



## Standard Operating Procedure

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### Foreword

This Standard Operating Procedure provides guidance and options for the establishment, operation and de-establishment of Joint Field Offices (JFO), an element of the Multiagency Coordination System, operated under provisions of the National Response Framework.

The JFO is a temporary Federal facility that provides a central location for the coordination of Federal, State, tribal, and local governments and private-sector and nongovernmental organizations with primary responsibility for response and recovery. The JFO structure is organized, staffed, and managed in a manner consistent with the principles of the National Incident Management System and is led by the Unified Coordination Group. Although the JFO is built using an Incident Command Structure, the JFO does not manage on-scene operations. Instead, the JFO focuses on providing support to on-scene response efforts and conducts broader support operations that may extend beyond the incident site. In this manner, the JFO is a Multi-Agency Coordination Center rather than an Incident Command Center. Direct tactical and operational responsibility for conducting incident management activities rests with the Incident Command.

Questions, including recommended changes, should be directed to the Disaster Operations Directorate, Federal Emergency Management Agency.

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Administrator  
Federal Emergency Management Agency

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## Chapter 1

### General Information

1-1. Purpose. This Standard Operating Procedure provides guidance and options for the:

- a. Organization and staffing of JFOs.
- b. Establishment, operation and de-establishment of all JFOs.

1-2. Applicability and Scope. The provisions of this Standard Operating Procedure apply to all organizations, actual or implied, identified in the National Response Framework (NRF), and their personnel, that support or participate in a Joint Field Office or an adjunct thereof.

1-3. Authorities.

- a. The Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. 5121-5206, as amended.
- b. Title 44 CFR, Emergency Management and Assistance.

1-4. References.

- a. National Response Framework (NRF), effective date March 22, 2008.
- b. Incident Management Handbook (IMH), draft October 2007.
- c. Position Job Aids, Emergency Management Institute, October 2007.

1-5. General. The Standard Operating Procedure is limited to an overview of how the JFO will be established and operated, without reprinting information from the myriad documents already extant. For example, it assumes that the reader/user understands the National Incident Management System and is familiar with key provisions of the NRF.

1-6. Terminology. There is no unique terminology used in this Standard Operating Procedure; all terms can be found in documents already published.

1-7. Comments and Changes.

- a. One of the major changes in this version of the JFO SOP is the identification of functionally-oriented groups or units, rather than having ESF aligned in the Operations Section. The goal is to have the ESF Coordinating agencies become the "function providers" for each ESF. For example, if there is a need for a debris-management capability, the FCO or Operations Section Chief, will look to the senior person from the US Army Corps of Engineers, the Coordinating Agency for ESF 3. Likewise, if the Logistics Section Chief needs a contracting capability to support commodity acquisition, he/she would contact either the General Services Administration (ESF 7) or the Corps of Engineers (ESF 3). This will lead to agencies being sourced and deployed to JFOs as representative capabilities, not necessarily as a representative of an ESF, per se. In this fashion, individual agencies will be identified and

deployed for the specific capabilities they can bring to an operation, as opposed to an ESF being activated.

If there is no representative from a ESF Coordinating Agency, the requisition for that capability may be sent to the RRCC or NRCC, as required.

b. All users of this Standard Operating Procedure are encouraged to forward comments and recommendations to the Director, Operations Management Division, Disaster Operations Directorate, FEMA Headquarters, 500 C Street, SW, Washington, DC 20472, Attention: Paul Schwartz, [paul.k.schwartz@dhs.gov](mailto:paul.k.schwartz@dhs.gov), or Jennifer Rosenberger, [Jennifer.rosenberger@dhs.gov](mailto:Jennifer.rosenberger@dhs.gov).

c. When interim or permanent changes are published, they will be posted to all copies of the Standard Operating Procedure and annotated on the Record of Changes (page i).

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## Chapter 2

### Concept of Operations

#### 2-1. General Principles.

a. The JFO is intended to be a temporary Federal facility that provides a central location for the coordination of Federal, State, tribal, and local governments, and private-sector and nongovernmental organizations with responsibility for response and recovery activities. The JFO structure is organized, staffed, and managed in a manner consistent with the principles of the National Incident Management System and is led by the Unified Coordination Group. Although the JFO is built using the Incident Command System (ICS), the JFO does not manage on-scene operations. Instead, the JFO focuses on providing support to on-scene response efforts and conducts broader support operations that may extend beyond the incident site. In this manner, the JFO is a Multi-Agency Coordination Center rather than an Incident Command Center.

A multiagency coordination system is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting domestic incident management activities. The primary functions of multiagency coordination systems are to support incident management policies and priorities, facilitate logistics support and resource tracking, inform resource allocation decisions using incident management priorities, coordinate incident related information, and coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies.

b. The JFO serves as a facility for the collocation of multi-agency and multi-jurisdictional entities that share the response and/or recovery role, where similar activities can be integrated and coordinated into a unified effort. It is structured to accommodate representatives and staffs of all entities essential to providing incident support, maintaining situational awareness, managing and sharing information, and the delivery of disaster assistance and other activities.

c. Whenever possible, other Federal organizations' field operating centers, e.g., Joint Operations Center (JOC), Joint Information Center (JIC), will be collocated with the JFO for the purpose of facilitating continuous coordination of operations and sharing of information. In the event that collocation is not practical, Federal agencies will be connected virtually to the JFO and will assign liaisons to the JFO to facilitate the coordination of Federal incident management and assistance efforts. During terrorist-related incidents, law enforcement activities are managed through the JOC, which becomes a branch of the Operations Section when the JFO is functioning.

d. The focus of JFO activities is considered to be Federally-managed tactical-level operations. It is supported by the Regional Response Coordination Center (RRCC) and/or the National Response Coordination Center (NRCC). The RRCC and NRCC execute at the operational level, coordinating the identification, mobilization and deployment of Federal resources to one or more JFO(s).

e. The agencies responsible for each of the Emergency Support Functions (ESF) provide personnel to staff positions in the JFO. Generally, these are subject matter experts within their ESF agencies and understand how the ESF provides support. The senior ESF representative for each agency may be called upon to act in lieu of a senior agency official, advising the Unified

Coordination Group if a senior official is not available. For example, if a Department of Defense (DOD) Joint Task Force (JTF) has not been deployed, the Defense Coordinating Officer (DCO) will act in lieu of the JTF Commander and be prepared to advise the Unified Coordination Group.

Definitions:

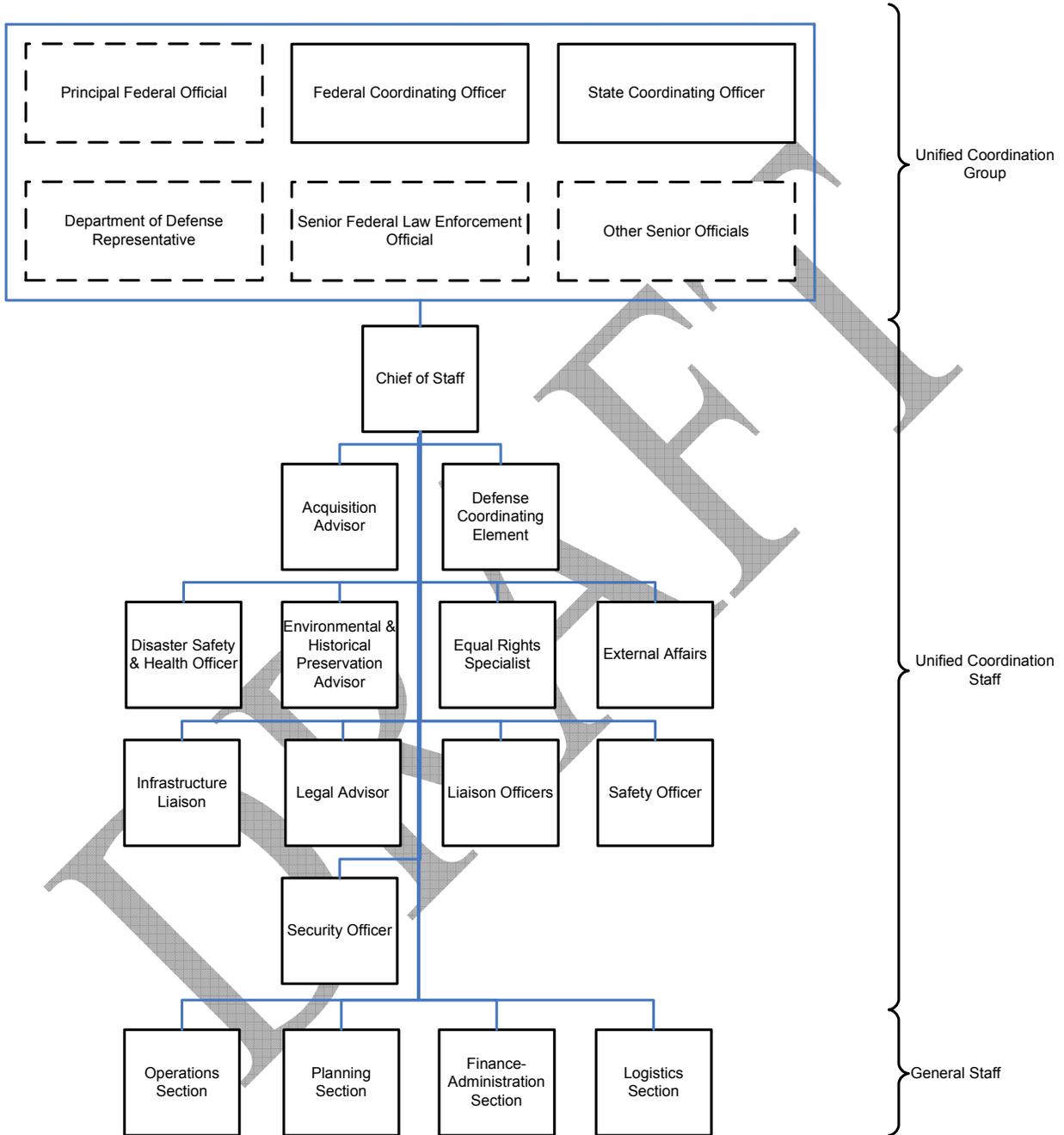
Area Field Office (AFO): A forward element of the JFO Operations Section, established by the JFO Coordination Group, which is responsible for a specific geographic area, parallel to the NIMS/ICS division. The AFO resides wholly within the JFO Operations Section.

Initial Operating Facility (IOF): The IOF is a temporary field facility used in the early stages of an incident when the JFO is not yet established. An IOF is generally located at or near the State Emergency Operations Center (EOC), or near the incident site. The IOF remains in operation until the JFO is established.

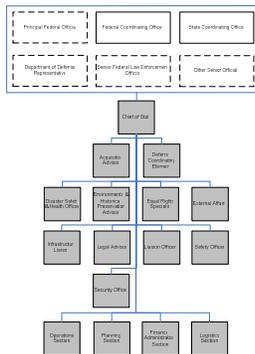
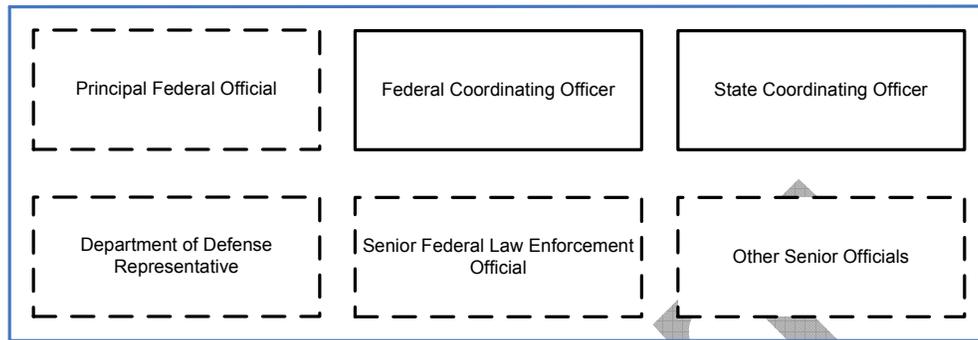
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2-2. Organization.

### Unified Command



## Unified Coordination Group



*Dotted lines signifies that the Federal Coordinating Officer and the State Coordinating Officer are constants at every Joint Field Office while other officials are brought into the Unified Coordination Group as needed.*

### Department of Defense (DOD) Representative

The Department of Defense Representative, typically the **Defense Coordinating Officer (DCO)**, is responsible for processing requirements for military support, forwarding mission assignments to the appropriate military organizations through DOD-designated channels, and assigning military liaisons, as appropriate, to activated ESFs functions.

Based on the complexity and type of incident, and the anticipated level of DOD resource involvement, DOD may elect to designate a JTF to command Federal (Title 10) military activities in support of the incident objectives. The DCO remains the DOD single point of contact in the JFO for requesting assistance from DOD.

### Federal Coordinating Officer (FCO)

The **Federal Coordinating Officer (FCO)** is appointed by the President to execute Stafford Act authorities, including the commitment of Federal Emergency Management Agency (FEMA) resources and the mission assignment of other Federal departments or agencies. In all cases, the FCO represents the FEMA Administrator in the field to discharge all FEMA responsibilities for the response and recovery efforts underway. For Stafford Act events, the FCO is the primary Federal representative with whom the State Coordinating Officer and other State, tribal, and local response officials interface to determine the most urgent needs and set objectives for an effective response in collaboration with the Unified Coordination Group.

For non-Stafford Act situations a Federal Resource Coordinator (FRC) may be designated by the Department of Homeland Security (DHS). The FRC is responsible for coordinating timely delivery of resources to a requesting

agency acting under its own authority.

**Other Senior Officials**

Based on the scope and nature of an incident, senior officials from other Federal departments and agencies, State, tribal, or local governments, and the private sector or NGOs may participate in a Unified Coordination Group. Usually, the larger and more complex the incident, the greater the number of entities represented.

**Principal Federal Official (PFO)**

The **Principal Federal Official (PFO)** is personally designated by the Secretary of Homeland Security to facilitate Federal support to the established ICS Unified Command structure and to coordinate overall Federal incident management and assistance activities across the spectrum of prevention, preparedness, response, and recovery. The PFO ensures that incident management efforts are maximized through effective and efficient coordination. In this capacity, the PFO does not function in a direct line of control in the JFO.

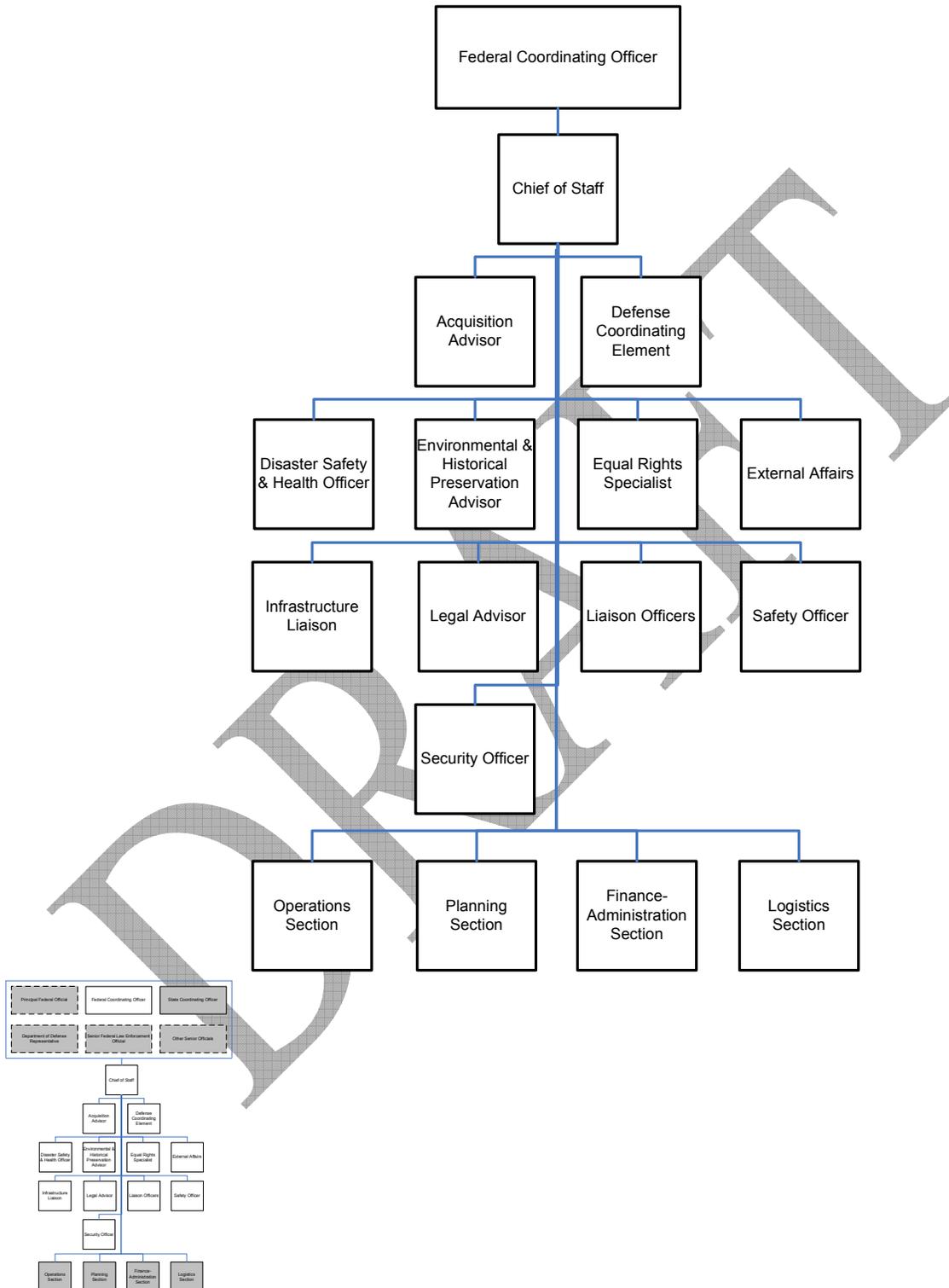
**Senior Federal Law Enforcement Official (SFLEO)**

The **Senior Federal Law Enforcement Official (SFLEO)** is appointed by the Attorney General and is responsible for ensuring that allocation of law enforcement requirements and resource allocations are coordinated as appropriate with all other members of the Group. In the event of a terrorist incident, the Senior Federal Law Enforcement Official will normally be a senior FBI official who has coordinating authority over all law enforcement activities related to the incident.

**State Coordinating Officer (SCO)**

The **State Coordinating Officer (SCO)** is appointed by the Governor of the affected State and serves as the primary representative for the State or locality with the RRCC or within the JFO once it is established. The SCO works with the Federal Coordinating Officer to formulate State requirements, including those that are beyond State capability and set priorities for employment of Federal resources provided to the State.

# Unified Coordination Staff



**Chief of Staff**

The **Chief of Staff** reports to the Federal Coordinating Officer, acts for the Federal Coordinating Officer in administrative matters; ensures efficient functioning of all staff elements; manages the office environment; and serves as interface with the Command and General Staff on internal issues needing resolution. The COS monitors morale and discipline and has direct responsibility for the Executive Assistant and the following cadres/positions:

- External Affairs Specialist
- Equal Rights Specialist
- Security Specialist
- Legal Advisor

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**Acquisition Advisor**

The **Acquisition Advisor** counsels the Federal Coordinating Officer within the JFO on the acquisition/ contracting collaboration and coordination; the level of authority and assigned grade of acquisition personnel assigned to the JFO; and, commensurate visibility regarding acquisition controls and protocols for mitigating fraud, waste, and abuse. Advises the FCO of the legal and regulatory requirements regarding the acquisition function and uses performance metrics to systematically review the disaster acquisition execution.

**Defense Coordinating Element**

The Defense Coordinating Officer may have a **Defense Coordinating Element (DCE)** consisting of a staff and military liaison officers in order to facilitate defense support to civil authorities.

**Disaster Safety & Health Officer**

The **Disaster Safety & Health Officer, provided by OSHA**, reports to the Federal Coordinating Officer and provides consistent, accurate, and timely worker safety and health information for theatre-wide operations, and coordinates the delivery of Federal worker safety and health technical assistance and resources to Federal, State, tribal, and local responders.

**Environmental & Historical Preservation Advisor**

The **Environmental & Historical Preservation Advisor** ensures compliance with federal laws and executive orders as communities complete the disaster recovery process. Environmental and Historic Preservation staff work primarily with the Public Assistance Program on restoration of publicly owned facilities, but also work with the Individual Assistance Program on temporary group housing site selections and with the Hazard Mitigation Grant Program on minimizing future event damages.

**Equal Rights Specialist**

The **Equal Rights Specialist** reports to the Chief of Staff and is responsible for ensuring compliance with applicable equal rights statutes.

**External Affairs Officer (EAO)**

The **External Affairs Officer (EAO)** provides support to the JFO Coordination Group in all functions involving communications with external audiences, and is responsible for developing and releasing information, as approved by the FCO, to the news media, elected officials, incident personnel, and other agencies and organizations. The EAO also oversees the following functions:

- External Affairs – Joint Information Center
- External Affairs – Planning and Products
- Congressional Affairs
- Community Relations

**Infrastructure Liaison**

Assigned by the Department of Homeland Security Office of Infrastructure Protection, the **Infrastructure Liaison** reports to Chief of Staff and serves as the principal advisor to the Joint Field Office (JFO) Coordination Group with regard to national, regional, and cross-sector Critical Infrastructure and Key Resources (CI/KR) incident-related issues within the following four areas of

concern: Sector impacts to nationally and regionally critical CI/KR within the incident area; Cross-sector impacts within and outside the incident area; Cascading effects that can result in consequences beyond the immediate incident area; and Interdependencies that require actions beyond those needed for infrastructure restoration within and outside the incident area.

**Legal Advisor**

The **Legal Advisor** is the primary legal consultant to the Federal Coordinating Officer, the Command Staff and all Program leads relating to FEMA field operations in support of Disaster Operations and Disaster Assistance.

**Liaison Officer**

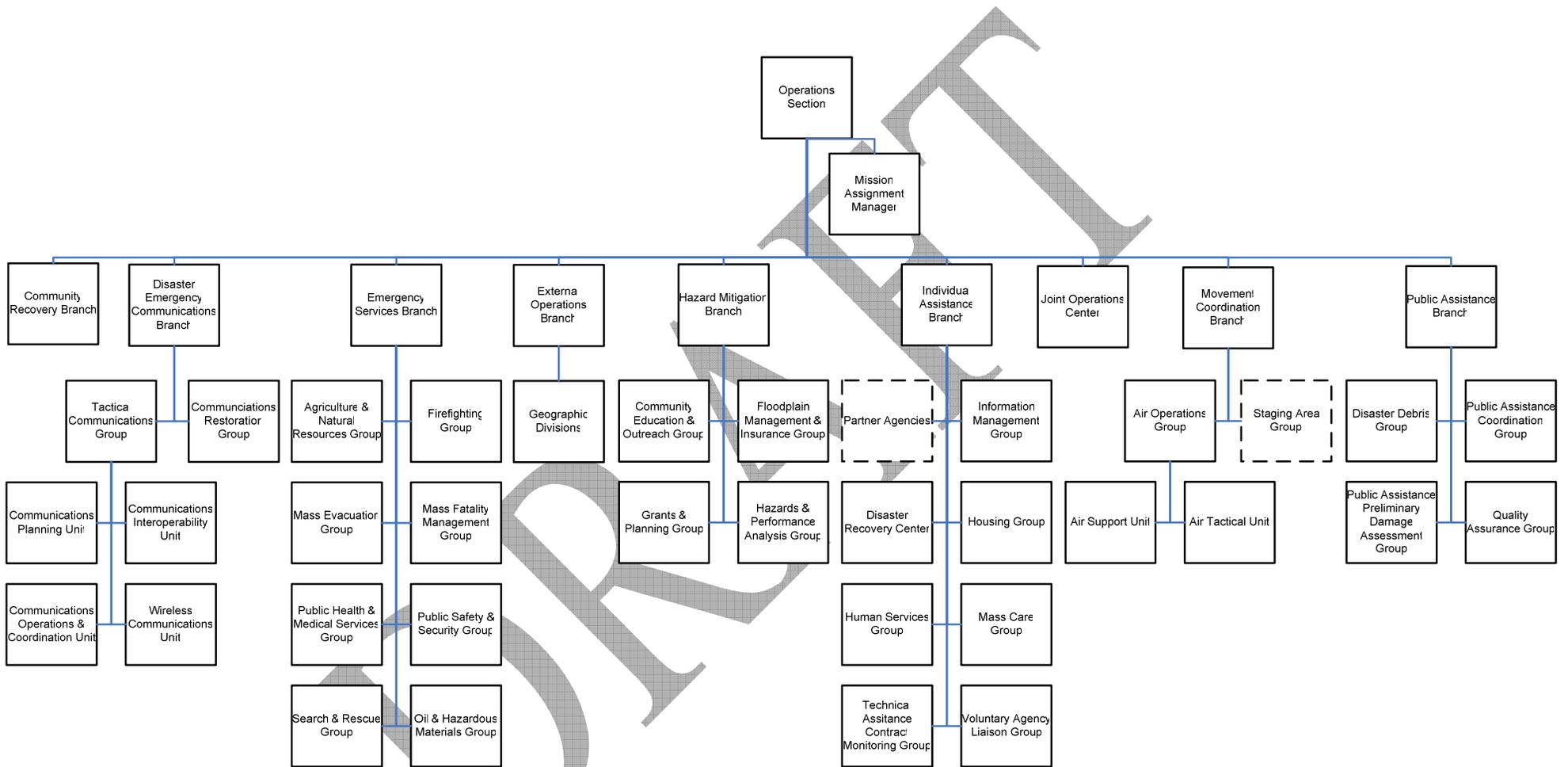
The **Liaison Officer** reports to the Federal Coordinating Officer and is assigned to the incident to be the contact for supporting and cooperating Agency Representatives. The Liaison Officer may have assistants, which may represent assisting agencies or jurisdictions.

**Safety Officer**

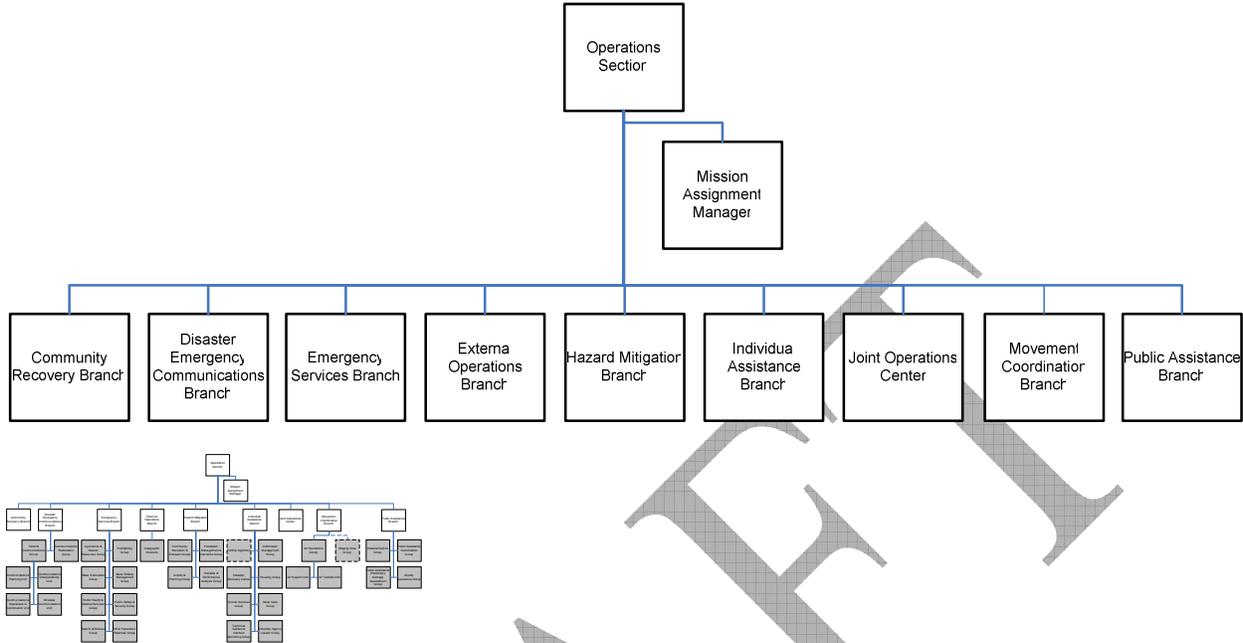
The **Safety Officer** reports to the Federal Coordinating Officer and is responsible for developing and recommending measures to assure the safety of personnel assigned to the JFO and other FEMA-managed facilities and to assess and/or anticipate hazardous and unsafe situations. The Safety Officer may have assistants, as necessary. Safety assistants may have functional responsibilities, such as air operations, hazardous materials, etc.

**Security Specialist**

The **Security Specialist** reports to the Chief of Staff and is responsible for providing safeguards needed to protect personnel and property from loss or damage; providing security badging services; and submits required information needed to conduct background checks to Headquarters.



## Operations Section



**Operations Section**

The **Operations Section** is a member of the General Staff, reports to the Federal Coordinating Officer. The Operations Section coordinates support to on-scene incident management efforts, program implementation and activities required to address broader impacts beyond the immediate incident site. Operations Section branches may be added or deleted as required, depending on the nature of the incident. The Operations Section activates and supervises the Operation's organizational elements in accordance with the Incident Action Plan (IAP) and directs its execution and also coordinates with Federal command posts that may be established to support incident management activities.

**Mission Assignment Manager**

The **Mission Assignment Manager** reports to the Operations Section and is responsible for preparing, monitoring, tracking, evaluating, and reporting Mission Assignments (MA) related to tasking ESFs/agencies to provide services.

**Community Recovery Branch**

The **Community Recovery Branch** coordinates with the other JFO Operations Section branches and State, local, and tribal officials to assess the long-term impacts of major disasters, define available resources, and facilitate the development of a course of action to most efficiently engage and apply available resources to restore and revitalize the community, as well as reduce the impacts from future disasters.

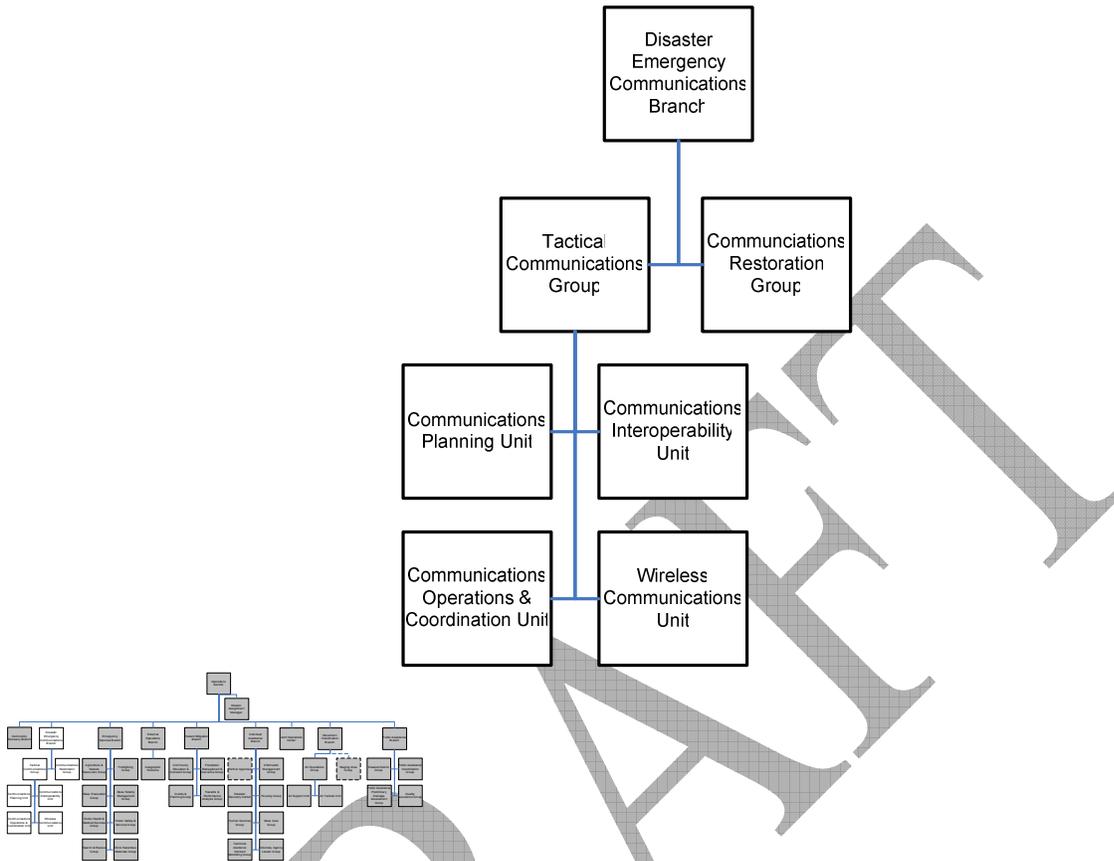
**Disaster Emergency Communications Branch**

The **Disaster Emergency Communications Branch** assumes the role of the Federal Emergency Communications Coordinator and is the central authority responsible for coordinating federal communications requirements and situation reporting on the impact to communications in the area of operations. The Communications Branch will support the integrated operational link between the private sector and all levels of government, to include the state and local first responder community. The branch is responsible for supporting the JFO, enabling federal command and control, assisting state offices of emergency communications, ensuring the integrity of first responder networks,

and ensuring a smooth transition to long-term restoration efforts.

<b>Emergency Services Branch</b>	The <b>Emergency Services Branch</b> manages, coordinates, and directs all activities necessary to promptly provide emergency services to State/local governments and other Federal Agencies (i.e., firefighting, health/medical, search and rescue, hazardous materials). Processes requests for assistance via mission assignment to responsible agencies, ensuring assigned agencies track each tasking to completion, and report on status.
<b>External Operations Branch</b>	The <b>External Operations Branch</b> is responsible for the implementation of that portion of the Incident Action Plan appropriate to the geographical or functional Branch assigned. .
<b>Hazard Mitigation Branch</b>	The <b>Hazard Mitigation Branch</b> and coordinates with the State on all hazard mitigation matters, manages the HM Branch operation in the JFO/AFO, and assures that government organizations and the public have information to mitigate the effects of future hazard events.
<b>Individual Assistance Branch</b>	The <b>Individual Assistance Branch</b> is responsible for coordinating the response activities related to mass care, food, Voluntary Agencies (VOLAG), Individual Assistance (IA) and donations. Coordinates assistance available through IA programs and VOLAG; assists responsible agencies in preparing taskings and relate financial and status reports, and expedites these tasks through Section approval process; ensures that State requests follow proper approval process; and ensures reporting requirements are met.
<b>Joint Operations Center</b>	The <b>Joint Operations Center</b> is an interagency command post established by the FBI to manage terrorist threats or incidents and investigative and intelligence activities. The JOC coordinates the necessary local, State, and Federal assets required to support the investigation, and to prepare for, respond to, and resolve the threat or incident.
<b>Movement Coordination Branch</b>	The primary function of the <b>Movement Coordination Branch</b> will be to coordinate multi-modal transportation operations (land, sea, and air), coordinate terminal operations, and provide movement control and coordination across partner agencies and Regions.
<b>Public Assistance Branch</b>	The <b>Public Assistance Branch</b> is responsible for coordinating and assisting in restoration of essential public services, power and fuel supplies, and provision of emergency protective measures. Coordinates assistance available through responsible agencies; assists agencies in preparing taskings, ensures agencies track taskings to completion, ensures that State requests for assistance follow proper approval process.

## Disaster Emergency Communications Branch



**Tactical Communications Group**

The **Tactical Communications Group** is responsible for communications command and control, acquisition, coordination and interoperability requirement in an incident. In addition to DHS/FEMA personnel, the FCC and NTIA will provide spectrum manager and communications specialists for assignment within the division.

**Communications Planning Unit**

The **Communications Planning Unit** is responsible for the communications resources management process. To fulfill this responsibility, the Communications Planning Unit has the following functions: Resource management; technical writing; Remedial Action Management Program (RAMP) participation; generation of communications input to the JFO Planning Section for Situation (SITREP) and Spot (SPOTREP) reports; evaluation of TIMACS activities; and trend analysis. Specific responsibilities include monitoring and tracking current and anticipated communications procurement requirements and actions, as well as expenditures. The Communications Planning Unit is also responsible for coordinating communications financial management and procurement activities with the JFO Finance/Administration Section.

**Communications Interoperability Unit**

The **Communications Interoperability Unit** is responsible for transmitting radio, telephone, and other urgent operational messages and providing dispatch services. The Unit is also responsible for the establishment of a Communications Command Center and for providing interoperability.

**Communications Operations and Coordination Unit**

The **Communications Operations and Coordination Unit** is responsible for communications requirements and coordination. The requirements function involves receiving, validating, prioritizing, tracking, and assigning field requests for communications services using the DHS/FEMA CONOPS Matrix Tool. To accomplish sourcing, the Communications Operations and Coordination Unit uses the DHS/FEMA Telecommunications Information Management and Control System (TIMACS), described in Appendix D. The coordination function involves maintaining operational awareness of all available federal resources and capabilities, including those deployed by DHS components through liaison with other government entities.

**Wireless Communications Unit**

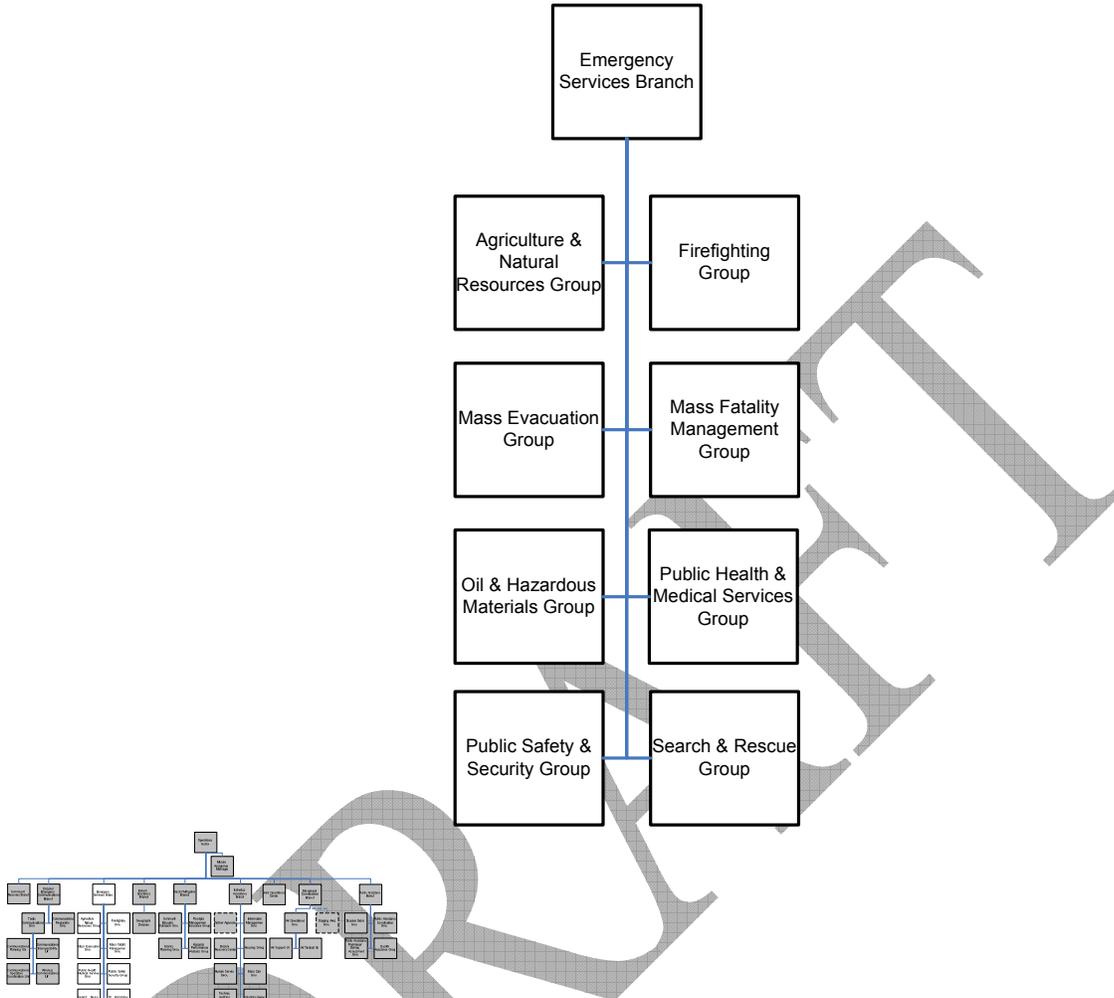
The **Wireless Communications Unit** is responsible for design, development, deployment, and maintenance of wireless systems and solutions. The Unit is also responsible for spectrum management, including frequency management, processing requests for frequency assignments, and resolving frequency conflicts. FCC or NTIA personnel will be assigned to manage the Wireless Communications Unit.

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**Communications Restoration Group**

The **Communications Restoration Group** is responsible for coordination with supporting agencies and private industry, and assisting with the restoration of the commercial communications infrastructure. This division is also responsible for ensuring access, security and staging for essential service provider restoration crews and equipment.

## Emergency Services Branch



**Agriculture & Natural Resources Group**

The **Agriculture & Natural Resources Group** provides coordination and information support to identify, secure, and provide food assistance to affected areas following a major disaster, emergency, or other event requiring Federal response. Control and eradicate an outbreak of highly contagious or economically devastating plant, animal or zoonotic disease. Ensure food safety and security, and protect natural and cultural resources and historic properties.

**Firefighting Group**

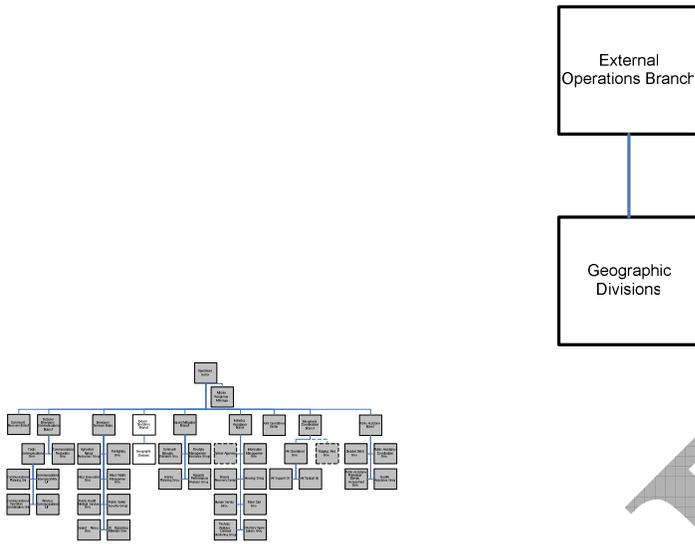
The **Firefighting Group** provides assistance in detecting and suppressing wildland, rural and urban fires. Manages, directs and coordinates all activities necessary to provide firefighting services to State/local governments. Additionally, provides logistical and management support, utilizing the incident command system, to FEMA and OFA activities.

**Mass Evacuation Group**

The **Mass Evacuation Group** is the command and control for the mass evacuation portion of the operation and is responsible for supporting the integration of efforts and ensuring that State/tribal requests are addressed and handled in a timely manner. Agencies participating as a part of the Mass Evacuation Task Force will be based upon the needs of the operation.

<b>Mass Fatality Management Group</b>	The <b>Mass Fatality Management Group</b> coordinates timely, accurate response to a mass fatality event that includes recovery, identification, processing and final disposition of human remains and personal effects
<b>Oil &amp; Hazardous Materials Group</b>	The <b>Oil &amp; Hazardous Materials Group</b> supports the Federal response to an actual or potential discharge and/or release of hazardous materials. Manages, directs and coordinates all activities necessary to provide the full range of HazMat services to State/local governments.
<b>Public Health &amp; Medical Services Group</b>	The <b>Public Health &amp; Medical Services Group</b> directs, coordinates and integrates the overall Federal efforts to provide medical and public health assistance. Manages all activities necessary to provide health and medical services requested by State/local governments.
<b>Public Safety &amp; Security Group</b>	The <b>Public Safety &amp; Security Group</b> provides coordination and information support for Federal-to-Federal assistance or Federal Support to supplement State and local resources in response to law enforcement needs following a major disaster, emergency, or other event requiring Federal response. Coordinate Federal-to-Federal or Federal-to-State and local authorities for non-investigative/non-criminal law enforcement, public safety, security capabilities and resources, supports force and critical infrastructure protection, security planning, technical assistance, technology support and public safety.
<b>Search &amp; Rescue Group</b>	The <b>Search &amp; Rescue Group</b> rapidly deploys components of the Federal SAR Response System to provide specialized life-saving assistance to State, tribal and local authorities when activated for a structural collapse, waterborne, inland/wilderness or aeronautical search and rescue.

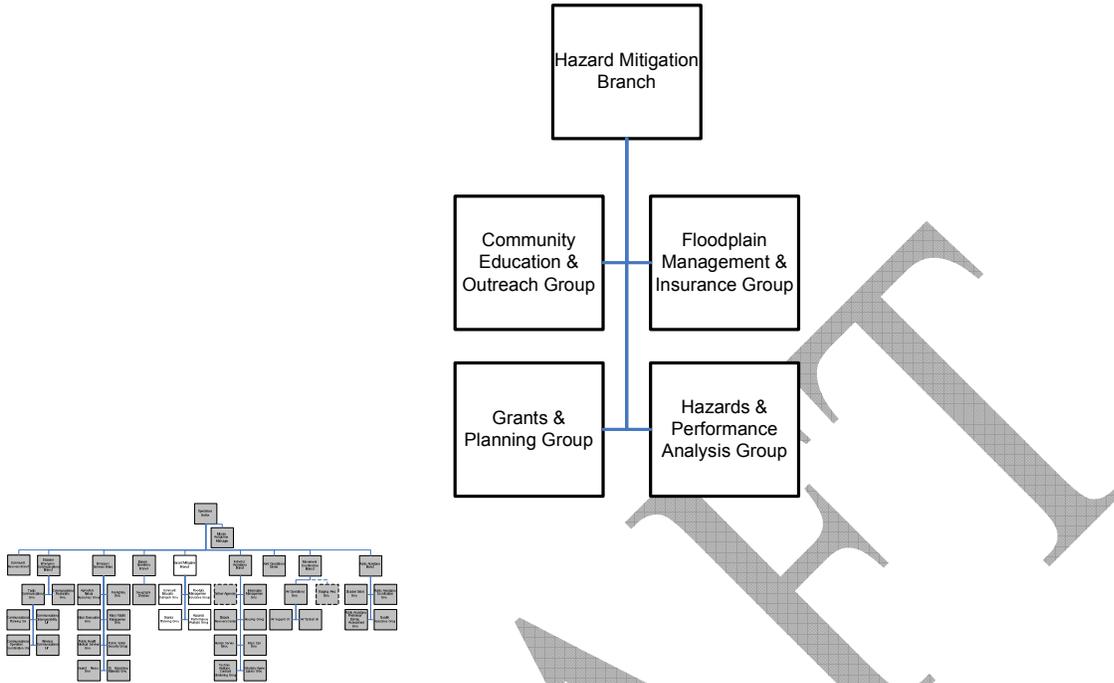
### External Operations Branch



#### Geographic Divisions

The Division/Group is responsible for implementation of their assigned portion of the IAP, the management and supervision of assigned resources, reporting on the progress of operations, and the status of assigned resources. Divisions are assigned to a specific geographical area of an incident and Groups are assigned to accomplish specific programs and functions within the incident (i.e. Public Assistance, Hazard Mitigation, Individual Assistance, etc.). The Division is the primary FEMA contact with the county and local emergency managers and serves as a “one-stop shop” for local officials seeking guidance and advice on FEMA/state response and recovery assistance. The Division ensures that tactical assignments are carried out and local needs are met efficiently and effectively; coordinates all federal resources within the division; assists local officials with information on FEMA programs; ensures that commodity orders are transmitted to the appropriate place; and monitors commodities received.

## Hazard Mitigation Branch



### Community Education & Outreach Group

The **Community Education & Outreach Group** reports to the Hazard Mitigation Branch and promotes reduction of future hazard losses by providing mitigation information and advice in DRCs, other disaster assistance venues, public events, the media, and other available channels.

### Floodplain Management & Insurance Group

The **Floodplain Management & Insurance Group** reports to the Hazard Mitigation Branch and serves as a resource on all hazards insurance, promotes community participation in the NFIP, ensures compliance with NFIP regulations in disaster recovery, and provides floodplain management expertise to State, Tribal, local and JFO partners.

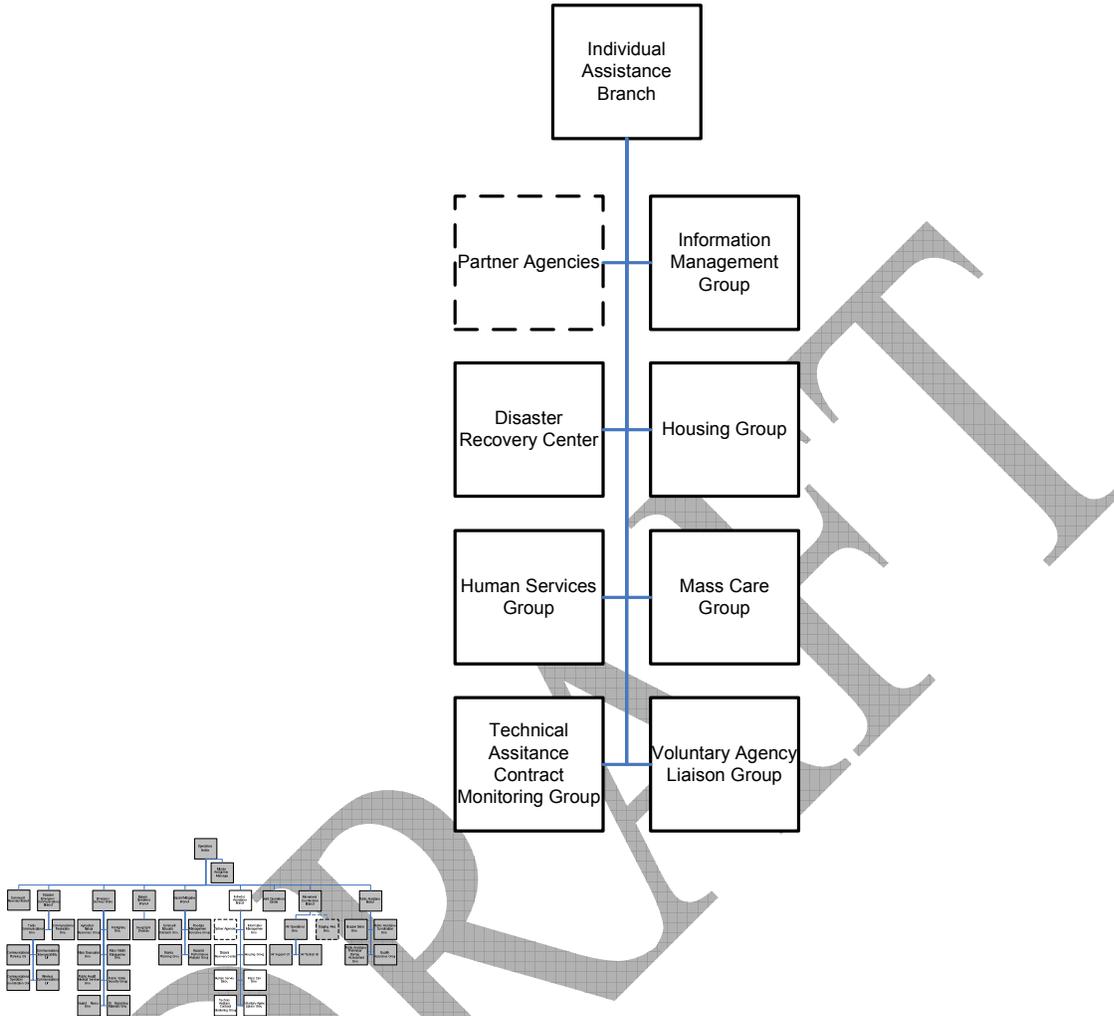
### Grants & Planning Group

The **Grants & Planning Group** reports to the Hazard Mitigation Branch and supports State, Tribal, and local governments in the development and revision of multi-hazard mitigation plans, and supports the use of hazard mitigation grant funding for projects which are consistent with hazard mitigation plan strategies and reduce losses in future hazard events.

### Hazards & Performance Analysis Group

The **Hazards & Performance Analysis Branch** reports to the Hazard Mitigation Group and provides engineering, architectural, economic, scientific, and risk analysis assistance to support hazard mitigation, and provides technical hazard mitigation information to local, State, Tribal, and Federal partners.

## Individual Assistance Branch



*Dotted line signifies that under the Individual Assistance Branch Partner Agencies typically respond on their own authority and do not follow the Joint Field Office chain of command. At the discretion of the Operations Section Chief or the Federal Coordinating Officer Partner agencies may be directed to fall into the chain of command and report to the Individual Assistance Branch Director.*

**Partner Agencies** Other partner agencies coordinate with the Individual Assistance Branch to coordinate information sharing, situational awareness and ensure disaster victims' needs are being addressed.

**Information Management Group** The **Information Management Group** reports to the Individual Assistance Branch and oversees and ensures accuracy of Individual Assistance products (i.e. reports, maps, charts), planning training and liaisons.

**Disaster Recovery Center** The **Disaster Recovery Center (DRC)** reports to the Individual Assistance Branch and coordinates with the State in locating, opening and closing of DRCs.

**Housing Group** The **Housing Group** reports to the Individual Assistance Branch and develops a Housing strategy with DRC and JFO leadership. In addition the Unit manages the Housing program to deliver housing disaster aid in the form of lodging expense reimbursement, emergency repair assistance, and temporary housing

assistance to individuals and families that have been affected by disasters. The Housing Group may also oversee the following functions:

- The Applicant Services Unit reports to the Housing Group and performs applicant related tasks such as case file review, program/rental resource referrals, and the resolution of applicant inquiries or problems.
- The Direct Housing Unit reports to the Housing Group and coordinates with the State and other agencies to implement and manage the Direct Housing program. The Unit is also responsible for verifying contracted services, installation, maintenance, deactivation, unit procurement, transport, and delivery.
- The Financial Housing Unit reports to the Housing Group and oversees the Housing Assistance provision of the Individual & Household Program in ensuring that adequate funding is available to fund Housing Assistance.
- The Individual Assistance Preliminary Damage Assessment Unit reports to the Housing Group and coordinates joint Federal/State teams in Preliminary Damage Assessment (PDA) surveys to collect numerical data in regard to damaged, destroyed, affected residences.

#### **Human Services Group**

The **Human Services Group** reports to the Individual Assistance Branch and ensures initiation and oversees the financial process for Crisis Counseling, ONA, Disaster Unemployment Assistance, Special Needs & Disaster Legal Services programs. The Human Services Group may also oversee the following functions:

- The Crisis Counseling, Disaster Unemployment & Disaster Legal Services Unit coordinates Crisis Counseling, Disaster Unemployment & Disaster Legal Services programs and ensures compliance with Federal rules, regulations and laws.
- The Other Needs Assistance (ONA) Unit oversees, evaluates and monitors the ONA provision of the Individual & Housing Program.
- The Special Needs Unit performs tasks for applicants who require special services and coordinates with other Individual Assistance groups and units to meet applicant needs.

#### **Mass Care Group**

The **Mass Care Group** reports to the Individual Assistance Branch and is responsible for ensuring mass care needs are identified and met along with monitoring mass care activities and center locations.

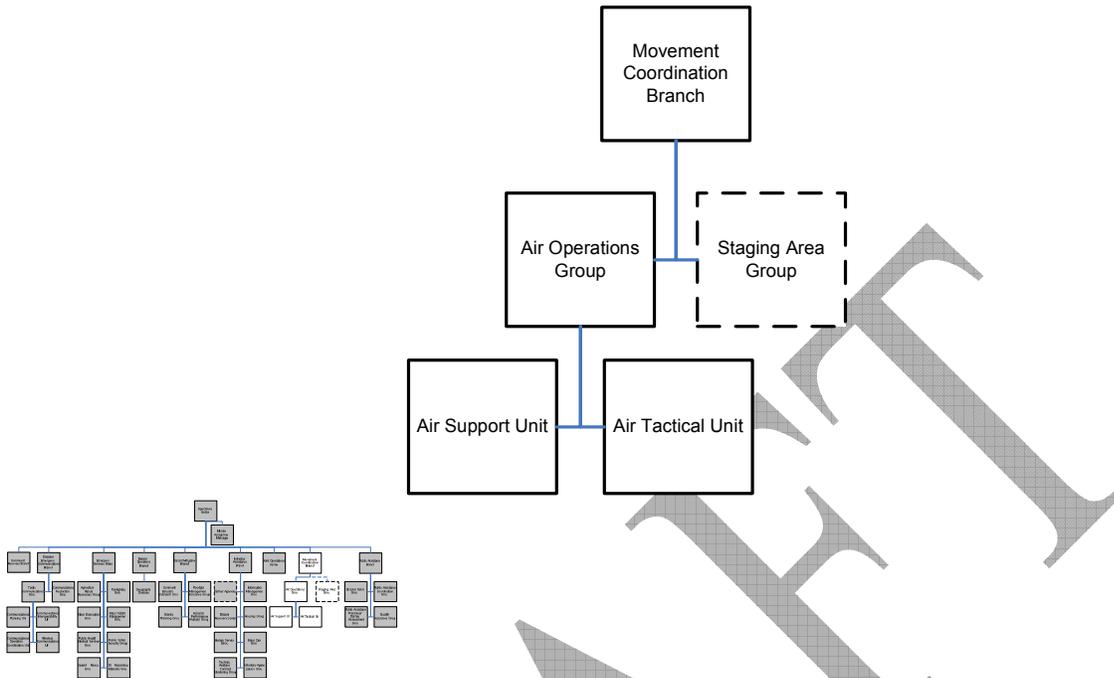
#### **Technical Assistance Contract Monitoring Group**

The **Technical Assistance Contract Monitoring Group** reports to the Individual Assistance Branch and is responsible for assisting with the development of technical assistance contracts and ensures requirements are met.

#### **Voluntary Agency Liaison Group**

The **Voluntary Agency Liaison (VAL) Group** reports to the Individual Assistance Branch and is responsible for assisting the State VAL in coordination of voluntary agencies' efforts. In addition, the group provides technical assistance and support to voluntary agencies' leadership. The VAL Group may also have a component that provides support and technical assistance to the State in regard to donated materials, call center development and management.

### Movement Coordination Branch



*Dotted line signifies link between the Operations and Logistics Sections. The Movement Coordination Branch coordinates resources while Logistics oversees and supports the operation.*

**Air Operations Group**

The Air Operations Group reports to the Movement Coordination Branch and supervises over all air operations/planning efforts.

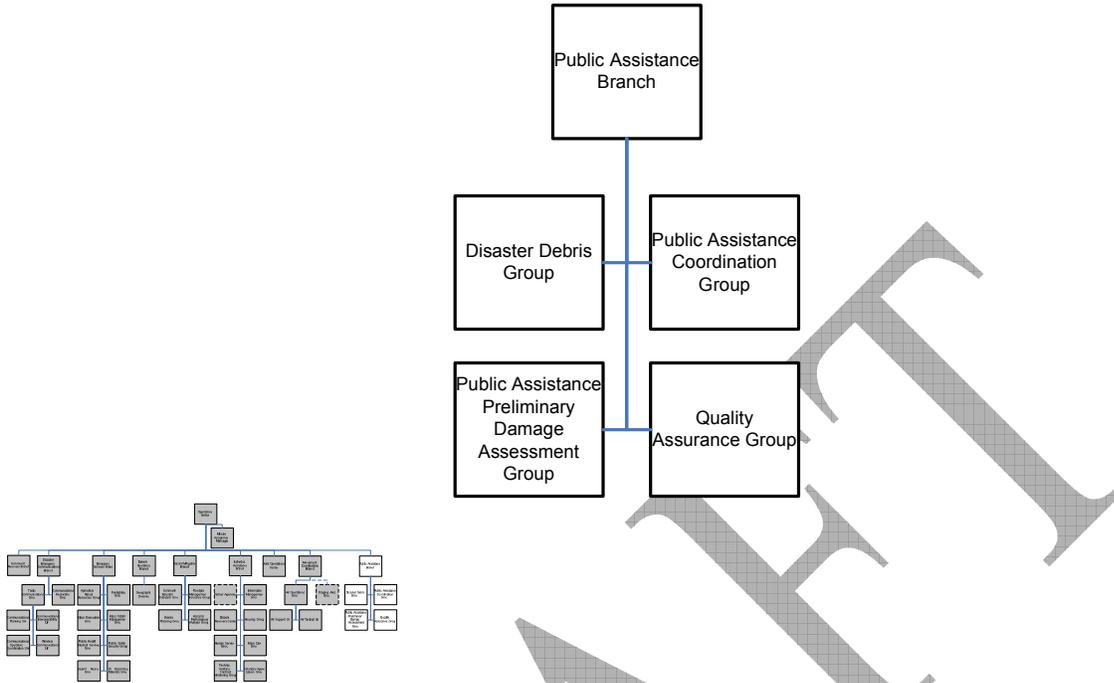
**Air Support Unit**

Leads operational planning and coordination for use of aviation facilities (APOE/APOD). Understanding of aviation flight and ground support operations. Understands operations/planning functions of mission analysis, COA development and plan/presentation format. Conducts coordination with other functional area planners and organizations.

**Air Tactical Unit**

Leads air operations/planning effort and mission analysis, COA development and plan/presentation. Directs coordination with other functional area planners and organizations.

## Public Assistance Branch



### Public Assistance Branch

The **Public Assistance Branch** reports to the Operations Section and is responsible for the implementation and management of the Public Assistance program to deliver disaster aid to repair, replace, or supplement parts of a community's infrastructure.

### Disaster Debris Group

A **Disaster Debris Group** reports to the Public Assistance Branch and is highly skilled and knowledgeable in debris operations. The **Disaster Debris Group** manages the debris program in the field and supervises multiple Debris Monitors and other Debris Technical Specialists which on larger incidents may be organized into crews and squads.

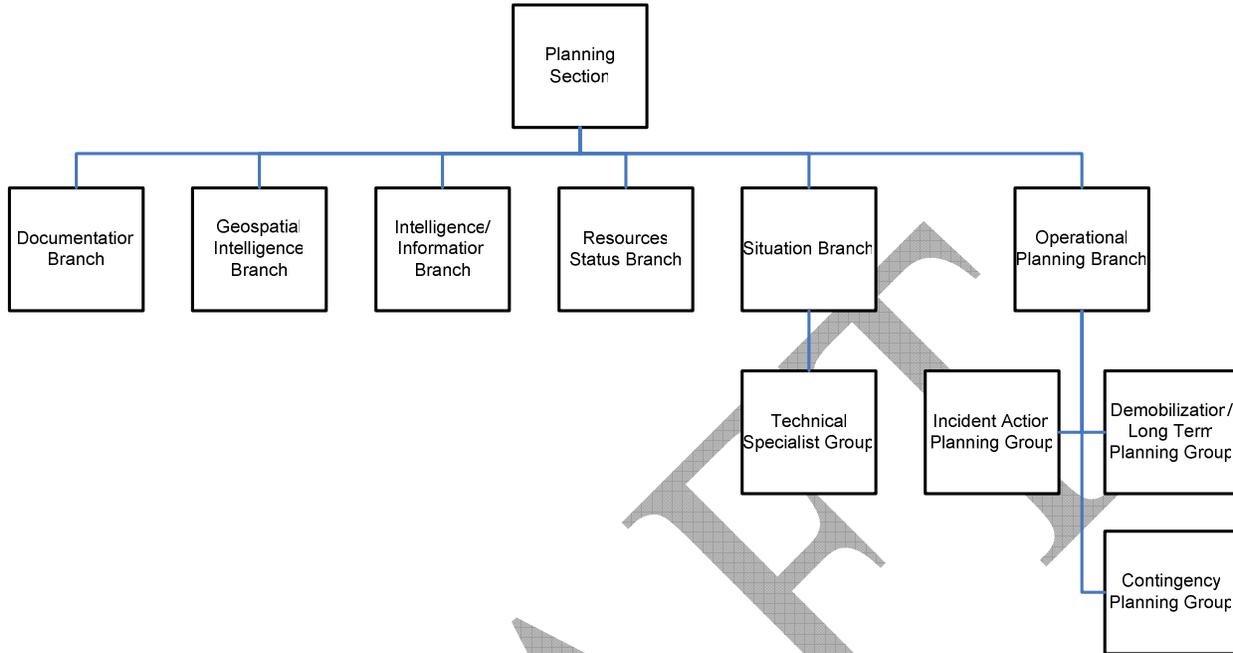
### Public Assistance Coordination Group

A **Public Assistance Coordination Group** reports to the Public Assistance Branch and is responsible for managing applicants' requests for assistance from the beginning of the disaster recovery process through the approval of the applicants' projects.

### Quality Assurance Group

The **Quality Assurance Group** reports to the Public Assistance Branch and works to ensure that products and services are being performed effectively. The Quality Assurance Group will be supported by a Special Considerations component that addresses issues other than Public Assistance program eligibility that affect the scope of work and funding for a project. The Quality Assurance Group will also be supported by Data Processing component that will manage the Public Assistance administrative functions such as data processing (NEMIS/EMMIE), planning, training and ordering.

## Planning Section



**Planning Section**

The **Planning Section** is a member of the General Staff and is responsible for the collection, evaluation, dissemination and use of information about the incident and status of resources. The Planning Section is also responsible for the managing the action planning process. The Planning Section may include a Deputy.

**Documentation Branch**

The **Documentation Branch** reports to the Planning Section and is responsible for the production of recurring documents (e.g., Situation Reports and SPOTREPs, Fact Sheets, and Chronologies), ad hoc and reference documents and the maintenance of an accurate, up-to-date records management system/ incident files. The Documentation Branch also provides duplication services.

**Geospatial Intelligence Branch**

The **Geospatial Intelligence Branch** reports to the Planning Section and is responsible for the application and coordination of incident specific geospatial activities to include: the production of spatial products; the collection and dissemination of spatial data and analysis; the acquisition, exploitation, and dissemination of remote sensing data, and Global Positioning System (GPS) support.

**Information and Intelligence Branch**

The **Information and Intelligence Branch** is the central point for receiving all information that comes into the JFO when the Law Enforcement Investigative Operations Branch (JOC) or the Security Operations Branch (MACC) has not been established. For classified information, the Information and Intelligence Branch enters it into the JFO's classified and law enforcement restricted information management systems.

**Resources Branch**

The **Resources Branch** reports to the Planning Section and is responsible for maintaining the status of all assigned resources at an incident. This is achieved by overseeing the check-in of all resources, maintaining a status-keeping system indicating current location and status of all resources, and

maintenance of a master list of all resources.

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**Situation Branch** The **Situation Branch** reports to the Planning Section and is responsible for situational awareness and the collection, processing, analyzing and organizing of all incident information.

**Technical Specialist Group** The **Technical Specialist Group** is assigned to the Planning Section and may function within the Situation Branch, or be assigned wherever their services are required, depending on the requirements of the incident and the needs of the Section. Many incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise.

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**Operational Planning Branch** The **Operational Planning Branch** reports to the Planning Section and process information and intelligence, identifies and anticipates problems, projects future requirements and manages planning to support FCO/SCO objectives. It coordinates, facilitates, develops, and produces the:

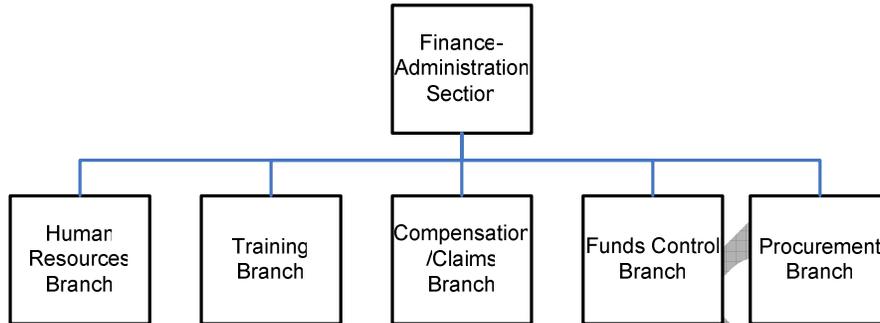
- Long Range Plan (Timeline)
- Incident Action Plan
- Contingency Plan/ COOP
- Transition Plan
- Demonization Plan
- Other supporting Plans

**Contingency Planning Group** The **Contingency Planning Group** reports to the Writing & Analysis Branch and is responsible for the development of JFO Contingency Plans. Contingency Plans may be needed for threats, such as a hurricane, fire at the JFO, or threats that may complicate the response effort, such as the failure of a dam. The Continuity of Operations Plan, (COOP) addresses JFO relocation involving planning for a sudden requirement to relocate the JFO to a new facility and JFO reconstitution involving planning for a requirement to reconstitute a suddenly destroyed or unusable JFO.

**Demobilization Group** The **Demobilization Group** reports to the Writing & Analysis Branch and is responsible for developing and executing the JFO Demobilization Plan.

**Incident Action Planning Group** The **Incident Action Planning Group** reports to the Writing & Analysis Branch and prepares the general objectives reflecting the overall strategy for managing an incident, which may include the identification of operational resources and assignments. The Incident Action Plan (IAP) may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

## Finance-Administration Section



**Finance-Administration Section**

The **Finance/Administration Section** is a member of the General Staff and is responsible for all financial, administrative, and cost analysis aspects of the incident and for supervising members of the Finance/Administration Section. Functional responsibilities include funds control, document control, personnel actions, travel voucher preparation, acquisitions and the financial aspects of mission assignments. The Finance-Administration Section may include a deputy.

**Compensation/Claims Branch**

The **Compensation/Claims Branch** reports to the Finance/Administration Section and is responsible for the overall management and direction of all administrative matters pertaining to compensation-for-injury and other claims related activities for an incident.

**Funds Control Branch**

The **Funds Control Branch** reports to the Finance/Administration Section and provides cost analysis data for the JFO Coordination Group. This unit must ensure that equipment and personnel for which payment is required are properly identified, obtain and record all cost data, and analyze and prepare estimates of JFO expenditures and other funding information such as current allocations, commitments, and obligations and present cost saving recommendations.

**Human Resources Branch**

The **Human Resources Branch** reports to the Finance/Administration Section and is responsible for payroll, local hiring, employee relations and services.

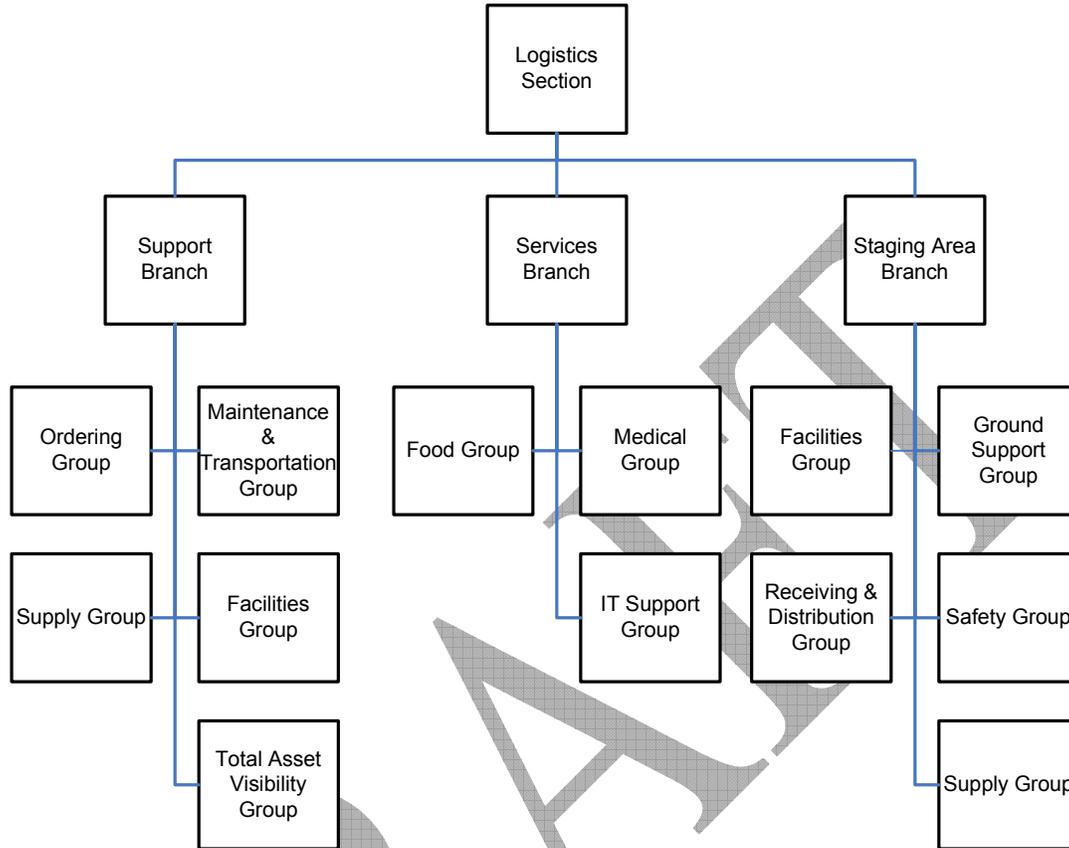
**Procurement Branch**

The **Procurement Branch** reports to the Finance/Administration Section and is responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements. Other Federal agency's personnel (GSA Contracting/Leasing Specialists, USFS Buying Team, etc.) supporting procurements will be assigned to the Procurement Branch.

**Training Branch**

The **Training Branch** reports to the Finance/Administration Section and is responsible for developing and implementing on-site training opportunities to assist field staff in performing their job functions.

### Logistics Section



**Logistics Section**

The **Logistics Section** is a member of the General Staff, is responsible for providing facilities, services, and material in support of the incident. The Logistics Section participates in the development and implementation of the IAP and activates and supervises the Branches and Units within the Logistics Section. The Logistics Section may have a deputy.

**Support Branch**

The **Support Branch** reports to the Logistics Section, and is responsible for providing logistical support to the Incident Action Plan. The Support Branch supervises the operations of the Ordering, Supply, Facilities and Ground Support Units. The Support Branch may include a deputy.

**Facilities Group**

The **Facilities Group** reports to the Support Branch and is responsible for the layout and activation of incident facilities. The FACL provides sleeping and sanitation facilities, when needed, for incident personnel and manages Base and Camp(s) operations. Each facility (Base, Camp, Area Field Office, etc.) is assigned a manager who reports to the Facilities Group and is responsible for managing the operation of the facility.

**Maintenance & Transportation Group**

The **Ground Support Group** reports to the Support Branch and is responsible for: 1) transportation of personnel, supplies, food, and equipment 2) fueling, service, maintenance, and repair of vehicles and other ground support equipment; and 3) implementing the Traffic Plan for the incident.

<b>Ordering Group</b>	The <b>Ordering Group</b> reports to the Support Branch and is responsible for establishing a single point ordering system for ordering all resources (personnel, equipment, and IRR) and supplies for the incident and ensures the implementation and maintenance of the standard order tracking system/data base.
<b>Supply Group</b>	The <b>Supply Group</b> reports to the Support Branch and is responsible for receiving, storing, and distributing supplies for the incident. Maintains adequate inventories of supplies, material and equipment.
<b>Total Asset Visibility Group</b>	<p>The <b>Total Asset Visibility Group</b> reports to the Support Branch and is responsible for responding to State and Regional incident resource demands. TAV responsibilities include establishing requests and orders, tracking movement of shipments from source to destination and verifying receipt of commodities using the TAV system.</p> <p>TAV additionally supports the Planning Section by providing TAV situational awareness reports to include status of commodity assets, request, order and shipment details within the incident theatre, and historical and ad hoc reports.</p>
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<b>Service Branch</b>	The <b>Service Branch</b> , when activated, is under the supervision of the Logistics Section, and is responsible for the management of all service activities at the incident. The Service Branch supervises the operations of the Communications, Medical and Food Groups. The Service Branch may include a deputy.
<b>IT Support Group</b>	The <b>IT Support Group</b> reports to the Service Branch and is responsible for identifying Network/ADP, telecommunications, and radio communications needs for all incident facilities, developing plans for the effective use of incident communications equipment and facilities; installing and testing communications equipment; acquisition of required equipment, supplies, or services; distribution of communications equipment to incident personnel; and maintenance and repair of communications equipment.
<b>Food Group</b>	The <b>Food Group</b> reports to the Service Branch and is responsible for supplying the food needs for the incident, including all remote locations (e.g., Camps, Staging Areas), as well as providing food for personnel unable to leave tactical field assignments.
<b>Medical Group</b>	The <b>Medical Group</b> reports to the Service Branch and is primarily responsible for the development of the Medical Plan for the IAP, obtaining medical aid, transportation of injured and ill incident personnel, and preparation of records and reports.
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<b>Staging Area Branch</b>	The <b>Staging Area Branch</b> reports to the Logistics Section and is responsible for the support and management of the National Logistics Staging Area (NLSA).
<b>Facilities Group</b>	The <b>Facilities Group</b> reports to the Staging Area Branch and is responsible for providing facilities and facility services for the Staging Area.
<b>Ground Support Group</b>	The <b>Ground Support Group</b> reports to the Staging Area Branch and is responsible for fueling, service, maintenance, and repair of vehicles and other ground support equipment.
<b>Receiving &amp; Distribution</b>	The <b>Receiving &amp; Distribution Group</b> reports to the Staging Area Branch and

**Group** is responsible for the receiving and distribution of commodities.

**Safety Group** The **Safety Group** reports to the Staging Area Branch and is responsible for the safety of personnel assigned to the Staging Area and to assess and/or anticipate hazardous and unsafe situations.

**Supply Group** The **Supply Group** reports to the Staging Area Branch and is responsible for providing warehouse services, procurement of needed supplies, and the accountable property function.

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**Appendix A**  
**Additional Resources**

National Response Framework Resource Center  
<http://www.fema.gov/emergency/nrf/>

National Response Framework Document  
<http://www.fema.gov/pdf/emergency/nrf/nrf-core.pdf>

National Incident Management System  
<http://www.fema.gov/pdf/emergency/nrf/nrf-nims.pdf>

National Response Framework Resource Center Job Aids  
<http://www.fema.gov/emergency/nrf/jobaids.htm>

JFO Task books  
<http://www.learningservices.us/fema/taskbooks/>

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