

Introduction to the National Response Plan (NRP)

The NRP:

- Establishes a comprehensive, national, all-hazards approach to domestic incident management across a spectrum of activities.
- Is predicated on the National Incident Management System (NIMS). The NIMS is a nationwide template enabling government and nongovernmental responders to respond to all domestic incidents.
- Provides the structure and mechanisms for national-level policy and operational coordination for domestic incident management.
- Does not alter or impede the ability of Federal, State, local, or tribal departments and agencies to carry out their specific authorities.
- Assumes that incidents are typically managed at the lowest possible geographic, organizational, and jurisdictional level.

Incidents of National Significance

The NRP distinguishes between incidents that require Department of Homeland Security (DHS) coordination, termed "Incidents of National Significance," and the majority of incidents occurring each year that are handled by responsible jurisdictions or agencies through other established authorities and existing plans.

Incidents of National Significance are those high-impact events that require a coordinated and effective response by an appropriate combination of Federal, State, local, tribal, private-sector, and nongovernmental entities in order to save lives, minimize damage, and provide the basis for long-term community recovery and mitigation activities.

Roles and Responsibilities

The NRP specifies the roles and responsibilities of the following parties:

Governor	<p>As a State's chief executive, the Governor is responsible for the public safety and welfare of the people of that State or territory. The Governor:</p> <ul style="list-style-type: none">▪ Is responsible for coordinating State resources to address the full spectrum of actions to prevent, prepare for, respond to, and recover from incidents in an all-hazards context to include terrorism, natural disasters, accidents, and other contingencies.▪ Under certain emergency conditions, typically has police powers to make, amend, and rescind orders and regulations.▪ Provides leadership and plays a key role in communicating to the public and in helping people, businesses, and organizations cope with the consequences of any type of declared emergency within State jurisdiction.▪ Encourages participation in mutual aid and implements authorities for the State to enter into mutual aid agreements with other States, tribes, and territories to facilitate resource-sharing.▪ Is the Commander-in-Chief of State military forces (National Guard when in State Active Duty or Title 32 Status and the authorized State militias).▪ Requests Federal assistance when it becomes clear that State or tribal capabilities will be insufficient or have been exceeded or exhausted.
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Roles and Responsibilities (Continued)

Local Chief Executive Officer	<p>A mayor or city or county manager, as a jurisdiction's chief executive, is responsible for the public safety and welfare of the people of that jurisdiction. The Local Chief Executive Officer:</p> <ul style="list-style-type: none">▪ Is responsible for coordinating local resources to address the full spectrum of actions to prevent, prepare for, respond to, and recover from incidents involving all hazards including terrorism, natural disasters, accidents, and other contingencies.▪ Dependent upon State and local law, has extraordinary powers to suspend local laws and ordinances, such as to establish a curfew, direct evacuations, and, in coordination with the local health authority, to order a quarantine.▪ Provides leadership and plays a key role in communicating to the public, and in helping people, businesses, and organizations cope with the consequences of any type of domestic incident within the jurisdiction.▪ Negotiates and enters into mutual aid agreements with other jurisdictions to facilitate resource-sharing.▪ Requests State and, if necessary, Federal assistance through the Governor of the State when the jurisdiction's capabilities have been exceeded or exhausted.
Tribal Chief Executive Officer	<p>The Tribal Chief Executive Officer is responsible for the public safety and welfare of the people of that tribe. The Tribal Chief Executive Officer, as authorized by tribal government:</p> <ul style="list-style-type: none">▪ Is responsible for coordinating tribal resources to address the full spectrum of actions to prevent, prepare for, respond to, and recover from incidents involving all hazards including terrorism, natural disasters, accidents, and other contingencies.▪ Has extraordinary powers to suspend tribal laws and ordinances, such as to establish a curfew, direct evacuations, and order a quarantine.▪ Provides leadership and plays a key role in communicating to the tribal nation, and in helping people, businesses, and organizations cope with the consequences of any type of domestic incident within the jurisdiction.▪ Negotiates and enters into mutual aid agreements with other tribes/jurisdictions to facilitate resource-sharing.▪ Can request State and Federal assistance through the Governor of the State when the tribe's capabilities have been exceeded or exhausted.▪ Can elect to deal directly with the Federal Government. (Although a State Governor must request a Presidential disaster declaration on behalf of a tribe under the Stafford Act, Federal agencies can work directly with the tribe within existing authorities and resources.)

Roles and Responsibilities (Continued)

<p>Secretary of Homeland Security</p>	<p>Pursuant to HSPD-5, the Secretary of Homeland Security:</p> <ul style="list-style-type: none"> ▪ Is responsible for coordinating Federal operations within the United States to prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies. ▪ Serves as the "principal Federal official" for domestic incident management. <p>The Secretary is also responsible for coordinating Federal resources utilized in response to or recovery from terrorist attacks, major disasters, or other emergencies if and when any of the following four conditions applies:</p> <ul style="list-style-type: none"> ▪ A Federal department or agency acting under its own authority has requested DHS assistance. ▪ The resources of State and local authorities are overwhelmed and Federal assistance has been requested. ▪ More than one Federal department or agency has become substantially involved in responding to the incident. <p>The Secretary has been directed to assume incident management responsibilities by the President.</p>
<p>Attorney General</p>	<p>The Attorney General is the chief law enforcement officer in the United States. In accordance with HSPD-5 and other relevant statutes and directives, the Attorney General has lead responsibility for criminal investigations of terrorist acts or terrorist threats:</p> <ul style="list-style-type: none"> ▪ By individuals or groups inside the United States, or ▪ Directed at U.S. citizens or institutions abroad <p>Generally acting through the Federal Bureau of Investigation (FBI), the Attorney General—in cooperation with other Federal departments and agencies engaged in activities to protect national security—coordinates the activities of the other members of the law enforcement community. Nothing in the NRP derogates the Attorney General's status or responsibilities.</p>
<p>Secretary of Defense</p>	<p>DOD has significant resources that may be available to support the Federal response to an Incident of National Significance.</p> <p>The Secretary of Defense authorizes Defense Support of Civil Authorities (DSCA) for domestic incidents as directed by the President or when consistent with military readiness operations and appropriate under the circumstances and the law.</p> <p>The Secretary of Defense retains command of military forces under DSCA, as with all other situations and operations. Nothing in the NRP impairs or otherwise affects the authority of the Secretary of Defense over the DOD.</p>
<p>Secretary of State</p>	<p>The Secretary of State is responsible for coordinating international prevention, preparedness, response, and recovery activities relating to domestic incidents, and for the protection of U.S. citizens and U.S. interests overseas.</p>
<p>Nongovernmental Organizations (NGOs)</p>	<p>NGOs collaborate with first responders, governments at all levels, and other agencies and organizations providing relief services to sustain life, reduce physical and emotional distress, and promote recovery of disaster victims when assistance is not available from other sources.</p>

Roles and Responsibilities (Continued)

<p>Private Sector</p>	<p>DHS and NRP primary and support agencies coordinate with the private sector to effectively share information, form courses of action, and incorporate available resources to prevent, prepare for, respond to, and recover from Incidents of National Significance.</p> <p>The roles, responsibilities, and participation of the private sector during Incidents of National Significance vary based on the nature of the organization and the type and impact of the incident. Private-sector organizations may be involved as:</p> <ul style="list-style-type: none"> ▪ An Impacted Organization or Infrastructure: Private-sector organizations may be affected by direct or indirect consequences of the incident. Examples of privately owned infrastructure include transportation, telecommunications, private utilities, financial institutions, and hospitals. ▪ A Response Resource: Private-sector organizations may provide response resources (donated or compensated) during an incident, including specialized teams, equipment, and advanced technologies. ▪ A Regulated and/or Responsible Party: Owners/operators of certain regulated facilities or hazardous operations may bear responsibilities under the law for preparing for and preventing incidents from occurring, and responding to an incident once it occurs. For example, Federal regulations require owners/operators of Nuclear Regulatory Commission-regulated nuclear facilities to maintain emergency (incident) preparedness plans, procedures, and facilities and to perform assessments, prompt notifications, and training for a response to an incident. ▪ A Member of State/Local Emergency Organizations: Private-sector organizations may serve as an active partner in local and State emergency preparedness and response organizations and activities.
<p>Citizen Involvement</p>	<p>Strong partnerships with citizen groups and organizations provide support for incident management prevention, preparedness, response, recovery, and mitigation.</p> <p>The U.S. Citizen Corps brings these groups together and focuses efforts of individuals through education, training, and volunteer service to help make communities safer, stronger, and better prepared to address the threats of terrorism, crime, public health issues, and disasters of all kinds.</p>

Emergency Support Functions (ESFs)

The ESFs:

- Serve as the coordination mechanism to provide assistance to State, local, and tribal governments or to Federal departments and agencies conducting missions of primary Federal responsibility.
- May be selectively activated for both Stafford Act and non-Stafford Act incidents.
- Provide staffing for the incident management organizations

ESF	Scope
ESF #1 - Transportation	<ul style="list-style-type: none"> ▪ Federal and civil transportation support ▪ Transportation safety ▪ Restoration/recovery of transportation infrastructure ▪ Movement restrictions ▪ Damage and impact assessment
ESF #2 - Communications	<ul style="list-style-type: none"> ▪ Coordination with telecommunication industry ▪ Restoration/repair of telecommunications infrastructure ▪ Protection, restoration, and sustainment of national cyber and information technology resources
ESF #3 - Public Works and Engineering	<ul style="list-style-type: none"> ▪ Infrastructure protection and emergency repair ▪ Infrastructure restoration ▪ Engineering services, construction management ▪ Critical infrastructure liaison
ESF #4 - Firefighting	<ul style="list-style-type: none"> ▪ Firefighting activities on Federal lands ▪ Resource support to rural and urban firefighting operations
ESF #5 - Emergency Management	<ul style="list-style-type: none"> ▪ Coordination of incident management efforts ▪ Issuance of mission assignments ▪ Resource and human capital ▪ Incident action planning ▪ Financial management
ESF #6 - Mass Care, Housing, and Human Services	<ul style="list-style-type: none"> ▪ Mass care ▪ Disaster housing ▪ Human services
ESF #7 - Resource Support	<ul style="list-style-type: none"> ▪ Resource support (facility space, office equipment and supplies, contracting services, etc.)
ESF #8 - Public Health and Medical Services	<ul style="list-style-type: none"> ▪ Public health ▪ Medical ▪ Mental health services ▪ Mortuary services
ESF #9 - Urban Search and Rescue	<ul style="list-style-type: none"> ▪ Life-saving assistance ▪ Urban search and rescue
ESF #10 - Oil and Hazardous Materials Response	<ul style="list-style-type: none"> ▪ Environmental safety and short- and long-term cleanup
ESF #11 - Agriculture and Natural Resources	<ul style="list-style-type: none"> ▪ Nutrition assistance ▪ Animal and plant disease/pest response ▪ Food safety and security ▪ Natural and cultural resources and historic properties protection and restoration
ESF #12 - Energy	<ul style="list-style-type: none"> ▪ Energy infrastructure assessment, repair, and restoration ▪ Energy industry utilities coordination ▪ Energy forecast
ESF #13 - Public Safety and Security	<ul style="list-style-type: none"> ▪ Facility and resource security ▪ Security planning and technical and resource assistance ▪ Public safety/security support ▪ Support to access, traffic, and crowd control
ESF #14 - Long-Term Community Recovery and Mitigation	<ul style="list-style-type: none"> ▪ Social and economic community impact assessment ▪ Long-term community recovery assistance to States, local governments, and the private sector ▪ Mitigation analysis and program implementation
ESF #15 - External Affairs	<ul style="list-style-type: none"> ▪ Emergency public information and protective action guidance ▪ Media and community relations ▪ Congressional and international affairs ▪ Tribal and insular affairs

NRP Coordinating Structures

The NRP coordinating structures used to manage Incidents of National Significance are described below:

- **Incident Command Post (ICP).** The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.
- **Area Command (Unified Area Command).** An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multijurisdictional. Area Command may be established at an EOC facility or at some location other than an ICP.
- **Local Emergency Operations Center (EOC).** The physical location at which the coordination of information and resources to support local incident management activities normally takes place.
- **State Emergency Operations Center (EOC).** The physical location at which the coordination of information and resources to support State incident management activities normally takes place.
- **Homeland Security Operations Center (HSOC).** The HSOC is the primary national hub for domestic incident management operational coordination and situational awareness. The HSOC is a standing 24/7 interagency organization fusing law enforcement, national intelligence, emergency response, and private-sector reporting. The HSOC facilitates homeland security information-sharing and operational coordination with other Federal, State, local, tribal, and nongovernmental EOCs.
- **Interagency Incident Management Group (IIMG).** The IIMG is a Federal headquarters-level multiagency coordination entity that facilitates Federal domestic incident management for Incidents of National Significance. The Secretary of Homeland Security activates the IIMG based on the nature, severity, magnitude, and complexity of the threat or incident. The Secretary of Homeland Security may activate the IIMG for high-profile, large-scale events that present high-probability targets, such as NSSEs, and in heightened threat situations. The IIMG is comprised of senior representatives from DHS components, other Federal departments and agencies, and nongovernmental organizations, as required. The IIMG membership is flexible and can be tailored or task-organized to provide the appropriate subject-matter expertise required for the specific threat or incident.
- **National Response Coordination Center (NRCC).** The NRCC is a multiagency center that provides overall Federal response coordination for Incidents of National Significance and emergency management program implementation. FEMA maintains the NRCC as a functional component of the HSOC in support of incident management operations.

The NRCC monitors potential or developing Incidents of National Significance and supports the efforts of regional and field components. The NRCC resolves Federal resource support conflicts and other implementation issues forwarded by the JFO. Those issues that cannot be resolved by the NRCC are referred to the IIMG.

NRP Coordinating Structures (Continued)

- **Regional Response Coordination Center (RRCC).** The RRCC is a standing facility operated by FEMA that is activated to coordinate regional response efforts, establish Federal priorities, and implement local Federal program support. The RRCC operates until a JFO is established in the field and/or the Principal Federal Officer, Federal Coordinating Officer, or Federal Resource Coordinator can assume their NRP coordination responsibilities. The RRCC establishes communications with the affected State emergency management agency and the National Response Coordination Center (NRCC), coordinates deployment of the Emergency Response Team-Advance Element (ERT-A) to field locations, assesses damage information, develops situation reports, and issues initial mission assignments.
- **Strategic Information and Operations Center (SIOC).** The FBI SIOC is the focal point and operational control center for all Federal intelligence, law enforcement, and investigative law enforcement activities related to domestic terrorist incidents or credible threats, including leading attribution investigations. The SIOC serves as an information clearinghouse to help collect, process, vet, and disseminate information relevant to law enforcement and criminal investigation efforts in a timely manner. The SIOC maintains direct connectivity with the HSOC and IIMG. The SIOC, located at FBI Headquarters, supports the FBI's mission in leading efforts of the law enforcement community to detect, prevent, preempt, and disrupt terrorist attacks against the United States.

The SIOC houses the National Joint Terrorism Task Force (NJTTF). The mission of the NJTTF is to enhance communications, coordination, and cooperation among Federal, State, local, and tribal agencies representing the intelligence, law enforcement, defense, diplomatic, public safety, and homeland security communities by providing a point of fusion for terrorism intelligence and by supporting Joint Terrorism Task Forces (JTTFs) throughout the United States.

- **Joint Field Office (JFO).** The JFO is a temporary Federal facility established locally to coordinate operational Federal assistance activities to the affected jurisdiction(s) during Incidents of National Significance. The JFO is a multiagency center that 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 Incident Command System (ICS). 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.

NRP Coordinating Structures (Continued)

- **Joint Operations Center (JOC).** The JOC Branch is established by the Senior Federal Law Enforcement Officer (SFLEO) (e.g., the FBI 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 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 situation (e.g., a hostage situation or terrorist threat).

When this branch is included as part of the Joint Field Office (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.

Field-Level Organizational Structures: JFO Coordination Group

The field-level organizational structures and teams deployed in response to an Incident of National Significance, including the following potential members of the JFO Coordination Group:

- **Principal Federal Official (PFO).** The PFO is personally designated by the Secretary of Homeland Security to facilitate Federal support to the established Incident Command System (ICS) Unified Command structure and to coordinate overall Federal incident management and assistance activities across the spectrum of prevention, preparedness, response, and recovery.

The PFO ensures that incident management efforts are maximized through effective and efficient coordination. The PFO provides a primary point of contact and situational awareness locally for the Secretary of Homeland Security.

- **Federal Coordinating Officer (FCO)**

The FCO manages and coordinates Federal resource support activities related to Stafford Act disasters and emergencies. The FCO:

- Assists the Unified Command and/or the Area Command.
- Works closely with the Principal Federal Official (PFO), Senior Federal Law Enforcement Official (SFLEO), and other Senior Federal Officials (SFOs).

In Stafford Act situations where a PFO has not been assigned, the FCO provides overall coordination for the Federal components of the JFO and works in partnership with the State Coordinating Officer (SCO) to determine and satisfy State and local assistance requirements.

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

The SFLEO is the senior law enforcement official from the agency with primary jurisdictional responsibility as directed by statute, Presidential directive, existing Federal policies, and/or the Attorney General.

The SFLEO directs intelligence/investigative law enforcement operations related to the incident and supports the law enforcement component of the Unified Command on-scene. In the event of a terrorist incident, this official will normally be the FBI Senior Agent-in-Charge (SAC).

Field-Level Organizational Structures: JFO Coordination Group (Continued)

▪ **Federal Resource Coordinator (FRC)**

The FRC manages Federal resource support activities related to non-Stafford Act Incidents of National Significance when Federal-to-Federal support is requested from DHS by another Federal agency. The FRC is responsible for coordinating the timely delivery of resources to the requesting agency.

In non-Stafford Act situations when a Federal department or agency acting under its own authority has requested the assistance of the Secretary of Homeland Security to obtain support from other Federal departments and agencies, DHS designates an FRC. In these situations, the FRC coordinates support through interagency agreements and memoranda of understanding (MOUs).

▪ **State/Local/Tribal Official(s)**

The JFO Coordination Group also includes State representatives such as:

- The **State Coordinating Officer (SCO)**, who serves as the State counterpart to the FCO and manages the State's incident management programs and activities.
- The **Governor's Authorized Representative**, who represents the Governor of the impacted State.
- The JFO Coordination Group may also include local area representatives with primary statutory authority for incident management.

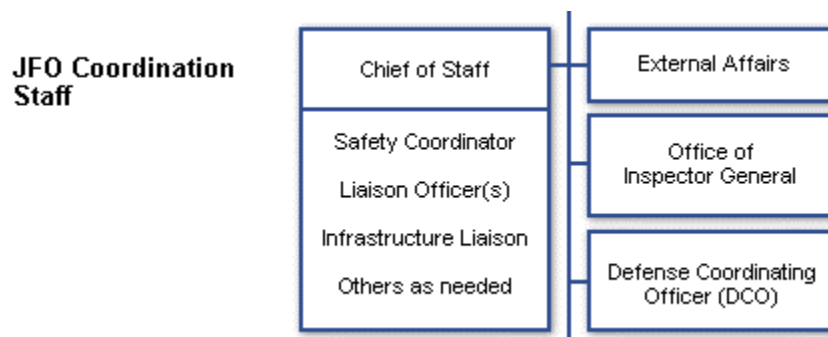
▪ **Senior Federal Officials (SFOs)**

The JFO Coordination Group may also include representatives of other Federal departments or agencies with primary statutory responsibility for certain aspects of incident management.

SFOs utilize existing authorities, expertise, and capabilities to assist in management of the incident working in coordination with the PFO, FCO, SFLEO, and other members of the JFO Coordination Group. When appropriate, the JFO Coordination Group may also include U.S. attorneys or other senior officials or their designees from Department of Justice (DOJ) to provide expert legal counsel.

Field-Level Organizational Structures: JFO Coordination Staff

The JFO structure will normally include a Coordination Staff. The JFO Coordination Group determines the extent of this staffing based on the type and magnitude of the incident.



Caption: JFO Coordination Staff

Field-Level Organizational Structures: JFO Coordination Staff (Continued)

The roles and responsibilities of the JFO Coordination Staff are summarized below:

- **Chief of Staff.** The JFO Coordination Staff may include a Chief of Staff and representatives providing specialized assistance, which may include support in the following areas: safety, legal counsel, equal rights, security, infrastructure liaison, and other liaisons.
- **External Affairs Officer.** The External Affairs Officer provides support to the JFO leadership in all functions involving communications with external audiences. External Affairs includes: Public Affairs, Community Relations, Congressional Affairs, State and Local Coordination, Tribal Affairs, and International Affairs, when appropriate. Resources for the various External Affairs Functions are coordinated through ESF #15.

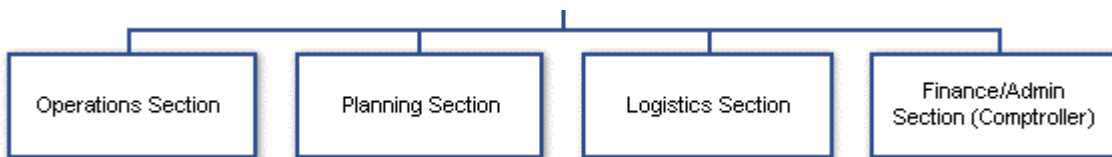
The External Affairs Officer also is responsible for overseeing operations of the Federal Joint Information Center (JIC) established to support the JFO. The JIC:

- Is a physical location where public affairs professionals from organizations involved in incident management activities work together to provide critical emergency information, crisis communications, and public affairs support.
- Serves as a focal point for the coordination and dissemination of information to the public and media concerning incident prevention, preparedness, response, recovery, and mitigation.
- **Defense Coordinating Officer (DCO).** If appointed by DOD, the DCO serves as DOD's single point of contact at the JFO. With few exceptions, requests for Defense Support of Civil 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 Emergency Support Functions (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.

Field-Level Organizational Structures: JFO Sections

The JFO Sections as shown below.



Caption: JFO Sections

Field-Level Organizational Structures: JFO Sections (Continued)

Each the role of each JFO Section is presented below:

- **Operations Section.** The Operations Section coordinates operational support to on-scene incident management efforts. 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.

The Operations Section may include the following elements:

- The **Response and Recovery Operations Branch** coordinates the request and delivery of Federal assistance and support from various special teams. This branch is comprised of four groups: Emergency Services, Human Services, Infrastructure Support, and Community Recovery and Mitigation.
- The **Law Enforcement Investigative Operations Branch/Joint Operations Center (JOC)** is established by the Senior Federal Law Enforcement Official (SFLEO) (e.g., the FBI SAC during terrorist incidents) to coordinate and direct law enforcement and criminal investigation activities related to a terrorist incident. The JOC Branch ensures management and coordination of Federal, State, local, and tribal investigative/law enforcement 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 situation (e.g., a hostage situation or terrorist threat).
- For National Special Security Events (NSSEs), a third branch, **the Security Operations Branch, or Multiagency Command Center (MACC)**, may be added to coordinate protection and site security efforts. In these situations, the Operations Section Chief is designated by mutual agreement of 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.
- **Planning Section.** 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.

The Planning Section is comprised of the following units: Situation, Resources, Documentation, Technical Specialists, and Demobilization. The Planning Section may also include an Information and Intelligence Unit (if not assigned elsewhere), and an HSOC representative who aids in the development of reports for the HSOC and IIMG.

- **Logistics Section.** The Logistics Section coordinates logistics support that includes:
 - Control 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 may include Coordination and Planning, Resource Management, Supply, and Information Services Branches.

Field-Level Organizational Structures: JFO Sections (Continued)

- **Finance and Administration Section (Comptroller).** The Finance and 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 Financial and Administration Chief will be exclusively held by a Comptroller who serves as the Senior Financial Advisor to the team leader (e.g., FCO) and represents the coordinating agency's Chief Financial Officer (CFO) as prescribed by the CFO Act of 1990.

Field-Level Organizational Structures: Response Teams

Various teams are ready to deploy in response to threats or incidents. These teams include the following:

- **ERT Advance Element (ERT-A).** The ERT-A conducts assessments, and initiates coordination with the State and initial deployment of Federal resources. It is headed by a team leader from FEMA and is composed of program and support staff and representatives from selected ESF primary agencies. Each FEMA region maintains an ERT ready to deploy during the early stages of an incident to:
 - The State EOC or to other locations to work directly with the State to obtain information on the impact of the event and to identify specific State requests for Federal incident management assistance.
 - The affected area to establish field communications, locate and establish field facilities, and set up support activities.
- **National Emergency Response Team (ERT-N).** The National Emergency Response Team (ERT-N) deploys for large-scale, high-impact events, or as required. An ERT-N may pre-deploy based on threat conditions.

The Secretary of Homeland Security determines the need for ERT-N deployment, coordinating the plans with the affected region and other Federal agencies. The ERT-N includes staff from FEMA Headquarters and regional offices as well as other Federal agencies.

- **Federal Incident Response Support Team (FIRST).** The FIRST is a forward component of the ERT-A that provides on-scene support to the local Incident Command or Area Command structure in order to facilitate an integrated interjurisdictional response.

The FIRST is designed to be a quick and readily deployable resource to support the Federal response to Incidents of National Significance. The FIRST deploys within 2 hours of notification, to be on-scene within 12 hours of notification. FEMA maintains and deploys the FIRST. Upon the subsequent deployment of an ERT, the FIRST integrates into the Operations Section of the JFO.

- **Domestic Emergency Support Teams (DEST).** The DEST may be deployed to provide technical support for management of potential or actual terrorist incidents. Based upon a credible threat assessment, the Attorney General, in consultation with the Secretary of Homeland Security, may request authorization through the White House to deploy the DEST. The PFO and a small staff component may deploy with the DEST to facilitate their timely arrival and enhance initial situational awareness.

Upon arrival at the JFO or critical incident location, the DEST may act as a stand-alone advisory team to the FBI SAC providing required technical assistance or recommended operational courses of action.

Field-Level Organizational Structures: Response Teams

- **Other Federal Teams.** There are numerous special teams available to support incident management and disaster response and recovery operations. Examples include:
 - Damage assessment teams
 - The Nuclear Incident Response Team (NIRT)
 - Disaster Medical Assistance Teams (DMATs)
 - HHS Secretary's Emergency Response Team
 - DOL/OSHA's Specialized Response Teams
 - Veterinarian Medical Assistance Teams (VMATs)
 - Disaster Mortuary Operational Response Teams (DMORTs)
 - National Medical Response Teams (NMRTs)
 - Scientific and Technical Advisory and Response Teams (STARTs)
 - Donations Coordination Teams
 - Urban Search and Rescue (US&R) task forces and incident support teams
 - Federal Type 1 and Type 2 Incident Management Teams (IMTs)
 - Domestic Animal and Wildlife Emergency Response Teams and mitigation assessment teams

Incident Management Actions

A summary of Incident Management Actions is presented below:

- **Notification and Assessment.** Federal, State, local, tribal, private-sector, and nongovernmental organizations report threats, incidents, and potential incidents using established communications and reporting channels. The Homeland Security Operations Center (HSOC) receives threat and operational information regarding incidents or potential incidents and makes an initial determination to initiate the coordination of Federal information-sharing and incident management activities.

When notified of a threat or an incident with possible national-level implications, the HSOC assesses the situation and notifies the Secretary of Homeland Security accordingly.

- **Reporting.** Federal, State, tribal, private-sector, and nongovernmental Emergency Operations Centers (EOCs) report incident information to the HSOC. In most situations, incident information will be reported using existing mechanisms to State or Federal operations centers, which will in turn report the information to the HSOC.

Information regarding potential terrorist threats normally is reported initially to a local or regional Joint Terrorism Task Force (JTTF) and, subsequently, from the FBI Strategic Information and Operations Center (SIOC) to the HSOC if the FBI deems the threat to be credible.

- **Activation.** For actual or potential Incidents of National Significance, the HSOC reports the situation to the Secretary of Homeland Security and/or senior staff as delegated by the Secretary, who then determines the need to activate components of the NRP to conduct further assessment of the situation, initiate interagency coordination, share information with affected jurisdictions, and/or initiate deployment of resources.

Concurrently, the Secretary also makes a determination of whether or not an event meets the criteria established for a potential or actual Incident of National Significance as defined in the NRP.

When the Secretary declares an Incident of National Significance, Federal departments and agencies are notified by the HSOC (as operational security considerations permit), and may be called upon to staff the Interagency Incident Management Group (IIMG) and National Response Coordination Center (NRCC).

Incident Management Actions (Continued)

▪ **Activation.** (Continued)

The affected State(s) and tribes also are notified by the HSOC using appropriate operational security protocols. In the pre-incident mode, such notification may be conducted discreetly, on a need-to-know basis, so as to preserve the operational security and confidentiality of certain law enforcement and investigative operations. The NRCC and RRCC deploy, track, and provide incident-related information until the JFO is established.

▪ **Response.** Once an incident occurs, the priority shifts to immediate and short-term response activities to preserve life, property, the environment, and the social, economic, and political structure of the community. Actions are also taken to prevent and protect against other potential threats.

Examples of response actions include immediate law enforcement, fire, and emergency medical service actions; mass care, public health, and medical services; emergency restoration of critical infrastructure; control of environmental contamination; and responder health and safety protection.

During the response to a terrorist event, law enforcement actions to collect and preserve evidence and to apprehend perpetrators are critical. These actions take place simultaneously with response operations necessary to save lives and protect property.

▪ **Recovery.** Recovery involves actions needed to help individuals and communities return to normal when feasible.

The JFO is the central coordination point among Federal, State, local, and tribal agencies and voluntary organizations for delivering recovery assistance programs.

Long-term environmental recovery may include cleanup and restoration of public facilities, businesses, and residences; re-establishment of habitats and prevention of subsequent damage to natural resources; protection of cultural or archeological sites; and protection of natural, cultural, and historical resources from intentional damage during other recovery operations.

▪ **Mitigation.** Hazard mitigation involves reducing or eliminating long-term risk to people and property from hazards and their side effects.

The JFO's Community Recovery and Mitigation Branch is responsible for coordinating the delivery of all mitigation programs within the affected area, including hazard mitigation for:

- Grant programs for loss reduction measures (if available).
- Delivery of loss reduction building-science expertise.
- Coordination of Federal flood insurance operations.
- Community education and outreach necessary to foster loss reduction.

▪ **Demobilization.** When a centralized Federal coordination presence is no longer required in the affected area, the JFO Coordination Group implements the demobilization plan to transfer responsibilities and close out the JFO.

After the closing of the JFO, long-term recovery program management and monitoring transition to individual agencies' regional offices and/or headquarters, as appropriate.

Incident Management Actions (Continued)

- **Remedial Actions and After-Action Reports.** DHS formally convenes interagency meetings called "hotwashes" to identify critical issues requiring headquarters-level attention, lessons learned, and best practices associated with the Federal response to Incidents of National Significance.

Hotwashes typically are conducted at major transition points over the course of incident management operations, and should include State, local, and tribal participation. Identified issues are validated and promptly assigned to appropriate organizations for remediation.

Following an incident, the JFO Coordination Group submits an after-action report to DHS Headquarters detailing operational successes, problems, and key issues affecting incident management.

The report includes appropriate feedback from all Federal, State, local, tribal, nongovernmental, and private-sector partners participating in the incident.