering.
	1011	2a	Health and Medical	Public Information and Warning		Public Information and Warning	ESF #8	HHS	Coordinate public health and medical messaging to ensure accuracy and consistency with state and tribal priorities.
	1012	2a	Health and Medical	Public Information and Warning	Fatality Management LOE	Public Information and Warning	ESF #8	HHS	Coordinate with ESF #15 to initiate public messaging for fatality management that addresses cultural practices in affected areas.
	1013	2a	Transportation	ALL		Logistics and Supply Chain Management	ESF #1	DOT	Deploy resources to provide transportation capabilities for initial lifesaving and limited life-sustaining activities.
	1014	2a	Transportation	Resource Staging		Logistics and Supply Chain Management	ESF #1	DOT	Deploy resources to support public and private transportation assessment teams with sustainment supplies.
	1015	2a	Transportation	Resource Staging		Logistics and Supply Chain Management	ESF #1	DOT	Coordinate with GSA, ESFs #1, #5, and #7, and the DOD to provide MHE personnel.
	1016	2a	Transportation	Resource Staging		Logistics and Supply Chain Management	ESF #1	DOT	Employ resources to support and establish transportation capabilities for both lifesaving and life-sustaining activities.
	1017	2a	Safety and Security	Responder Security and Protection		Logistics and Supply Chain Management	ESF #13	ATF	Coordinate with ESF #7 for security support, as required.
	1018	2a	Communications	*	Annex K	Logistics and Supply Chain Management	ESF #2	FEMA	Assess communication requirements for field personnel and facilities.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	1019	2a	Energy	Commodity Distribution	Annex K	Logistics and Supply Chain Management	ESF #3	USACE	Initiate fuel deliveries into affected areas.
	1020	2a	*	Private Sector Coordination		Logistics and Supply Chain Management	ESF #3	USACE	Alert public and private sector liaisons of potential logistics requirements.
	1021	2a	*	Resource Staging		Logistics and Supply Chain Management	ESF #5	FEMA	Deploy and employ ESF #7 with IMAT(s) to support SEOCs.
	1022	2a	*	Resource Staging		Logistics and Supply Chain Management	ESF #5	FEMA	Provide status of logistics supply lines and identify resource shortfalls.
	1023	2a	*	Resource Staging		Logistics and Supply Chain Management	ESF #5	FEMA	Provide status of ISBs, FSAs, logistics supply lines, and resource shortfalls.
	1024	2a	*	*	Annex A	Operational Coordination	ESF #5	FEMA	Develop and implement Incident Action Plans (IAPs) for each O-period.
	1025	2a	Food, Water, Shelter	Commodity Distribution	Resource Staging LOE	Logistics and Supply Chain Management	ESF #6	FEMA	Select locations for DCs and C-PODs.
	1026	2a	*	Resource Staging		Logistics and Supply Chain Management	ESF #7	FEMA	Determine staging requirements for federal response teams.
	1027	2a	*	Resource Staging		Logistics and Supply Chain Management	ESF #7	FEMA	Deploy Initial Response Resources (IRR) packages.
	1028	2a	Transportation	Medical Transportation	Sheltering Operations LOE	Logistics and Supply Chain Management	ESF #7	FEMA	Coordinate with ESFs #6 and #8 to activate bus and ambulance contracts, as required.
	1029	2a	*	Resource Staging		Logistics and Supply Chain Management	ESF #7	FEMA	Deploy and support national ISB teams, as needed.
	1030	2a	*	*		Logistics and Supply Chain Management	ESF #7	FEMA	Coordinate with GSA to find JFO, IOF, and Area Field Office (AFO) office space.

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	1031	2a	Communications	Resource Staging		Logistics and Supply Chain Management	ESF #7	FEMA	Order communications and electronic equipment from DISC at FEMA HQ.
	1032	2a	Energy	Temporary Emergency Power	Resource Staging LOE	Logistics and Supply Chain Management	ESF #7	FEMA	Order JFO kits and generators from DCs.
	1033	2a	Communications	Resource Staging		Logistics and Supply Chain Management	ESF #7	FEMA	Activate MERS or USACE DTOS to support ISBs, if needed.
	1034	2a	Food, Water, Shelter	Commodity Distribution		Logistics and Supply Chain Management	ESF #7	FEMA	Activate Type 2 IMTs or Hotshot Teams to support C-POD operations, if needed.
	1035	2a	*	*		Logistics and Supply Chain Management	ESF #7	FEMA	Request Movement Coordination Center (MCC).
	1036	2a	Safety and Security	Responder Security and Protection		Logistics and Supply Chain Management	ESF #7	FEMA	Request security for movement of resources, as required.
	1037	2a	Food, Water, Shelter	Sheltering Operations		Logistics and Supply Chain Management	ESF #7	FEMA	Request shipment from FEMA HQ of Commonly Used Shelter Items (CUSI), DME, infant/toddler kits, and consumable medical supplies (CMS).
	1038	2a	*	Private Sector Coordination		Logistics and Supply Chain Management	ESF #7	FEMA	Coordinate logistics support for public and private sector services and resources, as needed.
	1039	2a	*	Private Sector Coordination		Logistics and Supply Chain Management	ESF #7	FEMA	Determine private sector sustainment support requirements.
	1040	2a	Transportation	Resource Staging		Logistics and Supply Chain Management	ESF #7	FEMA	Coordinate with the DCE to provide transport and logistics support, as needed.
	1041	2a	Transportation	Resource Staging		Logistics and Supply Chain Management	ESF #7	FEMA	Identify and support transportation logistics for initial lifesaving/life-sustaining operations

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	1042	2a	Health and Medical	Medical Transportation		Logistics and Supply Chain Management	ESF #8	HHS	Support National Ambulance Contract staging area.
	1043	2a	Health and Medical	Resource Staging		Logistics and Supply Chain Management	ESF #8	HHS	Coordinate with ESF #7 for RSC requirements.
	1044	2a	Health and Medical	Resource Staging		Logistics and Supply Chain Management	ESF #8	HHS	Coordinate with ESF #7 on medical field station sites and staging requirements.
	1045	2a	Health and Medical	Fatality Management		Logistics and Supply Chain Management	ESF #8	HHS	Coordinate with ESF #3 and the Logistics Section to identify temporary mortuary requirements.
	1046	2a	Transportation	Search and Rescue		Logistics and Supply Chain Management	ESF #9	FEMA	Provide alternate ground transportation for deployed SAR resources.
	1047	2a	Health and Medical	Medical Transportation	Search and Rescue LOE	Logistics and Supply Chain Management	ESF #9	FEMA	Initiate medical collection points.
	1048	2a	Safety and Security	Search and Rescue		Logistics and Supply Chain Management	ESF #9	FEMA	Provide initial logistics support for employed SAR resources.
	1049	2a	Transportation	Search and Rescue		Logistics and Supply Chain Management	ESF #9	FEMA	Determine if a sufficient MHE capability is in place at reception areas to meet requirements before arrival of US&R.
	1050	2a	Safety and Security	Search and Rescue	Resource Staging LOE; Commodity Distribution LOE	Logistics and Supply Chain Management	ESF #9	FEMA	Initiate tactical staging areas, survivor collection points, forward refueling sites, and RSCs to conduct and support initial lifesaving operations.

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	1051	2a	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Determine whether “Critical Needs Assistance” and/or “Clean and Repair” are required to support eligible applicants, at state request.
	1052	2a	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Provide information and support to the Declarations Unit/Recovery Division.
	1053	2a	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Implement Stafford Act programs to transition survivors from shelters to permanent housing.
	1054	2a	Food, Water, Shelter	Responder Security and Protection		Mass Care Services	ESF #6	FEMA	Direct housing inspection contractors to accelerate the pace of inspections through surge staffing.
	1055	2a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #3	USACE	Identify and prioritize shelters and other mass care facilities that require emergency power.
	1056	2a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Deploy Multi-Agency Shelter Assessment and Support Task Force teams.
	1057	2a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Activate MOU, and/or MOA, to meet resource requirements at shelters.

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	1058	2a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Coordinate with the Corporation for National and Community Service (CNCS) and groups/organizations to fill sheltering shortfalls.
	1059	2a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Place food vendors, personal assistance services, and other contractors on alert.
	1060	2a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Recommend whether to activate the IA-TAC to the OSC, based on requests received.
	1061	2a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Engage the private sector in determining resource availability.
	1062	2a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #11	USDA	Provide assistance for sheltering and support of household pets and service animals.
	1063	2a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Implement the Multi-Agency Shelter Assessment and Support Task Force concept of operations (CONOPS).
	1064	2a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #5	FEMA	Ensure coordination with state and tribal governments, ESF #6, and VOADs.
	1065	2a	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #5	FEMA	Decide whether to activate the IA-TAC and/or the USACE Housing Planning and Response Team (PRT), based on requests received and information from ESF #6.
	1066	2a	Communications	Private Sector Coordination			ESF #14	CISA	ESF #14 will expand operations, as dictated by the incident, and continue to emphasize the development of shared situational awareness.

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	1067	2a	Safety and Security	Private Sector Coordination			ESF #15	FEMA	Resolve access, routing, and credentialing for private sector responders to effectively deploy and contribute to the response effort.
	1068	2a	*	Private Sector Coordination			ESF #14	CISA	Analyze and prioritize power, communications, and/or debris clearance efforts for critical private sector entities.
	1069	2a	*	Private Sector Coordination			ESF #7	FEMA	Logistics coordinates private sector responder requirements, as needed, including logistics support, berthing, and messing.
	1070	2a	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Coordinate with response partners to recover remains from identified locations and transport them to remains collection points or storage and processing sites.
	1071	2a	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Identify locations for reunification operations.
	1072	2a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Identify and communicate to healthcare providers any available state "Crisis Standards of Care" protocols.
	1073	2a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Provide Public Health Service Mental Health Teams (MHTs) to support survivors and responders.
	1074	2a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Integrate DOD medical resources into overall medical response.

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	1075	2a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Initiate execution of alternate care sites (ACSs).
	1076	2a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Provide field hospital units to support damaged medical infrastructure.
	1077	2a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Maintain support for initial lifesaving activities and employ medical field teams (NDMS teams, Incident Response Coordination Team (IRCTs), Emergency System for Advance Registration of Volunteer Health Professionals [ESAR-VHP]) personnel, and other medical responders into impacted communities based on assessments of need and response priorities.
	1078	2a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Coordinate with ESF #6 to deploy medical teams/resources capable of supporting shelter operations.
	1079	2a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Establish and begin operations at FMSs and other medical facilities to support medical needs populations.

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	1080	2a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Determine the need to request an HHS Public Health Emergency Declaration and/or a Section 1135 temporary waiver authorization for each state.
	1081	2a	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Coordinate federal public health and medical messaging with jurisdictional officials.
	1082	2a	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #1	DOT	Support evacuations across navigable waters, in coordination with the USCG.
	1083	2a	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #1	DOT	Provide technical assistance for implementation of FEMA contracts for motor coaches and aviation evacuation support.

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	1084	2a	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #6	FEMA	Employ resources to support feeding and sheltering along evacuation routes.
	1085	2a	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #6	FEMA	Provide liaison to the ESF #1 Evacuation Liaison Team.
	1086	2a	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #6	FEMA	Ensure evacuee reception capabilities.

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	1087	2a	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #8	HHS	Activate the Emergency Prescription Assistance Program (EPAP) via MA.
	1088	2a	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #15	FEMA	Ensure full coordination for announcing the end of shelter-in-place orders and follow-on procedures.
	1089	2a	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #15	FEMA	If evacuating foreign nationals, notify Consulate General Offices through the DOS OFM.

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	1090	2a	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #5	FEMA	Support state(s) with Motor Coach Support Contract tasks.
	1091	2a	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #6	FEMA	Support state(s) with feeding, hydrating, tracking and sheltering of evacuees.
	1092	2a	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #5	FEMA	Support state(s) with Motor Coach Support Contracts and the AGS Contracts.

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	1093	2a	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #5	FEMA	Backfill federal response employees impacted by evacuation orders.
	1094	2a	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #6	FEMA	Support state mobilization of volunteers to support household pet evacuations.
	1095	2a	Energy	Temporary Emergency Power		Infrastructure Systems	ESF #5	FEMA	Provide request for Logistics Section to mobilize and stage temporary power resources.
	1096	2a	Energy	Temporary Emergency Power		Infrastructure Systems	ESF #7	FEMA	Provide and distribute fuel.
	1097	2a	Energy	Temporary Emergency Power		Infrastructure Systems	ESF #3	FEMA	Perform maintenance on generators.
	1098	2a	Energy	Temporary Emergency Power		Infrastructure Systems	ESF #7	FEMA	Mobilize FSA setup teams.
	1099	2a	Energy	Temporary Emergency Power		Infrastructure Systems	ESF #5	FEMA	Determine the quantity, type, and kind of resources needed at FSAs.

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	1100	2a	Energy	Temporary Emergency Power		Infrastructure Systems	ESF #7	FEMA	Order resources through the LSCMS.
	1101	2a	Energy	Temporary Emergency Power		Infrastructure Systems	ESF #3	USACE	Provide/stage requested temporary power resources at FSAs.
	1102	2a	Energy	Temporary Emergency Power	ESF #12, ESF #3, ESF #5	Infrastructure Systems	ESF #5	FEMA	Coordinate with SLTT jurisdictions to assess and prioritize temporary emergency power needs.
	1103	2a	Energy	Temporary Emergency Power		Infrastructure Systems	ESF #3	FEMA	Conduct site assessments at assigned locations.
	1104	2a	Energy	Temporary Emergency Power		Infrastructure Systems	ESF #7	FEMA	Verify that staged resources meet identified needs based on site assessments.
	1105	2a	Energy	Temporary Emergency Power		Infrastructure Systems	ESF #3	USACE	Procure equipment (generators, basic operational materials, etc.) to meet any identified unmet needs.
	1106	2a	Energy	Temporary Emergency Power		Infrastructure Systems	ESF #3	USACE	Execute installation and assure operation of generators.
	1107	2a	Energy	Temporary Emergency Power		Infrastructure Systems	ESF #3	USACE	Assess the need for security at generation sites.
	1108	2a	Energy	Temporary Emergency Power		Infrastructure Systems	ESF #12	FEMA	Assess suitability/reliability of restored grid power.
	1109	2a	Energy	Temporary Emergency Power		Infrastructure Systems	ESF #3	USACE	Reallocate generators based on need.
	1110	2a	Energy	Temporary Emergency Power		Infrastructure Systems	ESF #3	USACE	Retrograde generators to FSAs, based on need.

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	1111	2a	Energy	Temporary Emergency Power		Infrastructure Systems	ESF #3	USACE	Identify and retrograde all remaining emergency power generation equipment.
	1112	2a	Communications	Public Information and Warning			ESF #15	FEMA	Establish communications with states for coordinated messaging.
	1113	2a	Communications	Public Information and Warning			ESF #15	FEMA	Provide real-time analysis of public sentiment while providing options and recommendations to address them.
	1114	2a	Communications	Public Information and Warning			ESF #15	FEMA	Maintain or establish open communications between tribal emergency managers, tribal elected leaders, and FEMA/Regional senior leaders.
	1115	2a	Communications	Public Information and Warning			ESF #15	FEMA	Address any known or emerging local political concerns and ensure local elected leaders understand how disaster operations and programs are being provided to their constituents.
	1116	2a	Communications	Public Information and Warning			ESF #15	FEMA	Facilitate open lines of communication with national leaders and state-based congressional staff.
	1117	2a	Communications	Public Information and Warning			ESF #15	FEMA	Coordinate with the private sector for the sharing of real-time disaster information.
	1118	2a	Communications	Public Information and Warning			ESF #15	FEMA	Develop messaging to reach all populations impacted by the disaster, including underserved communities.

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	1119	2a	*	Natural and Cultural Resource Protection and Restoration			ESF #11	USDA	Hold NCH calls with state and federal partners for situational awareness.
	1120	2a	*	Natural and Cultural Resource Protection and Restoration			ESF #11	USDA	Identify and report any institution's requirements for climate-controlled storage.
	1121	2a	Safety and Security	Natural and Cultural Resource Protection and Restoration			ESF #13	ATF	Coordinate security of NCH.
	1122	2a	Communications	Natural and Cultural Resource Protection and Restoration			ESF #15	FEMA	Provide public messaging for handling/accessing natural and cultural areas and facilities that are damaged.
	1123	2a	*	Natural and Cultural Resource Protection and Restoration			ESF #5	FEMA	Identify the need for climate-controlled facilities to preserve at-risk historic resources.
	1124	2b	Transportation	Emergency Repairs or Augmentation to Infrastructure		Situational Assessment	ESF #1	DOT	Identify transportation solutions for onsite assessments.

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	1125	2b	Hazardous Materials	Hazardous Waste		Situational Assessment	ESF #10	EPA	Provide status of environmental cleanup operations.
	1126	2b	Energy	Temporary Emergency Power	Restoration of Public Infrastructure LOE	Situational Assessment	ESF #12	DOE	Conduct assessment of expected power restoration timeline and identify shortfalls.
	1127	2b	Communications	Emergency Repairs or Augmentation to Infrastructure		Situational Assessment	ESF #2	FEMA	Coordinate federal actions to assist in securing communications services for priority assessments and for establishing a SitPic between response partners.
	1128	2b	Communications	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Situational Assessment	ESF #2	FEMA	Provide status of communications infrastructure systems, services, and priority assessments.
	1129	2b	Communications	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Situational Assessment	ESF #2	FEMA	Identify repair times by geographic area.
	1130	2b	*	Debris Management		Situational Assessment	ESF #3	USACE	Provide status on debris removal requirements; assessments to critical infrastructure to include roads, bridges, critical water ways, channels, and ports; requirements for significant marine debris removal, emergency dredging and hydrographic surveys.
	1131	2b	Food, Water, Shelter	Sheltering Operations	Mass Care – Food and Water LOE	Situational Assessment	ESF #6	FEMA	Provide status of sheltering, feeding, and hydration assessments and operations, including locations and shortfalls.

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	1132	2b	Health and Medical	Healthcare Systems Support		Situational Assessment	ESF #8	HHS	Conduct assessments and provide status of medical surge, patient care, hospitals, hospital staffing, public health needs, and medical resources.
	1133	2b	Transportation	*		Public and Private Services and Resources	ESF #1	DOT	Provide transportation solutions for accessing priority facilities.
	1134	2b	Communications	Emergency Repairs or Augmentation to Infrastructure	Private Sector Coordination LOE	Public and Private Services and Resources	ESF #2	FEMA	Coordinate federal actions to assist public and private industry in restoring critical communications infrastructure.
	1135	2b	Safety and Security	*		Public and Private Services and Resources	ESF #4	USFS	Provide firefighting assistance to organizations, as requested, under the terms of existing agreements.
	1136	2b	*	Private Sector Coordination		Public and Private Services and Resources	ESF #5	FEMA	Engage public and private whole community stakeholders in response activities.
	1137	2b	Communications	Public Information and Warning		Public and Private Services and Resources	ESF #15	FEMA	Employ PICCL, as needed, and hold coordination calls.
	1138	2b	Food, Water, Shelter	Commodity Distribution		Public and Private Services and Resources	ESF #6	FEMA	Gather, assess, prioritize, coordinate, and communicate resource requirements for mass care.
	1139	2b	Safety and Security	*		Public and Private Services and Resources	ESF #6	FEMA	Coordinate with Logistics Section and Safety and Security LL stakeholders to inspect and approve DRC locations.
	1140	2b	*	*		Public and Private Services and Resources	ESF #6	FEMA	Determine need for MDRCs and coordinate with Logistics Section on their deployment.

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	1141	2b	*	Resource Staging		Public and Private Services and Resources	ESF #7	FEMA	Coordinate with IMAT/GSA/FedEx/DCE to finalize leases/MOUs for IOF/JFO/ISB/FSA/RSC sites.
	1142	2b	*	Resource Staging		Public and Private Services and Resources	ESF #7	FEMA	Deploy JFO setup team and national or Regional ISB team, as requested by the IMAT.
	1143	2b	*	Resource Staging		Public and Private Services and Resources	ESF #7	FEMA	Coordinate with IMAT to ensure JFO and ISBs are operational.
	1144	2b	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	DOD	Alert/deploy/employ mortuary affairs units in coordination with ESF #8.
	1145	2b	Health and Medical	Fatality Management		Fatality Management Services	ESF #13	ATF	Employ security in support of storage facilities, morgue locations, trailer transfers, and perimeter enforcement.
	1146	2b	Health and Medical	Fatality Management		Fatality Management Services	ESF #3	USACE	Coordinate with ESF #8 to provide construction and engineering support for temporary morgues.
	1147	2b	Health and Medical	Fatality Management		Fatality Management Services	ESF #3	USACE	Provide temporary power, as required.
	1148	2b	Health and Medical	Fatality Management		Fatality Management Services	ESF #7	FEMA	Establish supply line in support of fatality management operations.
	1149	2b	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Establish additional morgues and processing facilities as needed.
	1150	2b	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Employ DPMUs and DMORTs.
	1151	2b	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Employ federal fatality management resources to recover remains and transport them to storage and processing facilities.

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	1152	2b	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Establish federal processing facilities with necessary logistics supply chain and wraparound support.
	1153	2b	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Begin processing and identifying remains.
	1154	2b	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Assist authorities in tracking and documenting human remains and personal effects.
	1155	2b	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Establish FACs and fatality processing facilities.
	1156	2b	Hazardous Materials	Hazardous Waste		Public Health, Healthcare, and Emergency Medical Services	ESF #10	EPA	Coordinate with ESF #8 to track environmental quality issues.
	1157	2b	Energy	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Public Health, Healthcare, and Emergency Medical Services	ESF #12	DOE	Support energy shortfalls at critical medical facilities.
	1158	2b	Health and Medical	Temporary Emergency Power	Restoration of Public Infrastructure LOE	Public Health, Healthcare, and Emergency Medical Services	ESF #12	DOE	Initiate repair for critical medical facilities, in coordination with ESF #8 and the private sector.
	1159	2b	Energy	Temporary Emergency Power		Public Health, Healthcare, and Emergency Medical Services	ESF #3	USACE	Reassess and reallocate generator capabilities as the situational allows, in coordination with ESF #8.

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	1160	2b	Health and Medical	Public Information and Warning		Public Health, Healthcare, and Emergency Medical Services	ESF #6	FEMA	Gather, assess, prioritize, coordinate, and communicate relevant public health and medical information to survivors in facilities where mass care services are provided.
	1161	2b	Health and Medical	Sheltering Operations		Public Health, Healthcare, and Emergency Medical Services	ESF #6	FEMA	Maintain communications and coordination among HHS/Administration for Children and Families (ACF), Red Cross, and ESF #8 to maintain awareness of any medical needs shelters.
	1162	2b	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #7	FEMA	Coordinate with ESF #8 to develop patient evacuation routes and movement and resource requirements.
	1163	2b	Health and Medical	Resource Staging		Public Health, Healthcare, and Emergency Medical Services	ESF #7	FEMA	Provide logistics support to ESF #8, including establishing a logistics supply line.
	1164	2b	Health and Medical	Resource Staging		Public Health, Healthcare, and Emergency Medical Services	ESF #7	FEMA	If required, establish staging area services and RSCs for ESF #8.
	1165	2b	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Assess need for incorporating use of field medical units from DOD to replace damaged hospitals.

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	1166	2b	Food, Water, Shelter	Mass Care – Food and Water		Public Health, Healthcare, and Emergency Medical Services	ESF #3	USACE	Identify, evaluate, and expand water quality inspections.
	1167	2b	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Employ activated NDMS teams and other medical responders based on state/tribal needs assessments.
	1168	2b	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Rotate staff on NDMS teams.
	1169	2b	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Manage medical volunteers.
	1170	2b	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Deploy additional DMATs to impacted areas, as needed.
	1171	2b	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Employ field hospital capability to replace damaged or evacuated medical facilities.
	1172	2b	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Support patient evacuation from non-operational healthcare facilities.

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	1173	2b	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Employ patient movement resources and NDMS patient movement system.
	1174	2b	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Conduct evacuation of patients from heavily impacted areas.
	1175	2b	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Manage patient movement.
	1176	2b	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Decompress surviving hospitals in impacted areas to ensure beds and care are available for new patients by transporting stabilized patients to care centers outside the impacted area.
	1177	2b	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Coordinate with ESF #1 to develop patient evacuation routes and movement capabilities.
	1178	2b	Health and Medical	Medical Transportation		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Deploy commercial and federal patient movement resources, if required.
	1179	2b	Health and Medical	Healthcare Systems Support	Medical Transportation LOE	Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Support state and tribal medical facilities, triage, alternative care options, and patient evacuation.

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	1180	2b	Health and Medical	Healthcare Systems Support	Medical Transportation LOE	Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	As required, establish FMSs to provide triage, patient care, support for medically dependent populations, and evacuation assistance.
	1181	2b	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Request and employ the Disaster Care Management Contract to facilitate the impacted population's access to services.
	1182	2b	Communications	*	Annex K	Operational Communications	ESF #2	DOD	Execute support for tactical communications capabilities and the restoration of communications systems using appropriate military assets.
	1183	2b	Communications	Public Information and Warning	Annex K	Operational Communications	ESF #12	DOE	Coordinate with public and private energy resources to identify impacts to communications critical infrastructure.
	1184	2b	Communications	Emergency Repairs or Augmentation to Infrastructure	Annex K	Operational Communications	ESF #2	FEMA	Support restoration efforts for communications systems based on state/tribal priorities.
	1185	2b	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Monitor impacts to communications systems and report on quality and availability.
	1186	2b	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Employ Communication Action Team (CAT) in impacted areas to assess tactical communications capabilities and capacity.
	1187	2b	Communications	Resource Staging	Annex K	Operational Communications	ESF #2	FEMA	Deploy tactical communications assets to identified staging areas, as needed, in coordination with ESF #7.

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	1188	2b	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Include aviation communications coordination with all tactical communications partners, including the DOD and Civil Air Patrol (CAP).
	1189	2b	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Employ mobile communications capability to isolated communities based on state/tribal priorities.
	1190	2b	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Employ regulatory waivers from state and federal agencies, as required.
	1191	2b	Communications	Emergency Repairs or Augmentation to Infrastructure	Annex K	Operational Communications	ESF #2	FEMA	Ensure 911 services are operational throughout the affected area.
	1192	2b	Communications	Emergency Repairs or Augmentation to Infrastructure	Annex K	Operational Communications	ESF #2	FEMA	Assess and maintain inventory of all tactical communications and restoration resources, including field personnel and vehicles.
	1193	2b	Communications	Emergency Repairs or Augmentation to Infrastructure	Annex K	Operational Communications	ESF #2	FEMA	Provide continued service and support to tactical communications and restoration assets.
	1194	2b	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Ensure that key ESF #2/DEC/MERS staff within the JFO communicate with parent organizations through established FCO and DEC Division protocols and guidelines.

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	1195	2b	Communications	Emergency Repairs or Augmentation to Infrastructure	Annex K	Operational Communications	ESF #3	USACE	Deploy and employ DTOS to support mission execution.
	1196	2b	Energy	Temporary Emergency Power	Annex K	Operational Communications	ESF #3	USACE	Provide portable generator assets to support tactical communications and communications infrastructure restoration.
	1197	2b	Energy	Commodity Distribution	Annex K	Operational Communications	ESF #3	USACE	Deploy movement of fuel supply to support response and restoration operations.
	1198	2b	Energy	Temporary Emergency Power	Annex K	Operational Communications	ESF #3	USACE	Assess and identify power generation requirements to support and maintain communications within the affected area.
	1199	2b	Communications	Debris Management	Annex K	Operational Communications	ESF #3	USACE	Employ debris removal to provide access to key communications facilities.
	1200	2b	Communications	*	Annex K	Operational Communications	ESF #4	USFS	Employ ESF #2 tactical communications in support of field communications teams.
	1201	2b	Communications	*	Annex K	Operational Communications	ESF #4	USFS	Provide spectrum management, as needed.
	1202	2b	Communications	*	Annex K	Operational Communications	ESF #5	FEMA	Support IOF/JFO set up, including IT/communications staff and equipment.
	1203	2b	Communications	*	Annex K	Operational Communications	ESF #5	FEMA	Transition communications/IT support to IMAT for management during JFO operations.

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	1204	2b	Communications	*	Annex K	Operational Communications	ESF #5	FEMA	Link 100% of FEMA-supported incident sites through MERS communications capabilities within 72 hours or time requested by the authority having jurisdiction (AHJ).
	1205	2b	Energy	Emergency Repairs or Augmentation to Infrastructure	Annex K	Operational Communications	ESF #3		Assess and Identify power generation requirements to support and maintain communications within the affected area.
	1206	2b	Health and Medical	Healthcare Systems Support		Operational Coordination	ESF #8	HHS	Mobilize and deploy personnel to assess ESF #8 needs.
	1207	2b	Health and Medical	Fatality Management		Operational Coordination	ESF #8	HHS	Deploy medical personnel in partnership with the DOD for casualty clearing and staging, as needed.
	1208	2b	*	*	Annex A	Operational Coordination	Tasks Common to All		Monitor MA progress and funding requirements for additional resources, as required.
	1209	2b	*	*	Annex A	Operational Coordination	Tasks Common to All		Determine and resolve resource shortages and resource ordering issues, interagency conflicts, and policy issues, as necessary.
	1210	2b	*	*	Annex A	Operational Coordination	Tasks Common to All		Engage private sector and NGOs in identifying available resources within the affected area.
	1211	2b	*	*	Annex A	Operational Coordination	Tasks Common to All		Update and maintain the status for federal emergency assets and capabilities available for deployment.
	1212	2b	*	*	Annex A	Operational Coordination	Tasks Common to All		Transition the MAC Group from the RRCC to the JFO.

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	1213	2b	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #11	USDA	Coordinate with USFS to provide limited law enforcement capabilities in rural areas.
	1214	2b	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Coordinate with states and tribes to provide proper security credentials for federal personnel involved in response operations.
	1215	2b	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	As needed, provide security for SAR personnel and other emergency responders, critical federal facilities and infrastructure in the affected area, federal response and coordination facilities (e.g., JFOs, ISBs, FSAs, and RSCs), federal fuel sites, airports, convoys, evacuations, road closures/restrictions, and transportation nodes.
	1216	2b	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	DOD	Conduct DOD CISAR operations, upon request.
	1217	2b	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	DOD	Provide support to FEMA US&R TFs as requested.
	1218	2b	Transportation	Medical Transportation		Mass Search and Rescue Operations	ESF #1	DOT	Conduct airspace management for lifesaving operations.
	1219	2b	Transportation	*		Mass Search and Rescue Operations	ESF #1	DOT	Provide temporary alternative transportation solutions, as required.
	1220	2b	Food, Water, Shelter	Sheltering Operations		Mass Search and Rescue Operations	ESF #11	USDA	Monitor the status of rescued household pets.

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	1221	2b	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #5	FEMA	Manage and coordinate federal SAR actions through FSARC Group(s).
	1222	2b	Transportation	Evacuation, Reception, Re-entry, and Return		Mass Search and Rescue Operations	ESF #6	FEMA	Coordinate with ESFs #5, #9, #7, and the DOD for survivor transport to temporary locations for long-term care or shelter, as required.
	1223	2b	Health and Medical	Healthcare Systems Support		Mass Search and Rescue Operations	ESF #8	HHS	Employ medical assistance for lifesaving operations.
	1224	2b	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	FEMA	Coordinate SAR operations with the FSARC Group(s).
	1225	2b	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	FEMA	Coordinate actions of the Primary and Supporting agencies for SAR operations.
	1226	2b	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	FEMA	Determine need to rotate US&R teams and other SAR resources to allow personnel to rest to maintain capability.
	1227	2b	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9	FEMA	Provide reports on SAR operations and objectives status to maintain the SitPic.
	1228	2b	Transportation	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #1	DOT	In coordination with ESFs #5, #6, and #7, determine transportation requirements to accommodate the outflow of evacuees and the inflow of response teams and supplies.
	1229	2b	Transportation	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #1	DOT	Coordinate with federal departments and agencies to determine evacuation support shortfalls and requirements.
	1230	2b	Safety and Security	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #11	USDA	In coordination with ESFs #1, #6, and #7, support the evacuation of household pets.

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	1231	2b	Communications	Public Information and Warning		Mass Care Services	ESF #2	FEMA	Employ any and all possible means of communicating public messages.
	1232	2b	Safety and Security	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #6	FEMA	Support state and tribal governments in evaluating evacuee reception center capabilities.
	1233	2b	Transportation	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Support states and tribes in the coordination of shelter transportation assets.
	1234	2b	Food, Water, Shelter	Mass Care – Food and Water	Sheltering Operations LOE	Mass Care Services	ESF #6	FEMA	Coordinate federal resources to support feeding and sheltering, to include AFN resources.
	1235	2b	Food, Water, Shelter	Mass Care – Food and Water	Sheltering Operations LOE	Mass Care Services	ESF #6	FEMA	Monitor and support opening of shelters and C-PODs.
	1236	2b	Health and Medical	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Coordinate with HHS/ESF #8 on arranging public health support at shelters.
	1237	2b	Health and Medical	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Coordinate with HHS/ESF #8 on providing medical care and mental health services in support of congregate sheltering operations.
	1238	2b	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Identify secondary shelter locations and determine their resource support needs.
	1239	2b	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Monitor and evaluate support requirements for individuals with disabilities and others with AFN at congregate and non-congregate shelter (NCS) sites.
	1240	2b	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Employ multi-lingual interpreters at shelter locations.
	1241	2b	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Monitor shelter population trends in the NSS.

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	1242	2b	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Deploy Shelter Registration Intake Teams, if necessary, to facilitate transition to interim housing.
	1243	2b	Food, Water, Shelter	Sheltering Operations	Evacuation, Reception, Re-entry, and Return LOE	Mass Care Services	ESF #6	FEMA	Activate DWI system for use in aiding family reunification.
	1244	2b	Food, Water, Shelter	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #6	FEMA	In coordination with ESF #11, provide support with household pet evacuation and sheltering.
	1245	2b	Food, Water, Shelter	Mass Care – Food and Water		Mass Care Services	ESF #6	FEMA	Ensure meat, poultry, and processed egg products are wholesome and not adulterated, as per statutory authorities.
	1246	2b	Food, Water, Shelter	Mass Care – Food and Water		Mass Care Services	ESF #6	FEMA	Release USDA food commodities to disaster organizations, pursuant to 7 CFR §250.43 and 7 CFR §250.44.
	1247	2b	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Coordinate with Comptroller to ensure funding is in place to launch Housing Inspection Services Contractor (through the NPSC).

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	1248	2b	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Establish a Direct Housing Assessment Team (Mission Planning Team [MPT]/Direct Housing Assessment Team [DHAT]) within 48 hours of a JFO request.
	1249	2b	Safety and Security	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #6	FEMA	ESFs #6 and #11 will coordinate with states and tribes to provide support for evacuation of service animals and household pets.
	1250	2b	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	In coordination with ESF #8, monitor and support mass care needs for assisted care patients in private homes and for persons with access and functional needs who are living independently.
	1251	2b	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	In coordination with ESF #8, provide Certified Social Workers Program crisis counselors at shelters.
	1252	2b	Food, Water, Shelter	Commodity Distribution	Annex D	Mass Care Services	ESF #6	FEMA	In coordination with ESF #7, verify deployment of any IRR activated by other states in Region 10.
	1253	2b	Food, Water, Shelter	Commodity Distribution	Annex D	Mass Care Services	ESF #6	FEMA	In coordination with ESF #7, coordinate ordering, tracking, and delivery of disaster commodities and services.
	1254	2b	Food, Water, Shelter	Private Sector Coordination		Mass Care Services	ESF #6	FEMA	Engage private sector to determine resource availability.
	1255	2b	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Activate and deploy mass care assessment teams, planning teams, and liaisons to EOCs.

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	1256	2b	Food, Water, Shelter	Commodity Distribution		Mass Care Services	ESF #6	FEMA	Establish logistics chain and regular flow of commodities from FEMA DCs into the affected area to support mass care needs.
	1257	2b	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Activate the NSS database for responder access to mass care resource information.
	1258	2b	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Activate Mass Care TF to coordinate communications and operational elements.
	1259	2b	Food, Water, Shelter	Commodity Distribution		Mass Care Services	ESF #6	FEMA	Analyze Mass Care and Emergency Assistance program timelines, staffing support, resource burn rates and adjust backup and contingency planning to meet the situation and future program operations.
	1260	2b	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Develop DRC close-out plan in coordination with states.
	1261	2b	Food, Water, Shelter	Mass Care – Food and Water		Mass Care Services	ESF #6	FEMA	Review and expedite decisions on state SNAP agency waivers and potential D-SNAP support.
	1262	2b	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Support the use of AidMatrix to ensure a coordinated donations management strategy for goods, services, and unaffiliated volunteers.
	1263	2b	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Support the efforts of the Volunteer and Donations Coordination Team (VDCT) in establishing warehouses for spontaneous donations and coordinating unsolicited donations.
	1264	2b	Food, Water, Shelter	Commodity Distribution		Mass Care Services	ESF #7	FEMA	Activate DCs and C-PODs.

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	1265	2b	Transportation	Evacuation, Reception, Re-entry, and Return		Mass Care Services	ESF #7	FEMA	Activate transportation contracts for survivor movement and evacuation.
	1266	2b	*	*		Mass Care Services	ESF #7	FEMA	Verify deployment of any activated IRR in Region 10.
	1267	2b	Food, Water, Shelter	Commodity Distribution		Mass Care Services	ESF #7	FEMA	Establish logistics chain and regular flow of commodities from Red Cross distribution centers in support of mass care operations.
	1268	2b	Health and Medical	Healthcare Systems Support		Mass Care Services	ESF #8	HHS	Deploy capabilities to transport identified patient populations.
	1269	2b	Health and Medical	Healthcare Systems Support		Mass Care Services	ESF #8	HHS	Monitor and support mass care needs for assisted care patients in private homes and for persons with disabilities and others with access and functional needs who are living independently.
	1270	2b	Health and Medical	Healthcare Systems Support		Mass Care Services	ESF #8	HHS	Coordinate with HHS/ESF #8 to monitor public health at shelters.
	1271	2b	Health and Medical	*		Mass Care Services	ESF #8	HHS	Provide Certified Social Workers Program crisis counselors at shelters.
	1272	2b	Safety and Security	Public Information and Warning	Search and Rescue LOE	Mass Care Services	ESF #9	FEMA	Deploy local public messaging for collection point locations.
	1273	2b	Food, Water, Shelter	*		Mass Care Services	ESF #6		Provide support for reunification services and activate programs.
	1274	2b	Safety and Security	Sheltering Operations		Mass Care Services	ESF #6		In coordination with ESFs #4, #5, #8, and #13, work with cities and counties to ensure fire protection, law enforcement protection, and emergency medical services are available to operational shelters.

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	1275	2b	Transportation	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #1	DOT	Identify temporary transportation alternatives.
	1276	2b	Hazardous Materials	Hazardous Waste		Infrastructure Systems	ESF #10	EPA	Identify the extent of contamination.
	1277	2b	Hazardous Materials	Hazardous Waste		Infrastructure Systems	ESF #10	EPA	Coordinate cleanup and decontamination resources.
	1278	2b	Hazardous Materials	Hazardous Waste		Infrastructure Systems	ESF #10	EPA	Assist with environmental compliance.
	1279	2b	Hazardous Materials	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #10	EPA	Provide support to ESF #3 for water/wastewater infrastructure and waste disposal, as requested.
	1280	2b	Energy	Resource Staging		Infrastructure Systems	ESF #12	DOE	Assist in locating fuel for transportation, communications, and emergency operations.
	1281	2b	Safety and Security	Responder Security and Protection		Infrastructure Systems	ESF #13	ATF	Employ federal force protection.
	1282	2b	Safety and Security	Responder Security and Protection		Infrastructure Systems	ESF #13	ATF	Employ protection for responders and sites, as requested.
	1283	2b	Safety and Security	Responder Security and Protection		Infrastructure Systems	ESF #13	ATF	Employ private security resources.
	1284	2b	Safety and Security	Responder Security and Protection		Infrastructure Systems	ESF #13	ATF	Coordinate security resources are for all critical infrastructure systems.
	1285	2b	*	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Infrastructure Systems	ESF #13	ATF	Continue support and outreach to local jurisdictions, states, and critical infrastructure owners/operators.

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	1286	2b	Communications	Emergency Repairs or Augmentation to Infrastructure	Restoration of Public Infrastructure LOE	Infrastructure Systems	ESF #2	FEMA	Initiate support for tactical communications capabilities and the restoration of communications systems and coordinate locations of available capabilities for response operations.
	1287	2b	Energy	Temporary Emergency Power		Infrastructure Systems	ESF #3	USACE	Employ power brigades (technical teams).
	1288	2b	*	Restoration of Public Infrastructure		Infrastructure Systems	ESF #3	USACE	Determine need for additional waivers and issue waivers to specific industries, as necessary, to expedite facility restoration.
	1289	2b	*	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #3	USACE	Employ assessment teams to evaluate potable water and wastewater facilities, levees, dams, dam buildings, bridges, and other infrastructure.
	1290	2b	Transportation	Debris Management		Infrastructure Systems	ESF #3	USACE	Manage, monitor, and provide technical advice in the clearance, removal, and disposal of debris on public property and the re-establishment of ground and water routes.
	1291	2b	Safety and Security	Search and Rescue	Food, Water, Shelter LL; Sheltering Operations LOE)	Infrastructure Systems	ESF #3	USACE	Provide structural specialist expertise to support inspections of mass care facilities and US&R operations.
	1292	2b	Safety and Security			Infrastructure Systems	ESF #3	USACE	Provide assistance in the monitoring and stabilization of damaged structures and the demolition of immediate hazards to protect public health and safety.

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	1293	2b	*	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #3	USACE	Construct facilities to temporarily replace destroyed or damaged critical infrastructure.
	1294	2b	Energy	Temporary Emergency Power		Infrastructure Systems	ESF #3	USACE	Provide temporary emergency power to critical facilities.
	1295	2b	*	Restoration of Public Infrastructure		Infrastructure Systems	ESF #3	USACE	Support restoration of critical navigation and other infrastructure systems, including drinking water distribution and waste collection systems.
	1296	2b	*	Emergency Repairs or Augmentation to Infrastructure	Debris Management LOE	Infrastructure Systems	ESF #4	USFS	Employ engineering and contracting personnel and equipment to assist with emergency removal of debris, demolitions, and the temporary repair of essential public facilities and water supply and sanitation systems.
	1297	2b	*	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #5	FEMA	Employ the Critical Infrastructure TF, as required.
	1298	2b	*	Restoration of Public Infrastructure		Infrastructure Systems	ESF #5	FEMA	Evaluate damage assessments and coordinate federal, state, local, tribal, and private sector resources to restore critical infrastructure.
	1299	2b	Communications	Private Sector Coordination		Infrastructure Systems	ESF #5	FEMA	Activate communications plan to coordinate with private sector entities.

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	1300	2b	Transportation	*		Infrastructure Systems	ESF #5	FEMA	Provide transportation for incoming responders and assessment teams.
	1301	2b	Transportation	*		Infrastructure Systems	ESF #5	FEMA	Activate regulatory waivers.
	1302	2b	Safety and Security	Responder Security and Protection		Infrastructure Systems	ESF #5	FEMA	Provide security for responders.
	1303	2b	*	Private Sector Coordination		Infrastructure Systems	ESF #14	CISA	Initiate contact with owners/operators to identify impacts and resource shortfalls.
	1304	2b	*	Private Sector Coordination		Infrastructure Systems	ESF #14	CISA	Identify and provide recommendations on prioritization of critical infrastructure restoration based on UCG priorities and analyses of potential cascading impacts as well as infrastructure owner assessments of restoration feasibility and timelines.
	1305	2b	*	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #14	CISA	Participate in Critical Infrastructure TF, as required.
	1306	2b	Safety and Security	*		Environmental Response/Health and Safety	ESF #4	USFS	Employ resources at priority fires.
	1307	2b	Communications	Public Information and Warning		Environmental Response/Health and Safety	ESF #4	USFS	Provide information about fires in support of public messaging and response operations, in coordination with ESF #15.
	1308	2b	Safety and Security	Responder Security and Protection		Environmental Response/Health and Safety	ESF #5	FEMA	Update and implement Environmental Response/Health and Safety plan for responders, based on projected hazards.

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	1309	2b	Safety and Security	Responder Security and Protection		Environmental Response/ Health and Safety	ESF #5	FEMA	Provide PPE to responders.
	1310	2b	Health and Medical	Healthcare Systems Support		Environmental Response/ Health and Safety	ESF #8	HHS	Provide medical care to patients exposed to releases of hazardous substances.
	1311	2b	Food, Water, Shelter	Mass Care – Food and Water		Environmental Response/ Health and Safety	ESF #8	HHS	Inspect drinking water supplies and respond to public health effects from contaminated water.
	1312	2b	Food, Water, Shelter	Mass Care – Food and Water	Sheltering Operations LOE	Environmental Response/ Health and Safety	ESF #8	HHS	Assess potable water, wastewater, solid waste disposal, and other issues related to public health at sheltering, feeding, and medical care sites.
	1313	2b	Transportation	*		Critical Transportation	ESF #1	DOT	Monitor and report on the status of damage to transportation systems and infrastructure, with an emphasis on pre-identified priority facilities.
	1314	2b	Transportation	*		Critical Transportation	ESF #1	DOT	Maintain air traffic and airspace management, including TFRs.
	1315	2b	Transportation	*		Critical Transportation	ESF #1	DOT	Coordinate transportation waiver requests.
	1316	2b	Transportation	*		Critical Transportation	ESF #1	DOT	Work with transportation system owners/operators to coordinate the positioning of resources to complete restoration of damaged transportation infrastructure.
	1317	2b	Transportation	*		Critical Transportation	ESF #1	DOT	Coordinate with ESF #5 and PSAs to stage the resources necessary to expand the assessment, repair, and restoration of transportation infrastructure.

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	1318	2b	Transportation	Restoration of Public Infrastructure		Critical Transportation	ESF #1	DOT	Coordinate with maritime stakeholders to support priority restoration of ports, shipping, waterways, and related systems and infrastructure, as needed.
	1319	2b	Transportation	*		Critical Transportation	ESF #1	DOT	Employ the DOT Emergency Response Team.
	1320	2b	Transportation	*		Critical Transportation	ESF #1	DOT	Activate and employ RETCO/RETREPs.
	1321	2b	Transportation	Evacuation, Reception, Re-entry, and Return		Critical Transportation	ESF #1	DOT	Provide transportation coordination and analysis for evacuation operations and evacuation route conditions.
	1322	2b	Transportation	*		Critical Transportation	ESF #1	DOT	Coordinate with ESFs #5, #7, and #13 to support air operations for evacuations.
	1323	2b	Transportation	*		Critical Transportation	ESF #1	DOT	Identify temporary alternative transportation solutions that can be implemented by others when systems or infrastructure are damaged, unavailable, or overwhelmed.
	1324	2b	Transportation	Commodity Distribution		Critical Transportation	ESF #11	USDA	Arrange for the transportation of food into and throughout affected areas.
	1325	2b	Transportation	Evacuation, Reception, Re-entry, and Return		Critical Transportation	ESF #11	USDA	Arrange transportation for household pets and service animals.
	1326	2b	Safety and Security	Natural and Cultural Resource Protection and Restoration		Critical Transportation	ESF #11	USDA	Provide assistance in protecting NCH resources and properties impacted by transportation response operations.

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	1327	2b	Safety and Security	Responder Security and Protection		Critical Transportation	ESF #13	ATF	Deploy and employ resources to protect critical transportation infrastructure.
	1328	2b	Communications	Public Information and Warning		Critical Transportation	ESF #15	FEMA	Update and disseminate messages regarding public use of transportation systems.
	1329	2b	Communications	*		Critical Transportation	ESF #2	FEMA	Coordinate federal actions to assist in securing communications services for transportation responders.
	1330	2b	Transportation	Debris Management		Critical Transportation	ESF #3	USACE	Employ debris removal resources.
	1331	2b	Transportation	Emergency Repairs or Augmentation to Infrastructure		Critical Transportation	ESF #4	USFS	Provide engineering and contracting/procurement personnel and equipment to assist in emergency demolition and repair of roads and bridges.
	1332	2b	Transportation	Emergency Repairs or Augmentation to Infrastructure		Critical Transportation	ESF #5	FEMA	Employ federal resources to support state and tribal assessments of transportation infrastructure.
	1333	2b	Transportation	*		Critical Transportation	ESF #5	FEMA	Provide support to the AOB, Maritime Operations Branch, and Transportation TF, as needed.
	1334	2b	Transportation	*		Critical Transportation	ESF #6	FEMA	Identify survivors with disabilities and access and functional needs and request resources for transporting them.
	1335	2b	Safety and Security	Evacuation, Reception, Re-entry, and Return		Critical Transportation	ESF #6	FEMA	Coordinate with response partners to support mass evacuation activities for people, service animals, and household pets, as required.

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	1336	2b	Transportation	*		Critical Transportation	ESF #7	FEMA	Employ resources to provide transportation capabilities for initial lifesaving and limited life-sustaining activities.
	1337	2b	Transportation	Emergency Repairs or Augmentation to Infrastructure		Critical Transportation	ESF #7	FEMA	Employ resources to support public and private transportation assessment, repair, and debris removal teams with sustainment supplies.
	1338	2b	Energy	Commodity Distribution		Critical Transportation	ESF #7	FEMA	Establish fuel distribution network to support operations.
	1339	2b	Transportation	Evacuation, Reception, Re-entry, and Return		Critical Transportation	ESF #7	FEMA	Provide transportation assets and service contracts to support emergency evacuation requirements.
	1340	2b	Health and Medical	Medical Transportation		Critical Transportation	ESF #8	HHS	Coordinate with ESFs #1, #5, #6, and #7 to provide resources to transport patients and medical needs populations to designated reception facilities.
	1341	2b	Health and Medical	Medical Transportation		Critical Transportation	ESF #8	HHS	Initiate patient tracking.
	1342	2b	Health and Medical	Medical Transportation		Critical Transportation	ESF #8	HHS	Evacuate patients using the NDMS to pre-identified locations, if required.
	1343	2b	Transportation	Emergency Repairs or Augmentation to Infrastructure		Critical Transportation	ESF #14	CISA	Work with transportation system owners/operators to coordinate the positioning of resources to complete restoration of transportation infrastructure.

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	1344	2b	Transportation	Emergency Repairs or Augmentation to Infrastructure		Critical Transportation	ESF #14	CISA	Coordinate with ESFs #1 and #5 to stage federal resources necessary to support the expansion of the assessment and reconstitution of transportation infrastructure and the gathering of situational awareness.
	1345	2b		Debris Management		Critical Transportation	Tasks Common to All		Deploy and employ available resources to assist ESF #3 with debris removal.
	1346	2b	Transportation	*		Critical Transportation	Tasks Common to All		Provide support for the DOT Emergency Response Team.
	1347	2b	Transportation	*		Critical Transportation	Tasks Common to All		Coordinate transportation support for responders, repair teams, and evacuations.
	1348	2b	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Expand JIC functions and public messaging capabilities by deploying and employing additional resources.
	1349	2b	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Coordinate messages with SLTT and federal government entities through the JIC.
	1350	2b	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Conduct inter-agency senior communications outreach.
	1351	2b	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Appoint field public information officers (PIOs) to interface with the media and the public.
	1352	2b	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Organize congressional briefings, notifications, and responses to congressional inquiries.
	1353	2b	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Develop new media products for dissemination, including blog posts, messages for social media, videos, and digital imagery.

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	1354	2b	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Coordinate overarching strategic messaging priorities for all JFO external (and to some degree internal) messaging.
	1355	2b	Communications	Public Information and Warning		Public Information and Warning	ESF #2	FEMA	Expand capacity to communicate with the emergency response community and affected populations.
	1356	2b	Communications	Public Information and Warning		Public Information and Warning	ESF #2	FEMA	Expand and identify limitations of interoperable voice and data communications.
	1357	2b	*	*		Public Information and Warning	ESF #6	FEMA	Coordinate with EA to prepare press releases for DRC openings.
	1358	2b	Health and Medical	Public Information and Warning		Public Information and Warning	ESF #8	HHS	Support the JIC by providing medical public health information.
	1359	2b	Transportation	Debris Management		Logistics and Supply Chain Management	ESF #1	DOT	Supply sustainment resources to support public and private transportation assessment, repair, and debris removal teams.
	1360	2b	Transportation	Commodity Distribution		Logistics and Supply Chain Management	ESF #1	DOT	Establish fuel distribution networks to support operations.
	1361	2b	Food, Water, Shelter	Resource Staging		Logistics and Supply Chain Management	ESF #1	DOT	Establish base camps for responders and repair teams, as necessary.
	1362	2b	Transportation	Evacuation, Reception, Re-entry, and Return		Logistics and Supply Chain Management	ESF #1	DOT	Support transportation resource requirements for the evacuation of people, service animals, and household pets.
	1363	2b	Transportation	*		Logistics and Supply Chain Management	ESF #1	DOT	Support air transportation requirements in coordination with ESFs #1, #3, #5 and the DOD, as necessary.

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	1364	2b	Communications	*		Logistics and Supply Chain Management	ESF #2	FEMA	Coordinate with ESFs #2 and #7 on communications capabilities for identified personnel and facilities.
	1365	2b	*	Resource Staging	Annex D	Logistics and Supply Chain Management	ESF #3	USACE	Provide base camp requirements for incoming assessment and repair teams.
	1366	2b	Energy	Resource Staging	Annex D	Logistics and Supply Chain Management	ESF #3	USACE	Establish fuel delivery operations in affected areas.
	1367	2b	*	Private Sector Coordination		Logistics and Supply Chain Management	ESF #3	USACE	Coordinate with public and private sector liaisons to fulfill logistics requirements.
	1368	2b	*	Resource Staging		Logistics and Supply Chain Management	ESF #7	FEMA	Receive and support incoming federal responder teams at ISBs.
	1369	2b	*	*	Annex D	Logistics and Supply Chain Management	ESF #7	FEMA	Request FEMA HQ deployment of FEMA Corps to support logistics operations.
	1370	2b	*	Resource Staging		Logistics and Supply Chain Management	ESF #7	FEMA	Provide staging areas and support for bus and ambulance contract resources.
	1371	2b	*	Resource Staging		Logistics and Supply Chain Management	ESF #7	FEMA	Receive deployed FEMA response personnel; issue IT equipment, PPE, and sustainment supplies.
	1372	2b	*	Resource Staging	Annex D	Logistics and Supply Chain Management	ESF #7	FEMA	Determine ongoing resource requirements to support responders/survivors and establish sustainable supply chain.
	1373	2b	Energy	Commodity Distribution		Logistics and Supply Chain Management	ESF #7	FEMA	Monitor and determine requirements for DLA fuel contract.
	1374	2b	Energy	Temporary Emergency Power		Logistics and Supply Chain Management	ESF #7	FEMA	Coordinate with USACE for generator haul-and-install mission, as required.

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	1375	2b	Energy	Temporary Emergency Power		Logistics and Supply Chain Management	ESF #7	FEMA	Coordinate with JFO Operations Section and the LMD for future generator requirements.
	1376	2b	*	*		Logistics and Supply Chain Management	ESF #7	FEMA	In coordination with GSA, identify and lease suitable JFO, IOF, and AFO office space and determine temporary power and sanitation requirements.
	1377	2b	Communications	Resource Staging		Logistics and Supply Chain Management	ESF #7	FEMA	Receive IT and communications equipment from the DISC and issue to responders.
	1378	2b	Communications	Resource Staging		Logistics and Supply Chain Management	ESF #7	FEMA	Establish tactical communications (MERS and/or USACE DTOS) to support ISB communications requirements.
	1379	2b	Food, Water, Shelter	Commodity Distribution		Logistics and Supply Chain Management	ESF #7	FEMA	Support ESF #6 requirements—replenishment of supplies and equipment.
	1380	2b	Food, Water, Shelter	Sheltering Operations		Logistics and Supply Chain Management	ESF #7	FEMA	Support ESF #6 in identifying and establishing DRCs and shelters.
	1381	2b	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Logistics and Supply Chain Management	ESF #7	FEMA	Coordinate with PA staff to identify logistics requirements for temporary roofing mission, if required.
	1382	2b	Health and Medical	Medical Transportation		Logistics and Supply Chain Management	ESF #8	HHS	Develop patient evacuation routes, resources, and requirements for patient movement.
	1383	2b	Health and Medical	Medical Transportation		Logistics and Supply Chain Management	ESF #8	HHS	Support patient movement.

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	1384	2b	Health and Medical	Resource Staging		Logistics and Supply Chain Management	ESF #8	HHS	Establish staging area services and RSCs for ESF #8.
	1385	2b	Health and Medical	Fatality Management		Logistics and Supply Chain Management	ESF #8	HHS	Establish supply lines in support of fatality management operations.
	1386	2b	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Provide technical assistance to support state(s) in establishing the Housing TF.
	1387	2b	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Coordinate with shelter providers to identify housing requirement projections.
	1388	2b	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Identify requirements for direct housing missions; identify alternative housing options; synchronize assistance programs.
	1389	2b	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #7	FEMA	Obtain status of Temporary Housing Units (THUs) nationwide from FEMA Resource Support or Logistics Section.

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	1390	2b	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Coordinate with Comptroller to ensure funding is in place for initial housing payments.
	1391	2b	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Expedite the formation of the Housing TF.
	1392	2b	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #5	FEMA	Activate the IA-TAC and USACE Housing Planning and Response Team (PRT), in coordination with the OSC and IABD.
	1393	2b	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Ensure funding is in place to launch the Housing Inspection Services Contractor.
	1394	2b	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Determine need for DRCs, MDRCs, and Mobile Registry Intake Centers.

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	1395	2b	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Request DSATs to conduct registration intake, provide status updates for applicants, and to collect additional rental resource information.
	1396	2b	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Recommend to the OSC whether to activate the IA-TAC and USACE Housing PRT.
	1397	2b	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Decide whether to deploy the Mission Planning Team to support the Housing TF.
	1398	2b	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #7	FEMA	Obtain the current FEMA inventory of THUs and ensure that at least 15% are ADA compliant.
	1399	2b	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #5	FEMA	Decide whether to implement a regional strategy for managing and implementing housing support.

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	1400	2b	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Coordinate with voluntary, faith-based and community-based organizations to clean up and perform minor repairs to homes.
	1401	2b	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Evaluate the feasibility of non-traditional sheltering methods.
	1402	2b	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Provide information gathered by the teams of the Multi-Agency Shelter Support Group.
	1403	2b	Safety and Security	Sheltering Operations		Mass Care Services	ESF #13	ATF	Address the needs of institutionalized/incarcerated survivors.
	1404	2b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass SAR Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #1	DOT	Ensure out-of-Region evacuees are manifested.
	1405	2b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass SAR Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #1	DOT	Work with state partners to determine fuel availability along evacuation routes.

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	1406	2b	Safety and Security	Evacuation, Reception, Re-Entry, and Return	ESF #1	Mass SAR Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #5	FEMA	As a member of the RRCC, coordinate evacuation routes with the private sector, VOADs, and SLTT departments and agencies.
	1407	2b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass SAR Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #1	DOT	Ensure that deploying federal resources do not interfere with evacuations; provide planning assistance to states for evacuation, movement, and re-entry of survivors.
	1408	2b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #1	DOT	Implement contingency air traffic and airspace management measures.

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	1409	2b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #3	USACE	Determine if facilities are structurally safe for re-entry.
	1410	2b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #6	FEMA	Provide support for state strategies for returning survivors.
	1411	2b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #15	FEMA	Provide critical information to evacuees returning home and strategies to rebuild safer and stronger communities.

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	1412	2b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Search and Rescue Operations; Mass Care Services; Logistics and Supply Chain Management; Infrastructure Systems	ESF #5	FEMA	As directed, provide fuel along evacuation routes.
	1413	2b	Safety and Security	Evacuation, Reception, Re-Entry, and Return		Mass Care Services	ESF #5	FEMA	Support state repatriation efforts with resources and support services.
	1414	2b	*	Natural and Cultural Resource Protection and Restoration		Natural and Cultural Resources	ESF #3	USACE	Provide technical assistance for NCH operations through the USACE Impact Analysis Branch.
	1415	2b	Safety and Security	Natural and Cultural Resource Protection and Restoration		Natural and Cultural Resources	ESF #13	ATF	Coordinate security at sensitive cultural institutions.
	1416	2b	Communications	Commodity Distribution		Natural and Cultural Resources	ESF #15	FEMA	Communicate C-POD locations for obtaining blue tarps and refrigerated trucks to cultural institutions.
	1417	2b	*	Natural and Cultural Resource Protection and Restoration		Natural and Cultural Resources	ESF #5	FEMA	Review USDA Natural Resources Conservation Service (NRCS) and River Management projects before contract work begins (ensures eligibility).

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	1418	2b	*	Natural and Cultural Resource Protection and Restoration		Natural and Cultural Resources	ESF #5	FEMA	Ensure that FEMA Office of Environmental Planning and Historic Preservation (EHP) personnel get pushed to the field and are supported through the RRCC.
	1419	2c	Communications	Public Information and Warning		Public and Private Services and Resources	ESF #15	FEMA	Disseminate messages regarding private sector services in support of federal recovery operations.
	1420	2c	Safety and Security	Private Sector Coordination		Public and Private Services and Resources	ESF #4	USFS	Provide ESF #4 private sector resources, as needed, to support response efforts.
	1421	2c	*	*		Public and Private Services and Resources	ESF #6		Support VOLAG donations management closeout plans.
	1422	2c	Food, Water, Shelter	Resource Staging		Public and Private Services and Resources	ESF #7	FEMA	Operate logistics support facilities related to lodging and feeding of incident support personnel.
	1423	2c	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	DOD	Conduct mortuary affairs in coordination with ESF #8 and states.
	1424	2c	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Implement plan for disposition of unclaimed bodies.
	1425	2c	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Shift the focus of FACs to the process of reporting missing people.
	1426	2c	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Establish long-term storage facilities.
	1427	2c	Health and Medical	Fatality Management		Fatality Management Services	ESF #8	HHS	Demobilize DPMUs and DMORTs.

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	1428	2c	Health and Medical	Resource Staging		Public Health, Healthcare, and Emergency Medical Services	ESF #7	FEMA	Provide staging services for ESF #8 RSCs and staging areas.
	1429	2c	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Rotate and demobilize personnel, as appropriate.
	1430	2c	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Ensure smooth transition of DEC Division structure into JFO while maintaining tactical communications capabilities and infrastructure restoration efforts.
	1431	2c	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Ensure 911 services are operational throughout the affected area.
	1432	2c	Communications	*	Annex K	Operational Communications	ESF #2	FEMA	Continue to coordinate inter-agency frequency/spectrum management with MERS.
	1433	2c	Energy	*	Annex K	Operational Communications	ESF #3	USACE	Transition support for fuel supply requirements to long-term recovery operations.
	1434	2c	*	Emergency Repairs or Augmentation to Infrastructure	Annex K	Operational Communications	Tasks Common to All		Provide continued service and support to tactical communications and communications infrastructure restoration assets.
	1435	2c	Communications		Annex K	Operational Communications	Tasks Common to All		Prepare demobilization and transition plan to ensure restoration efforts continue.
	1436	2c	*	*	Annex A	Operational Coordination	Tasks Common to All		Prepare demobilization plan.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	1437	2c	*	*	Annex A	Operational Coordination	Tasks Common to All		Coordinate with federal, state, local, and tribal governments to conduct continuous needs assessments of the affected area.
	1438	2c	*	*	Annex A	Operational Coordination	Tasks Common to All		Provide input for After-action Report (AAR).
	1439	2c	*	*	Annex A	Operational Coordination	Tasks Common to All		Recommend deactivation/demobilization of response operations as requirements diminish.
	1440	2c	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	ESF #13	ATF	Collaborate with state partners to develop a strategy for transitioning OSSP responsibilities back to state, local, and tribal governments.
	1441	2c	Safety and Security	Responder Security and Protection		On-scene Security, Protection, and Law Enforcement	Tasks Common to All		Assess requirements for demobilization.
	1442	2c	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #5	FEMA	Coordinate with ESF #9 on development of plan to re-task and demobilize SAR resources.
	1443	2c	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	ESF #9		Begin to downsize/demobilize SAR resources as situation allows.
	1444	2c	Safety and Security	Search and Rescue		Mass Search and Rescue Operations	Tasks Common to All		Demobilize SAR resources, as missions are completed.
	1445	2c	Hazardous Materials	Hazardous Waste		Mass Care Services	ESF #10	EPA	Maintain list of contaminated sites.
	1446	2c	Hazardous Materials	Hazardous Waste		Mass Care Services	ESF #10	EPA	Communicate contamination cleanup plan.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	1447	2c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Move from congregate care to NCS options and provide relocation assistance or interim housing solutions for families unable to return to their pre-disaster homes.
	1448	2c	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Coordinate with all response entities to maintain resource inventory and prevent duplication of services.
	1449	2c	Food, Water, Shelter	Sheltering Operations	Evacuation, Reception, Re-entry, and Return LOE	Mass Care Services	ESF #6	FEMA	Aid family reunification with the DWI system.
	1450	2c	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Maintain multi-lingual interpreters at mass care locations, as required.
	1451	2c	Food, Water, Shelter	Mass Care – Food and Water		Mass Care Services	ESF #6	FEMA	Distribute support for service animals and pet care, as required.
	1452	2c	Food, Water, Shelter	Private Sector Coordination		Mass Care Services	ESF #6	FEMA	Close out and/or hand over to local agencies any remaining mass care support services, in coordination with state, tribal, and voluntary partners.
	1453	2c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Coordinate with the comptroller to ensure funding is in place for initial housing payments.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	1454	2c	Safety and Security	Responder Security and Protection		Mass Care Services	ESF #6	FEMA	Maintain coordination with Logistics Section and Safety and Security staff for DRC inspections and close-out issues.
	1455	2c	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Re-stock DRC go-kits prior to shipment back to Region.
	1456	2c	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Implement DRC close-out plan in coordination with states/tribes.
	1457	2c	Food, Water, Shelter	*		Mass Care Services	ESF #6	FEMA	Develop logistics close-out plan.
	1458	2c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Ensure that 100% of housing units made available for installation are fully mission-capable.
	1459	2c	*	Private Sector Coordination		Mass Care Services	ESF #6	FEMA	Coordinate long-term state needs concerning AWA licensees with ESF #14.
	1460	2c	Safety and Security	Public Information and Warning	Search and Rescue LOE	Mass Care Services	ESF #9	FEMA	Maintain lists of survivor collection points in local communities.
	1461	2c	Transportation	Debris Management		Infrastructure Systems	ESF #3	USACE	Maintain clearance, removal, and disposal of debris, as required, into recovery.
	1462	2c	*	Restoration of Public Infrastructure		Infrastructure Systems	ESF #14	CISA	Transition to critical infrastructure recovery operations.
	1463	2c	*	Restoration of Public Infrastructure		Infrastructure Systems	ESF #14	CISA	Provide recovery advice to infrastructure owners/operators, law enforcement personnel, and state and tribal officials.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	1464	2c	*	Emergency Repairs or Augmentation to Infrastructure		Infrastructure Systems	ESF #14	CISA	Coordinate with all ESFs to update status of Level I and Level II repairs.
	1465	2c	Food, Water, Shelter	Mass Care – Food and Water		Environmental Response/ Health and Safety	ESF #11	HHS	Ensure the safety and security of federally regulated foods, food-producing animals, and animal feed.
	1466	2c	*	*		Environmental Response/ Health and Safety	Tasks Common to All		Prepare to demobilize.
	1467	2c	Transportation	Restoration of Public Infrastructure		Critical Transportation	ESF #1	DOT	Coordinate the restoration and recovery of transportation systems and infrastructure.
	1468	2c	Communications	*		Critical Transportation	ESF #2	FEMA	Coordinate federal actions to assist in securing communications services for transportation responders.
	1469	2c	Energy	Commodity Distribution		Critical Transportation	ESF #7	FEMA	Maintain and expand fuel distribution network to support operations.
	1470	2c	Communications	Public Information and Warning		Public Information and Warning	ESF #15	FEMA	Educate the public in the aftermath of an incident through news advisories, press releases, prepared materials, flyers, and talking points.
	1471	2c	Transportation	Commodity Distribution		Logistics and Supply Chain Management	ESF #1	DOT	Maintain and expand fuel distribution networks to support operations.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	1472	2c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Logistics and Supply Chain Management	ESF #7	FEMA	Establish sustainable supply chain and monitor burn rates to determine ongoing resource requirements.
	1473	2c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Logistics and Supply Chain Management	ESF #7	FEMA	Coordinate with ESF #6 to develop temporary housing strategy.
	1474	2c	*	*	Annex A	Logistics and Supply Chain Management	ESF #7	FEMA	Develop and initiate transition plan for logistics to assume DOD responsibilities.
	1475	2c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Logistics and Supply Chain Management	ESF #7	FEMA	Provide logistics support to PA for temporary roofing mission.
	1476	2c	Health and Medical	Healthcare Systems Support		Logistics and Supply Chain Management	ESF #8	HHS	Begin to assess logistics resource requirements in support of ESF #8 and reallocate/retask as necessary.
	1477	2c	*	Private Sector Coordination		Logistics and Supply Chain Management	ESF #7		Support private sector resource execution, sustainment, and eventual demobilization.
	1478	2c	*	Private Sector Coordination		Logistics and Supply Chain Management	ESF #7		Coordinate demobilization of unneeded private sector resources, supplies, services, and personnel.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	1479	2c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Support the Housing TF in developing and finalizing a Disaster Housing Plan.
	1480	2c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Support the Housing TF in identifying temporary and permanent housing alternatives and facilitating the movement of survivors.
	1481	2c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Provide eligible survivors with relocation assistance or temporary housing solutions.
	1482	2c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Work with the SBA and USDA to facilitate loan information and application/approval processes.
	1483	2c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Develop a strategy and timeline for the transition from emergency shelters to permanent housing.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	1484	2c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #6	FEMA	Identify non-conventional/transitional sheltering options.
	1485	2c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #7	FEMA	Lease or otherwise provide buildings or land to support housing program implementation.
	1486	2c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #5	FEMA	Ensure that direct housing is not provided in environmentally sensitive areas.
	1487	2c	Food, Water, Shelter	Temporary Housing (Repair, Rental Assistance, Direct Housing)		Mass Care Services	ESF #5	FEMA	Coordinate closely with the OSC to synchronize the delivery of housing services.
	1488	2c	Food, Water, Shelter	Sheltering Operations		Mass Care Services	ESF #6	FEMA	Support the transition of non-governmental-based recovery activities to long-term community recovery efforts.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	1489	2c	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Reassess sustainment operations in coordination with each state.
	1490	2c	Energy	Natural and Cultural Resource Protection and Restoration	Temporary Emergency Power LOE	Natural and Cultural Resources	ESF #3	USACE	Provide generator support for the preservation of historical documents and archives.
	1491	2c	Safety and Security	Natural and Cultural Resource Protection and Restoration		Natural and Cultural Resources	ESF #3	USACE	Implement a Blue Roof mission for state buildings.
	1492	2c	*	Natural and Cultural Resource Protection and Restoration		Natural and Cultural Resources	ESF #11	USDA	Collect Cultural Resource Inventory forms from institutions to provide situational awareness.
	1493	2c	*	Natural and Cultural Resource Protection and Restoration		Natural and Cultural Resources	ESF #5	FEMA	Ensure that state and local authorities understand compliance issues related to federal environmental laws, regulations, and executive orders.
	1494	2c	*	Preliminary Damage Assessment	Natural and Cultural Resource Protection and Restoration LOE	Natural and Cultural Resources	ESF #5	FEMA	Ensure that an EHP component is deployed to support PDA teams.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	1495	2c	*	Natural and Cultural Resource Protection and Restoration		Natural and Cultural Resources	ESF #5	FEMA	Ensure that the impact to federal properties is understood.
	1496	2c	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Resupply medical teams and personnel as necessary.
	1497	2c	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Sustain medical resources/teams.
	1498	2c	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Establish a short-term goal for reconstitution of healthcare infrastructure, including all private, public, and governmental healthcare providers: hospitals, nursing homes, long-term care facilities, assisted living facilities, health departments, community health clinics, dialysis centers, vulnerable population facilities, rehabilitation centers, behavioral health facilities, and alcohol abuse recovery facilities.
	1499	2c	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Conduct operations at FMSs and other facilities to support populations with medical needs until a determination is made that resources are no longer required.

Status	Task #	Phase	Community Lifeline (LL)	Line of Effort (LOE)	Comments (including LLs/LOEs)	Core Capability(ies)	ESF/RSF	Lead Agency	Task
	1500	2c	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Reassess safety and security of food, drugs, medical devices, and blood supplies within the affected areas of each state.
	1501	2c	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Assess needs and priorities and begin planning for transition to recovery.
	1502	2c	Health and Medical	Healthcare Systems Support		Public Health, Healthcare, and Emergency Medical Services	ESF #8	HHS	Identify resources needed to initiate plan for demobilization of field hospitals at airports.

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Annex Y: Acronyms & Abbreviations

Y.1 Acronyms and Abbreviations

ACS	alternate care site
AFO	Area Field Office
AHP	All-Hazards Plan
AO	area of operations
APM	Accountable Property Manager
ARES	Amateur Radio Emergency Service
ARF	Action Request Form
ATF	Bureau of Alcohol, Tobacco, Firearms, and Explosives
BSI	Base Support Installation
C-POD	Commodity Point of Distribution
CAP	Civil Air Patrol
CEMP	Comprehensive Emergency Management Plan
CERFP	CBRNE Enhanced Response Force Packages
CBRN	Chemical, Biological, Radiological, and Nuclear
CBRNE	Chemical, Biological, Radiological, Nuclear, and Explosive
CDC	U.S. Centers for Disease Control and Prevention
CFR	Code of Federal Regulations
CIKR	Critical Infrastructure and Key Resources
CIMS	Critical Incident Management System
CIS	Catastrophic Incident Supplement
CLO	Congressional Liaison Officer
COA	course of action
COG	Continuity of Government
CONUS	Continental United States
CONOPS	Concept of Operations
COOP	Continuity of Operations Plan
CORE	Cadre of Response Employees
CPG	Comprehensive Preparedness Guide
CST	Civil Support Team
C2	command and control
DAE	Disaster Assistance Employee
DART	Disaster Assistance Recovery Team
DC	Distribution Center
DCE	Defense Coordinating Element
DCO	Defense Coordinating Officer
DDC	Defense Distribution Center
DDOC	Deployment and Distribution Operations Center
DECC	Disaster Emergency Communications Coordinator

DEM	Division of Emergency Management
DEMARC	Department of Emergency Management Amateur Radio Communicators
DEPOD	Deployment Order
DFA	Direct Federal Assistance
DFCO	Deputy Federal Coordinating Officer
DHS	U.S. Department of Homeland Security
DISC	Disaster Information Systems Clearinghouse
DLA	Defense Logistics Agency
DMAT	Disaster Medical Assistance Team
DME	Durable Medical Equipment
DMORT	Disaster Mortuary Operational Response Team
DOD	U.S. Department of Defense
DOE	U.S. Department of Energy
DOI	U.S. Department of the Interior
DOL	U.S. Department of Labor
DOT	U.S. Department of Transportation
DNR	Department of Natural Resources
DPH	Department of Public Health
DPMU	Disaster Portable Morgue Unit
DRC	Disaster Recovery Center
DRF	Disaster Relief Fund
DRM	Disaster Recovery Manager
DSA	Disaster Survivor Assistance
DSAT	Disaster Survivor Assistance Team
DSCA	Defense Support of Civil Authorities
DTRA	Defense Threat Reduction Agency
DTS	Deployment Tracking System
DTSD	Division of Transportation System Development
EA	External Affairs
EEIs	Essential Elements of Information
EHS	Environmental Health and Safety
EMAC	Emergency Management Assistance Compact
EMIMS	Emergency Management Information Management System
EMMIE	Emergency Management Mission Integrated Environment
EMS	Emergency Medical Services
EOC	emergency operations center
EOP	Emergency Operations Plan
EMS	Emergency Medical Services
ENS	Emergency Notification System
EPA	Environmental Protection Agency
EPLO	Emergency Preparedness Liaison Officer
EPS	Emergency Program Specialist

ERT	Emergency Response Team
ESF	Emergency Support Function
EXORD	Execution Order
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FCO	Federal Coordinating Officer
FDA	U.S. Food and Drug Administration
FDRC	Federal Disaster Recovery Coordinator
FDRO	Federal Disaster Recovery Officer
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
FIOP	Federal Interagency Operational Plan
FLEO	Federal Law Enforcement Officer
FNARS	FEMA National Radio System
FOB	Field Operations Branch/Forward Operating Base
FOS	Federal Operations Support
FPS	Federal Protective Service
FSA	Federal Staging Area
FSIS	U.S. Food Safety and Inspection Service
GAR	Governor's Authorized Representative
GETS	Government Emergency Telephone Service
GIS	Geographic Information System
GIU	Geospatial Information Unit
GPS	Global Positioning System
GSA	General Services Administration
HAZMAT	hazardous materials
HAZUS-MH	Hazards United States – Multi-Hazard
HF	high frequency
HSIN	Homeland Security Information Network
HSPD	Homeland Security Presidential Directive
HHS	U.S. Department of Health and Human Services
HUD	U.S. Department of Housing and Urban Development
IA	Individual Assistance
IAP	Incident Action Plan
ICE	U.S. Immigration and Customs Enforcement
ICP	Information Collection Plan
ICP	Incident Command Post
ICS	Incident Command System
IHP	Individual and Household Program
IOF	Interim Operating Facility
IMAT	Incident Management Assistance Team
IMAT-A	Incident Management Assistance Team-Advance

IMAT-N	National Incident Management Assistance Team
IRR	Initial Response Resources
ISB	Incident Support Base
IT	Information Technology
JCP	Joint Communications Platform
JFO	Joint Field Office
JIC	Joint Information Center
JIS	Joint Information System
JOC	Joint Operations Center
JRMPO	Joint Regional Medical Planning Officer
JRSOI	Joint Reception, Staging, Onward Movement, and Integration
JTF	Joint Task Force
LAN	Local Area Network
LMC	Logistics Management Center
LMD	Logistics Management Directorate
LMRS	Logistics Management and Resource Support
LNO	Liaison Officer
LOS	line of sight
MA	Mission Assignment
MACC	Multi-agency Coordination Center
MARS	Military Auxiliary Radio System
MERS	Mobile Emergency Response Support (FEMA)
MOA	memorandum of agreement
MOC	MERS Operations Center
MORT	Mortuary Response Team
MOU	memorandum of understanding
MRE	Meal Ready-to-Eat
NAWAS	National Warning System
NCP	National Contingency Plan
NCS	National Communications System
NDMS	National Disaster Medical System
NDRF	National Disaster Recovery Framework
NEMIS	National Emergency Management Information System
NFIP	National Flood Insurance Program
NG	National Guard
NGB	National Guard Bureau
NG JFHQ-State	National Guard Joint Forces Headquarters-State
NGO	non-governmental organization
NIMS	National Incident Management System
NIOSH	National Institute for Occupational Safety and Health
NLS	National Logistics System
NOAA	National Oceanic and Atmospheric Administration

NOC	National Operations Center
NORTHCOM	U.S. Northern Command
NPG	National Preparedness Goal
NPS	National Preparedness System
NRC	Nuclear Regulatory Commission
NRCC	National Response Coordination Center
NRF	National Response Framework
NSS	National Shelter System
NSSE	National Special Security Event
NVRT	National Veterinary Response Team
NWS	National Weather Service
OCFO	Office of the Chief Financial Officer
OFA	other federal agency
OFDC	Office of Federal Disaster Coordination
OMB	Office of Management and Budget
OPB	Operational Planning Branch
OSHA	Occupational Safety and Health Administration
OSHE	FEMA Office of Safety, Health, and Environment
PA	Public Assistance
PAG	Protection Action Guidelines
PDA	Preliminary Damage Assessment
PFO	Principal Federal Officer
PHS	U.S. Public Health Service
PIO	public information officer
POC	point of contact
POD	point of distribution
PPD	Presidential Policy Directive
PPE	personal protective equipment
PSMA	Pre-scripted Mission Assignment
PSTN	Public Switch Telephone Network
QRS	Quick Response System
RA	Regional Administrator
RACES	Radio Amateur Civil Emergency Service
RCP	Remote Communications Platform
REC	Regional Emergency Coordinator
RECCWG	Regional Emergency Communications Coordination Working Group
Red Cross	American Red Cross
REPLO	Regional Emergency Preparedness Liaison Officer
RNA	Rapid Needs Assessment
RRCC	Regional Response Coordination Center
RRCS	Regional Response Coordination Staff
RSS	Recovery Support Strategy

RWC	Regional Watch Center
SBA	U.S. Small Business Administration
SCO	State Coordinating Officer
SDRC	State Disaster Recovery Coordinator
SEOC	State Emergency Operations Center
SEPLO	State Emergency Preparedness Liaison Officer
SFO	Senior Federal Official
SFLEO	Senior Federal Law Enforcement Official
SITPIC	shared situational picture
SITREP	situation report
SLTT	state, local, tribal, and territorial
SME	subject matter expert
SNS	Strategic National Stockpile
SOP	standard operating procedure
STBD	Staging Area Branch Director
STGS	Staging Area Group Supervisor
TAG	The Adjutant General
TIMACS	Telecommunications Information Management and Control System
TRANSCOM	U.S. Transportation Command
TSA	U.S. Transportation Security Administration
UACG	Unified Area Coordination Group
UCG	Unified Coordination Group
UFR	Unified Federal Review
US&R	Urban Search and Rescue
USACE	U.S. Army Corps of Engineers
USC	United States Code
USCG	U.S. Coast Guard
USDA	U.S. Department of Agriculture
USFS	U.S. Forest Service
USGS	U. S. Geological Survey
USMS	U.S. Marshals Service
VA	U.S. Department of Veterans Affairs
VAL	Voluntary Agency Liaison
VOAD	Volunteer Organization Active in Disaster
VoIP	Voice-Over-Internet Protocol
VOLAG	voluntary agency
WAN	wide area network
WHO	World Health Organization
WPS	Wireless Priority Service

Annex Z: Plan Updates and Distribution

Z.1 Distribution

Information contained in this FEMA *Region 10 All-Hazards Plan* (AHP) is sensitive in nature and should be treated with discretion. To ensure the proper protection of the information found in this AHP, distribution is authorized only for federal interagency partners and for state emergency officials that are deemed appropriate by the Regional Administrator.

Information contained in this plan is not authorized to be published on any external website nor is it releasable to the public or media.

Distribution, transmission, and destruction of this plan will be in accordance with DHS Management Directive 11042.1, which is publicly available.

Z.2 Update Process

The FEMA *Region 10 All-Hazards Plan* (AHP) is considered a “living” document and contains information that is subject to change over time. This plan, along with its supporting documents, will undergo an annual review. The following sections are identified as requiring additional development and refinement:

1. Lines of Effort (LOEs)
2. Annex X – Execution Checklist
3. Decision Support Matrix
4. Annex A – Task Organization
5. Information Collection Plan
6. Intelligence Resource Inventory
7. Hazard Fact Sheets

Additionally, future AHP planning priorities include the following topics and products:

1. Recovery Annex development
2. ESF #14 (Cross-sector Business and Infrastructure) coordination
3. Additional LOE tabs, as needed
4. Additional operational tools

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