

**JOINT FIELD OFFICE (JFO)
FIELD OPERATIONS GUIDE (FOG)**



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CHAPTER 1

INTRODUCTION

The JFO is a temporary Federal multi-agency coordination center established locally to facilitate field-level domestic incident management activities related to prevention, preparedness, response and recovery when activated by the Secretary. The JFO provides a central location for coordination of Federal, State, local, tribal, nongovernmental and private-sector organizations with primary responsibility for activities associated with threat response and incident support.

The Joint Field Office (JFO) Field Operation Guide (FOG) is designed to assist personnel assigned to a JFO during response operations. The FOG is intended to be used as an easy reference job aid for JFO personnel. It is not a policy document, but rather guidance for JFO personnel. During development of the FOG, it was recognized that the majority of response operations share common principles, procedures and processes. While certain incidents require specialized response and coordination actions, the JFO FOG is laid out to provide generic information applicable to all responses. The organization charts are only **examples** of how a JFO organization may be established to respond to most types of incidents. More detailed information on JFO Activations and Operations is available in the JFO Standard Operating Procedures (SOP).

JFO personnel can come from any component of the Department of Homeland Security (DHS) or other Federal, State, local, tribal, nongovernmental and private-sector organizations. Personnel should have a basic understanding of ICS/NIMS, the NRP, and the JFO SOP to ensure they can effectively operate within the JFO organization and properly use and understand this FOG.

CHAPTER 2

COMMON RESPONSIBILITIES

JFO Personnel Requirements

Personnel reporting for duty at the JFO must be fully trained in the appropriate incident management doctrine and procedures and be knowledgeable in the operations of the agency they represent. Consistency in personnel is an essential factor in the ability of the JFO to be able to function properly. Subject matter expertise is lost and the efficiency in work flow is disrupted when JFO representatives are replaced without proper notification or transition time. While there is no mandatory length of assignment for staff assigned to the JFO, departments and agencies should be prepared to designate representatives who can remain members of the JFO for as long as possible. When a rotation in personnel is required, the PFO Chief of Staff must be notified of the person's proposed departure and a sufficient transition period with the replacement must be identified to ensure that new personnel understand the operations in the JFO.

Required Preparatory Training

Given the activities and responsibilities assigned to the JFO, the appropriate personnel must be assigned to support the structure. All personnel reporting to the JFO, including those in leadership positions must:

- Be capable of successfully completing a minimal security background check.
- Understand and execute NIMS and NRP principles.

Certification of this requirement is through the mandatory completion of the following Independent Study courses offered on the FEMA Emergency Management Institute web page (IS-100, IS-200, IS-700 and IS-800 (or agency equivalent training on the NIMS and NRP)). Members are also encouraged to complete IS-300, IS-400, and any additional ICS position-specific training.

- Departments or agencies supplying representatives to the JFO must certify to DHS that their personnel have complied with the requisite NIMS and NRP training. Any individual who is assigned to the JFO and appears to be non-compliant with the NRP and NIMS will be asked to take an immediate re-fresher course or a trained replacement will be requested by the JFO Coordination Group.
- JFO personnel must be familiar with Annex F of the JFO SOP (Security Procedures) as well as information related to information security.
- Individuals assigned to JFO leadership or staff positions may be required to work long hours under stressful, unfavorable, strenuous and non-sedentary conditions. These conditions may include adverse weather conditions, exposure to the elements, limited food, water supplies and shelter options.

DHS/FEMA will establish a certification process that will allow agencies to pre-certify individuals to the extent possible, with an additional procedure to allow certifications to be provided during an incident if needed. For agencies that provide agency-specific training on the NRP and NIMS, DHS/FEMA

will establish required standards for equivalency.

Deployment and Reporting

Because incoming JFO personnel will not typically have local support, DHS/FEMA, under its ESF #5 responsibilities, will establish a NIMS ICS-compliant check-in process, including arriving personnel accountability procedures, at both the interim and JFO sites. Arriving members may not depart the JFO until they have completed an ICS-211 check-in form, network access user agreement, and emergency contact information form; have received a JFO badge; and have completed any other centrally located check-in (berthing/hotels, meals, etc.). An orientation typically follows before work in the JFO begins, but may be scheduled at check-in for a later time.

The following is a checklist applicable to all personnel in an ICS organization:

- a. Receive assignment from your agency, including:
 - Job assignment (e.g., designation, position, etc.).
 - Resource order number and request number.
 - Reporting location.
 - Reporting time.
 - Travel instructions.
 - Any special communications instructions (e.g., travel, radio frequency).
 - Monitor incident related information from media, internet, etc., if available.
 - Assess personal equipment readiness for specific

- incident and climate.
 - Review JFO FOG.
 - Take advantage of available travel to rest prior to arrival.
 - Upon arrival at the JFO, check in at the designated check-in location.
- b. Receive briefing from immediate supervisor.
- c. Agency representatives from assisting or cooperating agencies report to the Liaison Officer (LNO) at the ICP after check-in.
- d. Acquire work materials.
- e. Participate in JFO meetings and briefings as appropriate.
- f. Ensure compliance with all safety practices and procedures. Report unsafe conditions to the JFO Safety Coordinator.
- g. Supervisors shall maintain accountability for their assigned personnel with regard to exact location(s) and personal safety and welfare at all times, especially when working in or around incident operations.
- h. Organize and brief subordinates.
- i. Know your assigned communication methods and procedures for your area of responsibility and ensure that communication equipment is operating properly.
- j. Use clear text and ICS/NIMS terminology (no codes) in all communications.
- k. Complete forms and reports required of the assigned position and ensure proper disposition of incident documentation as directed by the Documentation Unit.
- l. Ensure all equipment is operational prior to each work period.
- m. Report any signs/symptoms of extended incident stress,

injury, fatigue or illness for yourself or coworkers to your supervisor.

- n. Brief shift replacement on ongoing operations when relieved at operational periods or rotation out.
- o. Respond to demobilization orders and brief subordinates regarding demobilization.
- p. Prepare personal belongings for demobilization.
- q. Return all assigned equipment to appropriate location.
- r. Complete Demobilization Check-out process before returning to home.
- s. Participate in After-Action activities as directed.
- t. Carry out all assignments as directed.

CHAPTER 3

MULTIAGENCY COORDINATION SYSTEM

A JFO is one part of the Federal **Multiagency Coordination System**. 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. Direct tactical and operational responsibility for conducting incident management activities rests with the Incident Command.

A multiagency coordination system provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, EOCs, specific multiagency coordination entities, personnel, procedures, and communications. The systems assist agencies and organizations to fully integrate the subsystems of NIMS.

A **Multiagency Coordination Entity** functions within a broader multiagency coordination system. It may establish priorities among incidents and associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities.

CHAPTER 4

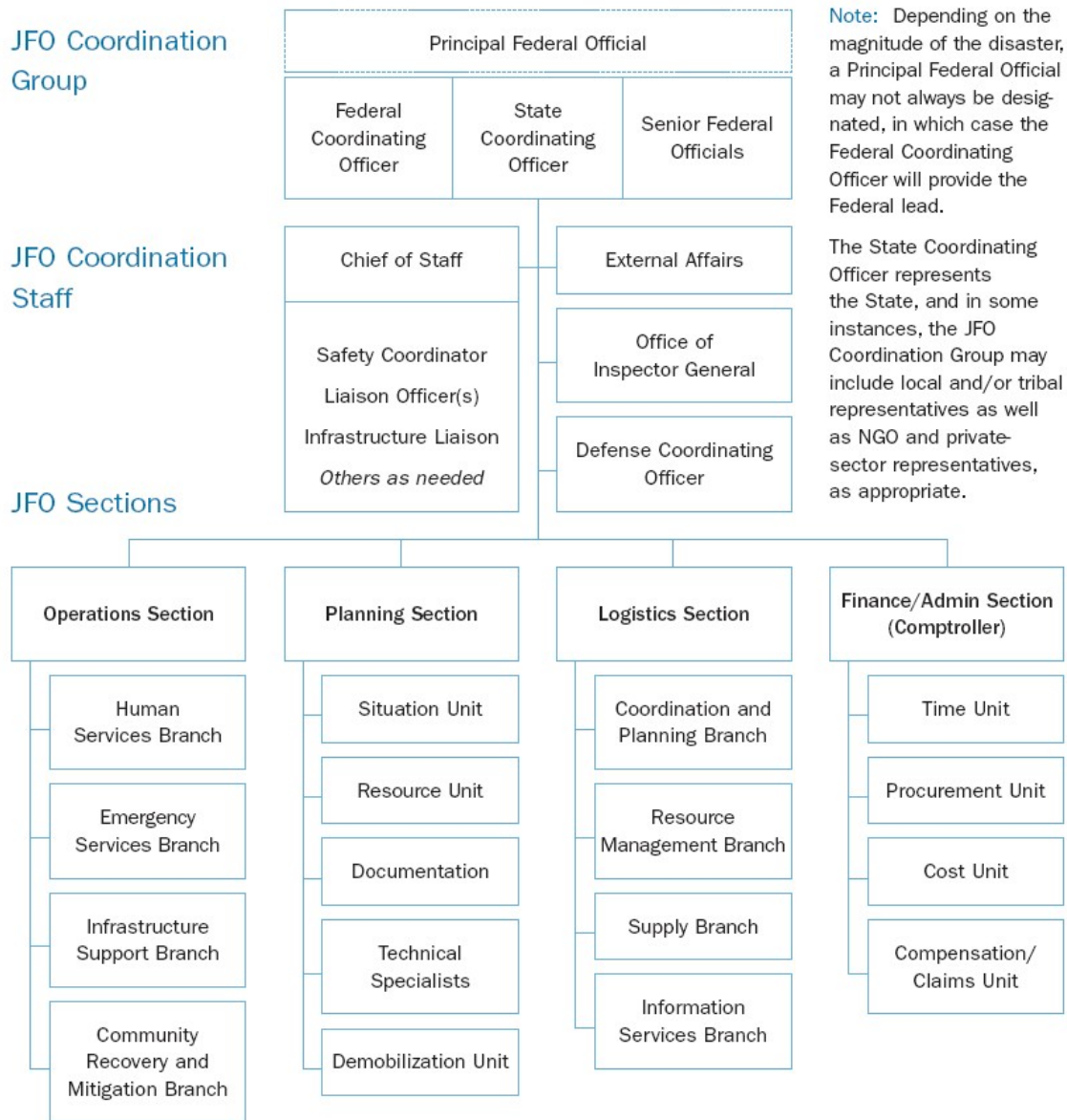
Executive Agent for Joint Field Office Activation and Support

The ESF #5 Annex to the NRP identifies core management and administrative support to the NOC-National Response Coordination Center (NRCC), RRCC, and JFO. ESF #5 supports all Federal departments and agencies across the spectrum of domestic incident management activities from prevention to response and recovery.

When activated by DHS/FEMA pursuant to a Stafford Act declaration, or at the request of another Federal agency, ESF #5 carries out alert and notification, deployment and staffing, coordination of operations, logistics and material, direction and control, and other key functions. The SOP for ESF #5 details the specific tasks that ESF #5 performs, including but not limited to setting up, staffing, and managing the JFO.

Typically the ESF #5 Team Leader as well as the Finance/Administration and Logistics Section Chiefs will coordinate with the requesting agency(ies) on pre-deployment conference calls, site searches, composition of site-search team, need for a JFO, design and build-out of additional JFO space, and transition plans between RRCC and JFO as necessary.

Figure 4-1: Sample JFO organization for natural disasters



Note: Depending on the magnitude of the disaster, a Principal Federal Official may not always be designated, in which case the Federal Coordinating Officer will provide the Federal lead.

The State Coordinating Officer represents the State, and in some instances, the JFO Coordination Group may include local and/or tribal representatives as well as NGO and private-sector representatives, as appropriate.

Figure 4-2: Sample JFO organization for terrorism incidents

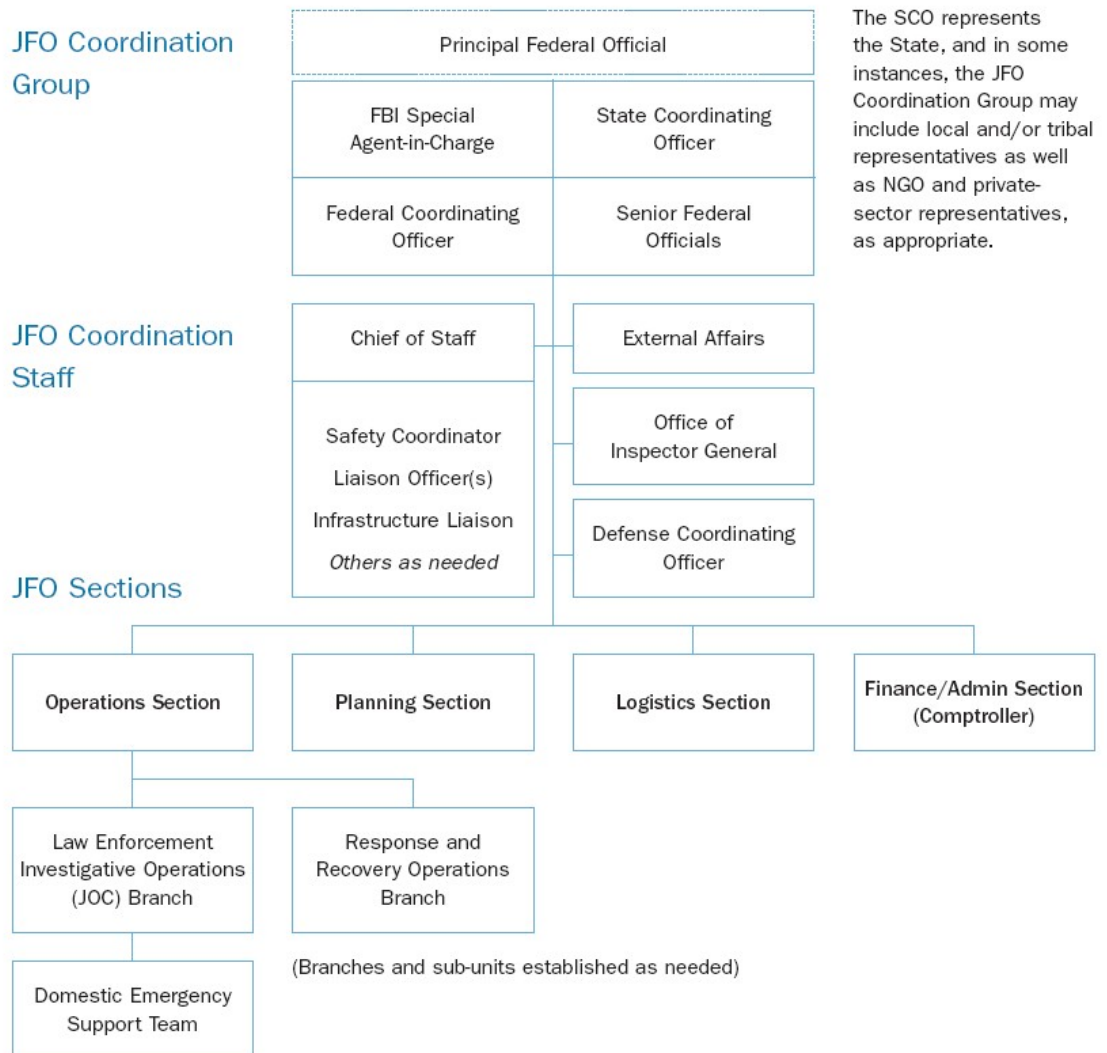


Figure 4-3: Sample JFO organization for Federal to Federal Support

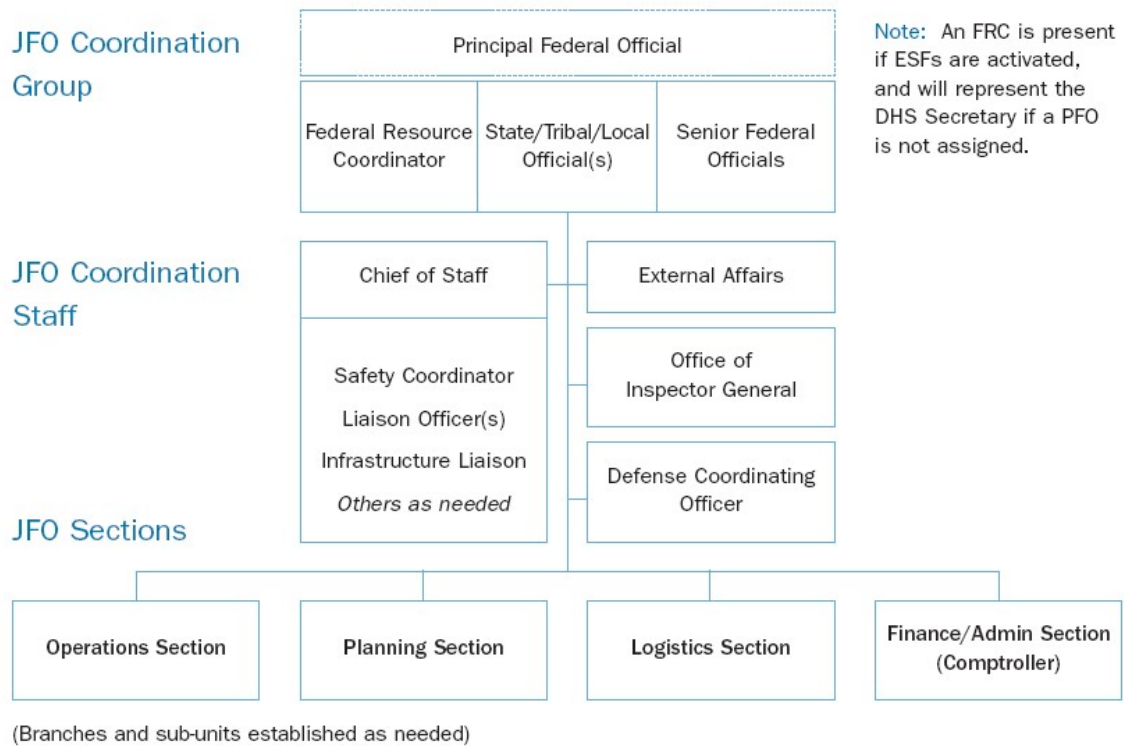
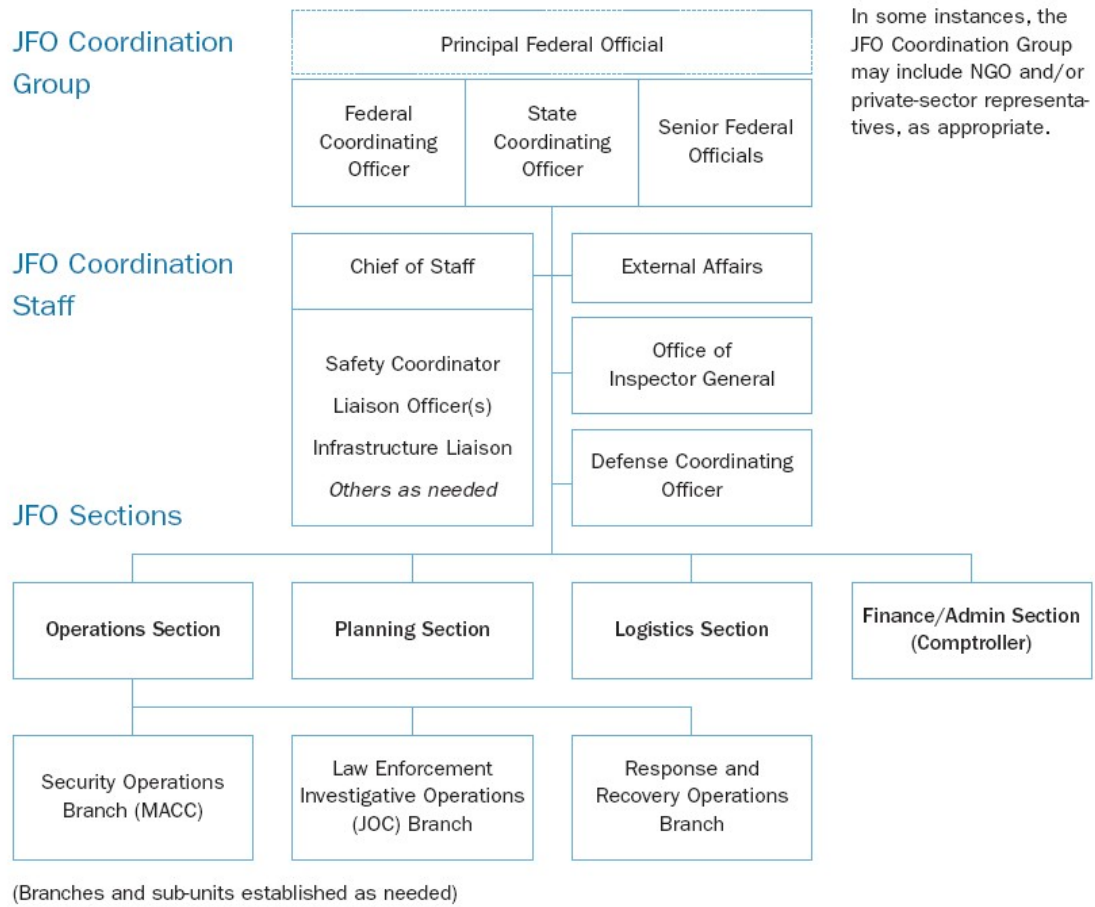


Figure 4-4: Sample JFO organization for National Special Security Events



CHAPTER 5

JFO Coordination and Support Cycle/Meetings/Briefings

The JFO Coordination Cycle incorporates the principal functions of information sharing, resource and operational support, and strategic guidance. The coordination process (see Figure 5-1) defines a sequential pattern of meetings, information exchange, planning, logistics, and finance/administration activities generating a Coordination Plan consistent with the NIMS (see tab 8 to appendix A of the NIMS). The JFO coordination process provides:

- Current information accurately describing the incident situation, the situation in the area outside the incident, and the resource status;
- A prediction of the probable course of events;
- Critical Information, Support, and Coordination Objectives, along with strategies to achieve them; and
- An accurate, realistic Coordination Plan for the next coordination period (roughly analogous to the Incident Operational Period but focused on coordination timeframes).



Initial Coordination, Support, and Assessment

Initial Coordination and Assessment occurs in all incidents. Short-term coordination efforts, which are small in scope and/or duration (e.g., a few agencies supplying only a few resources to the Incident Command on scene and completing adaptive changes to their routine operations surrounding the incident in one operational period) can often be coordinated without developing a full Coordination Plan using only Initial Situation Reports (see Chapter 18). The extent of the JFO role in resource and logistics support may vary depending on the needs of the ICP and funding mechanisms being used for the incident.

Coordination Briefing

During the transfer of coordination responsibilities, a coordination briefing based on the existing situation reports and Coordination Plans obtained through appropriate Federal, State, and local channels from Incident Commanders, Area Commanders, EOCs, coordinating agencies, and the ERT-A, if deployed, will provide the incoming JFO Coordination Group (or initial coordinating agency) with basic information regarding the incident situation, resource support requested, and relevant “wide-area” operations that have been adapted because of the incident. Most importantly, the coordination briefing and

situation report function as the Coordination Plan for initial coordination and support and remain in force and continue to develop until the coordination effort ends or the JFO Planning Section generates the first Coordination Plan. The coordination briefing and situation report are also suitable for briefing individuals newly assigned to the JFO Coordination Staff as well as needed assessment briefings for the staff.

The required situation report documents coordinated “wide-area” coordination objectives, incident support objectives, situational awareness, resource requests and deployment, and significant actions taken. This form is essential for future planning and the effective management of initial response activities.

When: New JFO Coordination Group, PFO/FCO/FRC; staff briefing as required
Facilitator: Current Federal incident coordinator(s) (e.g., DHS/FEMA, FBI, DHS/USSS, other)
Attendees: JFO Coordination Group; JFO Coordination Staff (equivalent to the Unified Command Staff) and JFO Section Chiefs (equivalent to the Unified Command General Staff).

General Tasks

JFO CG

- ❑ Obtain coordination brief.
- ❑ Assess organizational and support requirements and objectives.
- ❑ Consider future coordination requirements and objectives.

JFO OSC

- ❑ Obtain briefing from lead coordinator State, Federal, tribal, and local EOCs.
- ❑ Conduct operation support in current coordination period as requests arise.

JFO PSC

- ❑ Brief Situation, Coordination Plans in effect.
- ❑ Consider available Contingency Plans.
- ❑ Document, evaluate, and develop strategies.

JFO LSC

- ❑ Brief Resource Requests.
- ❑ Consider available resources.

JFO FSC

- ❑ Brief Funding Expenditures and Ceiling.



- Agenda. Using the Situation Briefing and/or Coordination Plan template as an outline, include:
 - Consolidated situation from all agencies/Incident Commanders (note territory, exposures, safety concerns, etc.; use map/charts).
 - Synopsis of current agency and Incident Commander objectives.
 - National strategy and areas of concern from the Incident Advisory Council (IAC).
 - Synopsis of all agencies' and Incident Commanders' strategies in effect, including on-scene response strategy (from collected ICS Form 201s or Coordination Plans).
 - Readily apparent gaps, seams, and overlaps in consolidated Objectives and Strategies.
 - Tactical/Response Resources requested from the JFO, en route and/or ordered.
 - Summary all known Agency and Incident Commander Resource assignments (recognizing this will be incomplete initially).
 - Current JFO coordination and support organization.
 - Facilities established (particularly COOP sites or candidates for the JFO).

Initial JFO Coordination Group Meeting

This meeting provides the JFO Coordination Group with an opportunity to discuss and concur on important issues prior to coordination and to support incident action planning. The meeting should be brief and important points documented. Prior to the meeting, JFO Coordination Group members should have an opportunity to review and prepare to address the agenda items. Planning Meeting participants will use the results of this meeting to guide coordination and support efforts prior to the first Strategy Meeting.

When: Typically this meeting occurs immediately after the first Coordination Briefing to the JFO Coordination Group.
Facilitator: PFO/FCO/FRC or designee
Attendees: Only JFO Coordination Group members

General Tasks

JFO CG

- Identify additional JFO CG members.
- Negotiate/facilitate JFO participation.
- Clarify JFO CG roles and responsibilities.
- Negotiate and agree on coordination organization, facilities, and support.
- Synchronize Coordination Period length/start time.

JFO OSC (if requested)

- Brief JFO CG members on current coordination and operational support.

JFO PSC (if requested)

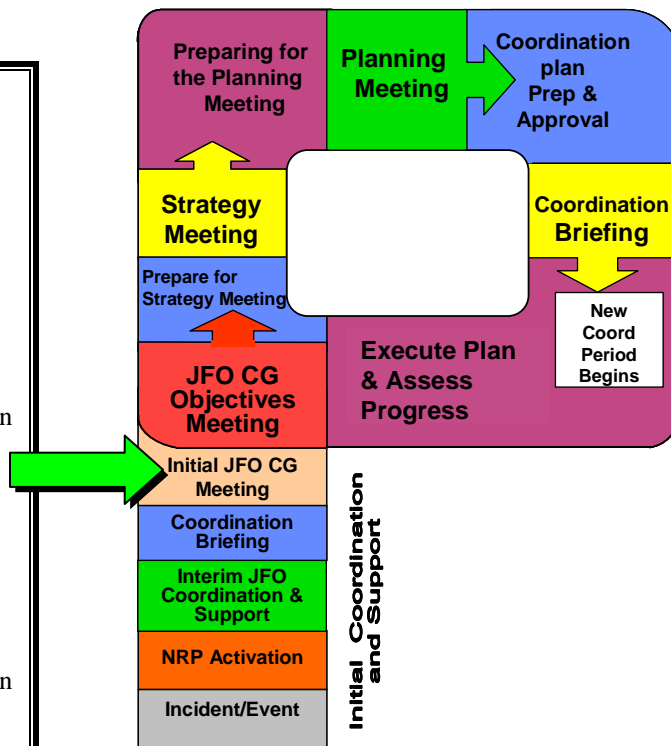
- Brief JFO CG members on current situation, planning coordination, and technical support.

JFO LSC (if requested)

- Brief JFO CG members on current coordination and logistical support.

JFO FSC (if requested)

- Brief JFO CG members on current coordination and logistical support.



- Agenda.
 - Identify JFO Coordination Group members and potential members, based on NRP criteria.
 - Identify JFO Coordination Group agency and Incident Commander support and coordination objectives.
 - Present jurisdictional limitations, concerns, and restrictions.
 - Develop a collective set of support and coordination objectives.
 - Establish and agree on JFO Coordination Group consolidated support and coordination priorities.
 - Verify that Incident Commanders, Area Commands, EOCs, and coordinating agencies have been informed they can “outsource” technical assistance requests to the JFO rather than importing redundant tech specialists to each ICP/operations center (i.e., avoid unnecessary competition for scientific and other technical resources).
 - Agree on basic JFO section organization structure.
 - Agree on JFO Coordination Staff and JFO section personnel designations and operations, planning, logistical, and financial agreements and procedures.
 - Agree on unified logistics approach to resource ordering (support) procedures to follow.
 - Agree on cost sharing/mission assignment or authorization procedures.

- Agree on informational matters.
- Designate a JFO External Affairs Officer.
- Identifying Additional JFO Coordination Group Members. During the initial JFO Coordination Group meeting, a key task is identifying all agencies, departments, and organizations that are or should be involved in developing and executing the wide-area strategy and/or in supporting the on-scene Incident Commander. This analysis needs to include identification of the participating NGOs and private-sector organizations. In many cases, initial planning and coordination have occurred in Washington, DC, so the PFO/FCO/FRC should ensure that the JFO staff are made aware of all the agencies to be involved in the mission.
- Clarifying Interagency Relationships. Similarly, during the initial JFO Coordination Group meeting, a second key task is clarifying an authoritative interagency relationship based on the NRP Annexes, considering the coordinating agency identified in the NRP or by national authorities, and determining the cooperating agencies within the JFO Coordination Group. Establishing such an interagency hierarchy may be more or less complex based on interagency player familiarity with the NRP. Nonetheless, the JFO Coordination Group should attempt to insert discipline, responsibility, and rigor into the process in order to function effectively. In many cases, the JFO Coordination Group will discover that information and concurrence of perception will smooth the process, both of which are established by ensuring constant communication between and among all concerned parties. Regardless of the Coordination Group's efforts to foster coordination and cooperation, critical issues may arise that must be forwarded for resolution to the IAC.
- Synchronizing the Coordination Period. Typically the on-scene Incident Command will have established operational periods before (or at least concurrent with) the establishment of a JFO. In this case, because requests for resources in the **next** operational period will flow up to the JFO following the on-scene Incident Command's tactics meeting, the JFO should carefully consider delaying the start of the JFO Coordination Period such that these resource requests are briefed during the JFO Coordination Group Objectives Meeting. This will put the JFO slightly "out of phase" with the on-scene Incident Command but may better support on-scene logistical needs.

Similarly, the information cycle outlined in this document should not, in itself, drive the start and length of the JFO Coordination Period. Instead, the information requirements should be viewed as output products which can be tasked for production in the Coordination Plan (via ICS Form 204 or other tasking) to the appropriate JFO organizational element. Where national-level demands for completed wide-area strategy are required, however, the JFO Coordination Group must consider this in synchronizing the JFO Coordination Period.

Finally, coordination and support missions tend to be more strategic than tactical, with "operationalizing" (putting into operational orders/Incident Action Plans, then tactical execution) and fruition occurring on a much longer timeframe than the on-scene tactical operation. For this reason, the JFO Coordination Group may find itself synchronizing closely to the on-scene Incident Command operational period early in the incident response, and shifting as the incident progresses to longer (more strategic) Coordination Periods.

Full Coordination and Support

JFO Coordination Group Objectives Meeting

The JFO Coordination Group will identify/review and prioritize objectives for the next coordination period. Support and coordination objectives from the previous coordination period are reviewed and any new objectives are identified.

When: Prior to Strategy Meeting.

Facilitator: PFO/FCO/FRC or designee

Attendees: JFO Coordination Group members; JFO Coordination Staff and sections as appropriate

General Tasks

JFO CG

- ❑ Develop coordination and support objectives.
- ❑ Consider all national interest areas.
- ❑ Delegate and provide guidance to Coordination Staff and Section Chiefs.
- ❑ Consider Continuity of Operations and Exit Strategy/Demobilization.

Operations Section Chief (OSC)

- ❑ Summarize operational coordination and support objectives not likely to be completely attained within current Coordination Period.

Planning Section Chief (PSC)

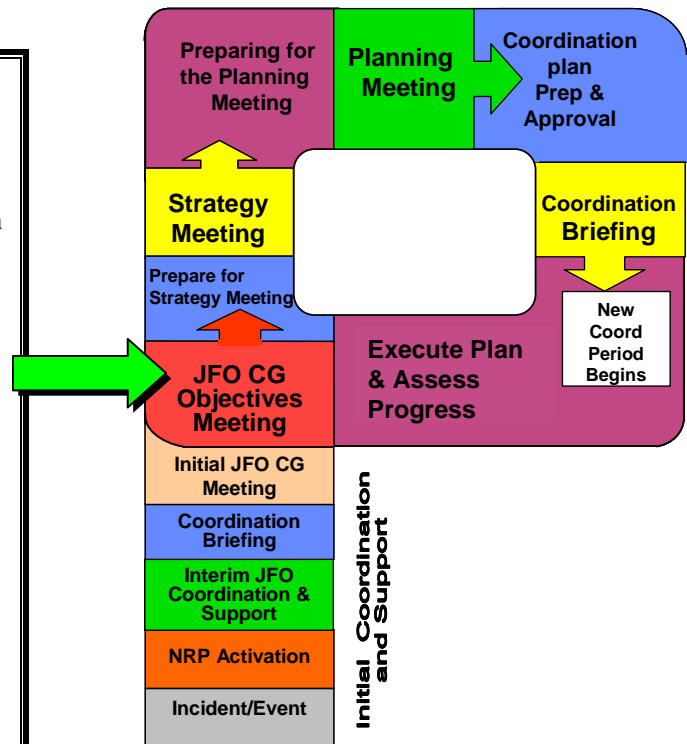
- ❑ Summarize planning coordination and support objectives not likely to be completely attained within current Coordination Period.
- ❑ Identify gaps, seams, and overlaps.
- ❑ Propose draft objectives to JFO CG members.

Logistics Section Chief (LSC)

- ❑ Summarize logistical coordination and support objectives not likely to be completely attained within current Coordination Period.
- ❑ Summarize requests for support.

Finance/Admin (FSC)

- ❑ Summarize financial coordination and support objectives not likely to be completely attained within current Coordination Period.



- **Agenda**
 - Review coordination and support objectives from JFO operations, planning, logistics, and finance unlikely to be completely attained in the current Coordination Period and thus carried over to the next.
 - Identify issues, concerns, and improvements allowing attainment of coordination and support objectives within targeted timeframe.
 - Review, consider, and prioritize requests for support for next Coordination Period.
 - Review consolidated list of agency “trigger points” and criteria for engaging or altering operations. Review interagency information flow in view of these critical information requirements.
 - Review and identify operational gaps, seams, and overlaps in consolidated national response to the incident.
 - Identify objectives for the next Coordination Period (clearly stated and attainable with the resources available, yet flexible enough to allow coordinating agencies, Incident Commanders, and Section Chiefs to choose strategies). Objectives will typically focus on closing gaps, eliminating overlaps, and smoothing transitions at seams in the response.
 - Review any open agenda items from initial/previous meetings.

- **Agency Perception of the Problem and Priorities.** Solicit from each agency, department, or organization a clear definition of the role that each plays in wide-area operations. The understanding of operating principles, legal issues, shortage of capabilities, points of contact, emergency management organization, Presidential/IAC direction (if applicable), and issues or tasks that cannot be undertaken may well affect mission success. An excellent starting point is to consider what types of information would cause a given agency to change or adapt its wide-area operations/strategy in view of the incident. This information helps build the information-sharing process within the JFO and clearly indicate the agency’s view of the problem.

- **Obstacles to Unity of Effort.** Identify potential obstacles to the collective effort arising from conflicting departmental or agency priorities. Early identification of potential obstacles and concurrence as to solutions by all participants is the first step toward resolution. History demonstrates that obstacles are frequently identified too late in the process and become nearly insurmountable for the on-scene incident commander. Too often these obstacles are assumed to have been addressed by another agency, department, or organization. Once identified, if the obstacles cannot be resolved at

the JFO level, they must immediately be elevated for expeditious resolution.

- **Gaps, Seams, and Overlaps.** While there is absolutely no authority within the NRP to force or coerce any member agency in the JFO to change or adapt its priorities or objectives, agencies typically adapt willingly when clear gaps in the overall objectives are identified, when seams (i.e., transitions in responsibility) are found problematic, and where overlapping objectives/priorities are apparent. This is the essential purpose of producing unified objectives within the coordination and support framework. Accordingly, the creation of JFO Coordination Group unified coordination and support objectives is more than a cataloging of various agency priorities: it is also a substantive analysis (and correction) of gaps, seams, and overlaps in objectives and priorities to produce the best and most agile and effective national response possible.
- **Continuity of Operations, Transition of Responsibilities, and “Exit Strategy.”** The safety, security, continuity of operations, and (eventual) transition of responsibilities and demobilization of the JFO should be an immediate concern of the JFO Coordination Group. During massive response operations, such priorities will often appear to be secondary, but excessive delay in tasking the Section Chiefs with specific objectives in these areas may place the continuity of the national response in jeopardy and/or unnecessarily tax national resources with inefficient operations.
- **Interagency Information Management.** Nongovernmental, private-sector, and regional and international organizations may possess considerable information that may be essential to the success of the coordination and support operation. Relief workers have a comprehensive understanding of the needs of the population and can offer effective assistance to disabled, non-English speaking, and “special needs” individuals. Working closely with local communities, they understand local culture and political organizations. As a consequence, nongovernmental and private-sector organizations are an important source of information regarding the following:
 - Historical perspective and insights into factors contributing to the situation at hand.
 - Local political structure, political aims of various parties, and the role of key leaders.
 - Security situation.

Handled properly, nongovernmental and private-sector organizations will be active participants in the interagency team seeking to resolve the crisis. Handled improperly, these organizations can be alienated

by a perception that, contrary to their organization's mission, they are considered no more than an information source by the Federal Government.

Prepare for the Strategy Meeting

This period of time allows the staff to create and evaluate a series of strategy options (courses of action) for strategic deployment, operations, and support during the next coordination period. It is not a meeting. In preparation for the Strategy Meeting, the JFO Planning Section Chief and JFO Operations Section Chief review the unified JFO Coordination Group coordination and support objectives, the first stage of coordination and support operations and/or the current Coordination Plan situation status information as provided by the Situation Unit to assess work progress against the current coordination period's objectives. At the strategic level (where the JFO functions), strategies will be implemented by being translated first into coordinated plans and then into tactical action. The translation into tactical action plans occurs at the IC level, and the JFO Coordination Group monitors strategic implementation. Following up on this two-step agency and/or Incident Commander implementing process is important to monitoring the implementation of JFO coordinated strategy. The JFO Operations Section Chief/Planning Section Chief will jointly develop primary and alternate strategies to meet coordination and support objectives for selection and development

at the Strategy Meeting. To preclude organizational “group think,” the JFO Planning Section Chief’s primary role will be in developing “devil’s advocate” positions on the various strategies, including risk-based evaluations (operational risk management, probability of success, etc.).

When: Prior to Planning Meeting
Facilitator: JFO PSC
Attendees: JFO PSC, JFO OSC, JFO LSC, JFO Resource Unit Leader (RUL), JFO

General Tasks

JFO OSC:

- ❑ Assemble various courses of action (COAs) from all agency components in Operations
- ❑ Evaluate strategic difficulty and timeline to execute for COAs.
- ❑ Consider unintended consequences of various agency COAs.
- ❑ Select recommended strategy/COA.

JFO PSC:

- ❑ Through Situation Unit Leader, assemble status of various agencies in “operationalizing” agreed upon current period strategies.
- ❑ Develop “devil’s advocate” positions on COAs.
- ❑ Consider synchronization to and impact on on-scene resource needs.
- ❑ Integrate resource provision strategies with wide-area operational strategies.

Logistics Section Chief (LSC):

- ❑ Normally no role.

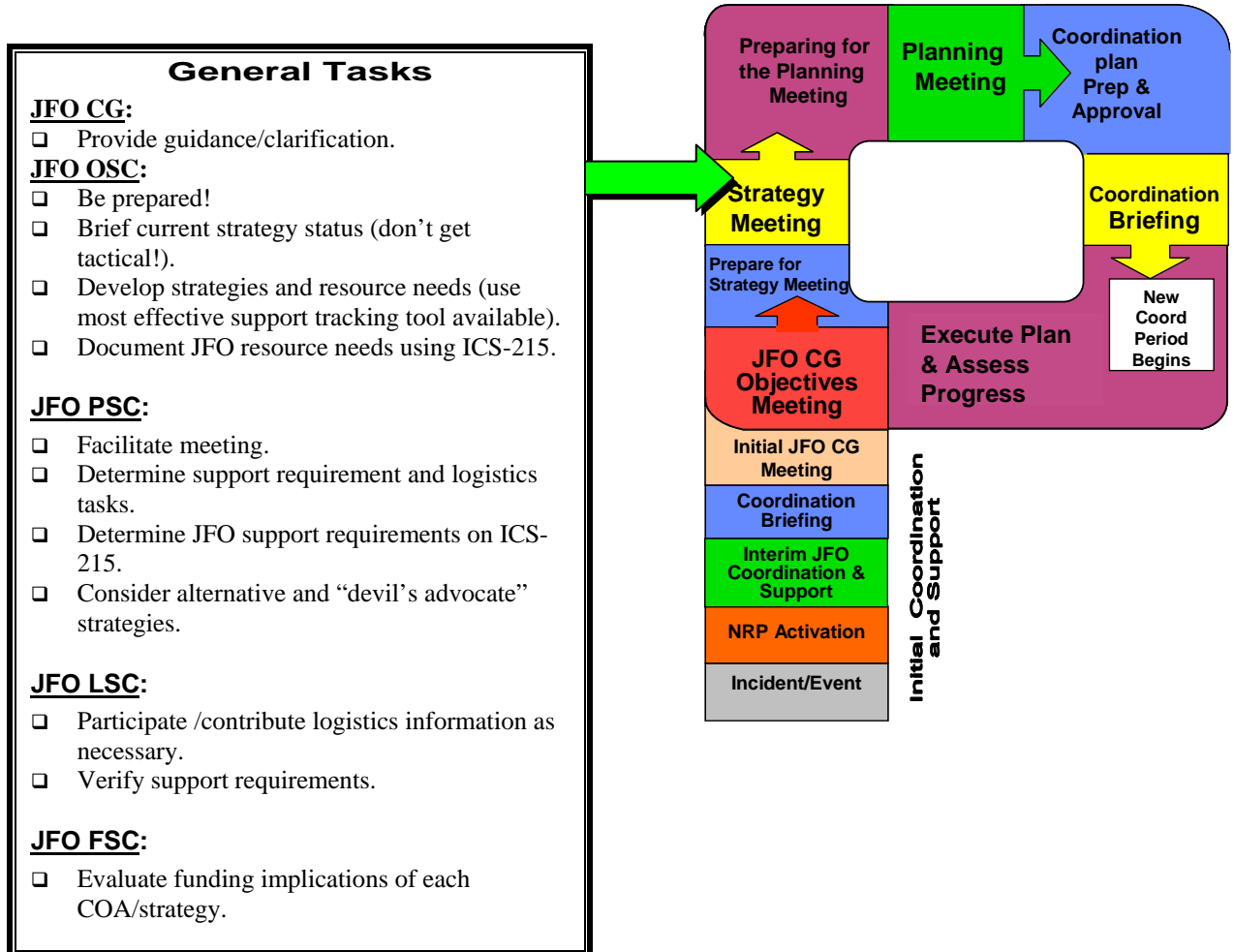
Finance/Admin

- ❑ Normally no role.



Strategy Meeting

This short meeting identifies the coordinated agency strategies; evaluates for additional gaps, seams, and overlaps; and creates the blueprint for “wide-area” strategic deployment and operations during the next coordination period.



- Agenda
 - Review the support and coordination objectives for the next coordination period and develop strategies (primary and alternative).
 - Prepare support strategy resource needs (i.e., resources to field entities) and document on resource support tracking system for ordering through JFO Logistics.

- Prepare a draft of ICS Form 215 (used in planning meeting) to identify JFO-internal resources that should be ordered through JFO Logistics.

Prepare for the Planning Meeting

This is not a meeting but a period of time to prepare for the presentation of the Coordination Plan at the Planning Meeting. Each Section Chief is responsible for ensuring that his/her Planning Meeting responsibilities are met. The JFO Planning Section Chief should facilitate this to the greatest extent possible to ensure that the material, information, resources, etc., to be used or discussed in the Planning Meeting are organized and prepared. There are to be no surprises in the Planning Meeting.

When: After the Strategy Meeting
Facilitator: JFO PSC

General Tasks

JFO CG:

- Provide guidance/clarification.
- Monitor ongoing strategic execution (progress in “operationalizing”).

JFO OSC:

- Continue current-period Coordination and Support.
- Prepare for Planning Meeting.

JFO PSC:

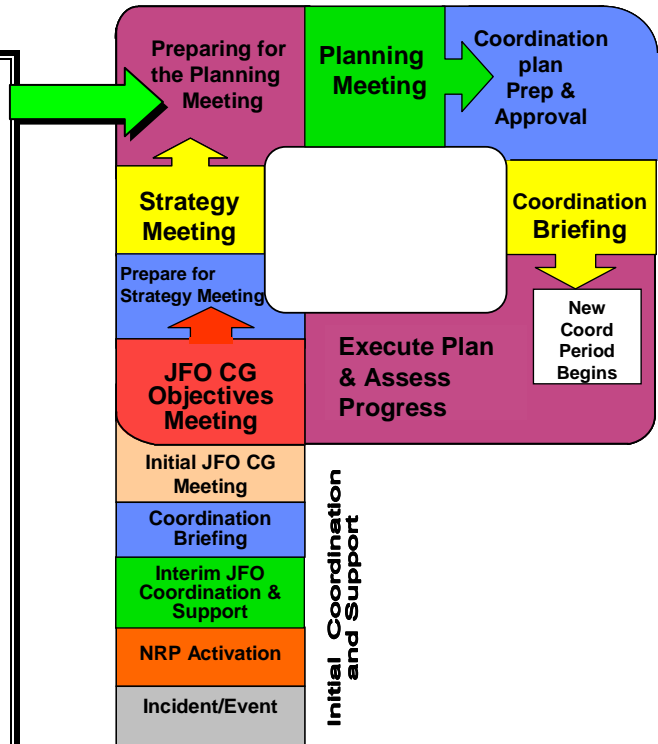
- Facilitate JFO Coord staff and attendees’ preparations for Planning Meeting.
- Publish/distribute meeting schedule and ensure attendees know roles.
- Allow no surprises.

JFO LSC:

- Prepare for Planning Meeting.
- Verify support requirements.

JFO FSC:

- Prepare for Planning Meeting.
- Verify financial and administrative requirements.



Planning Meeting

This meeting defines coordination and support objectives, strategies (both wide-area operations and incident support), and resource needs (both JFO internal and on-scene support) for the next coordination period. Depending on incident complexity, this meeting may require some time to explain the strategy fully to the JFO Staff. This meeting fine-tunes objectives and priorities, identifies and solves “alibi” problems, and defines work assignments and responsibilities on a JFO task tracking tool or completed ICS Form 215 (Operations Planning Worksheet). Displays in the meeting room should include objectives for the next coordination period, large sketch maps or charts clearly dated and timed (again, focused on wide-area operations, not on-scene incident tactics), a poster-sized ICS Form 215 for JFO-internal resource needs (such as technical specialists, etc.), a large support resource needs summary (based on the resource tracking tool in place at the JFO), a current consolidated resource inventory prepared by the Resource Unit, and current consolidated situation status displays prepared by the Situation Unit.

After the meeting, ICS Form 215 (when used) and the support resource needs tracking summary are used by the JFO Logistics Section Chief to prepare the national-level logistical resource orders, and used by the JFO Planning

Section Chief to develop Coordination Plan assignment lists.

When: After the JFO Coordination Group Objectives and Strategy Meetings

Facilitator: JFO PSC

Attendees: Determined by JFO Coordination Group, generally JFO Coordination Group, JFO Coordination Staff, JFO Section Staff, Air Operations Branch Director, the JFO RUL, JFO Safety Coordinator, Worker Safety and Health Annex Coordinator, and Technical Specialists, as required.

General Tasks

JFO CG:

- Provide appropriate leadership.
- Brief coordination and support objectives.

JFO OSC:

- Brief coordination and support strategies using support resource needs summary, ICS-215, maps, charts, etc.
- Brief JFO branch/group functions and jurisdictions.

JFO PSC:

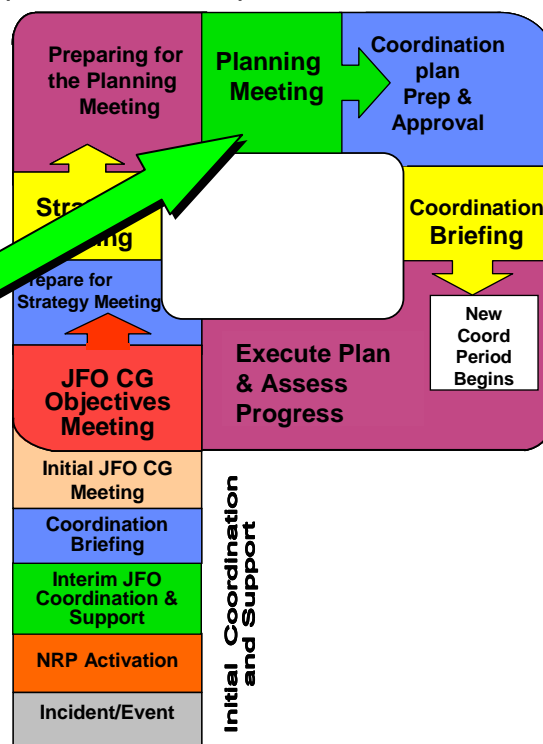
- Facilitate Planning Meeting agenda.
- Brief present situation.
- Address/resolve coordination and support issues as needed, gain consensus.

JFO LSC:

- Brief logistical support and resource ordering status.

JFO FSC:

- Brief administrative and financial status/projections, etc.



Agenda Item	Primary Responsibility
1. State incident objectives and policy issues.	JFO CG
2. Brief consolidated situation, critical and sensitive areas, weather/sea forecast, and resource status/availability.	JFO Situation Unit Leader (SUL)
3. Brief consolidated agency and Incident Commander objectives and strategies, noting gaps, overlaps, and seams.	JFO PSC
4. State primary and alternative strategies to meet objectives.	JFO OSC
5. Designate branch and group boundaries and functions as appropriate, use maps, support resource needs summary, and ICS Form 215.	JFO OSC
6. Specify strategies for each branch and division, note limitations.	JFO OSC
7. Specify resource strategies by divisions/groups.	JFO OSC
8. Specify operations facilities and reporting locations and plot on map.	JFO OSC/ LSC
9. Develop resources, support, and overhead order(s), both internal and support.	JFO LSC
10. Consider support: communications, traffic, safety, medical, etc.	JFO LSC
11. Consider overall safety and health concerns of JFO personnel, responders, and workers regarding the Coordination Plan.	JFO Safety Coordinator, safety officers reporting directly to each SFO
12. Consider media considerations regarding Coordination Plan.	JFO Information Officer (IO)
13. Report on expenditures and claims.	JFO FSC
14. Finalize and approve work plan for the next coordination period.	JFO CG

Coordination Plan Preparation

Attendees immediately prepare their assignments for the Coordination Plan to meet the JFO Planning Section Chief deadline for assembling the Coordination Plan components. The deadline will be early enough to permit timely JFO Coordination Group approval and duplication of sufficient copies for the Coordination Briefing and for overhead. Note that due to the potentially

large number of coordinating agencies in the JFO Coordination Group, the Coordination Plan cover must allow for concurrent signatures, and management of the JFO Coordination Group must assure necessary signatories will be present. Whenever possible, the PFO/FCO/FRC must agree with the JFO Coordination Group early in the process on which members will be Coordination Plan signatories.

When: Immediately following the Planning Meeting, the JFO PSC assigns the deadline.

Facilitator: JFO PSC

General Tasks

JFO CG:

- Review, approve, and sign the plan.

JFO OSC:

- Provide required information for inclusion into Coordination Plan.
- Communicate coordination and support status changes.

JFO PSC:

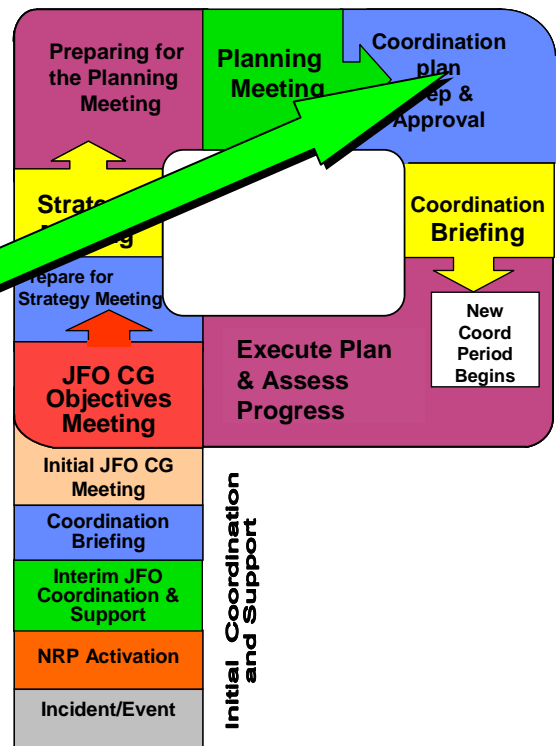
- Facilitate JFO Staff's Coordination Plan input.
- Ensure assignments and expectations are clear.
- Provide completed Coordination Plan to JFO CG for review/approval.
- Print and distribute completed Coordination Plan.

JFO LSC:

- Provide logistics information for Coordination Plan.
- Verify resources ordered.

JFO FSC:

- Verify financial and administrative requirements for Coordination Plan.



Common Components	Primary Responsibility
1. Incident Objectives (ICS Form 202 or equivalent)	JFO Resources Unit
2. Organization List/Chart (ICS Forms 203/207 or equivalent)	JFO Resources Unit
3. Assignment List (ICS Form 204 or equivalent)	JFO Operations Section
4. Information-Sharing Procedures	JFO Situation Unit
5. Incident Map	JFO Situation Unit
6. Safety Plan	JFO Safety Coordinator, Worker Safety and Health Annex Coordinator

Coordination Meeting

This short meeting presents the Coordination Plan to the oncoming shift of the JFO organization. After this meeting, offgoing supervisors should be interviewed by their relief and by the JFO Operations Section Chief in order to further confirm or adjust the course of the oncoming shift's Coordination Plan.

Branch/Group supervisors may initiate shifts in strategy regarding matters that fall within their respective purviews. Similarly, a supervisor may reallocate resources within that division to adapt to changing conditions.

When: About an hour prior to each shift change
Facilitator: JFO PSC
Attendees: JFO Coordination Group, Coordination Staff, Branch Directors, Group Supervisors, Unit Leaders, others as appropriate.

General Tasks

JFO CG:

- Provide guidance/clarification.
- Provide leadership presence.

JFO OSC:

- Provide Coordination Briefing for next operational period.
- Ensure ICS-204 or equivalent tasking is clear.

JFO PSC:

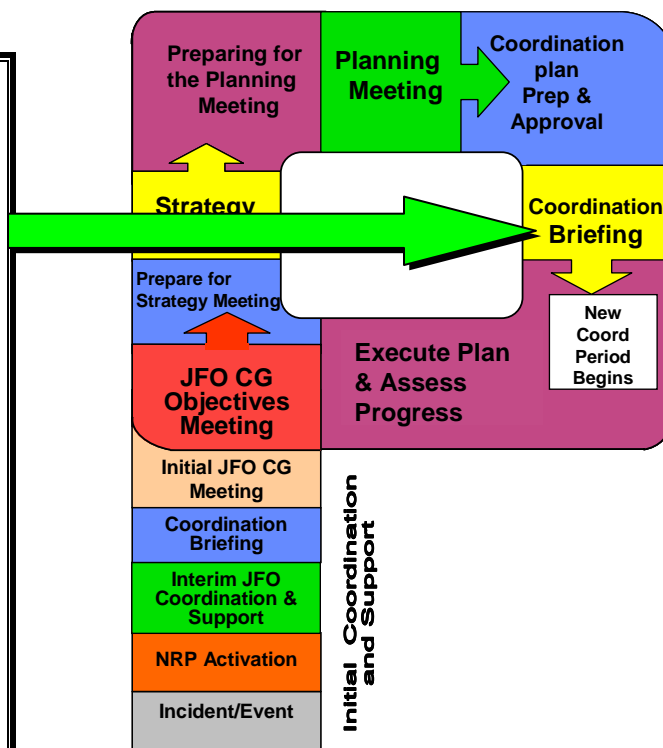
- Facilitate Coordination Staff and attendees briefing responsibilities.
- Resolve questions.

JFO LSC:

- Brief transportation, communication, and supply issues.

JFO FSC:

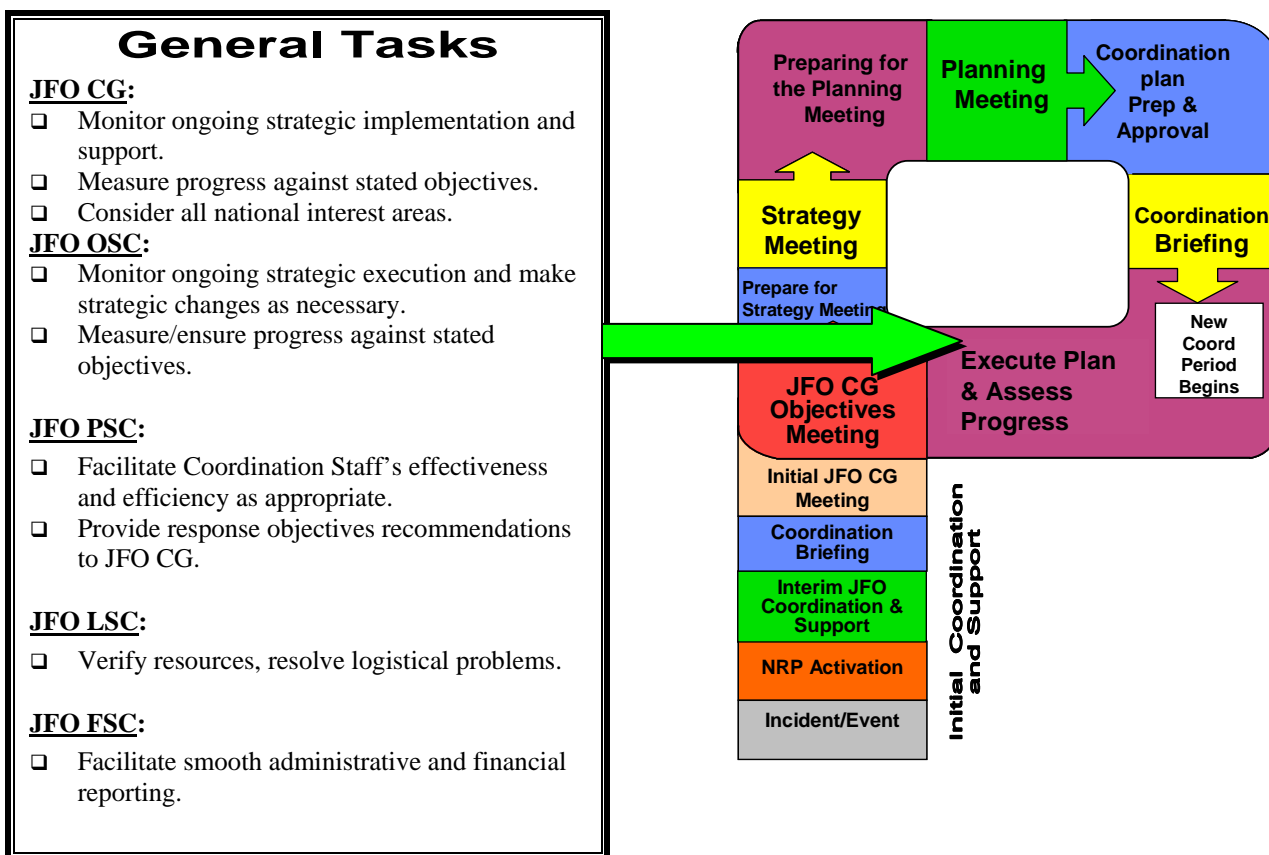
- Brief administrative issues and provide financial report.



Agenda Item	Primary Responsibility
1. Review JFO Coordination Group objectives and changes to Coordination Plan.	JFO PSC
2. Discuss current strategy and last shift's "operationalizing" progress.	JFO OSC
3. Review forecast/expected situation in next period.	JFO SUL
4. Branch/Group and Air Operations assignment.	JFO OSC
5. Transport, communications, and supply updates.	JFO LSC
6. Safety message.	JFO SC, Worker Safety and Health Annex Coordinator

Assess Progress.

Following the coordination brief, all Section Chiefs will review coordination and support strategy progress and make recommendations to the JFO Coordination Group in preparation for the next JFO Coordination Group Objective Meeting for the next coordination period. This feedback/information is gathered from various sources, including field observers, responder debriefs, stakeholders, etc.



Special Purpose Meetings

The Special Purpose Meetings are most applicable to larger coordination and support efforts requiring a robust Coordination and Support Cycle, but may be useful during Initial Coordination, Support, and Assessment.

JFO Coordination Staff Meeting

Coordinate JFO Coordination Staff functions, responsibilities, and objectives. It is held before the Strategy Meeting, and JFO Coordination Staff (JFO Coordination Group, Chief of Staff, External Affairs, Office of the Inspector General, Defense Coordinating Officer, JFO Section Chiefs, JFO Legal Affairs Officer, and JFO External Affairs Officer) attend.

Coordination and Section Staff Meeting

This meeting provides an opportunity for the JFO Coordination and Section staffs (i.e., the Section Chiefs) to gather under informal conditions (breakfast/dinner) to discuss developing issues.

Business Management Meeting

This short meeting develops and updates the strategic plan for JFO-internal finance and logistical support. The agenda could include: documentation issues, cost sharing, cost analysis, finance requirements, resource procurement, and financial summary data. Attendees include: JFO Finance/Administration

Section Chief, JFO Cost Unit Leader, JFO Logistics Section Chief, JFO Situation Unit Leader, and JFO Documentation Unit Leader.

News Briefing

This meeting briefs media and the public on the most current and accurate facts. It is set up by the External Affairs Officer, moderated by a JFO Coordination Group spokesperson (usually the External Affairs Officer), and features selected spokespersons. This briefing must be held away from the JFO. Spokespersons should be prepared by the External Affairs Officer to address anticipated issues. The briefing should be well planned, organized, and scheduled to meet the media's needs.

CHAPTER 6

Key Decisions/JFO Coordination Objectives

The Federal Coordinating Officer (FCO) or Federal Resource Coordinator (FRC) is responsible for providing direction and guidance to the JFO Coordination Group. The FCO/FRC must analyze the overall requirements of the incident and determine the most appropriate direction for the JFO Coordination Group to follow during the response. This is accomplished by making key decisions, setting priorities, developing response objectives and assigning work (tasks) to primary staff within the JFO Coordination Group. This chapter can be used by the FCO/FRC to help facilitate their responsibilities. The information/examples provided can be used as is or modified in response to specific incident types.

Example Decisions:

- Organizations that will be represented in JFO
- Support facilities and locations (JOC, JIC, MACC etc.)
- Coordination period and hours of operation
- Issuing delegation of authority to staff
- Critical information reporting process
- Staffing of primary positions (Section Chiefs, JFO Coordination Staff, etc.)
- Incident Coordination Priorities

Example Incident Priorities:

- Safety of responders and the public
- Threat to National Security
- Minimize adverse impact on the environment
- Restoration and protection of Critical Infrastructure
- Minimize further loss of property
- Investigation and apprehension of those responsible (for terrorist events)
- Reduce/prevent further threat/attack

Example Incident Objectives

SAFETY:

- Provide for the safety and welfare of citizens and response personnel.
- Provide for the safety and security of responders as well as maximize the protection of public health and welfare.
- Identify safety and risk management factors and monitor for compliance for both the public and responders.
- Conduct Operational Risk Assessment and ensure controls are in place to protect responders and the public.

SEARCH AND RESCUE:

- Account for and provide temporary shelter for displaced passengers and crew.
- Complete accountability for all passengers and crew.
- Locate and evacuate all passengers and crew.

- Establish medical triage along with transport to hospital.
- Complete triage of injured passengers and crew and transport to hospital.
- Conduct joint agency SAR efforts.

FIRE:

- Commence fire-fighting operations and contain, extinguish and overhaul fire.
- Conduct damage/stability assessment; develop and implement a salvage plan.

LAW ENFORCEMENT:

- Implement scene integrity and evidence preservation procedures.
- Implement procedures that ensure a coordinated effort is in place for investigation, evidence collection, storage and disposal.
- Investigate cause of incident.
- Identify and implement witness/passenger recovery location(s).
- Establish incident security plan including badging and other scene control measures.
- Establish and continue enforcement of safety/security zones.
- Establish/conduct shoreline security to coincide with incident activities.
- Implement air space closure and monitor for compliance.

OIL/HAZMAT SPILLS:

- Implement action that ensures control of the

- source and minimizes the volume released.
- Determine oil/hazmat fate and effect (trajectories) identify sensitive area, develop strategies for protection and conduct pre-impact shoreline debris removal.
- Contain and recover spilled material (Oil/Hazmat).
- Initiate actions to control the source and minimize the volume released.
- Conduct an assessment and initiate shoreline cleanup efforts.
- Remove product from impacted areas.
- Conduct efforts to effectively contain, clean up, recover and dispose of spilled product.

ENVIRONMENTAL:

- Provide protection of environmental sensitive areas including wildlife and historic properties.
- Identify and maximize the protection of environmental sensitive areas.
- Identify and protect sensitive areas.
- Identify threatened species and prepare to recover and rehabilitate injured wildlife.
- Investigate the potential for and if feasible, utilize alternative technologies to support response efforts.

COORDINATION:

- Coordinate an interagency response effort that reflects the makeup of Unified Command.
- Establish an appropriate JFO organization that can effectively meet the initial and long-term

- challenges required to support the incident response.
- Identify all appropriate agency/organization mandates, practices, and protocols for inclusion in the overall response effort.
 - Identify and minimize social, political and economic adverse effects.
 - Implement a coordinated response with law enforcement and other responding agencies including State and local EOC(s).
 - Evaluate all planned actions to determine potential impacts on social, political and economic entities.
 - Identify competing response activities (LE and Mitigation) to ensure that they are closely coordinated.
 - Identify and establish incident support facilities to support interagency response efforts.
 - Keep the public, stakeholders and the media informed of response and recovery activities.
 - Establish appropriate financial accounting practices are established and adhered to.
 - Establish internal/external resource ordering procedures are established and adhered to.
 - Establish an incident documentation system.
 - Establish an appropriate structure to facilitate communications with stakeholders and agency/organization coordination facilities.

JFO personnel expect to be assigned specific tasks based on the unique characteristics of an incident.

Common tasks that are normally performed by the staff during response should not be addressed as tasks. The Operations Section Chief normally receives tasks (work assignments) from command in the form of incident objectives.

Example of Common Tasks (work assignments):

Safety Coordinator:

- Develop a site safety plan, including support facilities and monitor for compliance.
- Report any serious incidents, accidents, or injuries immediately to command.
- Work closely with Logistics to ensure that appropriate communications is in place to support the response effort.

Public Information Officer:

- Develop a media strategy, locate and establish a JIC. Review strategy with the JFO Coordination Group prior to implementation.
- Provide talking points to Senior Federal Officials (SFOs) for press briefings, VIP visits and town hall meetings.
- Keep the FCO/FRC informed of any potential adverse political, social, and economic impacts.

Liaison Officer:

- Develop a plan to ensure communication and coordination with appropriate stakeholders.
- Keep the FCO/FRC informed of any stakeholder adverse feelings/relationships that may develop.

Intelligence Officer:

- Identify critical intelligence needs and develop intelligence flow plan and brief the JFO Coordination Group.
- Ensure that all requests for information (RFIs) are sent.
- Be central point of coordination for all interagency intelligence organizations: Field Intelligence Support Teams, Joint Terrorism Task Forces, Intelligence Fusion Centers, etc.
- Screen intelligence information for OPSEC/Security Sensitive Information (SSI) classification.

Planning:

- Ensure that all off-site information reporting is approved by External Affairs prior to release.
- Develop a contingency plan for sustaining long-term JFO staffing.
- Brief JFO personnel on document control system, including handling and storing secure documents.
- Provide all documents that need review or approval by the JFO Coordination Group.

Finance/Admin:

- Provide the JFO Coordination Group with a summary daily cost estimate.
- Establish a claims system and brief the JFO Coordination Group on the process.
- Advise the JFO Coordination Group of unusual high-cost specialized equipment use.

Logistics:

- Develop and brief the JFO on the internal/external resource ordering process and monitor for compliance.
- Ensure that appropriate security is established at each incident support facility.
- Develop a plan to establish secure communication for both internal and external use and brief JFO staff.

The JFO Situation Unit solicits requirements regarding Essential Elements of Information, and consolidates these, along with the information requirements of the State representative, tribal representatives, and all SFOs, into an Essential Elements of Information list (tiered at the unclassified, law enforcement restricted and classified levels). EEIs are critical items of specific information required to plan and execute an operation and make timely, logical decisions.

The JFO Coordination Group plays a key role in defining the Critical Information Requirements (CIRs). CIRs comprise information requirements that need to be collected and processed in order to meet operational requirements and are critical in facilitating timely information management and the decision-making process that affects successful operations. Table 6-1 provides a template for the JFO information sharing plan.

Table 6-1: Template JFO Information Sharing Plan

Critical Information Requirement	Possible Essential Elements of Information	Proposed Methodology/Sources	Responsible Elements	Deliverable	Collection Suspende	On Arrival Distribute To
Boundaries of Disaster Area	Geographic locations sustaining damage Description of extent of damage sustained Boundaries of areas evacuated Estimated % of population evacuated Estimated % of population unable to return	Predictive modeling Geographic Information System (GIS) HAZUS, CATS, USGS Remote Sensing/Aerial Reconnaissance (NIMA) Assessment Teams Community Relations & ARC Reports State Liaison/ERT-A/FCO Reports News Media and other open sources State EM Office	JFO Planning Section	Summary of Impacts Map Situation Report Situation Briefing Daily Intelligence Summary	Modeling data as soon as available. Initial estimate NLT 12 hours following event Updated as new information becomes available or at least daily.	NOC FEMA Ops Center ERT-A Leadership Assessment Teams PFO/FCO SCO JFO/JOC JFO/MACC
Access Points to Disaster Area	Traffic control points Best routes to reach local EOCs, Mobilization Points, Command Posts and other critical locations. Best airports for arriving staff to use Special permits or identification required to access disaster area.	State Emergency Management Office State Liaisons State Highway Department Reports State Patrol and Law Enforcement Reports Transportation Reports Operations	JFO Operations Section/Response & Recovery Branch/ESF #1	GIS Products Situation Briefing Situation Reporting Special Briefings	NLT 8 hours post event. Updated at least daily.	NOC FEMA Ops Center ERT-A Leadership Assessment Teams PFO/FCO SCO JFO/JOC JFO/MACC
Jurisdictional Boundaries	List of jurisdictions (cities, counties) affected, with maps Political and congressional jurisdictions affected	State Liaison/ERT-A/FCO Reports News Media/Open Sources GIS Assessment teams Community Relations Reports Remote Sensing/Aerial Reconnaissance	JFO Planning Section/Situation Unit	GIS map with political jurisdiction boundaries GIS map with congressional districts Jurisdictional profiles	NLT 12 hours following event	NOC FEMA Ops Center Assessment Teams PFO/FCO SCO & FCOs JFO/JOC JFO/MACC External Affairs

Critical Information Requirement	Possible Essential Elements of Information	Proposed Methodology/Sources	Responsible Elements	Deliverable	Collection Suspense	On Arrival Distribute To
Socio-economic/ Impacts	Number of homes affected Potential/estimated population affected Number of shelters open/population Potential shelter requirements	Predictive modeling Geographic Information System (GIS) Remote Sensing/Aerial Reconnaissance Assessment Teams Community Relations Reports State Liaison/ERT-A/FCO Reports	JFO Planning Section/XXX Unit	Situation Report Status Briefing Summary of Impacts Maps Daily Intelligence Summary Jurisdictional Profile	Initial estimate NLT 12 hours following event Updated as new information becomes available or at least daily.	NOC FEMA Ops Center Assessment Teams PFO/FCO SCO & FCOs JFO/JOC JFO/MACC External Affairs
Socio-economic/ Impacts	Number and type of businesses affected	Predictive modeling GIS Remote Sensing/Aerial Reconnaissance Assessment Teams News Medial and other open sources	JFO Operations Section	Situation Report Inputs SBA Reports and Text Items Summary of Impacts Maps	Initial estimate NLT 12 hours following event Updated as new information becomes available or at least daily.	NOC FEMA Ops Center Assessment Teams PFO/FCO SCO & FCOs JFO/JOC JFO/MACC External Affairs
Socio-economic/ Impacts	Congressional Districts Impacted	GIS Database Congressional Liaison Officer	JFO Planning Section/XXX Unit	Congressional Boundaries Map overlaid with disaster boundaries	NLT 12 hours following event	NOC FEMA Ops Center Assessment Teams PFO/FCO SCO & FCOs JFO/JOC JFO/MACC Congressional Liaison Officer

Critical Information Requirement	Possible Essential Elements of Information	Proposed Methodology/Sources	Responsible Elements	Deliverable	Collection Suspense	On Arrival Distribute To
Hazard Specific Information	What are the characteristics of the disaster What are the special hazards associated with the event What are the short and long term impacts of the event Is this a short term or long term event	NOAA Reports USGS Reports Other sources as appropriate	JFO Planning Section	Situation Briefings Situation Reports Special reports and presentations	NLT 4 hour after event. Updated as needed	NOC FEMA Ops Center Assessment Teams PFO/FCO SCO & FCOs JFO/JOC JFO/MACC
Seismic and/or Other Geophysical Information	Are there any ongoing seismic hazards Are there any geophysical conditions or elements that impact the disaster or event	USGS Reports COE Reports Remote Sensing Information	JFO Planning Section	Situation Briefings Situation Reports Special reports and presentations	NLT 4 hour after event. Updated as needed	NOC FEMA Ops Center Assessment Teams PFO/FCO SCO & FCOs JFO/JOC JFO/MACC
Weather Conditions / Forecasts	Are there any weather impacts occurring or forecast for the disaster or emergency area	NWS reports	JFO Planning Section	Situation Briefings Daily Intelligence Summary	Per forecast schedule appropriate to event.	NOC FEMA Ops Center Assessment Teams PFO/FCO SCO & FCOs JFO/JOC JFO/MACC
Historical and Demographic Information	Has a similar event occurred in the past and what were the outcomes, response problems and impacts	Mitigation Reports NWS Reports NEMIS	JFO Planning Section	Special reports	NLT 12 hours following event	NOC FEMA Ops Center Assessment Teams PFO/FCO SCO & FCOs JFO/JOC JFO/MACC

Critical Information Requirement	Possible Essential Elements of Information	Proposed Methodology/Sources	Responsible Elements	Deliverable	Collection Suspense	On Arrival Distribute To
Historical and Demographic Information	What are the demographics of the area What are the specific numbers of individuals enrolled in government programs or receiving assistance based on age and/or disability What is the unemployment rate of the area	Mitigation Reports NWS Reports NEMIS	JFO Planning Section	Jurisdictional Profile Regional Write Ups	NLT 24 hours following event	NOC FEMA Ops Center Assessment Teams PFO/FCO SCO & FCOs JFO/JOC JFO/MACC
Predictive Modeling Impact Projections	Who is coordinating predictive modeling What data inputs are being used What programs are being used What are the program biases Where are predictive modeling outputs available	State Local Government MAC EPA DTRA	JFO Planning Section/ NOAA	GIS Products and outputs showing areas of impacts, concentrations, and damage zones.	NLT 3 hours following event or sooner if possible	NOC FEMA Ops Center Assessment Teams PFO/FCO SCO & FCOs JFO/JOC JFO/MACC
Initial Needs and Damage Assessments	Have there been PDA requests What is the status of the PDA What is the status of the RNA What are the findings of the PDA What are the findings of the RNA	State Liaison State Emergency Management PDA Teams RNA Teams NEMIS	JFO Operations Section	Impacts Map Situation Report Jurisdictional Profile Daily Intelligence Summary	NLT 3 hours post request or gathering of information	NOC FEMA Ops Center Assessment Teams PFO/FCO SCO & FCOs JFO/JOC JFO/MACC

Critical Information Requirement	Possible Essential Elements of Information	Proposed Methodology/Sources	Responsible Elements	Deliverable	Collection Suspense	On Arrival Distribute To
<p>Status of Communications Systems</p>	<p>Status of telecommunications service (including Internet) and infrastructure, including towers Reliability of cellular service in areas affected Potential requirement for radio/satellite communications capability Status of emergency broadcast (TV, radio, cable) system and ability to disseminate information Status of accessible communication</p>	<p>State Liaison/ERT-A/FCO ESF#2 News Media/open sources Telephone companies NCS member agencies</p>	<p>JFO Operations Section/ Response & Recovery Branch/ESF #2</p>	<p>Input for situation report and/or verbal report NCS Situation Report</p>	<p>Initial estimate NLT 12 hours following event Updated as new information becomes available or at least daily.</p>	<p>NOC FEMA Ops Center Assessment Teams PFO/FCO SCO & FCOs JFO/JOC JFO/MACC External Affairs VolAg</p>
<p>Status of Transportation</p>	<p>Status of all modal systems, air, sea, land, rail Status of major/primary roads Status of critical and non-critical bridges Status of transcontinental/regional natural gas and fuel pipelines Status of evacuation routes Status of public transit systems Accessibility concerns Debris issues Status of accessible transportation</p>	<p>State Liaison/ERT-A/FCO Reports State Department of Transportation ESF #1 Assessment team reports Community Relations U.S. Army Corps of Engineers USCG Captain of the Port Remote sensing/aerial reconnaissance Predictive modeling</p>	<p>JFO Operations Section/Response & Recovery Branch/ESF #1</p>	<p>Input for situation report and/or verbal report DOT Situation Report GIS products</p>	<p>Initial estimate NLT 12 hours following event Updated as new information becomes available or at least daily.</p>	<p>NOC FEMA Ops Center Assessment Teams PFO/FCO SCO & FCOs JFO/JOC JFO/MACC External Affairs</p>

Critical Information Requirement	Possible Essential Elements of Information	Proposed Methodology/Sources	Responsible Elements	Deliverable	Collection Suspense	On Arrival Distribute To
Status of Emergency Operations Centers	Status of local EOCs Status of State EOC Status of Agency EOCs Location and status of Federal facilities established	State Liaison/ERT-A/FCO ESFs/Other Federal Agencies Regional Offices RST	JFO Operations Section	Operations Section input to situation report and/or verbal report GIS products	Initial estimate NLT 12 hours following event Updated as new information becomes available or at least daily.	NOC FEMA Ops Center Assessment Teams PFO/FCO SCO & FCOs JFO/JOC JFO/MACC
Status of critical infrastructure and facilities	Status of Acute Medical Care Facilities Status of Chronic Medical Care Facilities Status of Home Health Agencies Status of State and Local Health Departments Status of State/Local EMS Systems Status of VA Medical Systems	Reports from ESF #8 Reports from Community Relations State Reports	JFO Operations Section	ESF #8 input to the situation report and/or verbal reports PHS Situation Reports GIS products	Initial estimate NLT 12 hours following event Updated as new information becomes available or at least daily.	NOC FEMA Ops Center Assessment Teams PFO/FCO SCO & FCOs JFO/JOC JFO/MACC
Status of critical infrastructure and facilities	Status of public water supply systems Status of private water supply systems Status of public wastewater systems Status of private septic systems	ESF #8 Reports ESF #3 Reports State & Local Health Department Reports State	JFO Operations Section / JFO Infrastructure Liaison	ESF#3, 8 and 12 inputs to the situation report and/or verbal reports USACE, PHS and DOE Situation Reports GIS products	Initial estimate NLT 12 hours following event Updated as new information becomes available or at least daily.	NOC FEMA Ops Center Assessment Teams PFO/FCO SCO & FCOs JFO/JOC JFO/MACC

Critical Information Requirement	Possible Essential Elements of Information	Proposed Methodology/Sources	Responsible Elements	Deliverable	Collection Suspense	On Arrival Distribute To
Status of Energy Systems	Status of electrical power generation and distribution facilities	Reports from ESF #3 & ESF #12 State Reports Media Open Sources	Primary Operations Supporting State	ESF #3 and #12 inputs to the situation report and/or verbal reports GIS products	Initial estimate NLT 12 hours following event Updated as new information becomes available or at least daily.	NOC FEMA Ops Center Assessment Teams PFO/FCO SCO & FCOs JFO/JOC JFO/MACC
Resource shortfalls	What are the actual or potential resource shortfalls of the affected State What are the anticipated requirements for Federal resources What are potential or actual Federal shortfalls What are potential sources for resource shortfalls What resources are available and where are they located Priorities: water, food, power, medical, heat, communications	State Liaison State Coordinating Officer RST EST Logistics Reports Assessment Team reports Community Relations field reports ESF reports Civil Rights (CRCL Liaison)	JFO Logistics Section	Territorial Resource Center Inventories Time-Phased Deployment Lists Status Briefing Agency/ESF Reports Daily Intelligence Summary	Initial estimate NLT 12 hours following event Updated as new information becomes available or at least daily.	NOC FEMA Ops Center Assessment Teams PFO/FCO SCO & FCOs JFO/JOC JFO/MACC

Critical Information Requirement	Possible Essential Elements of Information	Proposed Methodology/Sources	Responsible Elements	Deliverable	Collection Suspense	On Arrival Distribute To
Status of declarations	Has the Governor Requested Assistance and for what and where Is the Governors request a normal or expedited one Who is completing the Regional Disaster Summary and Analysis and Recommendation Is there a Presidential Declaration and if so what type Which jurisdictions are included Which types of assistance are authorized Are there special cost-share provisions for Direct Federal Assistance	Governor’s Request Letter Regional Disaster Summary Regional Analysis and Recommendation NEMIS Entries Notice of Disaster Declaration	JFO Operations Section	Disaster Fact Sheet GIS products showing declared counties and type of assistance	Within 1 hour following official announcement	NOC FEMA Ops Center Assessment Teams PFO/FCO SCO & FCOs JFO/JOC JFO/MACC
Status of ESF Activations	Which ESFs are activated in the JFO? Are sufficient numbers of ESF representative available to staff required JFO sections?	Mission Assignment Logs Operations Section	JFO Operations Section	Ops input to situation report and/or verbal report Mission Assignment lists	Within 3 hours of activation	NOC FEMA Ops Center Assessment Teams PFO/FCO SCO & FCOs JFO/JOC JFO/MACC
Major issues/activities/Mission Assignments of ESFs/OFAs	What operations and assessments are agencies conducting under their own authorities What mission assignments have been issued What is status of Mission Assignments	Mission Assignment logs ESF/Agency situation reports Functional plans RRRCC/ERT-A	JFO Operations Section	Situation Report, displays, Action Plan	Initial estimate NLT 12 hours following event Updated as new information becomes available or at least daily.	NOC FEMA Ops Center Assessment Teams PFO/FCO SCO & FCOs JFO/JOC JFO/MACC

Critical Information Requirement	Possible Essential Elements of Information	Proposed Methodology/Sources	Responsible Elements	Deliverable	Collection Suspense	On Arrival Distribute To
Status of key personnel	Who and where is: ERT-A Team Leader PFO/FCO SCO & FCOs RRCC Director FEMA liaison to State JFO Section Chiefs Key Support Staff	Regional Response Coordination Center Initial Operating Reports State Liaison/ERT-A/FCO	JFO Operations Section	Initial Operating Report Disaster Fact Sheet	Upon Activation of the FRP Within 4 hours following Disaster Declaration	NOC FEMA Ops Center Assessment Teams PFO/FCO SCO & FCOs JFO/JOC JFO/MACC
Status of remote sensing operations	What Remote Sensing Mission have ESFs undertaken under their own authority What remote sensing missions have the State and Local governments undertaken under their own authority What remote sensing missions have been already tasked by RST, ERT & EST What are the available assets to provide remote sensing data What format and when will information be available Who is providing interpretation of incoming data How will data be shared	Operations Section and ESF Reports State Liaison and State Reports CAP Reports Mission Assignment Logs	JFO Planning Section	Remote Sensing imagery derived products Text interpretive reports	On-going	NOC FEMA Ops Center Assessment Teams PFO/FCO SCO & FCOs JFO/JOC JFO/MACC
Priorities for Response	What are the Federal operational priorities	RRCC Director Principal Federal Official Federal Coordinating Officer JFO Coordination Group	JFO Planning Section	JFO Coordination Plan Situation Report Status Briefing	As established Every C-Period	NOC FEMA Ops Center PFO/FCO SCO & FCOs JFO sections

Critical Information Requirement	Possible Essential Elements of Information	Proposed Methodology/Sources	Responsible Elements	Deliverable	Collection Suspense	On Arrival Distribute To
Recovery Program Statistics	What are the statistics for IA, PA, and HM What are the trends they show What do the figures mean in real terms	NEMIS Reports Analysis Reports	JFO Operations Section	Situation Briefing Situation Report	At beginning of every C-Period for previous reporting period	PFO/FCO SCO & FCOs JFO sections
Donations/ Voluntary Agency Activities	Has a Donations Hotline been established or is there a need for the Hotline Which Voluntary Agencies are actively involved in operations	VOLAG Reports Voluntary Agencies Agency/ESF reports	JFO Operations Section	Situation Report Status Briefing	Updated as new information becomes available or at least daily.	NOC FEMA Ops Center PFO/FCO SCO & FCOs JFO sections
Upcoming activities	What is the schedule of daily meetings and briefings What other significant events of activities are planned or scheduled	Federal Coordinating Officer ERT-A Team Leader RRCC Director State Coordinating Officer Planning Support Branch Chief	JFO Planning Section	Daily Meeting Schedule	On-going (Publish every O-Period)	NOC FEMA Ops Center RRCC PFO/FCO SCO & FCOs
Status of Efforts Under Other Federal Emergency Plans and Authorities	What are other agencies doing under their own authority	Operations	JFO Operations Section	Situation Reports Situation Briefings	Initial report NLT 12 after event. Updated daily.	NOC FEMA Ops Center PFO/FCO SCO & FCOs JFO sections
Safety Hazards	Is there a need for personnel protection equipment What are the safety hazards in conducting operations	Community Relations Field Reports Assessment Team reports State Liaison/ERT-A/FCO Predictive Modeling	Primary Safety Support JFO Operations Section JFO Security Officer	Safety Briefings Safety Messages	Initial estimate NLT 12 hours following event Updated as new information becomes available or at least daily.	NOC FEMA Ops Center PFO/FCO SCO & FCOs JFO sections Assessment Teams External Affairs

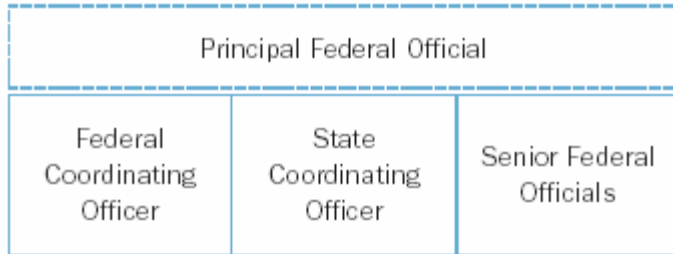
Critical Information Requirement	Possible Essential Elements of Information	Proposed Methodology/Sources	Responsible Elements	Deliverable	Collection Suspense	On Arrival Distribute To
<p>Hazardous, toxic and radiological issues</p>	<p>Are there reported or suspected hazardous material/toxic release incidents What follow-up actions are planned or underway Are there actual or potential radiological incidents What follow up actions are planned or underway</p>	<p>State Liaison/ERT-A/FCO ESF #10 Coordinating Agency under the Nuclear/Radiological Incident Annex Nuclear Regulatory Commission (NRC) Remote Sensing Predictive modeling GIS Databases</p>	<p>Primary Operations Support JFO Planning Section</p>	<p>Status Briefings Situation Reports GIS products</p>	<p>Initial estimate NLT 12 hours following event Updated as new information becomes available or at least daily.</p>	<p>NOC FEMA Ops Center JOC PFO/FCO SCO & FCOs JFO sections Assessment Teams JFO Safety Coordinator JFO Security Officer</p>

CHAPTER 7

JFO Coordination Group

Utilizing the NIMS principle of Unified Command, JFO activities are directed by a JFO Coordination Group, which may include the PFO, SFLEO, FCO/FRC, or other SFOs with primary jurisdictional responsibility or functional authority for the incident.

Figure 7-1: JFO Coordination Group



The JFO Coordination Group also includes a limited number of principal State, local, and tribal officials (such as the SCO), as well as NGO and private-sector representatives. The JFO Coordination Group functions as a multiagency coordination entity and works jointly to establish priorities (single or multiple incidents) and associated resource allocation, resolve agency policy issues, and provide strategic guidance to support Federal incident management activities. Generally, the PFO, in consultation with the FCO/FRC and SFLEO, determines the composition of the JFO Coordination Group. The exact composition of the JFO is dependent on the nature and magnitude of the incident, and generally includes the personnel described in the following subsections.

The JFO Coordination Group provides strategic guidance and resolution of any conflicts in priorities for allocation of critical Federal resources. If policy issue resolution cannot be achieved between JFO Coordination Group members, issues can be raised to the IAC or through the appropriate agency chain of command for consideration by higher authorities.

Once the decision to establish a JFO is made, the JFO Coordination Group organizes as soon as practical by teleconference or in person to determine which departments and agencies have primary jurisdictional responsibility or functional authority. Those specific agencies, if not already identified, are invited to provide a Senior Federal Official (SFO) to join the JFO Coordination Group. All SFOs designated for the incident assemble and consolidate their personnel to establish the JFO sections and Coordination Staff. ESF #5 coordinates the activation of the other ESFs and personnel from departments and agencies with responsibilities outlined in the NRP Support or Incident Annexes to provide additional staff support required for the JFO.

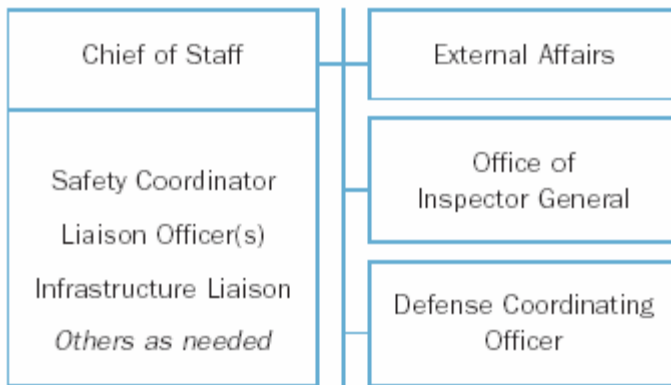
Members of the JFO Coordination Group work together to accomplish their programmatic responsibilities. As the need for full-time interagency coordination at the JFO ceases, the JFO Coordination Group plans for selective release of Federal resources, demobilization, and closeout.

CHAPTER 8

JFO Coordination Staff

In accordance with NIMS and ICS principles, the JFO structure normally includes a Coordination Staff. The JFO Coordination Group determines the extent of staffing based on the type and magnitude of the incident. The following paragraphs provide information on typical staff positions.

Figure 8-1: JFO Coordination Staff



Chief of Staff and Support Staff

The JFO Coordination Staff may include a Chief of Staff (see JFO SOP Annex G section 3.1.2.1 for a list of responsibilities) and representatives providing specialized assistance in the following areas: safety, legal counsel, equal rights, and security.

- **The Safety Coordinator:** The FCO/PFO shall designate a JFO disaster safety officer (DSO) for all issues related to occupational safety and

health for personnel at the JFO and other FEMA facilities. The DSO will serve as the primary advisor to the FCO for all occupational safety and health-related matters for personnel in the JFO facility and FEMA-managed facilities. The DSO will assume the role of the Safety Coordinator (SC) during incidents in which a JFO has been established. The designated FEMA safety officer shall coordinate the Interagency Safety Committee at the JFO and oversee the meeting activities as part of any disaster operation.

When OSHA is activated to implement the Worker Safety and Health Support Annex, OSHA will designate a principal advisor for the Worker Safety and Health Annex to be a member of the Interagency Safety and Health Committee. OSHA will report on all matters related to worker safety and health that extend beyond FEMA facilities and FEMA employees. OSHA will be available to advise the designated Safety Coordinator on worker safety and health issues. In addition, once OSHA is activated as a principal advisor, they will have the responsibility to report to the PFO/FCO on relevant matters under their respective responsibility.

- The **Legal Affairs Officer** serves as the primary legal advisor to the JFO Coordination Group and may also work with JFO Section Chiefs to support programmatic, logistical, and personnel

matters as required. Legal counsel from other appropriate Federal departments may also be consulted as necessary.

- The **Equal Rights Officer** serves to promote a discrimination-free workplace and equal access to recovery programs and benefits.

The **JFO Security Officer** is responsible for safeguarding JFO personnel and JFO facility security and may be responsible for security issues regarding personnel assigned to other Federal sites. When these duties are not assigned elsewhere, the Security Officer also is responsible for information security and operational security, ensuring that sensitive information of all types (e.g., classified information, sensitive law enforcement information, proprietary and personal information, or export-controlled information) is handled in a way that not only safeguards the information but also ensures that it gets to those who need access to it so that they can effectively and safely conduct their missions. A DHS representative, under the guidance and oversight of the DHS Office of Security, serves as the JFO Security Officer and coordinates security issues with the FBI, DHS/USSS, DHS/ICE/FPS, or DHS/FEMA, as appropriate. The Security Officer works with ESF #13 – Public Safety and Security and reports to the PFO Chief of Staff.

Depending on the specific needs of a JFO or the incident for which a JFO is established, the JFO Security Officer may determine it is necessary to assign one or more Deputy Security Officers and delegate various security responsibilities.

Section 5.1 of the JFO SOP includes some of the DHS and non-DHS agencies that may be tasked to support the JFO Security Officer, including the staffing of a Deputy Security Officer position.

The four possible Deputy Security Officer positions include:

- **JFO Deputy Security Officer – Information:**
If the JFO Security Officer determines an appointment is warranted, a Deputy Security Officer for Information Security will be identified and appointed for the JFO. The DHS Office of Security will provide an individual to serve as the Deputy Security Officer for Information Security, or a JFO-assigned individual who has been trained in information security procedures may be appointed. The JFO Deputy Security Officer for Information Security is responsible for safeguarding all classified and sensitive information of all types (e.g., sensitive law enforcement information, proprietary and personal information, or export-controlled information) and ensuring that it is handled in a way that not only safeguards the information

but also ensures that it gets to those who need access to it so that they can effectively and safely conduct their missions. This also includes the proper disposal, sanitization, and destruction during and at the conclusion of the JFO operation. The JFO Deputy Security Officer for Information Security should also coordinate specific information security issues with the FBI, DHS/USSS, DHS/ICE/FPS, and DHS/FEMA, as appropriate.

- **JFO Deputy Security Officer – Physical:** If the JFO Security Officer determines an appointment is warranted, a Deputy Security Officer for Physical Security will be identified and appointed for the JFO. The DHS Office of Security will provide an individual to serve as the Deputy Security Officer for Physical Security or a JFO-assigned individual who has been trained in physical security procedures may be appointed. The JFO Deputy Security Officer for Physical Security is responsible for ensuring the physical and technical security of the JFO and any additional facilities required by the JFO. When a MACC or JOC is established as part of the JFO, the JFO Deputy Security Officer for Physical Security should also coordinate specific physical security issues with the FBI and DHS/USSS, as appropriate.

- **JFO Deputy Security Officer – Personnel:** If the JFO Security Officer determines an appointment is warranted, a Deputy Security Officer for Personnel Security will be identified and appointed for the JFO. The DHS Office of Security will provide an individual to serve as the Deputy Security Officer for Personnel Security or a JFO-assigned individual who has been trained in personnel security procedures may be appointed.

The JFO Deputy Security Officer for Personnel Security is responsible for processing individuals who require access to classified information. This includes verification of clearances, determining eligibility requirements, and adjudicating for clearances and accesses as required. The Deputy Security Officer for Personnel Security will assist DHS/FEMA, FBI, and DHS/ICE/FPS representatives in badge and facility access processes for the JFO facilities. When a MACC or JOC is established as part of the JFO, the JFO Deputy Security Officer for Personnel Security should also coordinate specific personnel security issues with the FBI and DHS/USSS, as appropriate.

- **JFO Deputy Security Officer – Operations:** If the JFO Security Officer determines an appointment is warranted, a Deputy Security

Officer for Operations Security will be identified and appointed for the JFO. The DHS Office of Security will provide an individual to serve as the Deputy Security Officer for Operations Security or a JFO-assigned individual who has been trained in OPSEC security procedures may be appointed. The JFO Deputy Security Officer for Operations Security is responsible for conducting OPSEC evaluations to determine the countermeasures necessary to protect JFO operations. They will train all JFO personnel on OPSEC issues and the countermeasures adopted and observe JFO operations to re-evaluate and change countermeasures as necessary. When a MACC or JOC is established as part of the JFO, the JFO Deputy Security Officer for Operations Security should also coordinate specific operational security issues with the FBI and DHS/USSS, as appropriate.

- The JFO Coordination Staff typically includes subject-matter expert **Liaison Officers** administratively reporting to the Chief of Staff. Where liaisons were attached to the PFO support staff during the initial stages of incident management, these liaisons move to the appropriate ESF or the JFO Coordination Staff (if no appropriate ESF has been activated) once the JFO is established.

- **External Liaisons** serve as the points of contact for assisting and coordinating activities with various agencies and groups, and are assigned as needed.

- The **Infrastructure Liaison**, designated by the DHS/Preparedness Directorate, serves as the principal advisor to the JFO Coordination Group regarding all national- and regional-level Critical Infrastructure/Key Resources (CI/KR) incident-related issues, which are based on the National Strategy tasked under HSPD-7 and the specific needs of the situation. The Infrastructure Liaison:
 - Acts as liaison between the national- and regional-level CI/KR, the private sector, and JFO activities;
 - Coordinates CI/KR and ESF issues between the JFO Coordination Group and Preparedness Directorate representatives located at the IAC and NOC-NRCC;
 - Provides situational awareness concerning the affected CI/KR and provides periodic updates to the JFO Coordination Group; and
 - Communicates information to the Preparedness Directorate representatives at the IAC, NOC-NRCC, NOC-National Infrastructure Coordinating Center (NICC), and NOC-Operational Planning Element (NOC-Planning).

- The **External Affairs Officer** provides support to the JFO Coordination Group in all functions involving communications with external audiences. External Affairs includes Public Affairs, Community Relations, Congressional Affairs, International Affairs, State and Local Coordination, and Tribal Affairs when appropriate. Resources for the various External Affairs functions are coordinated through ESF #15 – External Affairs. The External Affairs Officer also is responsible for overseeing operations of the Federal JIC established to support the JFO. When a PFO is involved in the incident, the External Affairs Officer works closely with the PFO’s Press Secretary.

- Appointed by DOD, the **Defense Coordinating Officer (DCO)** serves as DOD’s single point of contact at the JFO, with the exception of U.S. Special Operations Command (USSOCOM) and U.S. Army Corps of Engineers (USACE) assets. Generally, requests for Defense Support of Civilian Authorities (DSCA) originating at the JFO will be coordinated with and processed through the DCO. The DCO may have a Defense Coordinating Element (DCE) consisting of a staff and military liaison officers in order to facilitate coordination and support to activated ESFs. Specific responsibilities of the DCO (subject to modification based on the situation) include 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. Requests for DSCA originating at the JFO will be coordinated and processed through the DCO with the exception of requests for USACE support, National Guard forces operating under State Active Duty or Title 32 statutes (i.e., not in Federal service), or, in some circumstances, DOD forces in support of the FBI.

Based on the magnitude, type of the incident, and the anticipated level of resource involvement, DOD may utilize a Joint Task Force (JTF) to coordinate military activities in support of the incident. If a JTF is established, its command and control element should be collocated with the JFO to ensure a single common operating picture for the entire Federal response that increases situational awareness and eliminates redundancy. A JTF commander exercises operational control of all allocated DOD resources (excluding USACE resources, National Guard forces operating in State Active Duty or Title 32 status, and, in some circumstances, DOD forces in support of the FBI). The co-location of the JTF command element will not replace the requirement for a DCO/DCE as part of the JFO Coordination Staff and it will not coordinate requests for assistance. Rather, the JTF

command element will work with JFO Coordination Group members to ensure that there is a clear understanding of the locations and roles of military resources involved in the operation.

CHAPTER 9

JFO Operations Section

The Operations Section coordinates operational support to on-scene incident management efforts and strategic operations to address broader impacts beyond the immediate incident site. Branches may be added or deleted as required, depending on the nature of the incident. The Operations Section also is responsible for coordination with other Federal command posts that may be established to support incident management activities.

For terrorist incidents, the Operations Section includes a Law Enforcement Investigative Branch, which is normally the FBI JOC, and a Response and Recovery Branch. For NSSEs, a third branch, the Security Operations Branch, may be added to coordinate protection and security efforts. As specified in the NRP, when the situation and span-of-control necessitate, an Intelligence Operations Branch that is separate from the Law Enforcement Investigation Operations Branch may be established

In these situations, the Operations Section Chief is designated by the JFO Coordination Group based on the agency with greatest jurisdictional involvement and statutory authority for the current incident priorities. The agency providing the Operations

Section Chief may change over time as incident priorities change.

- **Law Enforcement Investigative Operations (JOC) Branch.** The JOC Branch is established by the SFLEO (e.g., the FBI Special Agent in Charge (SAC) during terrorist incidents) to coordinate and direct law enforcement and criminal investigation activities related to the incident.

The JOC Branch ensures management and coordination of Federal, State, local, and tribal investigative/law enforcement investigative activities. The emphasis of the JOC is on prevention as well as intelligence collection, investigation, and prosecution of a criminal act. This emphasis includes managing unique tactical issues inherent to a crisis incident (e.g., a hostage situation or terrorist threat).

When this branch is included as part of the JFO, it is responsible for coordinating the intelligence and information function (as described in NIMS), which includes information and operational security, and the collection, analysis, and distribution of all incident-related intelligence. Accordingly, the Intelligence Unit within the JOC Branch serves as the interagency fusion center for all intelligence related to an incident.

All intelligence collected on-scene and through the investigation is gathered at the Intelligence Unit. Additionally, intelligence collected throughout the Intelligence Community that may directly relate to the incident is sent to the Intelligence Unit after being assessed and verified at the Strategic Information and Operations Center (SIOC). The Intelligence Unit gathers this intelligence, declassifies it as necessary, and distributes to members of the JFO as appropriate. (See the NRP Terrorism Incident Law Enforcement and Investigation Annex for more information on JOC functions.)

- **The Response and Recovery Operations Branch** coordinates the request and delivery of Federal assistance and support to the affected State. This branch is comprised of five groups: Emergency Services, Human Services, Infrastructure Support, Community Recovery, and Mitigation. This branch typically coordinates all of the disaster response and recovery program authorities through the Stafford Act, in situations that do not involve Presidential disaster or emergency declarations involving the Stafford Act, this branch would coordinate the relevant functions as required for the incident.
- **Security Operations Branch (MACC).** The Security Operations Branch (MACC) is established by the DHS/USSS Special Agent-in-

Charge (SAIC) during NSSEs to coordinate and direct operational security design, planning, and implementation.

CHAPTER 10

JFO Planning Section

The Planning Section's function includes the collection, evaluation, dissemination, and use of information regarding the incident and the status of Federal resources. The Planning Section is responsible for developing a Coordination Plan; preparing and documenting Federal support actions; and developing strategic, contingency, long-term, and other plans related to the threat or incident, as needed.

The Planning Section provides current information to the JFO Coordination Group to ensure situational awareness, determine cascading effects, identify national implications, and determine specific areas of interest requiring long-term attention. The Planning Section also provides technical and scientific expertise related to overall incident management activities.

The Planning Section is composed of the following units: Situation, Resource, Documentation, Technical Specialists, and Demobilization. (Technical specialists may also be assigned to other JFO sections, branches, and units as needed.)

Where law enforcement intelligence and information-sharing needs arise and the Law Enforcement

Investigative Operations (JOC) and/or Security Operations (MACC) Branches have not been established, the JFO Coordination Group may establish an Information and Intelligence Unit within the JFO Planning Section. When no Intelligence Operations Center (IOC), JFO Intelligence Branch, or MACC has been established, the Information and Intelligence Unit intelligence collection, analysis, archiving, and dissemination functions shift to that Branch.

- The **Information and Intelligence Unit** 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. The purpose of the unit is to ensure that telephone calls, e-mail messages, fax reports, and other incoming information are assessed for relevance to the threat, incident, or event. The unit determines if the incoming information has been previously reported, prioritizes the information, and shares unclassified information/intelligence with the JFO/Situation Unit. For classified information, the Information and Intelligence Unit enters it into the JFO's classified and law enforcement restricted information management systems. These systems include both manual backup and information technology elements (HSIN for law enforcement restricted information, SIPRNET

and JWICS for classified information). The Information and Intelligence Unit coordinates closely with the JFO/Situation Unit to enter unclassified information into the JFO's unclassified information management system (principally HSIN/JFOnet), even when the information originated with the Information and Intelligence Unit. Through this filtering mechanism, the Situation and Information and Intelligence Units ensure that only current and relevant information is disseminated to the Joint Field Office. See section 4.4.1 of the JFO SOP and section 2.2 of Annex E for details.

Unless an Intelligence Operations Center (IOC), JFO Intelligence Section, or Security Operations Branch (MACC) is established, the Information and Intelligence Unit also manages the collection, analysis, archiving, and dissemination of relevant and valid investigative and strategic intelligence. It fuses historical intelligence from a variety of sources with new intelligence specific to the threat, incident, or event. The unit also disseminates intelligence products and situation reports (coordinated with the JFO/Situation Unit) to all JFO sections, branches, and units, and the JFO Coordination Group.

- During a terrorist incident, the Law Enforcement Investigative Operations Branch (JOC) Intelligence Unit performs the intelligence and

law enforcement information sharing functions outlined above for the Information and Intelligence Unit. When the JOC has been activated, the JOC information management system serves as the repository for law enforcement restricted and classified information (LEO for law enforcement restricted information, SIPRNET and JWICS for classified information). The JOC Intelligence Unit vets incoming information and intelligence products and after implementing appropriate security safeguards shares unclassified information with the JFO Situation Unit; the two units coordinate closely to enter the information into the JFO's unclassified information system. See section 4.4.1 and Annex E of the JFO SOP for details.

- The Deployable Situational Awareness Team (DSAT) provides timely and accurate information to the Secretary and Departmental Leadership when directed by the Secretary. DSAT personnel are under the tasking authority of DHS Office of Operations and administrative control of DHS/ICE. Although the DSAT is one of the field assets that reports information to the Planning Section Situation Unit, the DSAT is ultimately responsible only to the Secretary. For additional detail on the DSAT, see section 3.3.6.3 of the JFO SOP.

A NOC representative may be assigned to the JFO Documentation Unit to aid in the development of reports for the NOC and IAC.

CHAPTER 11

JFO Logistics Section

The Logistics Section coordinates logistics support that includes management and accountability for Federal supplies and equipment; resource ordering; delivery of equipment, supplies, and services to the JFO and other field locations; facility location, setup, space management, building services, and general facility operations; transportation coordination and fleet management services; information and technology systems services; administrative services such as mail management and reproduction; and customer assistance.

The Logistics Section meets all resource requirements established by Operations and support needs for the JFO, including ordering resources through appropriate procurement authorities. It provides facilities, transportation, supplies, equipment maintenance and fueling, communications, and medical services for the JFO and (upon request for support) to incident personnel. The Logistics Section is led by a Section Chief and one or more deputies depending on the size of the section and scope of the operation supported.

The Logistics Section is divided into the Support and Services Branches. In accordance with

NIMS, when needed, separate functional elements/branches can be established, each of which may be further subdivided to enhance internal organizational management and external coordination and maintain a manageable span of control.

The **Services Branch** Director is responsible for management of all service activities needed to support the operation of the JFO and its satellite operations, staging areas, a logistics base, and Disaster Recovery Centers (DRC). The Services Branch includes the Communications and Medical Units.

- The **Communications Unit** develops a JFO communications plan to make the most effective use of the communications equipment and facilities assigned to the JFO Coordination Group, installs and tests all communications equipment, supervises and operates the JFO communications center, distributes and recovers communications equipment assigned to JFO personnel, and maintains and repairs communications equipment on site.

The **Communications Unit's** major responsibility is effective communications planning for the JFO Coordination Group. This is critical for supporting the Incident Commanders' requests (if any) for required radio nets and interagency frequency assignments,

- and ensuring the interoperability and optimal use of all assigned communications capabilities. The JFO Communications Unit Leader should attend all coordination process Strategy Meetings to ensure that the communication systems available to the JFO Coordination Group can support coordination and support strategies planned for the next coordination period.
- The **Medical Unit** coordinates all medical activities for Federal workers assigned to the JFO. This includes: developing the JFO Medical Plan (for JFO personnel); supporting Federal, State, and local Incident Command structures, when requested, in developing their Incident Medical Plans; developing procedures for handling any major medical emergency involving JFO personnel; providing continuity of medical care, including vaccinations, vector control, and coordinating for acquisition and mental health services for JFO personnel; providing transportation for injured JFO personnel; ensuring that JFO personnel patients are tracked as they move from origin to care facility to final disposition; assisting in processing all paperwork related to injuries or deaths of incident assigned personnel, and coordinating personnel and mortuary affairs for JFO personnel fatalities. The DHS/FEMA DSO/SC will provide coordination assistance to the Logistics Section for medical services at the JFO.

The **Support Branch** ensures that resource requirements are met, coordinated and moved among the various DHS/FEMA response organizations, other Federal partners, departments and State logistics operations in the incident area. The Support Branch serves as the liaison with the Planning and Operations Sections and the NOC-NRCC to ensure tracking and accountability data on critical resources in support of the Coordination Plan. The Supply, Facilities, Ground Support, and Air Operations Support Units make up the Support Branch.

- The **Supply Unit** orders, receives, stores, and processes all resources, personnel, and supplies. Once established, the Supply Unit also has the basic responsibility for all ordering. The Supply Unit provides the support required to receive, process, store, and distribute all supply orders. The unit also handles tool operations, which includes storing, disbursing to Incident Commanders, and servicing of all tools and portable, nonexpendable equipment.
- The **Facilities Unit** sets up, maintains, and demobilizes all facilities used in support of the JFO Coordination Group. The unit provides facility maintenance and security services required to support the JFO Coordination Group and its support activities. The Facilities Unit sets

up the JFO, logistics base, camps, and mobilization centers, as well as trailers and/or other forms of shelter requested by the JFO Coordination Group. The logistics base and camps are often established in areas having existing structures, which may be used in their entirety or only in part.

- The **Ground Support Unit** is responsible for: transportation, maintenance, and repair of equipment, vehicles, and mobile ground support equipment used by the JFO Coordination Group; recording usage time for all ground equipment (including contract equipment) assigned to the incident; supplying fuel for all mobile equipment; providing transportation in support of the JFO Coordination Group (except aircraft); developing and implementing the JFO Traffic Plan (if one is needed), and maintaining a transportation pool, which consists of vehicles (e.g., staff cars, buses, pickups) that are suitable for transporting JFO personnel.

- The **Air Operations Support Group** maintains and repairs equipment and aircraft used by the JFO Coordination Group; records usage time for all aviation equipment (including contract equipment) assigned to the incident; supplies fuel for all mobile equipment; provides transportation by aircraft in support of the JFO Coordination Group, and supports, upon request, Federal,

State, and local Incident Command structure air requests.

CHAPTER 12

JFO Finance/Administration Section

The Finance/Administration Section is responsible for the financial management, monitoring, and tracking of all Federal costs relating to the incident and the functioning of the JFO while adhering to all Federal laws, acts, and regulations. The position of the Finance/Administration Chief will be exclusively held by a Comptroller who serves as the Senior Financial Advisor to the JFO Coordination Group and represents the coordinating agency's Chief Financial Officer (CFO) as prescribed by the CFO Act of 1990.

In addition to monitoring multiple sources of funds, the Section Chief must track and report to the JFO Coordination Group the financial "burn rate" as the incident progresses. This allows the JFO Coordination Group members to forecast the need for additional funds before support to Incident Commanders is affected negatively. This is particularly important if significant operational assets are under contract from the private sector. The Section Chief also monitors cost expenditures to ensure that requirements of statutes, rules, and regulations that apply are met. The JFO Finance/Administration Section Chief determines, given current and anticipated future requirements, the need for establishing specific subordinate units. Because of the specialized nature of finance

functions, only a qualified Comptroller should be appointed as the Finance/Administration Section Chief. As needed, each participating JFO Coordination Group member agency will provide a deputy.

- The **Time Unit** is primarily responsible for ensuring proper daily recording of personnel time, in accordance with the policies of the relevant agencies. The Time Unit also ensures that the JFO Logistics Section records or captures equipment usage time, through the Ground Support Unit for ground equipment and through the Air Operations Support Group for aircraft. The Ground Support and Air Operations Support Units are described in chapter 11.
- The **Procurement Unit** administers all financial matters pertaining to vendor contracts, for the JFO, and as requested, in support of the Incident Commanders. This unit coordinates with various entities to identify sources for equipment, prepares and signs equipment rental agreements, and processes all administrative requirements associated with equipment rental and supply contracts. Although authorized credit card holders in the Supply Unit within the Logistics Section may make approved purchases with the card, all requirements resulting in a subsequent procurement must be coordinated through the Comptroller. The Procurement Unit

will also work closely with local cost authorities.

- The **Compensation and Claims Unit** handles JFO injury compensation and claims (and upon request, claims from Incident Commanders). The specific activities are, of course, varied and may not always be accomplished by the same person. The individual handling injury compensation ensures that all forms required by workers' compensation programs and local agencies are completed. This individual also maintains files on injuries and illnesses associated with the incident, and ensures that all witness statements are obtained in writing. Since the Medical Unit may also perform certain of these tasks, close coordination between the Medical and Compensation and Claims Units is essential. The claims function handles investigations of all civil tort claims involving property associated with or involved in the JFO Coordination Group. The Compensation and Claims Unit maintains logs on the claims, obtains witness statements, and documents investigations and agency follow-up requirements.

- The **Cost Unit** 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. The Cost Unit also provides input on cost estimates for resource use to the JFO Planning Section. The Cost Unit must maintain accurate information on the actual costs of all assigned resources. Upon request of the Incident Commanders, the JFO Cost Unit may support the on-scene Incident Logistics Cost Units.

CHAPTER 13

Intelligence

[RESERVED]

CHAPTER 14

JFO Organization Guides

JFO Layout

The layout of the JFO is dependent upon the facility being used to house the multiagency coordination center. The figures below are representations of a typical JFO configuration, and are intended as a broad template for organizing the functions contained within the facility. The ERT-A personnel assigned to locate and setup the JFO have the flexibility to organize the facility based on the unique requirements of each incident.

Figure 14-1: NSSE-related JFO Conceptual Layout

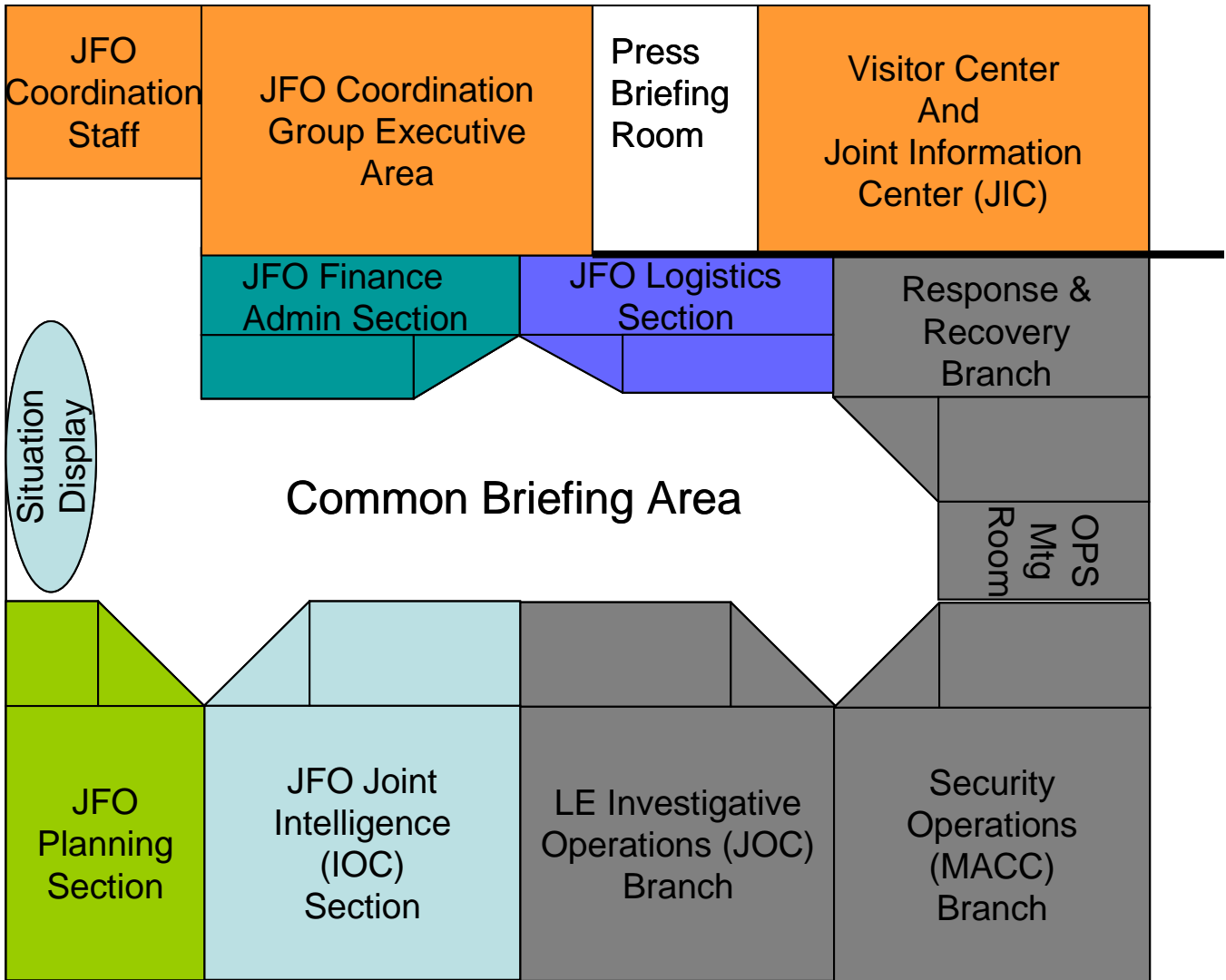


Figure 14-2: JFO Coordination Group Executive Area

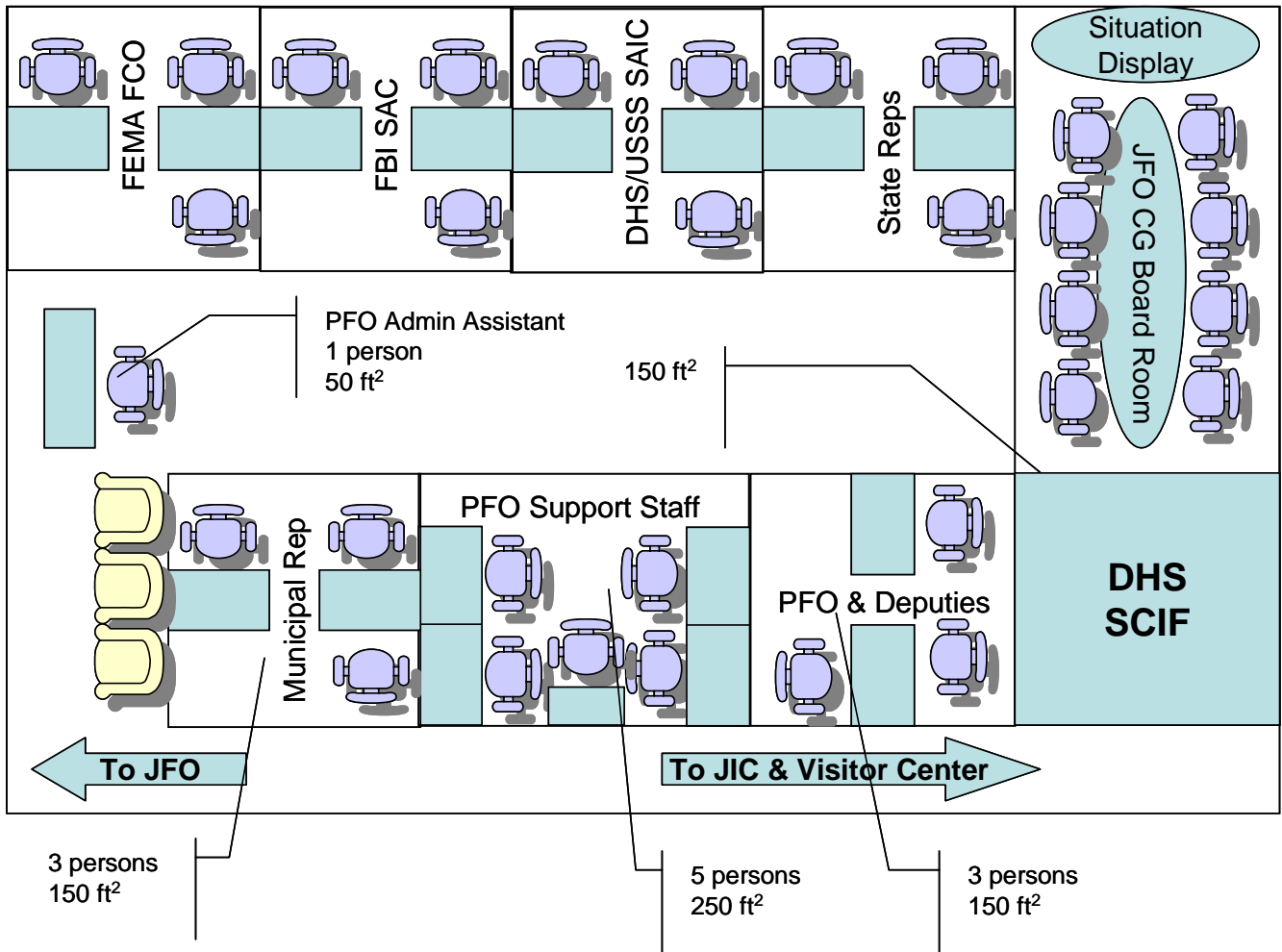


Figure 14-3: JFO Coordination Staff Area

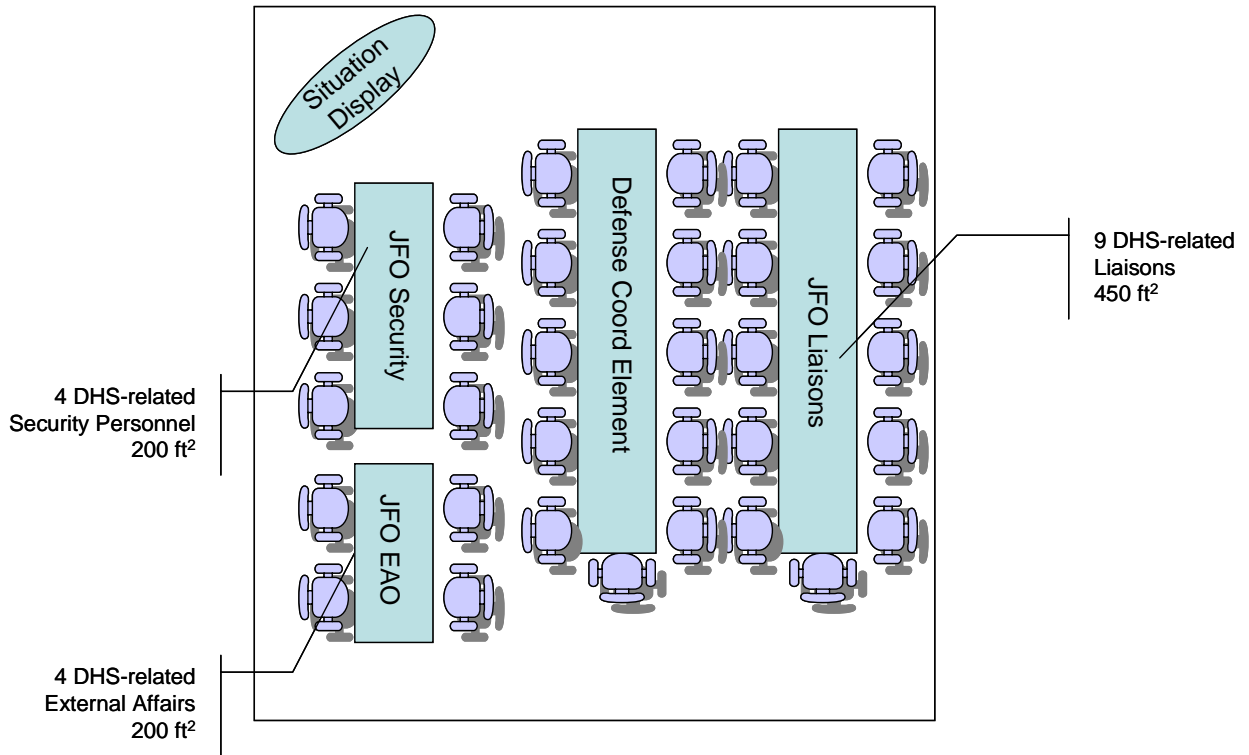
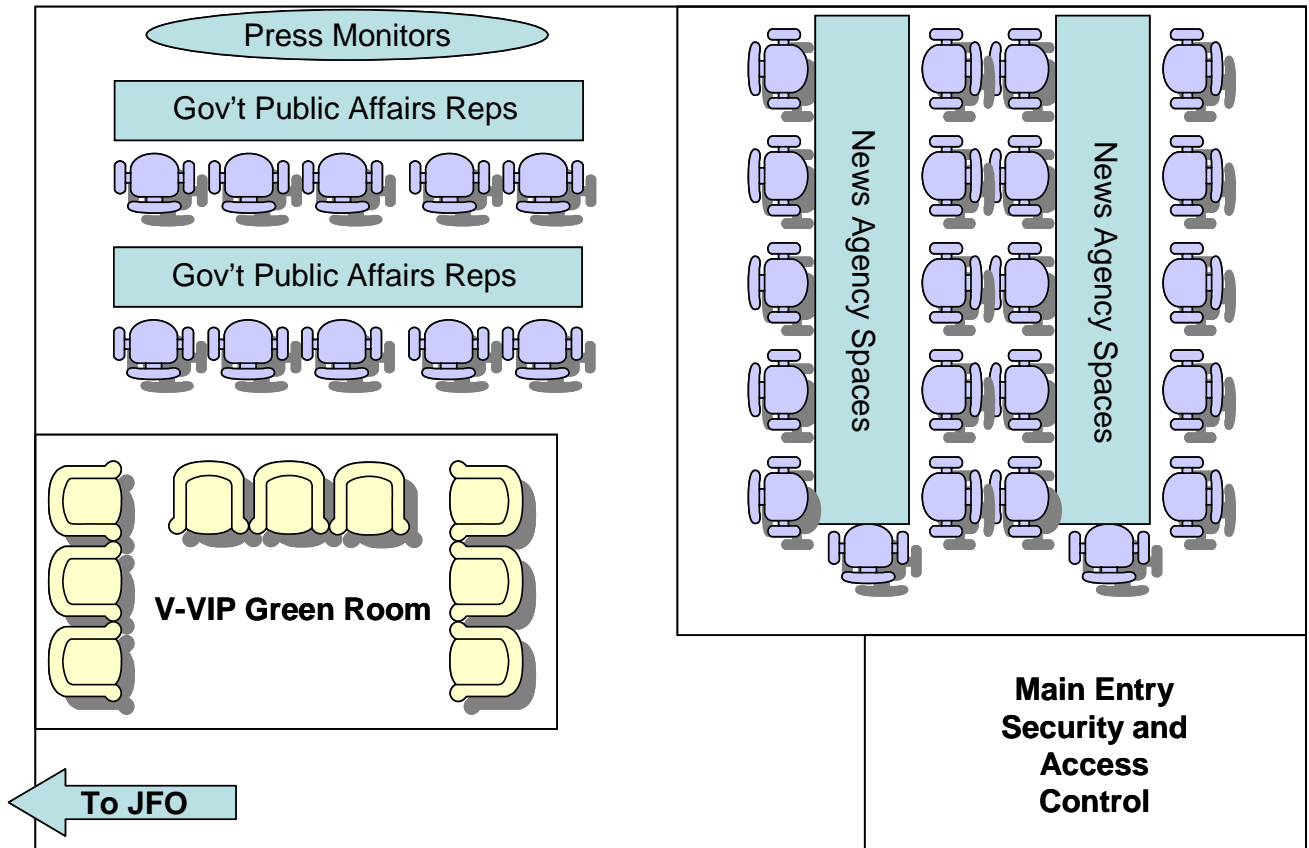


Figure 14-4: JFO Visitor Center and JIC



Emergency Support Functions

As defined in the NRP, ESFs provide the mechanism for coordinating support to the affected jurisdictions, and for addressing broader regional or national impacts. ESFs are grouped based on the functions and resources most likely to be needed during an incident requiring a coordinated Federal response. As the executive agent for ESF #5 Emergency Management, DHS/FEMA supports the JFO Coordination Group through the activation of ESF #5 and other ESFs as appropriate for the incident. (See section 4.3 of the JFO SOP for additional details.)

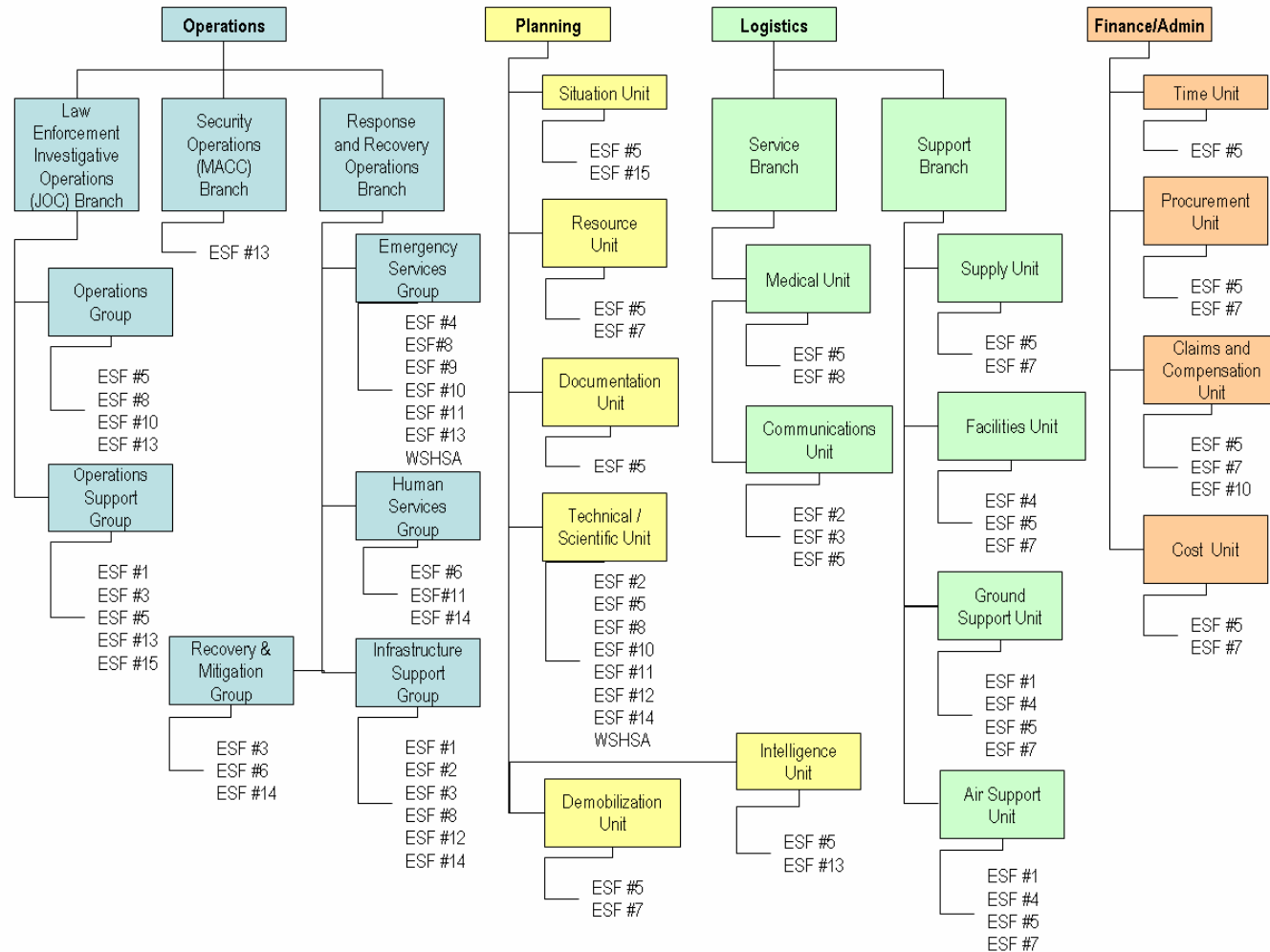
Each ESF is composed of coordinating, primary, and support agencies. The NRP identifies primary agencies on the basis of authorities, resources, and capabilities. Support agencies are assigned based on resources and capabilities in a given functional area. Agencies representing activated ESFs provide staffing for the JFO. ESFs are activated either through use of the DHS/FEMA mission assignment process for incidents involving Stafford Act declarations or by using the Federal-to-Federal Support mechanisms established in the NRP (see NRP Financial Management Support Annex). In either case, the ESFs:

- Orchestrate Federal support within their functional area;
- Provide staff for the operations functions at fixed

- and field facilities, if required;
- Manage mission assignments or interagency agreements;
 - Coordinate with support agencies, appropriate State agencies, and private-sector organizations, as required; and
 - Plan for short-term and long-term incident management operations.

The Introduction to the NRP's ESF Annexes outlines the general expectation for placement of ESF personnel within the NOC-NRCC and RRCC organizations. Depending on the requirements of the incident, staff and resources from each ESF may be assigned to various JFO components. The JFO components may engage ESFs as required in the following areas:

Figure 14-5: ICS/ESF Mapping for the JFO



Note: This is not the standard mapping. Actual ESF resources will be requested based on the specific needs of the incident.

CHAPTER 15

National Response Plan

According to the NRP, the JFO is a multiagency coordination center established locally. It provides a central location for coordination of Federal, State, local, tribal, nongovernmental, and private-sector organizations with primary responsibility for threat response and incident support. The JFO enables the effective and efficient coordination of Federal incident-related prevention, preparedness, response, and recovery actions.

The JFO utilizes the scalable organizational structure of the NIMS ICS in the context of both pre-incident and post-incident management activities. The JFO organization adapts to the magnitude and complexity of the situation at hand, and incorporates the NIMS principles regarding span of control and organizational structure: management, operations, planning, logistics, and finance/administration. Although the JFO uses an ICS structure, the JFO does not manage on-scene operations. Instead, the JFO focuses on providing support to on-scene efforts and conducting broader support operations that may extend beyond the incident site.

As described in the NIMS, the JFO may also incorporate a sixth element focused on intelligence and information. This element may be included as a

position in the Coordination Staff, a unit within the Planning Section, a branch within the Operations Section, or as a separate General Staff Section. The placement of the intelligence function is determined by the JFO Coordination Group based on the role intelligence plays in the incident and/or the volume of classified or highly sensitive information. Personnel from Federal departments and agencies, other jurisdictional entities, and private-sector and nongovernmental organizations provide staffing for the JFO, generally through their respective ESFs.

The JFO fully replaces the DHS/FEMA Disaster Field Office (DFO), and accommodates all entities (or their designated representatives) essential to incident management, information-sharing, and the delivery of disaster assistance and other support.

When activated to support an NSSE or other security coordination function, the DHS/U.S. Secret Service (USSS) Multiagency Command Center (MACC) and the FBI JOC are collocated at the JFO when possible. Other Federal operations centers collocate at the JFO whenever possible. In the event that collocation is not practical, Federal agencies are connected virtually to the JFO and assign liaisons to the JFO to facilitate the coordination of Federal incident management and assistance efforts. State, local, tribal, private-sector, and nongovernmental organizations are encouraged to assign liaisons to the JFO to facilitate interaction, communication, and coordination. Law enforcement

activities are managed through the JOC, which becomes an operational branch of the JFO during terrorist-related Incidents of National Significance when required.

CHAPTER 16

JFO Safety Coordination

Health and Safety

Being aware of personal and team safety and security is a part of every team member's job, regardless of his or her task at the JFO or in the field. The goal is to prevent accidents and protect the safety, health, and security of all team members on and off the job.

All available precautions must be taken to keep the JFO safe and secure. All JFO personnel must report any accidents or safety incidents to their immediate supervisor and the JFO Safety Coordinator in a timely fashion. **THINK SAFETY AT ALL TIMES!!!**

Occupant Emergency Plan

CFR Title 41, Public Contracts and Property Management, Chapter 102, Federal Management Regulations, states the Agency Designated Official (as defined in Sec. 102-71.20 of this chapter) is responsible for developing, implementing, and maintaining an Occupant Emergency Plan (OEP). The FEMA DSO/SC has the lead responsibility to ensure that each JFO has a fully developed comprehensive OEP in place and that personnel in all FEMA-managed facilities including the JFO are familiar with the plan.

Continuity of Operations Plan

Each JFO must have a fully developed Continuity of Operations Plan in place to allow continuity of vital JFO functions. The JFO COOP Plan can be combined with the JFO Occupant Emergency Plan. To download the DHS/FEMA COOP template and instructions, visit

<http://www.fema.gov/government/coop/index.shtm#1>.

Safety Checklist

- WEAR YOUR SEAT BELT ALWAYS!!
- Slow down in vehicles; if you have drivers, insist that they maintain safe speeds.
- Be aware of potential hazards at a disaster site, such as working in or near damaged buildings, aircraft operations, vehicle operations, and unsanitary living and eating conditions.
- Report hazardous conditions and other safety concerns to your supervisor and also to the safety function, if there is one on the team.
- Familiarize yourself with the medical emergency plan and medical evacuation plan, if they have been done.
- In lodgings, find out about fire detection and protection procedures; check for exits and smoke detectors.
- Team Leaders should be aware of potential health issues of team members.
- Establish a communications plan:
 - Frequencies in use by team and others
 - Secondary backup systems.

- Radio procedures.
- Copies of frequencies, procedures, etc., available in the office and vehicles.
- Reporting or call-in procedures.
- Establish an emergency evacuation plan:
 - Shutdown procedures (collection or destruction of sensitive materials and equipment).
 - Assembly points (stay-or-go procedures).
 - Transportation methods for evacuation (road, air, water).
 - Evacuation points and routes (airport, border, specific road) marked on maps.
 - Plan rehearsed or discussed.
- Share this plan with appropriate cooperators and seek to obtain their plans.
- Maintain a points-of-contact list (internal and external).

Personal Health and Critical-Incident Stress

This section provides a guide to recognizing and meeting common physical and emotional problems encountered during incident coordination activities. Experience has shown that promoting and maintaining good health, especially by coping with the stresses encountered overseas, are the keys to successful performance.

- **Briefings.** The most important key to personal health and safety is to follow briefings given by the JFO Safety Coordinator. They can provide up-to-date details on disease, sanitation, food

and water safety, personal and property security, and other information to keep team members healthy and safe during the assignment.

Team members should never knowingly put their lives in jeopardy. “Stay alert, keep calm, think clearly, and act decisively” should be their motto. Tasks should be accomplished by putting safety first.

- **Critical-Incident Stress.** No one who sees a major disaster remains emotionally untouched by it. Typical reactions are feelings of frustration, hopelessness, and that there is simply too much suffering and relatively little impact one person can have.

The effects of job stress make JFO personnel vulnerable to physical and emotional exhaustion. Some people refer to this as “burnout.” It can happen to anyone.

The disaster-related stress caused by these factors is often referred to as critical-incident stress (CIS). A critical incident is any incident so unusually stressful to an individual that it causes an immediate or delayed emotional reaction that surpasses available coping mechanisms. Critical incidents take many forms, including all emergencies that cause personnel to experience unusually strong reactions. The effects of critical

incidents can include profound behavioral changes that may occur immediately or may be delayed for months or years.

- **How Team Members May Be Affected by Stress During Disaster Operations.** Following are some ways JFO personnel may be affected by stress during disaster operations:
 - They may experience physical symptoms associated with stress, such as headaches, upset stomach, diarrhea, poor concentration, and feelings of irritability and restlessness.
 - They may become tired of the disaster and prefer not to talk about it, think about it, or even associate with coworkers during time off. They may become tired of continual interaction with victims and may want to isolate themselves during time off.
 - They may have feelings of frustration or guilt because they miss their families and are unavailable to their families both physically and emotionally due to their psychological involvement in the disaster, fatigue, and so forth.
 - They may feel frustrated with family and friends when they are able to contact them because the relief workers feel that families and friends simply cannot understand the disaster experience. If family and friends become irritated, it can compound the problem, and temporary isolation and estrangement may

OCCUR.

- **How To Minimize Stress During a Disaster Operation.** Following are some ways to minimize stress during a disaster operation:
 - As much as possible, living accommodations should be personal and comfortable. Mementos from home may help personnel to keep in touch psychologically.
 - Regular exercise consistent with present physical condition and relaxation with some activity away from the work location may help.
 - Getting enough sleep and trying to eat regular meals even if the personnel are not hungry will help. Personnel should avoid foods high in sugar, fat, and sodium, such as donuts and fast foods. Taking vitamin and mineral supplements may help the body to continue to get the nutrients it needs.
 - Excessive use of alcohol and coffee should be avoided. Caffeine is a stimulant and should be used in moderation as it affects the nervous system, making personnel nervous and edgy.
 - Although personnel need time alone on long disaster operations, they should also spend time with coworkers. Both experienced and new personnel should spend rest time away from the disaster scene. Talking about normal things (home, friends, family, hobbies, etc.) other than the disaster is a healthy change of pace.

- Humor helps ease the tension. However, use it carefully as victims or coworkers can take things personally, resulting in hurt feelings if they are the brunt of “disaster humor.”
- When on the job, it is important for personnel to take breaks during the day, especially if they find themselves making mistakes or unable to concentrate.
- Personnel should try to stay in touch with family back home if they can. Communication helps prevent the sense of being strangers when they return after the disaster.

Team Leaders can take specific, practical action to prevent and reduce the effects of CIS, consequently avoiding the personal and organizational costs associated with them. Steps include:

- Learning to identify and respond to CIS in personnel.
- Educating personnel in advance about the potential harmful effects of critical incidents.

It's normal to experience stress during a disaster operation, but remember...stress can be identified and managed.

CHAPTER 17

JFO Security

Physical and Information Security Plan

Each JFO must have a fully developed Physical and Information Security Plan in place with appropriate security procedures. Detailed information security procedures are outlined in Annex F of the JFO SOP.

Badge Issuance and Control and Visitor Access Control

All available precautions must be taken to keep the JFO safe and secure. All JFO personnel are responsible for reading the Physical and Information Security Plan and complying with its requirements. JFO personnel will be issued an access control badge upon reporting and are required both to display it at all times while in the JFO and to report its loss or destruction immediately to the JFO Security Officer. JFO personnel should also report any suspicious activity or personnel to the JFO Security Officer immediately. The presence of a properly badged JFO personnel in an area classified at a higher security level than that authorized by their badge constitutes unauthorized access and must be reported as a security incident. All JFO visitors, regardless of rank and status, must display a visitor badge at all times and be escorted.

SBU Information Handling

FOUO (For Official Use Only) is the designator used within DHS to identify sensitive but unclassified information within the DHS community that is not otherwise specifically described and governed by statute or regulation. FOUO provides for a level of protection not afforded other types of unclassified information.

DHS has three types of sensitive but unclassified information: FOUO, SSI, and PCII. FOUO is the most common and is governed by DHS Management Directive (MD) 11042.1. Sensitive Security Information (SSI) is sensitive but unclassified information used for certain types of TSA and Coast Guard information, which is governed by 49 CFR Part 1520. Protected Critical Infrastructure Information (PCII) is also used within DHS to indicate certain types of information associated with critical infrastructure vulnerabilities. PCII is governed by 6 CFR Part 29.

Other Federal departments and agencies use other markings besides FOUO to indicate that information is sensitive but unclassified. A partial listing is provided at the end of this chapter. Generally, unless instructed otherwise by the originator, other department and agency products that are sensitive but unclassified can be protected, transmitted, and destroyed in accordance with MD 11042.1. Refer to the listing at the end of this chapter for types of

information that warrant protections beyond those for FOUO.

Designation

Any DHS employee, detailee, or contractor can designate information as FOUO provided it falls within one of the eleven categories of information listed in the MD as FOUO. Officials occupying supervisory or managerial positions are authorized to designate other information, not listed in the MD and originating under their jurisdiction, as FOUO.

The categories of information that can be designated FOUO are as follows:

- Information exempt from disclosure under the Freedom of Information Act (FOIA)
- Information exempt from disclosure under the Privacy Act
- Information within the banking and financial communities protected by statute, treaty, or other agreements
- Other international or domestic information protected by statute, treaty, or other agreements
- Information that could be sold for profit
- Information that could result in physical risk to personnel
- DHS information technology internal systems data
- System security data revealing the security posture of a system

- Reviews or reports illustrating or disclosing facility infrastructure or security vulnerabilities
- Information that could constitute an indicator of U.S. Government intentions, capabilities, operations, activities, or otherwise threaten operations security
- Developing or current technology information, the release of which could hinder DHS objectives or compromise an advantage or countermeasure.

Marking

Information designated as FOUO will be sufficiently marked so that persons having access to it are aware of its sensitivity and protection requirements. At a minimum, prominently mark on the bottom of each page “FOR OFFICIAL USE ONLY.” Materials containing specific types of FOUO information may be further marked with an applicable caveat, e.g., “LAW ENFORCEMENT SENSITIVE,” in order to alert the reader to the type of information conveyed. Additional access and dissemination restrictions may also be cited as the situation warrants.

Portion markings (i.e., markings within a document applicable to individual chapters, sections, paragraphs, or lines) are not normally required unless FOUO is used in a classified document. However, portion markings may be applied at the discretion of the originator to distinguish FOUO

information from information that is not sensitive. When portion markings for FOUO information are used they shall be annotated as “(FOUO)” and applied at the beginning of the portion or paragraph.

Designator or originator information and markings, downgrading instructions, and date/event markings are not required on FOUO documents.

Handling/Storage

When unattended, FOUO information will be stored in a locked filing cabinet, locked desk drawer, a locked overhead storage compartment such as systems furniture credenza, or a similar locked compartment.

FOUO information can also be stored in a room or area that has sufficient physical access control measures to afford adequate protection and prevent unauthorized access by members of the public, visitors, or other persons without a need-to-know, such as a locked room or an area where access is controlled by a guard, cipher lock, or card reader.

No clearance is needed for access to FOUO information; however, there has to be a ‘need to know’.

FOUO information shall not be posted on public websites.

Transmittal

Use of secure phone and faxes for transmittal of FOUO information, although not required, is encouraged.

When feasible, FOUO should be transmitted through secure, encrypted email channels. However, when this is impractical or unavailable, FOUO may be transmitted over regular email channels. Password protection of FOUO attachments should be considered. Do not send FOUO email to a personal email account.

Destruction

Hard copy FOUO materials will be destroyed by shredding, burning, pulping, or pulverizing, sufficient to assure destruction beyond recognition & reconstruction.

After destruction, FOUO materials may be disposed of with normal waste.

FOUO electronic storage media shall be sanitized appropriately by overwriting or degaussing.

Paper products or electronic media containing FOUO information will not be disposed of in regular trash or recycling receptacles unless the

materials have first been destroyed as specified above.

Violations

FOUO incidents on DHS IT Systems will be reported to the Organizational Element's Computer Security Incident Response Center.

Suspicious or inappropriate requests for information shall be reported to the DHS Office of Security.

At the originator's request, an inquiry will be conducted by the servicing Security Official or other Designee.

Common Markings Used for Sensitive but Unclassified Information

INITIALS	MEANING	HANDLING REMARKS
DSEN	Drug Enforcement Agency Sensitive	Similar to FOUO. Destroy in same manner as CONFIDENTIAL. Contact a DEA representative.
FOUO	For Official Use Only	Used by DHS, DOD, and other agencies.
LES	Law Enforcement Sensitive	Similar to FOUO.
LIMDIS	Limited Distribution	Used by National Geospatial-Intelligence Agency. Restrictions apply. Contact an NGA representative.
LOU	Limited Official Use	Used by Department of Justice. Similar to FOUO.
OUO	Official Use Only	Used by Department of Energy. Restrictions apply. Contact a DOE representative.
PCII	Protected Critical Infrastructure Information	Used by DHS. Restrictions apply. Contact the DHS PCII Program Office.
PROPIN	Proprietary Information	Restrictions apply. Contact the originator.
SBU	Sensitive But Unclassified	Used by Department of State and other agencies. Similar to FOUO.
SGI	Safeguards Information	Used by the Nuclear Regulatory Commission. Restrictions apply. Treat as CONFIDENTIAL. Contact an NRC representative.
SSI	Sensitive Security Information	Used by DHS and Department of Transportation for sensitive information within the transportation sector. Restrictions apply. Contact a TSA or US Coast Guard representative.
SSI	Sensitive Security Information	Used by Department of Agriculture for information under their purview. Similar to FOUO.
UCNI	Unclassified Controlled Nuclear Information	Used by DOD/DOE. Restrictions apply. Contact a DOD or DOE representative.

- Familiarize yourself with the security plan for the team.
- Get a briefing on who will be the security focal point on the team.
- Be aware of personal security issues:
 - Signs of danger (culturally, politically).
 - Areas of danger (crowds, mined areas, factional borders).
 - Physical danger (increase in criminal activity, increase in factional fighting, shelling, shooting).
 - Location of secure areas or locations for team

members.

- List of personal items to take or leave in an emergency and location of those items (use Individual Team Member Checklist as a reminder list).
- Need for protective clothing.

Assistance

DHS Office of Security Customer Service Center:
(202) 692-4432

CHAPTER 18

Plans, Reports, and Records

Types of Documentation

Each JFO Section receives and develops information that becomes a part of the disaster response documentation. The following is a list of the types of documentation generated by each function:

Management: Delegation of authority, disaster relief objectives, press releases, safety plans, liaison plans.

Plans: Situation reports, disaster chronology (developed from individual logs and information gathered by plans), maps, assessments, daily plans, personnel tracking, grant status (submitted, approved, funded, or being implemented).

Logistics: Equipment and commodities tracking, accountability documents, equipment use information.

Operations: Work assignments, work accomplishments, assessments, maps.

Finance/Administration: Fiscal accounting, rental and procurement agreements, receipts, personnel records.

Situation Report (SITREP)

On a daily basis, the JFO Situation Unit produces a number of products, including the Situation Report (SITREP). SITREPs capture the status of incident response and coordination activities. They can be used in any type of reporting format and usually list pertinent information covering specific periods of time.

The Initial SITREP serves as information/intelligence in-brief to IAC members upon activation, as well as initial written communication to the White House. Follow-on SITREPs are provided to DHS/Interagency senior leadership and the White House on a pre-determined basis.

Figure 18-1: Initial SITREP Format

Serves as information/intelligence in-brief to IAC members upon activation, as well as initial written communication to the White House.

Homeland Security Domestic Incident Management Initial SITREP

1. **SITREP Number**
2. **Date/Time**
3. **Incident Type** (CBRNE, Mass Migration, Natural Disaster, etc.)
4. **Location**
5. **Time of Incident**
6. **Weather Conditions**
7. **Threat/Causal factors**
8. **Initial On-Scene Status/Capabilities Assessment**
 - Casualties (# of dead; # of hospitalized)
 - Property Damage
 - Infrastructure Affected
 - Terrorism Nexus
 - General Population Status
 - Weather Effects
 - Extent of Contamination
 - On-Scene/En Route Capabilities
 - Requests for Additional Support
 - Possible Cascading Effects
 - WMD Effects
 - Indications of Follow-On Incidents
9. **Initial Response** (on-scene assets, emergency operations centers activated, local/regional response/recovery capability, etc.)
 - Local
 - State
 - Federal
10. **Federal/State/Local/International/Private Sector Contacts Made**
11. **COOP/COG Actions Anticipated**
12. **NCR Impact**
13. **International Impact**
14. **DHS Initial Actions/Intentions** (warning/bulletin issuance, press release issuance, IAC activation, White House notification, etc.)
15. **Additional Comments/Considerations**

Figure 18-2: SITREP Format

Provided to DHS/Interagency senior leadership and the White House on a pre-determined basis.

NAME of EVENT DHS SITREP				
Date/Time(EST):				
Incident Type:				
Location of Incident:				
Time of Incident (EST):				
Incident Site Weather Conditions:	Location	Current	Next 24-48 Hours	Next 72 Hours

Significant Weather that May Impact on Operations		
Weather	Location	Discussion

Current Situation

--

On-Scene Update		
Official Casualties/Relief Effort		
Fatalities		
	Total:	<i>Total: 0</i>
Hospitalized		
	Total:	<i>Total: 0</i>
Injured		
	Total:	<i>Total: 0</i>
Sheltered	(See ESF #6)	
Extent of Damage		
Destroyed		
Major Damage		
Minor Damage		
Power Outages		

Federal and National Guard Personnel Deployed (Combined)			
Organization			Total
USCG			
FEMA Responders			
Federal Law Enforcement			
National Guard			
US Active Military Duty			
Health & Human Services			
Total			

Federal Assets Deployed (Combined)			
Asset			Total
DOD Rotary Wing			
USCG Rotary Wing			
CBP			
Total Rotary Wing			
DOD Fixed Wing			
USCG Fixed Wing			
CBP Fixed Wing			
Total Fixed Wing			
DOD Ships			
USCG Ships			
Total Ships			

Requests For Assistance /Emergency, Disaster, and Presidential Declarations		
Status of Event Related Declarations		
Date	Declaration	Remarks

Law Enforcement Security Issues		
Borders and Coastal Waters	•	
Transportation	•	
Law Enforcement	Federal	
	Regional	
	Local	

Critical Infrastructure Issues/Operational Activities	
Sector Impacts	
Banking & Finance	
Chemical Industry & Hazardous Materials	
Defense Industrial Base	
Emergency Services	
Energy	<p>Electric:</p> <p>Oil & Gas:</p> <p>Pipeline:</p> <p>Nuclear:</p>
Food & Agriculture	
Government	
Health & Medical	
Postal & Shipping	

Information & Telecommunications																					
Real Estate																					
Transportation	<p>Aviation:</p> <p>Maritime:</p> <p>Highway:</p> <p>Rail:</p> <p>Public Transit:</p>																				
Water & Domestic Waste	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr style="background-color: #ADD8E6;"> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table>																				
Tourism & Entertainment																					
Other Sectors																					
Cross-Sector Impacts																					

Emergency Response Issues	
Emergency Support Functions (ESF) #1-15	
ESF #1 Transportation	Status: Activated

ESF #2 Communications	Status: Activated

ESF #3 Public Works and Engineering	Status: Activated

ESF #4 Firefighting	Status: Activated

ESF #5 Emergency Management	Status: Activated

ESF #6 Mass Care, Housing and Human Services		Status: Activated
Shelter Numbers		
State	Number of Shelters	Shelter Population
Total		

ESF #7 Resource Support	Status: Activated
Logistics Resource Center (LRC):	

ESF #8 Public Health and Medical Services	Status: Activated
<p>DMAT: Disaster Medical Assistance Team; DMORT: Disaster Mortuary Operational Response Team; DPMU: Disaster/Deployable Portable Morgue Unit; FAC: Family Assistance Center; NMRT: National Medical Response Team; MHAT: Medical Health Advisory Team; MNAT: Medical Needs Assessment Team; MST: Management Support Team; IMSURT: International Medical Surgical Response Team; RNA: Rapid Needs Assessment; VMAT: Veterinary Medical Assistance Team; NVRT: National Veterinary Response Team.</p> <p>NOTE: The symbol (-) behind a DMAT team name indicates a less-than 35-person roster. M.D. after a team indicates that only a Medical Doctor from that team is present.</p>	

ESF #9 Urban Search and Rescue	Status: De-Activated

ESF #10 Oil and Hazardous Materials Response	Status: Activated

ESF #11 Agriculture and Natural Resources	Status: Activated

ESF #12 Energy	Status: Activated

ESF #13 Public Safety and Security	Status: Activated

FEMA Safety	Status: Activated

ESF #14 Long-Term Community Recovery	Status: Activated

ESF #15 External Affairs	Status: Activated

Emergency Management Assistance Compact (EMAC)

Department of Defense (DOD)

Local/State Assets Not Previously Addressed – Currently Involved (Type/Number)

Additional Local/State Assets Not Previously Addressed - Anticipated ETA (Type/Number)

Federal Assets Not Previously Addressed – Currently Involved (Type/Number)

--

Potential Additional Future Federal Responses Anticipated

--

Non-Governmental Assets Currently Not Addressed in ESF #6 (Type/Number)

--

International Issues

--

Joint Information Dissemination/Public Affairs Plan and/or Releases

--

Donations Activities

--

Additional Remarks

- Situation reports (SITREPs) continue to be combined and published at 1800 hours each day.
- Next combined SITREP will be published at 1800 hours, XXX.

Spot Report (SPOTREP)

SPOTREPs are reports issued as incidents of such significance occur that immediate notification to the NOC is warranted. Information in SPOTREPs is incorporated into SITREPs for the relevant time period.

Figure 18-3: Spot Report Format

FROM:	(JFO, INCIDENT NAME)
TO:	DHS/IAIP/NOC
INFO:	OPERATIONAL CHAIN
CLASSIFICATION LEVEL (UNCLAS, SBU, SSI, FOUO, C, S, TS, TS/SCI)	
SUBJECT:	URGENT JFO SPOT REPORT
1. OCCURRENCE//	
<ul style="list-style-type: none"> • DATE OF URGENT OCCURRENCE/(Date in MMDDYY Format)// • TIME OF OCCURRENCE/(Time in HHMM Format)// • LOCATION/(location in clearest possible short description)// 	
2. TYPE OF OCCURRENCE/ (In short, plain language, what happened?)//	
<ul style="list-style-type: none"> • RELATED TO JFO MISSIONS?/(Yes or No—Is this directly related to the incident for which the JFO was established?)// • NARRATIVE/(Describe what happened.)// 	
3. IMMEDIATE JFO ACTION /(Action being taken immediately by the JFO – don't wait, follow up with a detailed SITREP later containing full details of plan of action.)//	
4. APPARENT TERRORISM NEXUS // (Yes or No – does the occurrence appear to have a terrorism nexus?)	
5. THREATS AND CAUSAL FACTORS /(Short narrative text)	
6. SPOTREP CONTACT/NAME /Name of best POC in the JFO regarding the urgent occurrence)/(Phone number of POC)/(E-mail address of mishap POC)//	
###	

Figure 18-4: Threat Situation Report

DHS PFO COMBINED SITUATION REPORT			
(FOUO)		SITREP No.	
From:	Principal Federal Official (PFO)		
To:	Secretary DHS		
CC:	Director, Office of Operations Incident Management Division/Incident Advisory Council/Director, National Operations Center		
Period Covered:		Period Ending:	
Location Covered:			
Current Threat Level:			
Current Situation:	<ul style="list-style-type: none"> ▪ 		
Significant Activities: (Last 7 Days)	<ul style="list-style-type: none"> ▪ 		
Expected Activities: (Next 48 – 72 hrs)	<ul style="list-style-type: none"> ▪ 		
CURRENT THREAT ASSESSMENT	<ul style="list-style-type: none"> ▪ 		
REGIONAL INTELLIGENCE SUMMARY	<ul style="list-style-type: none"> ▪ 		
PRIORITIES			
<u>Principal Federal Official (PFO)</u>			
<ul style="list-style-type: none"> ▪ 			
<u>FEMA Regional Response Coordination Center (RRCC)/FCO (NRP operations focus)</u>			
<ul style="list-style-type: none"> ▪ 			
<u>FBI On-Scene Commander: (Law Enforcement focus):</u>			

DHS PFO COMBINED SITUATION REPORT	
(FOUO)	SITREP No.
	▪
PROTOCOL OFFICER	
	▪
PUBLIC AFFAIRS INFORMATION	
Media	▪
Upcoming	▪
DHS OPERATIONS	
Office of Intelligence & Analysis	▪
Preparedness Directorate	▪
NOC	▪
Science & Technology	▪
FEMA	▪
MACC	▪
United States Coast Guard	▪
State & Local Desk	▪
Transportation Security Administration	▪
Immigration & Customs Enforcement	▪
Customs & Border Protection	▪
Office of Private Sector Liaison	▪
Department of Health and Human Services	▪

DHS PFO COMBINED SITUATION REPORT	
(FOUO)	SITREP No.
LOGISTICS	
▪ N/A	
STATUS OF SUPPORT FACILITIES	
▪ N/A	
ASSESSMENT/LIMITING FACTORS	
▪ None	

Additional Reports

The JFO Logistics and Finance/Administration Sections must develop and submit the following reports:

- **Casualty Reports.** In the event that an OSHA-reportable casualty occurs, the JFO Planning Section Situation Unit or Documentation Unit (at the discretion of the JFO Planning Section Chief), in coordination with the JFO Finance/Administration Section, will generate an immediate Casualty Report (CASREP) using OPM Forms CA 1 and/or 2. The JFO Finance/Administration Section retains separate responsibility for forwarding Worker’s Compensation reports and records as required by law and statute.

- **Financial Management Reports.** Pursuant to the Financial Management Annex of the NRP,

special care must be taken to ensure that financial management practices identified by involved agencies are properly executed. Accordingly, the JFO Finance/Administration Section will periodically forward financial management reports identifying these agency procedures, providing overall financial information, and indicating the status of compliance with these procedures overall. Attachment 18-2 contains a sample Financial Management Report format for the JFO.

Attachment 18-2: Sample Financial Management Report
[RESERVED]

- **Records Management Plan and Closeout Report.** As part of the demobilization planning by the JFO Planning Section Demobilization Unit, a records management plan must be established to the satisfaction of all affected agencies. Generally, there will be open financial, travel, and acquisitions responsibilities or commitments when a JFO is closing that will need to be transitioned elsewhere. The Finance/Administration Section Chief (Comptroller) must certify that the financial duties and other responsibilities of the Office of the Comptroller are being transitioned, without problem, to a qualified party. Upon demobilization, the JFO Finance/Administration Section must forward a closeout report detailing the disposition of any such records in accordance with the JFO's records management plan. Attachment 18-3 contains a sample Financial Management Report format for the JFO.

Attachment 18-3: Sample Closeout Report
[RESERVED]

- **Hotwashes.** All deployments of an operational JFO will include a “hotwash” process that will be used to identify critical issues and problems resulting from or occurring during participation in domestic threat or incident-related operations and/or department-level exercises or training events. The DHS/Preparedness Directorate is responsible for conducting hotwashes for the JFO, but the scope of that hotwash is limited to the actions under the JFO SOP. Other entities will conduct operational hotwash and after-action reporting (e.g., the DHS/USSS for security operations and events within the MACC, FBI for law enforcement investigation operations and events within the JOC, etc.). At a minimum, the DHS/Preparedness Directorate will conduct a final hotwash at the completion of the mission. In the case of extended operations, the DHS/Preparedness Directorate may conduct periodic, interim hotwashes to capture critical issues that may be addressed and resolved while the mission remains in progress.

- **After-Action Reports (AARs).** Organizational Elements (OEs) participating in the JFO operation will develop after-action report documents in accordance with their internal policies and procedures. The DHS/Preparedness Directorate may identify domestic threat or incident-related operations and/or department-level exercises and training

events that require the development of a Secretary's After-Action Report in accordance with the Secretary's Remedial Action Management Program (SEC RAMP) described in MD 0012 SEC RAMP. As with the hotwash, the scope of AARs submitted by the DHS/Preparedness Directorate will be limited to NRP and JFO SOP issues. The JFO AAR/LLR should be completed and forwarded to arrive at the DHS/Preparedness Directorate within 60 days of JFO stand-down and should be in the format outlined below.

- **AAR Format**

- **Identifying Information.** This section provides standard information to index and identify the report and document submission of the AAR.
 - ◆ **Incident Name.**
 - ◆ **Type of Incident.**
 - ◆ **Point of Contact.**
 - ◆ **Expenditures.**
- **Executive Summary.** This section should contain a concise summary of JFO and NRP-related strategic and operational highlights while addressing areas for improvement in effectiveness, efficiency, coordination, and interoperability.
- **JFO Coordination and Support Operations.**

This section should be used to discuss specific JFO and NRP operational issues in the following areas:

- ◆ Command Center Interoperability, Communication, and Information (essentially C3I)
 - ◆ Intelligence Issues (threat assessment, vulnerability evaluation, consequence assessment, integrated risk-based decisionmaking, quality and capability of dissemination of information);
 - ◆ Coordination Planning Issues and Activities (coordination cycle implementation, support operations, coordination activities);
 - ◆ Security Issues (information classification and handling, physical security, badging and access control, emergency disclosure, operation of SCIFs);
 - ◆ National Response Plan Issues (deriving from the NRP itself); and
 - ◆ Statistical Data such as support assets provided, JFO-related aircraft sorties/hours, and law enforcement activities.
- **JFO Support.** This section should address specific JFO support issues such as planning documents and SOPs, personnel requirements, logistics/supplies requirements, financial issues, legal issues, and external affairs (including media affairs) items.
- **NRP and JFO Objectives and Major**

Lessons Learned. This section should address how well the NRP and JFO objectives were met during the operation, response, or exercise.

- **Limitations and Accidents.** This section should detail any factor that limited full accomplishment of NRP and JFO objectives and should detail any JFO-related accidents, injuries, or deaths.
 - **Participants.** This section should identify the coordinating entities involved in JFO operations.
-
- **Remedial Action Issues.** Issues identified during the deployment of a JFO that could not be resolved and that may require department-level remediation may be forwarded directly to the SEC RAMP by an OE Under Secretary (or the appropriate OE equivalent) in accordance with MD 0012 SEC RAMP.
 - **Lessons Learned and Smart Practices.** Lessons learned and smart practices identified in a SAAR, through the remediation of a SEC RAMP issue, or identified by other means will be forwarded directly by the DHS/Preparedness Directorate to the Office of Grants and Training (G&T) for inclusion in the Lessons Learned Information-Sharing (LLIS) database. The form below provides a sample format for the Lessons Learned capture worksheet.

Figure 18-5: JFO Quick Hitter Lessons Learned Capture Worksheet

Joint Field Office QUICK HITTER Lessons Learned Capture Worksheet			
Topic			Date Observed / Lesson Captured
Type of Incident:			
Recommended Action:			
<input type="checkbox"/> Follow-on Action needed	<input type="checkbox"/> Information Only		
<input type="checkbox"/> Follow-on Action completed	<input type="checkbox"/> Other Recommended Action		
<input type="checkbox"/> Smart Practice			
NRP or NIMS ICS Category:			
<input type="checkbox"/> JFO Coordination Group	<input type="checkbox"/> JFO Logistics Section	<input type="checkbox"/> NRP Function Annexes	
<input type="checkbox"/> PFO / FCO / FRC / FC	<input type="checkbox"/> JFO Finance / Admin Section	<input type="checkbox"/> NRP Incident Annexes	
<input type="checkbox"/> PFO Support Staff	<input type="checkbox"/> JFO Joint Information Center	<input type="checkbox"/> NOC Interface	
<input type="checkbox"/> JFO Coordination Staff	<input type="checkbox"/> JFO Security	<input type="checkbox"/> Command Posts	
<input type="checkbox"/> JFO Operations Section	<input type="checkbox"/> NRP Base Plan	<input type="checkbox"/> Other Category	
<input type="checkbox"/> JFO Planning Section	<input type="checkbox"/> NRP Support Annexes		
Relevant Plan or SOP Component			
Plan	Component		
<p>Observation. A brief factual statement of the observed success or problem; can be (1) positive about something done exceptionally well or procedures used that should be shared, or (2) negative about something that happened that should not have occurred or something that did not occur but should have.</p>			
<p>Discussion. Amplify the success or problem described in the observation; answer the questions “Who, What, When, Where, Why, and How.”</p>			
<p>Lesson Learned (Smart Practice). Information about the positive action taken to generate success or the action that should be taken to avoid, alleviate, or work around a problem.</p>			
<p>Recommendation. A statement of how to repeat the success or permanently correct the problem, who should make the correction, and the area in which it should be made. The recommendation could result in a requirement for new or modified publication, procuring new equipment, changing personnel structure, revising command relationships, or improving training.</p>			

Logs

- **Unit Log.** A Unit Log should be used by all JFO personnel to document important activities that occur during their assignment, such as work progress, meetings attended, people and organizations contacted, and personal movements. This Unit Log form is offered as an example of a form to document such activities. The important point is to make sure that you do have written documentation of your activities. Check with your DART supervisor to see how often you should turn in written documentation to the planning function. You may want to make a copy of your documentation for trip reports and also for travel voucher documentation purposes. See Figure 18-6 below for a sample Unit Log.
- **Communications Log.** The Communications Log can be used to document information transmitted over phones, radios, or person to person, or as a JFO Unit Log. See Figure 18-7 below for a sample Communications Log.

Figure 18-6: Sample Unit Log

JFO UNIT LOG (Form 214)	1. Incident Name	2. Date Prepared	3. Time Prepared
	4. Unit Name/Designation	5. Unit Leader (Name & Position)	6. Coordination Period

Personnel Roster Assigned		
Name	Position	Home Base

Activity Log	
Time	Major Events
	continued on reverse

Figure 18-7: Sample Communications Log

[RESERVED]

CHAPTER 19

Glossary and Terms

Acronyms

AAR	After-Action Report
AC/IC	Area Command/Incident Command
ADP	Automatic Data Processing
AFO	Area Field Office
Air Ops	Air Operations Branch Director
ASIA	Assistant Secretary for Information Analysis
BPA	Blanket Purchase Agreement
CBP	Customs and Border Protection
CBRNE	Chemical/Biological/Radiological/Nuclear/Explosive
CFO	Chief Financial Officer
CIA	Central Intelligence Agency
CI/KR	Critical Infrastructure/Key Resources
CIO	Chief Information Officer
COA	Course of Action
COML	Communications Unit Leader
CONOPS	Concept of Operations
COOP	Continuity of Operations
CPSD	Contingency Planning & Support Division
CRCL	DHS Office of Civil Rights and Civil Liberties
CSA	Cognizant Security Authority
CUL	Cost Unit Leader
CVS	Clearance Verification System
DAN	Document Accountability Number

DCE	Defense Coordinating Element
DCID	Director of Central Intelligence Directive
DCN	Document Control Number
DCO	Defense Coordinating Officer
DCS	Defense Courier Service
DEST	Domestic Emergency Support Team
DFO	Disaster Field Office
DHS	Department of Homeland Security
DISC	Disaster Information Systems Clearinghouse
DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary Operational Response Team
DOB	Date of Birth
DOD	Department of Defense
DOJ	Department of Justice
DOM	Disaster Operations Manual
DPMU	Disaster/Deployable Portable Morgue Unit
DRC	Disaster Recovery Center
DREC	Deputy Regional Emergency Coordinator
DRF	Disaster Relief Fund
DRG	Disaster Readiness Group
DRM	Disaster Recovery Manager
DSAT	DHS Situational Awareness Team
DSCA	Defense Support of Civilian Authorities
DSEN	Drug Enforcement Agency Sensitive
DSO	Disaster Safety Officer
DT	Development Team
DTRIM PCC	Domestic Threat Response and Incident Management Policy Coordination Committee

DUL	Documentation Unit Leader
EAP	Emergency Action Plan
EC	Emergency Coordinator
EOC	Emergency Operations Center
EMI	Emergency Management Institute (FEMA)
EPA	Environmental Protection Agency
EPL	Evaluated Products List
ERT	Emergency Response Team
ERT-A	Emergency Response Team–Advance Element
ERT-N	National Emergency Response Team
ESF	Emergency Support Function
FAA	Federal Aviation Administration
FAC	Family Assistance Center
FAMS	Federal Air Marshals Service
FAR	Federal Acquisition Regulations
FBI	Federal Bureau of Investigation
FCO	Federal Coordinating Officer
FECC	Federal Emergency Communications Coordinator
FEMA	Federal Emergency Management Agency
FOUO	For Official Use Only
FOC	Full Operating Capability
FPS	Federal Protective Service
FRC	Federal Resource Coordinator
FSC	Finance/Admin Section Chief
GAR	Governor’s Authorized Representative
GSA	General Services Administration
GSAR	General Services Administration Acquisition Regulations

HHS	Department of Health and Human Services
HSC	Homeland Security Council
HSIN	Homeland Security Information Network
HSIR	Homeland Security Intelligence Report
HSOMB	Homeland Security Operations Morning Brief
HSPD	Homeland Security Presidential Directive
IA	DHS Office of Intelligence and Analysis
IAC	Incident Advisory Council
IC	Incident Command
ICC	Incident Communications Center
ICE	Immigration and Customs Enforcement
ICEPP	Incident Communications Emergency Policy and Procedures
ICP	Incident Command Post
ICS	Incident Command System
IDP	Immediate Deployment Plan
IMSURT	International Medical Surgical Response Team
IDS	Intrusion Detection System
IO	Information Officer
IOC	Initial Operating Capability
IP	DHS Office of Infrastructure Protection
IR	Infrared
IT	Information Technology
JFO	Joint Field Office
JFO CG	Joint Field Office Coordination Group
JIC	Joint Information Center
JIS	Joint Information System
JOC	Joint Operations Center

JPAS	Joint Personnel Adjudication System
JRIES	Joint Regional Information Exchange System
LES	Law Enforcement Sensitive
LIMDIS	Limited Distribution
JTF	Joint Task Force
JTTF	Joint Terrorism Task Force
JRIES	Joint Regional Information Exchange System
LLR	Lessons Learned (Hot Wash) Report
LNO	Liaison Officer
LOU	Limited Official Use
LSC	Logistics Section Chief
MACC	Multiagency Command Center
MCRC	Message Center/Switchboard Operator/Receptionist
MERS	Mobile Emergency Response Support
MHAT	Medical Health Advisory Team
MNAT	Medical Needs Assessment Team
MOA	Memorandum of Agreement
MOB	Mobile Operations Branch
MOU	Memorandum of Understanding
MST	Management Support Team
NCR	National Capital Region
NCTC	National Counterterrorism Center
NGA	National Geospatial Intelligence Agency
NGO	Nongovernmental Organization
NICC	National Infrastructure Coordinating Center
NICCL	National Incident Communications Conference Line
NIMS	National Incident Management System

NISPOM	National Industrial Security Program Operating Manual
NMRT	National Medical Response Team
NOC	National Operations Center
NRCC	National Response Coordination Center
NRP	National Response Plan
NSA	National Security Agency
NSI	Classified National Security Information
NSSE	National Special Security Event
NVRT	National Veterinary Response Team
OCONUS	Outside the Continental United States
OE	Organizational Element
OPA	Office of Public Affairs
OSC	Operations Section Chief
OSLGC	Office of State and Local Government Coordination
OUO	Official Use Only
PA	Public Affairs
PAO	Public Affairs Office/Officer
PCII	Protected Critical Infrastructure Information
PDA	Personal Digital Assistant
PDA	Preliminary Damage Assessment
PDD	Presidential Decision Directive
PDS	Practice Dangerous to Security
PED	Portable Electronic Device
PFO	Principal Federal Official
POB	Place of Birth
POE	Projected Operating Environment
PROPIN	Proprietary Information

PSC	Planning Section Chief
RA	Regional Administrator
REC	Regional Emergency Coordinator
RF	Radio Frequency
RFA	Request for Federal Assistance
RFI	Request for Information
RMD	Risk Management Division
RNA	Rapid Needs Assessment (Team)
ROC	Required Operating Capability
RON	Rest Overnight
RRCC	Regional Response Coordination Center
RRR	Readiness, Response and Recovery
RUL	Resource Unit Leader
S&T	Science and Technology
SAAR	Secretary's After Action Report
SAC	Special Agent in Charge (FBI)
SAIC	Special Agent in Charge (USSS)
SBU	Sensitive but Unclassified
SC	Safety Coordinator
SCI	Sensitive Compartmented Information
SCIF	Sensitive Compartmented Information Facility
SCO	State Coordinating Officer
SEC RAMP	Secretary's Remedial Action Management Program
SERT	Secretary's Emergency Response Team (HHS)
SFLEO	Senior Federal Law Enforcement Official
SFO	Senior Federal Official
SGI	Safeguards Information

SIOC	Strategic Information and Operations Center (FBI)
SITREP	Situation Report
SMB	Secretary's Morning Brief
SME	Subject Matter Expert
SO	Security Officer
SOIC	Senior Official of the Intelligence Community
SOP	Standard Operating Procedure
SPOTREP	Spot Report
SPSCIF	Semi-Permanent Sensitive Compartmented Information Facility
SSI	Sensitive Security Information
SSN	Social Security Number
SSO	Special Security Officer
STE	Secure Telephone Equipment
STU	Secure Telephone Unit
SUL	Situation Unit Leader
SVTC	Secure Video Teleconference
SWO	Senior Watch Officer
TAIS	Telecommunications and Automated Information Systems
TIMACS	Telecommunications Information Management and Control System
TLC	Territory Logistics Center
TSA	Transportation Security Administration
TSC	Terrorist Screening Center
TSCA	Top Secret Control Account
TSCM	Technical Surveillance Countermeasures
TSCO	Top Secret Control Officer
TS/SCI	Top Secret/Sensitive Compartmented Information
TSWA	Temporary Secure Working Area

UC	Unified Command
UCNI	Unclassified Controlled Nuclear Information
USACE	United States Army Corps of Engineers
USCG	United States Coast Guard
USSOCOM	US Special Operations Command
USSS	United States Secret Service
VMAT	Veterinary Medical Assistance Team
WMD	Weapons of Mass Destruction
WMO	DHS Wireless Management Office