



FEMA

December 13, 2017

SENT VIA E-MAIL TO: john@greenewald.com

John Greenewald
The Black Vault
27305 W. Live Oak Rd.
Castaic, CA 91384

Re: FEMA FOIA Case Number 2018-FEFO-00204

Dear Mr. Greenewald:

This is the final response to your Freedom of Information Act (FOIA) request to the Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), dated November 10, 2017 and received in this office on November 13, 2017. You are seeking a copy of records, electronic or otherwise, of the following: a copy of the most recent version of the All-Hazards Emergency Management Plan for Region IX: Arizona, California, Hawaii, Nevada, and the Pacific Islands.

A search of FEMA's Region IX Office for documents responsive to your request produced a total of 88 pages. We are granting your request under the FOIA, Title 5 U.S.C. § 552, as amended, and DHS' implementing regulations, 6 C.F.R. Chapter I and Part 5. After carefully reviewing the responsive documents, I determined that they are appropriate for public release. They are enclosed in their entirety; no deletions or exemptions have been claimed.

You have the right to appeal if you disagree with FEMA's response. The procedure for administrative appeals is outlined in the DHS regulations at 6 C.F.R. § 5.8. In the event you wish to submit an appeal, we encourage you to both state the reason(s) you believe FEMA's initial determination on your FOIA request was erroneous in your correspondence, and include a copy of this letter with your appeal. Should you wish to do so, you must send your appeal within 90 days from the date of this letter to fema-foia@fema.dhs.gov, or alternatively, via mail at the following address:

FEMA
Office of the Chief Administrative Officer
Information Management Division (FOIA Appeals)
500 C Street, SW, Seventh Floor, Mail Stop 3172
Washington, D.C. 20472-3172

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Provisions of the FOIA allow us to recover part of the cost of complying with your request. In this instance, because the cost is below the \$25 minimum, there is no charge.

If you have any questions or would like to discuss this matter, you may contact FEMA at (202) 646-3323, or you may contact FEMA's Public Liaison in the same manner. Please reference the subsequent case identifier: **FEMA 2018-FEFO-00204**.


Sincerely,

Eric Neuschaefer
Chief, Disclosure Branch
Information Management Division
Missions Support

Enclosure(s): Responsive Records (88 Pages).

This document is made available through the declassification efforts
and research of John Greenewald, Jr., creator of:

The Black Vault



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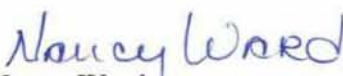
Dear Emergency Management Partner:

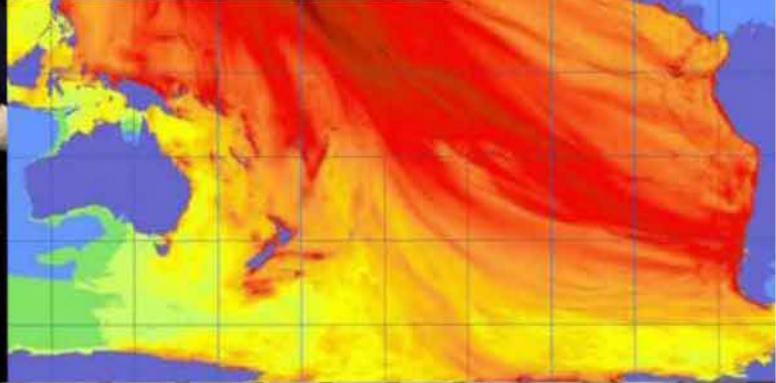
It is with great satisfaction that FEMA shares the Region IX All Hazards Plan.

The adoption and signing of this plan culminates more than a year of work by whole community stakeholders to define response strategies for any disaster in the Region IX area of operations.

Developed in accordance with Presidential Decision Directive 8, *National Preparedness*, this plan outlines a systematic process for activation, assessment and deployment of field teams and capabilities to save and sustain life and restore critical infrastructure. Our ultimate goal in developing the plan is to quickly and efficiently establish an operational capability in the field, enable whole community response and set conditions for recovery. It represents the next generation of community-based federal planning.

I hope that in becoming familiar with this plan you will agree that we are better prepared for a major incident in FEMA Region IX.


Nancy Ward
Regional Administrator
FEMA Region IX



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U.S. Department of Homeland Security

Federal Emergency Management Agency Region IX



FEMA

PUBLIC VERSION

Region IX All Hazards Plan

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Version	Date	Summary of Changes	Name

Changes to this plan are coordinated by the FEMA Region IX Planning Branch.

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PURPOSE

This federal operations plan describes specific strategies to execute a unified response to a severe incident anywhere in Region IX. This plan focuses on the coordinated deployment of federal incident management and response capabilities, equipment, and resources in support of state and local response to any severe incident.

Region IX's All Hazards Plan facilitates the development of an executable concept of operations through:

- **Identified capability sets.** The all-hazards planning approach develops a comprehensive set of national capabilities that can be employed in any situation.
- **Logistics architecture.** Pre-identified logistics deployment concepts that enable rapid deployment to any incident.
- **Pre-arranged relationships with the state.** Relationships with affected states and federal stakeholders that result in streamlined response actions during an incident.

Audience

The All-Hazards Plan is intended to guide and facilitate a coordinated federal response by FEMA Region IX and supporting ESFs in support of Region IX states, Arizona, California, Hawaii, and Nevada, American Samoa, Guam, and the Commonwealth of the Northern Mariana Islands.

Guidance and Authorities

The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) constitutes the statutory authority for most Federal disaster response activities. Presidential Policy Directive 8 (PPD-8) directed the Federal Government to create the National Preparedness Goal (NPG). The NPG outlined the following capabilities: Prevention, Protection, Mitigation, Response, and Recovery. The NPG then outlined fourteen core capabilities essential to the Response Mission Area. The National Preparedness System (NPS) was created to accomplish the NPG and is outlined under Response Phase 1a.

Response Core Capabilities

Capabilities based planning enables actions in an incident based on established objectives. The following list of critical core capabilities has been determined to produce the most effective response to any scenario in Region IX:

1. Planning

Conduct a systematic process engaging the whole community in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.

2. Public Information and Warning

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

3. Operational Coordination

Establish and maintain a unified and coordinated operational structure and process that effectively integrates all critical stakeholders and supports the execution of core capabilities.

4. Critical Transportation

Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.

5. Environmental Response and Health and Safety

Ensure the availability of guidance and resources to address all hazards including hazardous materials, acts of terrorism, and natural disasters in support of the responder operations and the affected communities.

6. Fatality Management Services

Provide fatality management services, including body recovery and victim identification, working with state and local authorities to provide temporary mortuary solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.

7. Infrastructure Systems

Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

8. Mass Care Services

Provide life-sustaining services to the affected population with a focus on hydration, feeding, and sheltering to those who have the most need, as well as support for reunifying families.

9. Mass Search and Rescue

Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.

10. On-Scene Security and Protection

Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for all response personnel engaged in lifesaving and life-sustaining operations.

11. Operational Communications

Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

12. Public and Private Services and Resources

Provide essential public and private services and resources to the affected population and surrounding communities, to include emergency power to critical facilities, fuel support for emergency responders, and access to community staples (e.g., grocery stores, pharmacies, and banks) and fire and other first response services.

13. Public Health and Medical Services

Provide lifesaving medical treatment via emergency medical services and related operations and avoid additional disease and injury by providing targeted public health and medical support and products to all people in need within the affected area.

14. Situational Assessment

Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

SITUATION

A severe incident in Region IX has the potential to create large numbers of casualties, displaced families and damage to infrastructure. Severe scenarios were analyzed in Region IX and are described in the composite scenario. They include natural hazards, technological hazards and terrorist attacks. An analysis of the scenario impacts identified a wide range of response requirements across all fourteen core capabilities.

PLANNING ASSUMPTIONS AND CRITICAL CONSIDERATIONS

The following information represents the planning assumptions and critical considerations used in the development of the all-hazards-response.

Planning Assumptions

Planning assumptions represent information necessary to continue planning in absence of fact:

- A Presidential Declaration is issued under the authority of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), including response, recovery, and mitigation activities
- Departments and agencies will coordinate and take action under their own statutory authorities and under the Stafford Act as appropriate
- Critical transportation routes and infrastructure will be disrupted by the incident or by secondary effects

Critical Considerations

Critical considerations are those elements of information that must be taken into account when developing a plan:

- The Stafford Act authorizes the FCO to direct any executive branch department/agency to engage in lifesaving and life-sustaining activities
- Federal departments and agencies are permitted to deploy personnel and resources under their own authority or under the authority of the Stafford Act

MISSION


The mission of the Region IX response organization is to save and sustain human life, minimize suffering, stabilize and restore critical infrastructure, and set the conditions for recovery, following a severe incident in Region IX.

EXECUTION

The response concept involves activation of specialized teams and resources, assessment of the situation, development of a response strategy, and the coordinated movement of capabilities to staging areas near the incident site. Teams are deployed to staging areas from multiple transportation corridors and dispatched to the forward operations area. Annex C Operational Coordination describes the response concept in detail. The operation is executed in three phases:

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Phase 1 Pre-incident	Phase 2 Response	Phase 3 Recovery
Phase 1a: Normal Operations <ul style="list-style-type: none">• Plan• Organize• Equip• Train• Exercise	Phase 2a: Immediate Response <ul style="list-style-type: none">• Activation, Mobilization• Protective actions• Assessment• Determine Staging areas• Develop support plan	Phase 3a: Short Term Recovery <ul style="list-style-type: none">• Restoration
Phase 1b: Elevated Threat <ul style="list-style-type: none">• Increased readiness• Coordinate threat information	Phase 2b: Deployment <ul style="list-style-type: none">• Deployment• Movement to staging areas	Phase 3b: Long Term Recovery <ul style="list-style-type: none">• Rebuilding
Phase 1c: Credible Threat <ul style="list-style-type: none">• Pre-position resources	Phase 2c: Sustained Response <ul style="list-style-type: none">• Employment	

Figure 1.1 Operational Phases

Sub-Phase 1a: Normal Operations

Phase 1a describes normal operations activities in the absence of a specific threat. Phase 1a efforts focus primarily on prevention, but also include the coordination of efforts associated with protecting against and adjusting regional posture in the event of an incident. These activities are described and outlined in the National Preparedness System (NPS). The NPS cycle is completed in Phase 1a. The components of the NPS are: identifying and assessing risk, estimating the level of capabilities needed to address those risks, building or sustaining the required levels of capability, developing and implementing plans to deliver those capabilities, validating and monitoring process, and reviewing and updating efforts to promote continuous improvement.

End-state: The end-state of Phase 1a is readiness to respond to any incident. Phase 1a ends with the identification of a credible threat to the region or with an incident.

Sub-Phase 1b: Elevated Threat

Phase 1b occurs in response to an elevated threat in the region. An elevated threat is any condition that poses an increased probability of a severe incident or a condition that increases vulnerability to a threat. These conditions include: a special security event, intelligence warnings, a bioterrorism alert, or anticipated natural disaster, i.e. storms, flooding, hurricanes.

Activities during this phase include coordinating threat information and activating incident management elements focused on situational awareness and coordinating information. Region IX activates planning teams to develop shared situational awareness between Region IX, the affected state, and fusion centers at multiple jurisdictional levels. The planning team develops a situation assessment and a response plan using the 6-step incident planning process. Specific actions are described in Annex C, Operational Coordination.

End-state: The end-state of Phase 1b is when regional or joint state/federal planning teams have conducted an assessment of the situation and have adjusted the regional posture in accordance with an approved regional response plan. Phase 1b ends when the threat of an incident has diminished, or when the threat becomes credible, or when there is an actual incident.

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Sub-Phase 1c: Credible Threat

Phase 1c occurs in response to a specific credible threat in Region IX. A credible threat is defined as any condition that poses a significant probability of a severe incident (approximately 10% or more) in the near term. These conditions include specific and credible intelligence warnings of a severe terrorist attack. Activities during this phase include the deployment of capabilities and resources. The desired end-state is the positioning of response capabilities and increased operational readiness to respond. Specific actions are described in Annex C, Operational Coordination.

End-state: The end-state of Phase 1c is when federal incident management teams and response capabilities have deployed and are operational in advance of the anticipated incident. Phase 1c ends when the threat has diminished, or when the incident occurs.

Phase 2: Response

Once an incident occurs, priorities shift from building capabilities to employing resources to provide life-saving, life-sustaining, and other resources necessary to supplement local, regional, tribal, private sector, nonprofit, nongovernmental, and volunteer agency activities.

The goal of Phase 2 Response is to activate, assess the situation, decide the course of action, deploy, and integrate response capabilities at the incident site. Phase 2 Response actions focus on establishing the FCO's operational control of federal support in the field. Specific actions are described in Annex C, Operational Coordination. Levels of RST activation are outlined below:

Sub-Phase 2a: (Immediate Response)

During Sub-Phase 2a (Immediate Response), the Regional Response Coordination Center (RRCC) fully activates (Level I with ESFs), conducts a situation assessment in coordination with stakeholders, and makes decisions regarding response.

End-state: The end-state of Phase 2a is when the RST has developed an assessment of the situation and has developed an approved strategy for coordinated federal support to the affected state. The RSP that describes the concept of operations has been developed and communicated to all response agencies. The NRCC is prepared to deploy teams based on the initial RSP.

Sub-Phase 2b: (Deployment)

During **Sub-Phase 2b (Deployment)** FEMA deploys an IMAT, if not already deployed in Phase 1, to the State EOC or to the JFO as directed, to form a Unified Coordination Group (UCG). If the National IMAT (N-IMAT) is also deployed, Region IX augments and integrates with the N-IMAT staff. The RST continues to coordinate activities until the UCG is formed and ready to assume management responsibilities.

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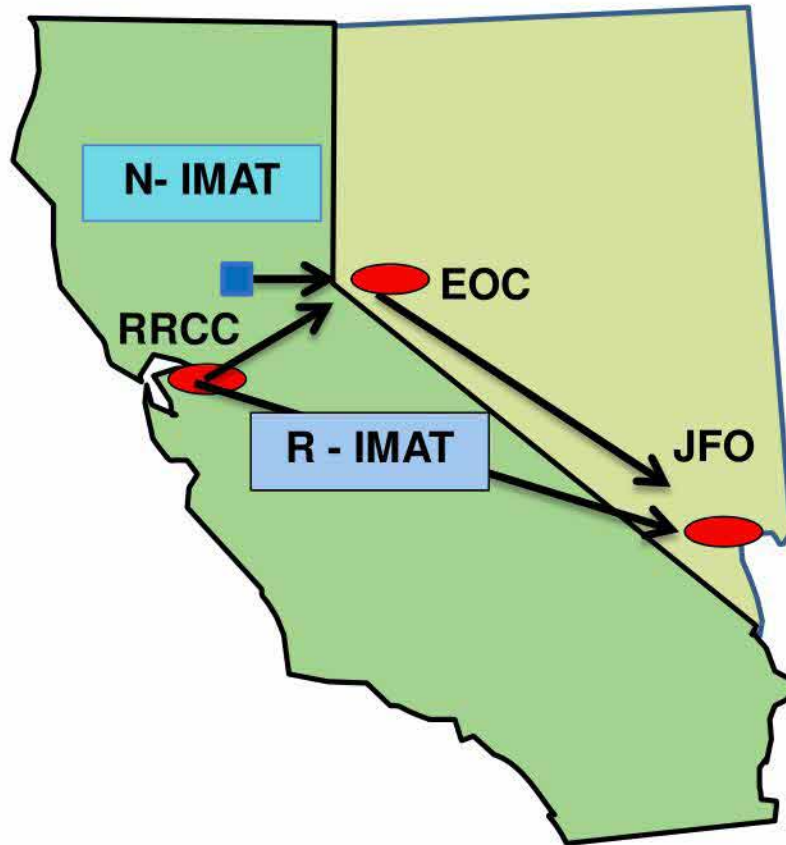


Figure 1.2 Concept of IMAT Deployment

End-state: The end-state of Phase 2b is when initial requested resources (field teams and capabilities) have arrived at designated reception and staging areas at the incident site and are ready to be employed. The IMAT has arrived at the affected state EOC.

Sub-Phase 2c: (Sustained Response)

Phase 2c is the mature response phase. It integrates the stable provision of federal support with the needs of the community and affected state. The goal of the regional response is to reach the stable and functional provision of federal support within 72 hours of activation.

During Phase 2c, the FCO/IMAT has formed a joint organization with the affected state consisting of a UCG. Phase 2c ends when response activities have set the conditions for recovery.

End-state: The end-state of Phase 2c is when capabilities are employed at the incident site in order to accomplish objectives. The FCO, Regional IMAT and state incident management teams are operating as a UCG in the response. The FCO/IMAT is at full operational capability and control of all federal response has been delegated to the FCO/IMAT in the field.

Phase 2c ends when response activities have set the conditions for recovery. Sheltering has transitioned to temporary housing, enabling the opening of schools. Critical infrastructure is

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operating using temporary systems and transitioning to repaired systems. Power generation and fuel distribution to essential infrastructure enables communications, water distribution, and basic sanitation.

Phase 3: (Recovery)

Recovery planning and coordination takes place while response is ongoing. Initial recovery operations may be conducted simultaneously with response until the focus of efforts gradually transitions to recovery operations. This phase sets the conditions to transition to long-term recovery activities that restore critical infrastructure, continue government operations, and promote economic recovery. The JFO remains the central coordination point among federal, state, local, NGOs, and private sector entities that provide recovery and mitigation assistance.

End-state: The end-state of Phase 3 is when actions are taking place that ensure the long term recovery of the affected area.

Response Operational Metrics are outlined in the below table. This table displays the best practices when responding to a severe incident.

Response Guidance Metric

Response Time	Response Tasks
Within 2 hours	<ul style="list-style-type: none">• Transmit Operation Orders and Situational Reports• Issue alerts, warnings, and notifications• Activate National Response Coordination Center (NRCC), Regional Support Team (RST)• Request Emergency Management Assistance Compact (EMAC) Liaison as needed
Within 2-12 hours	<ul style="list-style-type: none">• Report FEMA assets and facilities using geotags
Within 12-24 hours	<ul style="list-style-type: none">• Establish Unified Coordination Group (UCG)• Capture Situational Awareness Metrics• Verify FEMA Urban Search and Rescue (US&R) teams arrive w/in 16 hrs of notification• Establish joint objectives through IMAT w/in 18 hrs• Deploy Community Relations (CR) Planning Cells• Deploy incident support mgmt personnel• Develop Incident Action Plan (IAP)• Establish an Initial Operating Facility (IOF), supported by Mobile Emergency Response Support (MERS)• Provide Situational Awareness using USGS tagged imagery• Assemble multidivisional joint preliminary damage assessment (PDA) teams• Develop CR plan with state• Provide risk data to IA, NPSC, and PA

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Response Time	Response Tasks
Within 24-72 hours	<ul style="list-style-type: none">• Transition control from RST to IMAT/FCO• Establish ISBs or FSAs and be able to receive materiel within 36 hrs, be fully operational by 48 hrs• Conduct Site Evaluation for Disaster Recovery Centers (DRC)• Make DRCs operational• Source, identify, evaluate, lease JFO and other sites as needed, with GSA• Ensure facilities are operational, ADA compliant, safe and secure w/in 72hrs• Link 100% FEMA sites through MERS capabilities• Establish Direct Temporary Housing Assistance Team• Develop SAR plan• Support debris clearance from critical roads
Within 3-14 days	<ul style="list-style-type: none">• Deploy Environmental Historic Preservation (EHP) Advisor (EHAD) to the JFO• Establish staffing plan• Complete draft of EHP mgmt plan• Initiate scoping process with EHP stakeholders• Develop Incident Strategic Plan
Within 14-60 days	<ul style="list-style-type: none">• Hold public/private events for public, disaster assistance, personal preparedness• Kick-Off Meetings for applicants outlining application for assistance requirements• FDRC being to Coordinate with State Recovery Coordinator• Transition survivors to non-congregate• Conduct housing assessments
60 days and longer	<ul style="list-style-type: none">• Provide temporary housing assistance to 97% of applicants• Conduct community green building and resilient building techniques seminars• Complete all debris removal• Complete an initial incident recovery support strategy, identifying key milestones

Figure 1.3 Response Guidance

ADMINISTRATION AND SUPPORT

Administration

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

Funding

The Stafford Act provides the legal framework for financial and material support. Use of disaster funds will be initiated by an emergency or major disaster declaration from the president.

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Before a major disaster or emergency declaration, the Stafford Act authorizes deployment and prepositioning of personnel and equipment to reduce immediate threats to life, property, the public, employees, and responder health and safety and to improve the timeliness of its response. Their actions are limited to pre-deployment until a declaration is made. Prior to Stafford Act declarations, the FEMA Associate Administrator for Response and Recovery, the FEMA CFO, or their designees determine the required funding resources for the surge funding. FEMA is authorized to obligate surge funds to mobilize and deploy resources, as needed.

Examples of expenses that may be allowed under surge funding include:

- Region IX RRCC activation
- Salary, overtime, and travel expenses for temporary personnel, experts, and consultants appointed under section 306 of the Stafford Act
- Establishment of mobilization and staging areas
- Staging of Inspection Services Contractor and deployment of Inspection Services Coordinator Staging of rescue, hazard assessment, or medical services teams
- Certain reimbursements to federal entities supporting FEMA Mission Assignments (MAs)

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

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

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while performing work pursuant to disaster assistance authorities independent of the Stafford Act.

- For Stafford Act incidents, and as designated, resources and services are administered through the National Response Coordination Center (NRCC) at the national level, the Region IX RRCC, and the JFO at the field level.

Personnel Resources

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

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Annex A: ESF To Core Capability Matrix

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See Response Federal Interagency Operational Plan (FIOP) for ESF to Core Capability Matrix.

Annex A: ESF To Core Capability Matrix

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Annex B: Planning

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PURPOSE

This annex describes the process for conducting planning during incident response. This annex is supported by three appendices that provide additional information, Risk Management, Situational Assessment, and Geospatial.

- Appendix 1 to this annex, Risk Management, identifies strategies to minimize risk;
- Appendix 2 to this annex, Situational Assessment, describes assessments as an element of a systematic decision making process; and
- Appendix 3 to this annex, Geospatial, describes how geospatial and geographic information systems (GIS) support strengthens situational awareness.

Planning Factors

- Develop an initial Regional Support Plan that describes the initial concept of operations and strategies for the deployment of capabilities to support a catastrophic incident in Region IX.
- Develop a coordinated Incident Action Plan in order to direct the activities of a joint state/federal organization in response to a catastrophic incident in Region IX.
- Coordinate an assessment of a biological incident, determine objectives and requirements and make coordinated deployment decisions in response to a wide area release.
- Assess the threat associated with a large atmospheric river storm approaching the Region and make coordinated deployment decisions appropriate to the threat.

EXECUTION

Planning guides the response decision cycle at every federal echelon. Planning is a systematic process, to develop executable operational approaches to achieve defined objectives. This annex focuses on incident planning which occurs after an incident.

Region IX's All Hazards plan facilitates the development of an executable concept of operations through:

- **Identified capability sets** – The all-hazards planning approach develops a comprehensive set of national capabilities that can be employed in any situation;
- **Logistics architecture** – Pre-identified logistics deployment concepts that enable rapid deployment to any incident; and
- **Pre-arranged relationships with the state** – Relationships with affected states and federal stakeholders that result in streamlined response actions during an incident.

The activation of the RRCC initiates systematic decision-making guided by the Six-Step Planning Process shown in **Figure B.1**. The result is a systematic assessment of the situation and the development of a response strategy in coordination with the affected state.

Annex B: Planning

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Following the activation of the RRCC and turnover from the regional watch team, the RRCC Planning Section facilitates a rapid situational assessment to determine the scope and severity of the incident. They develop an Incident Assessment Brief using processes identified in Appendix B-2.

An Incident Assessment Brief is held establishing common understanding of the incident and support requirements. The brief should include a full **Situational Assessment** that provides all decision makers with relevant information regarding the scope and severity of the incident and the status of the response.

The Incident Assessment Brief includes:

- Assessment of the incident, estimated type, location, severity, and jurisdictions affected
- Mission and objectives
- Status of initial actions
- Initial resource availability, including airlift
- The availability and condition (if known) of pre-identified staging areas
- IMATs readiness to deploy (State EOC and federal reception and staging area)

The brief ends with the RRCC lead directing additional actions including the formation of a planning team and development of a Regional Support Plan. The Incident Assessment Brief development is outlined in the Region IX's Regional Support Team Desk Guide.

The RSP is developed using crisis planning methods that are consistent with the six step planning process and includes:

Step 1: Form the planning team

The Planning Section forms the team by coordinating participation from the Operations and Logistics Sections, key ESFs, the Defense Coordination Element (DCE) and other stakeholders.

Step 2: Understand the situation

The Incident Assessment Brief (ISB) is reviewed by the planning team and updated to develop a clear understanding of support requirements and pre-identified deployment concepts.

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Step 3: Determine goals and objectives

The collaborative planning team selects, develops or modifies objectives that support the affected state. Objectives articulate what the organization must do to succeed with respect to the survivors and the desired end state (stability in 72 hours). Clear, unambiguous objectives are critical to achieve operational execution of the plan.

Step 4: Develop the plan

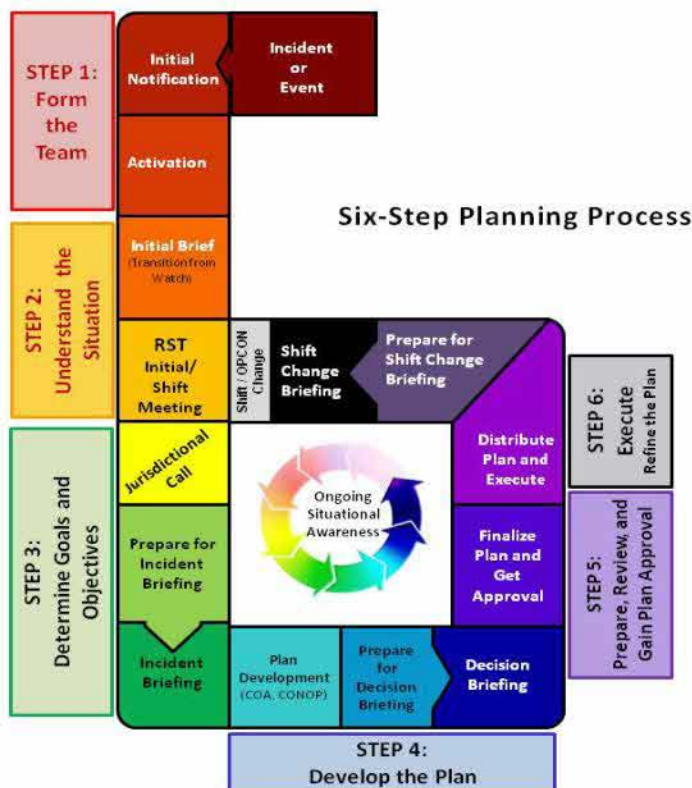
The planning team develops courses of action (COAs) that create a support structure of field teams, support teams, commodities and resources to meet the desired end state. The planning team normally develops a graphic that describes an ideal response arrangement including response capabilities or resources, required conditions that define the plan objectives, and staging areas for field teams in close proximity to the incident.

Step 5: Prepare, review, and gain approval of the plan

The Regional Support Plan (RSP) is briefed to the RRCC staff for a decision on the most effective course of action and then communicated to all stakeholders for the next operational period (typically 24 hours).

Step 6: Execute the plan

The RSP is executed by the RRCC and ESFs and is the starting point for the development of incident plans by the FCO and IMAT in the field. When the IMAT accepts operational control of response operations, the concept of operations is executed by the FCO and modified as necessary.



Annex B: Planning

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Concept of Operations

Planning is a phased process:

Phase 1 takes place prior to an incident.

- Phase 1a – Normal operations activities in the absence of a specific threat. Phase 1a efforts are focused primarily on prevention, but also include the coordination of efforts associated with protecting against and preparing for potential response activities in the event of an incident. The NPS cycle is completed in Phase 1a. The components of the NPS are: Planning, Organizing, Equipping, Training, and Exercises (POETE) which also involves reviewing and updating efforts to promote continuous improvement.
- Phase 1b – Region IX activates planning teams and develops response plan using the (6 step) incident planning process. The plan aligns the regional operations posture (activation level) to the threat. The RRCC may activate and conduct situational awareness or assessment activities in coordination with other operations centers including the NRCC, State EOC, agency operations centers or fusion centers.
- Phase 1c – The RRCC activates and conducts situational assessments in coordination with other operations centers including the NRCC, State EOC, agency operations centers or fusion centers. The RST forms a planning team and conducts a situational assessment. Based on an assessment, a regional plan is developed to respond to the threat. In coordination with state counterparts, the region may activate and pre-stage teams and capabilities in response to the credible threat.

Phase 2 begins once an incident occurs.

- During Phase 2a and 2b, The RST Planning Section conducts an assessment of the situation (size, location, type, severity and jurisdictions affected) and produces a Situation Assessment Brief. The RST Planning Section facilitates the development of a regional response strategy using the 6 step incident planning process. The response strategy and the deployment, reception and staging of capabilities are described in the Regional Support Plan (RSP). The RST Leader typically approves the RSP. The RSP is forwarded to the National Response Coordination Center (NRCC) in order to ensure the coordinated deployment of field teams to the incident area.
- During Phase 2c, the deployed IMAT arrives on scene and conducts a situational assessment. The IMAT/FCO partners with the state, develops a decision cycle (Planning P), and develops an Incident Action Plan. Functional planning takes place within Operations using the six step process. Once an Incident Action Plan is selected, ESF 15 is notified to ensure messaging supports the concept of operations.

Annex B: Planning

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Phase 3 focuses on recovery

- During Phase 3, the federal focus is recovery planning and coordination. Recovery planning may take place while response is ongoing. This planning phase facilitates the recovery of assets and transitions back into Phase 1a, Normal Operations.

Annex B: Planning

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Appendix 1 to Annex B: Risk Management

January, 2013

PURPOSE

The purpose of the Risk Management appendix is to describe strategies used to manage operational risks during a federal response to a severe incident in Region IX.

Effective risk management improves the quality of decision making. Risk management principles acknowledge that, while risk cannot be eliminated, actions can be taken to control risk.

SITUATION

Risk is the potential for an unwanted outcome resulting from an incident, event, or occurrence, as determined by its likelihood and associated consequences. Risk may manifest at the strategic, operational, and tactical levels.

Risk Management is a process of identifying, analyzing, assessing, and communicating risk and accepting, avoiding, transferring or controlling it to an acceptable level considering the costs and benefits of the actions taken. Risk Management involves identifying, analyzing, mitigating, and monitoring to address risk.

EXECUTION

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Appendix 1 to Annex B: Risk Management

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PURPOSE

This appendix describes a process for the development of Situational Assessments as part of a decision cycle at every federal response echelon (Watch, RRCC, and UCG).

Planning Factors

- Assess the impact of a catastrophic incident in order to develop objectives, capability requirements, and deployment and staging strategies, and make resource allocation decisions.
- Assess the impact of an incident on critical infrastructure in order to make decisions regarding recovery strategies, capability requirements and timelines for restoration.
- Detect and assess the impact of an impending weather incident in order to make pre-landfall decisions regarding activation, deployment and staging of critical capabilities.
- Assess the impact of a Chemical, Biological, Radiological, or Nuclear (CBRN) incident in a major metropolitan area in order to characterize the impact and make deployment decisions that avoid contaminated areas and mitigate risk of contamination.
- Assess the impact of a CBRN incident and provide public information and warning including protective action recommendations that facilitate medical treatment, evacuation, decontamination, and prophylaxis.
- Detect, confirm and assess the impact of an anthrax incident in a major metropolitan area in order to identify and notify the affected population and/or population at risk in time to facilitate protective actions including evacuation, prophylaxis and the control of contamination.
- Assess the impact, size, and scope of an earthquake to develop objectives, capability requirements, and deployment and staging strategies, and make resource allocation decisions.
- Immediately assess tsunamis generated from subduction zones in the Alaska/Aleutians, Central and South America, Eastern Philippines, Kuril Islands-Mariana, Manus, New Zealand/Tonga, and New Britain/Vanuatu for impact on coastal communities and critical infrastructure including the port of LA/Long Beach.

SITUATION

Situational assessments are a critical part of the 6 step planning/decision cycle. While situational awareness is an ongoing activity, situational assessments occur at specific points in the decision cycle and lead to informed response decisions at all echelons of the response organization.

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EXECUTION

Situational assessments are made at every echelon in the response organization.

Regional Watch Team – The Regional Watch maintains situational awareness and when an incident occurs, receives and gathers information regarding the incident. The Watch Team assesses the size and severity of the incident. The Watch Team provides their assessment to the RA and Operations Director who determine if the RRCC is activated in response to the incident.

Regional Support Team – After RRCC activation, the RST Planning Section facilitates rapid situational awareness throughout the RRCC by the display of GIS products and information that explain the scope and severity of the incident.

- A Jurisdictional Call is made within thirty (30) minutes of activation. Local and state authorities provide their assessment of the incident, anticipated response gaps, and anticipated federal support needed.
- An Incident Assessment Brief is provided at one (1) hour after RRCC activation. An Incident Assessment Brief is held to establish common understanding of the incident and support requirements. The brief includes a full assessment that provides all decision makers with relevant information regarding the nature/extent of the hazard and the status of the response. The brief should include.
 - The incident situation (type, size, location, severity, and impact)
 - Mission and objectives
 - Status of initial actions
 - Initial resource availability, including airlift
 - The availability and condition of pre-identified staging areas
 - IMAT readiness to deploy
- The Incident Assessment Brief concludes with the formation of a planning team that develops the Regional Support Plan (RSP). The team is facilitated by the planning section and includes representatives from Operations, Logistics, key ESFs and the Defense Coordinating Element (DCE).
- A Decision Brief is held at four (4) hours after activation. The Decision Brief provides the RST with an updated situational assessment along with recommendations. The brief includes:
 - The incident situation (type, size, location, severity, and impact)
 - Mission and objectives based on survivor needs
 - Status of initial actions (from execution checklist)
 - Initial resource availability, including airlift

Appendix 2 to Annex B: Situational Assessment

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- The availability and condition (if known) of pre-identified staging areas
- IMAT readiness to deploy
- Concluding with the formation of a planning team that will develop the Regional Support Plan

Incident Management Assistance Team – The IMAT obtains additional situational awareness at the incident site. They establish a situational assessment of the incident in coordination with the state counterparts. Situation Assessments are updated each time there is a shift change or when the RA delegates operational control to the Federal Coordinating Officer (FCO).

Situational Assessments at the Branch and Division Level – The UCG Operations Section, branches, and divisions conduct situational assessments as part of an ongoing decision cycle:

- **Divisions** provide situational assessments of resource support to their geographic area. These situational assessments are focused on meeting local requirements.
- **Functional Branches** make an assessment of their functional area as part of an ongoing decision cycle.

Concept of Operations

The Region IX Watch Team, Regional Support Team (RST), Regional Response Coordination Center (RRCC), Incident Management Assistance Team (IMAT), United Coordination Group (UCG), and federal interagency partners deliver timely information and assessments to inform decision making for immediate and ongoing lifesaving and life-sustaining activities and engage governmental and private sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.

Phase 2a: Immediate Response

The Region IX Watch Center:

- Notify and provide ongoing assessments to the Regional Administrator (RA) and the Operations Director and regional staff
- Provide assessment to activated Operations Director and Section Chiefs (SC) during transition from Watch Center to RRCC
- Continue normal situation monitoring, analysis and reporting functions for incidents other than those related to the RRCC activation

Appendix 2 to Annex B: Situational Assessment

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Region IX Regional Support Team (RRCC):

- Planning Section:
 - Develop a situational assessment in coordination with the RST Six-Step Planning Process is defined in Annex B. See **Figure B.1 Six-Step Planning Process**.
 - Facilitate a jurisdictional call with the impacted jurisdiction/state within 30 minutes of activation
 - Use GIS displays to facilitate situational awareness throughout the RRCC
 - Develop the Incident Assessment Brief to be delivered one (1) hour after activation
- Request geospatial and geographic information system support needed for incident management and awareness
- Identify and fill gaps in information

Phase 2b: Deployment

Region IX Regional Support Team (RRCC):

- Conduct resource and requirements tracking
- Continue to share information among federal, state, local, tribal, and territorial governments and non-governmental organizations to support incident response
- Coordinate situational assessments with the deploying IMATs

Phase 2c: Employment and Sustained Response

Region IX Regional Support Team (RRCC):

- Maintain ongoing situational assessments.

Situational Assessment Assets and Capabilities:

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Appendix 3 to Annex B: Geospatial

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PUBLIC VERSION

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Appendix 3 to Annex B: Geospatial

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Annex C: Operational Coordination

January, 2013

PURPOSE

The purpose of this annex is to describe the concept for federal Operations and for a coordinated operational structure that integrates stakeholders and executes core capabilities.

Planning Factors

- Establish unified effort at a Unified Coordination Group and Unified Command in response to a severe incident in Region IX.
- Conduct coordinated operations across eight divisions and five branches in order to direct the activities of a joint state/federal organization in response to a no-notice catastrophic incident.
- Establish an Air Operations Branch in order to coordinate and manage strategic aviation missions including Supply, Airlift and Air Evacuation Operations from outside the affected area.
- Conduct multi-region coordination in order to respond to a large incident involving several FEMA regions.
- Establish continuity of operations for command and control, logistics and other operations in response to a catastrophic incident.

SITUATION

This annex describes FEMA Region IX's actions to activate, assess the situation and make response decisions in coordination with the affected state. It depicts the process for managing the incident in the initial days. FEMA Region IX's actions are intended to create a coordinated federal response in the field through the Unified Coordination Group (UCG). This occurs in the context of a larger response at the local, state and territorial jurisdictions.

In the context of the local, state and national level response, FEMA Region IX's actions are intended to create a coordinated federal response in support of the state under the direction of the Federal Coordination Officer (FCO) and Incident Management Team (IMAT) within 72 hours of the incident. This plan facilitates the response through a systematic decision process, defined capabilities, and logistics processes and structures.

EXECUTION

This annex describes a systematic regional response to any severe incident in Region IX. Severe incidents have an immediately obvious requirement for coordinated federal support and a proactive federal response. These incidents are managed according to a systematic and phased strategy that results in:

- Activating the RRCC within two (2) hours
- Assessing the situation in coordination with the affected state

Annex C: Operational Coordination

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- Developing a response strategy or posture
- Deploying response and management teams, and establishing a UCG in the field within twelve (12) hours
- Shifting authority to the FCO or IMAT in the field
- Executing the response strategy

This response strategy is conducted in a phased manner, consistent with a whole community approach.

Senior Leaders' Intent

Deployed Incident Management Assistance Teams (IMATs) ensure unity of effort by establishing a joint state/federal Unified Coordination Group (UCG) to coordinate disaster response activities that are consistent with the priorities set by the governor of the affected state.

Objectives:

The following response core capabilities are the critical elements necessary for operational success and are aligned with the National Preparedness Goal. They represent the broad objectives for a regional response to all hazards.

- **Planning** – Conduct a systematic process engaging the whole community in the development of executable, strategic, operational, and/or community-based approaches to meet defined objectives.
- **Public Information and Warning** - Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically correct methods to effectively relay information regarding any threat or hazard, the actions being taken and the assistance being made available.
- **Operational Coordination** - Establish and maintain a unified and coordinated operational structure and process that integrates all critical stakeholders and supports the execution of core capabilities.
- **Critical Transportation** - Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.
- **Environmental Response/Health and Safety** - Ensure the availability of guidance and resources to address all hazards. This includes hazardous materials, acts of terrorism, and natural disasters. Support responder operations and the affected communities.

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- **Fatality Management Services** - Provide fatality management services, including body recovery and victim identification, working with state and local authorities to provide temporary mortuary solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.
- **Infrastructure Systems** - Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
- **Mass Care Services** - Provide life-sustaining services to the affected population with a focus on hydration, feeding, and sheltering to those who have the most need, as well as support for reunifying families.
- **Mass Search and Rescue Operations** - Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.
- **On-scene Security and Protection** - Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for all traditional and atypical response personnel engaged in lifesaving and life-sustaining operations.
- **Operational Communications** - Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.
- **Public and Private Services and Resources** - Provide essential public and private services and resources to the affected population and surrounding communities including firefighting and other first response services. This also includes emergency power to critical facilities, fuel support for emergency responders, and access to community staples such as grocery stores, pharmacies, and banks.
- **Public Health and Medical Services** - Provide lifesaving medical treatment via emergency medical services and related operations and avoid additional disease and injury by providing targeted public health and medical support and products to all people in need within the affected area.
- **Situational Assessment** - Provide decision makers with relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Concept of Operations

These core capabilities/objectives are accomplished through coordinated actions in a phased approach.

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Phase 1 Pre-incident	Phase 2 Response	Phase 3 Recovery
Phase 1a: Normal Operations <ul style="list-style-type: none">• Plan• Organize• Equip• Train• Exercise	Phase 2a: Immediate Response <ul style="list-style-type: none">• Activation, Mobilization• Protective actions• Assessment• Determine Staging areas• Develop support plan	Phase 3a: Short Term Recovery <ul style="list-style-type: none">• Restoration
Phase 1b: Elevated Threat <ul style="list-style-type: none">• Increased readiness• Coordinate threat information	Phase 2b: Deployment <ul style="list-style-type: none">• Deployment• Movement to staging areas	Phase 3b: Long Term Recovery <ul style="list-style-type: none">• Rebuilding
Phase 1c: Credible Threat <ul style="list-style-type: none">• Pre-position resources	Phase 2c: Sustained Response <ul style="list-style-type: none">• Employment	

Figure C-1 Phased Response

Phase 1a: Normal Operations

Phase 1a describes normal operations activities in the absence of a specific threat. Phase 1a efforts are focused primarily on prevention, but also include the coordination of efforts associated with protecting against and preparing for potential response activities in the event of an incident. The NPS cycle is completed in Phase 1a. The components of the NPS are: Planning, Organizing, Equipping, Training, and Exercises (POETE) which also involves reviewing and updating efforts to promote continuous improvement.

End-state: The desired end-state is readiness to respond to any incident. Phase 1a ends with the identification of a credible threat to the region or with an incident.

Phase 1b: Elevated Threat

Phase 1b occurs in response to an elevated threat in the region. An elevated threat is defined as any condition that poses an increased probability of a severe incident or a condition that increases vulnerability to a threat. These conditions include: tropical cyclone watch, advancing “pineapple express” storms, a special security event, or intelligence warnings.

Activities during this phase include the coordination of threat information and the activation of incident management elements focused on situational awareness and information coordination. Region IX activates planning teams in order to develop shared situational awareness between Region IX, the affected state and fusion centers at multiple jurisdictional levels. The planning team develops a situation assessment and a response plan using the (6 step) incident planning process. Specific actions during Phase 1b include:

- FEMA Region IX Response Division forms a planning team and conduct a situational assessment. Based on this assessment, a plan is developed to match regional operations posture (activation level) to the threat.

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- Based on a regional assessment and in coordination with state counterparts, FEMA Region IX may deploy a planning and situational assessment team or an IMAT to the affected state.
- The RRCC may activate (Level III/Partial Activation) in order to conduct situational awareness or assessment activities in coordination with other operations centers including the NRCC, State EOC, agency operations centers or fusion centers.

End-state: The end-state of Phase 1b is when regional or joint state/federal planning teams have conducted an assessment of the situation and have adjusted regional posture in accordance with an approved regional response plan. Phase 1b ends when the threat of an incident has diminished, or when the threat becomes credible, or when there is an actual incident.

Phase 1c: Credible Threat

Phase 1c occurs in response to a specific credible threat in Region IX. A credible threat is defined as any condition that poses a significant probability of a severe incident (approximately 10% or more) in the near term. These conditions include: tropical cyclone warnings, severe flood warnings, or specific and credible intelligence warnings of a severe terrorist attack.

Activities during this phase include the deployment of capabilities and resources. The desired end-state is the positioning of response capabilities and increased operational readiness to respond. During Phase 1c the FEMA Region IX RRCC activates (Level I/Full Activation). FEMA Region IX deploys an Incident Management Assistance Team (IMAT) to the state EOC. Specific actions during Phase 1c include:

- The RRCC activates (Level III/Partial Activation) in order to conduct situational awareness or assessment activities in coordination with other operations centers including the NRCC, state EOC, agency operations centers or fusion centers
- The FEMA Region IX Response Division forms a planning team and conduct a situational assessment. Based on an assessment, a regional plan is developed to respond to the threat
- Based on a regional plan and in coordination with state counterparts, FEMA Region IX may deploy a Regional IMAT to the affected state. A UCG may be formed in coordination with the state
- Based on a Regional Support Plan (RSP) and in coordination with ESFs, FEMA Region IX may activate federal capabilities or deploy federal capabilities to the expected incident area

End-state: The end-state of Phase 1c is when federal incident management teams and response capabilities have deployed and are operational. Phase 1c ends when the threat has diminished, or when there is an incident.

Phase 2: Response

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Once an incident occurs, priorities shift from building capabilities to employing resources to provide life-saving, life-sustaining, and other resources necessary to supplement local, regional, tribal, private sector, nonprofit, nongovernmental, and volunteer agency activities.

The goal of Phase 2 Response is the activation, deployment and integration of response capabilities at the incident site. Phase 2 Response actions are focused on establishing the FCO's operational control of the federal support in the field.

This phase includes RRCC activation, assessment of the situation, development of an initial *Regional Support Plan*, and the coordinated movement of response resources to staging areas at the incident site. The initial *Regional Support Plan* is a document that details the response strategy based on available staging areas and an approved operational strategy. It communicates the federal intent for the operation to all stakeholders and is used to effect the coordinated deployment of resources.

Phase 2 also includes the deployment of an IMAT and the development of operational capability in the field. When the FCO/IMAT develops operational capability, the RA delegates authority to the FCO/IMAT, providing and provides specific direction regarding objectives, priorities and expectations.

The overall regional logistics strategy is to exploit air and surface transportation corridors to the incident area using staging areas on the outer edge of the affected community. These surface and air transportation corridors provide access and a flexible and redundant approach to the deployment and staging of capabilities in support of local response.

Sub-Phase 2a (Immediate Response)

During **Sub-Phase 2a (Immediate Response)** the RRCC fully activates (Level I with ESFs), conducts a situation assessment in coordination with stakeholders and makes decisions regarding response.

- The RRCC activates (Level I with appropriate ESFs) and send an *Incident Operating Report* (IOR) to the NRCC
- The Regional Support Team (RST) contacts the affected state in order to develop coordinated situational awareness, establish state requirements and coordinate the reception of resources
- The RST Operations Section takes initial actions to support the state and activate federal ESFs. Actions may include mission assignments, resource requests and the activation of federal teams
- The RST Planning Section coordinates an assessment of the situation (size, location, type, severity and jurisdictions affected) and produces a *Situation Assessment Brief* and *Situation Report*

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- The RST Planning Section in coordination with Operations and Logistics facilitates the development of a regional response strategy using the 6 step incident planning process. The response strategy and the deployment, reception and staging of capabilities are described in the *Regional Support Plan*. The RST Leader typically approves the *Regional Support Plan*. The *Regional Support Plan* is forwarded to the National Response Coordination Center (NRCC) in order to ensure the coordinated deployment of field teams to the incident area
- The RST Operations Section (Movement Control Unit) manages the activation, deployment and reception of capability sets in the incident area in coordination with the Logistics Management Directorate
- The RST Logistics Section develops and coordinates regional requirements and capabilities with state and local responders, and link with states to coordinate the logistics interface

End-state: The end-state of Sub-Phase 2A is when the RST has developed an assessment of the situation and has developed an approved strategy for coordinated federal support to the affected state. The *Regional Support Plan* that designates staging areas for the deployment of resources (field teams) to the incident site has been developed and communicated to all response agencies. The NRCC is prepared to deploy teams based on the initial *Regional Support Plan*.

Sub-Phase 2b (Deployment)

During **Sub-Phase 2b (Deployment)** FEMA deploys an IMAT to the state/territory EOC in order to form a Unified Coordination Group (UCG). The RST continues to coordinate activities until the UCG is formed and ready to assume management responsibilities.

- The Regional IMAT, State Liaison, and appropriate ESFs deploy to the affected state EOC. This team forms a UCG with the affected state.
- The RST Operations Section (Movement Control Unit) continues to manage the activation, deployment and reception of capability sets in the incident area in coordination with the NRCC Logistics Section.

As necessary:

- The NRCC deploys the National IMAT to the state EOC. The Region IX IMAT augments the N-IMAT when the N-IMAT is deployed.
- The Regional IMAT deploys to the incident site and forms the federal component of the Unified Area Command.

End-state: The end-state of Sub-Phase 2b is when initial resources (field teams) have arrived at designated reception and staging areas at the incident site and are ready to be employed. The Regional IMAT has arrived at the affected state EOC.

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Sub-Phase 2c (Sustained Response)

Phase 2c is the mature response phase. It encompasses the stable provision of federal support to the needs of the community and affected state using collaborative organizations. The goal of the Regional response is to reach the stable and functional provision of federal support within 72 hours of activation.

By Phase 2c, the FCO/IMAT has formed a joint organization with the affected state consisting of a UCG. Once the FCO/IMAT has full operational capability, and upon the mutual agreement of the FCO/IMAT and Regional Administrator, the RST passes operational control of the federal response to the field. The FCO/IMAT is considered at full operational capability when they have:

Developed a Unified Coordination Group and geographic and/or functional organizations

Developed an approved Incident Action Plan (IAP)

Established an Incident Operating Facility (IOF)

Maintained communications with the state, other relevant federal partners and the RRCC

Established the ability to Mission Assign federal agencies

The following actions take place in Phase 2c as conditions are met:

- Once the FCO has operational responsibility for federal support to the incident, the logistics strategy reverts to a pull strategy for sustainment that waits for the field request before resources are shipped
- The UCG deploys to the field when communications, security and logistics conditions are met
- The UCG oversees incident response operations and the accomplishment of objectives
- Federal capabilities conduct operations in support of the state and local response and accomplish operational objectives established by the UCG

End-state: The end-state of Phase 2c is when capabilities are employed at the incident site in order to accomplish objectives. The FCO, Regional IMAT and state incident management teams are operating as a UCG in the response. The FCO/IMAT is at full operational capability and control of all federal response has been delegated to the FCO/IMAT in the field.

Phase 2c ends when response activities have set conditions for recovery. Sheltering has transitioned to temporary housing, enabling the opening of schools. Critical infrastructure is operating using temporary systems, transitioning to repaired systems. Power generation and fuel distribution to essential infrastructure enables communications, water distribution, and basic sanitation.

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Phase 3 (Recovery)

Recovery planning and coordination take place while response is ongoing. Incident recovery operations may be conducted simultaneously with response until the focus of efforts gradually transitions to recovery. This phase sets the conditions to transition to long-term recovery activities that restore critical infrastructure, continue government operations, and promote economic recovery. The JFO remains the central coordination point among federal, state, local, NGOs, and private sector entities that provide recovery and mitigation assistance.

End-state: The end-state of Phase 3 is when actions are taking place that ensure the long term recovery of the affected area.

STRUCTURE OF FEDERAL SUPPORT

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

Region IX manages incidents through the coordinated activation and deployment of regional emergency management teams, including the RST and IMATs. Deployed incident management teams ensure unity of effort by establishing a joint state/federal Unified Coordination Group (UCG) to coordinate disaster response activities that are consistent with the priorities set by the governor of the affected state. The UCG manages the joint State/Federal response and ensures that decisions are based on mutually agreed-upon objectives. Regional operations consist of:

- Activation of the RST/RRCC in response to an elevated threat or an incident
- Assessment of the situation in coordination with the affected state
- Development of a response strategy or posture
- Deployment of response and management teams and the formation of a joint State/Federal UCG
- Delegation of authority to the FCO in the field
- Execution of the response strategy
- Transition to recovery

Regional Support Team

The Regional Support Team (RST), operating from the RRCC, is the Regional Administrator's mechanism to direct incident operations. The RST activates, assesses the situation, and in coordination with the affected jurisdiction, develops the response concept. The response concept is described and communicated to stakeholders in the Regional Support Plan (RSP). The RST continues to manage the incident until an IMAT/FCO is operational in the field.

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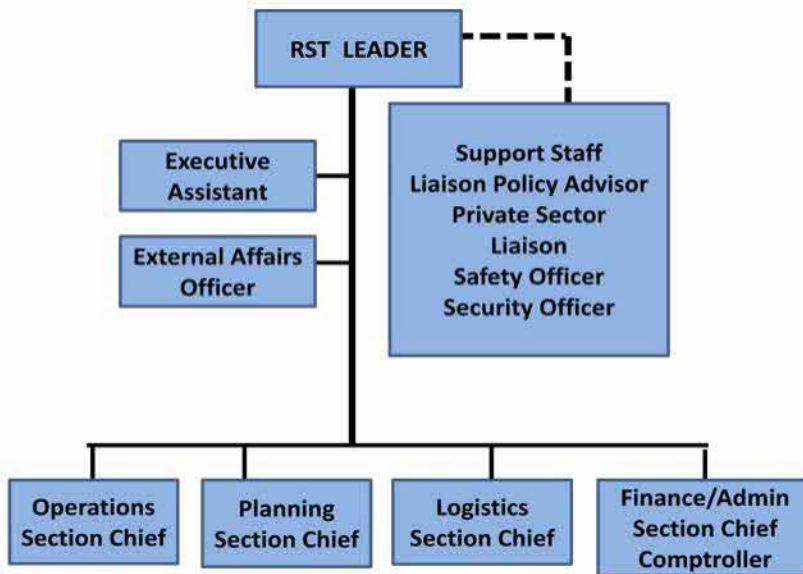


Figure 1.3 RST Structure

The RST has responsibility to:

- Establish contact with State Emergency Operations Centers (EOCs).
- Coordinate with ESFs, DoD, and NGOs.
- Coordinate with the NRCC and other federal operations centers.
- Provide support to IMAT/FCO once operational control has been delegated.

The RST will deploy incident capabilities in coordination with the state, enabling the IMAT/FCO to establish **incident operating capability in the field**.

Unified Coordination Group (UCG)

The joint state/federal UCG coordinates disaster response activities that are consistent with the priorities set by the governor of the affected state. The federal staffing of the UCG may be sourced from the Regional or National IMAT (N-IMAT) staff.

When the National IMAT deploys in Region IX, the Regional IMAT will augment and integrate with the National staff. IMATs deploy to the state EOC and, in coordination with the affected state, form a UCG and establish operational capability.

Once the FCO/IMAT has full operational capability, and upon the mutual agreement of the FCO/IMAT and Regional Administrator, operational control is passed to the FCO/IMAT in the field. The FCO/IMAT is considered at full operational capability when it has:

- Developed a Unified Coordination Group and geographic or functional organizations.
- Developed an operational decision cycle, a situational assessment, and an approved Incident Action Plan (IAP).
- Developed the ability to Mission Assign federal agencies.

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After approximately 72 hours and as support is available at the incident site, the UCG transitions to the incident site and establishes a JFO.

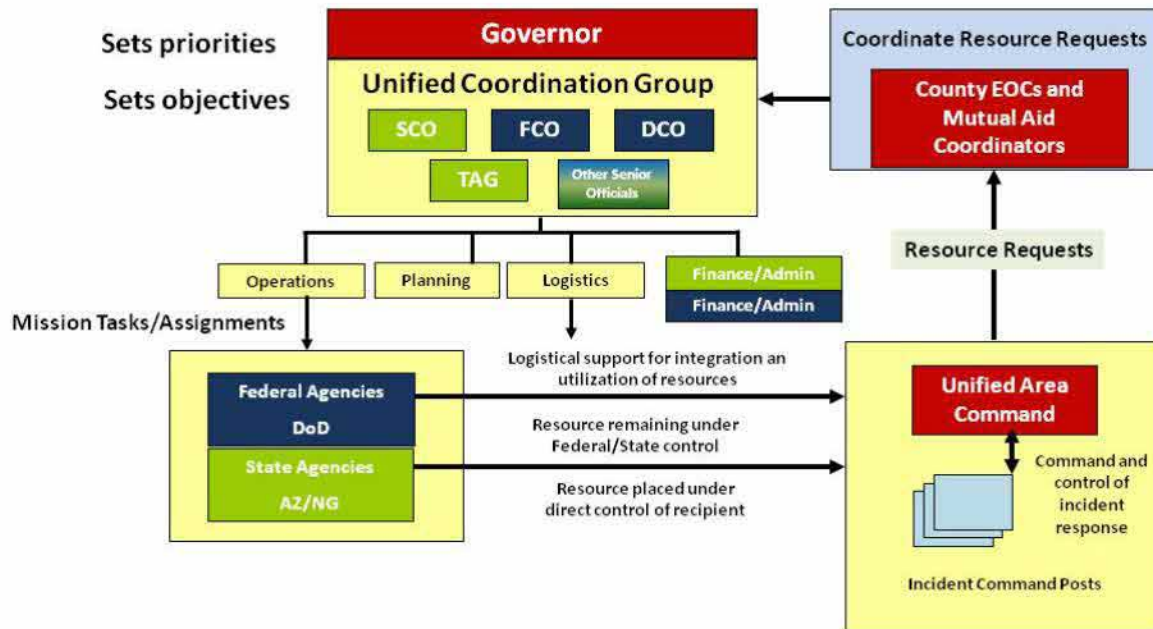


Figure 1.4 Unified Coordination Group

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Key roles and responsibilities within the JFO structure are as follows:

State Coordinating Officer (SCO) is authorized by the Governor to coordinate state disaster assistance efforts with those of the federal government. The SCO is the focal point of coordination within the UCG, ensuring the overall integration of state emergency management, resource allocation, and integration of state activities in support of, and in coordination with, local efforts and requirements.

Federal Coordinating Officer (FCO) is a senior FEMA official appointed to coordinate federal support in the response to and recovery from major disasters. The FCO is the primary federal representative with whom the state and local response officials interface to determine the most urgent needs and set objectives for an effective response in collaboration with the UCG. The FCO is the focal point of coordination within the UCG, ensuring overall integration of federal emergency management, resource allocation, and integration of Federal activities in support of, and in coordination with, state requirements.

Defense Coordinating Officer (DCO) is the U.S. Department of Defense (DoD) single point of contact for the UCG. DoD is considered a support agency to all ESFs.

Other Senior Officials depend upon location of the incident, type of incident, jurisdictions involved, and authorities involved.

Federal Disaster Recovery Coordinator (FDRC) In large-scale disasters and catastrophic incidents where a Federal role may be necessary, the Federal Disaster Recovery Coordinator (FDRC) works as a deputy to the Federal Coordinating Officer (FCO) for all matters concerning disaster recovery.

Operations Section coordinates requirements, tasks and resources to meet UCG objectives. It also issues mission tasks (state to state) and Mission Assignments (Federal to Federal) to provide support as required. The JFO Operations Section includes representatives from the activated ESFs and State and Federal disaster assistance representatives (Individual Assistance and Public Assistance), as applicable.

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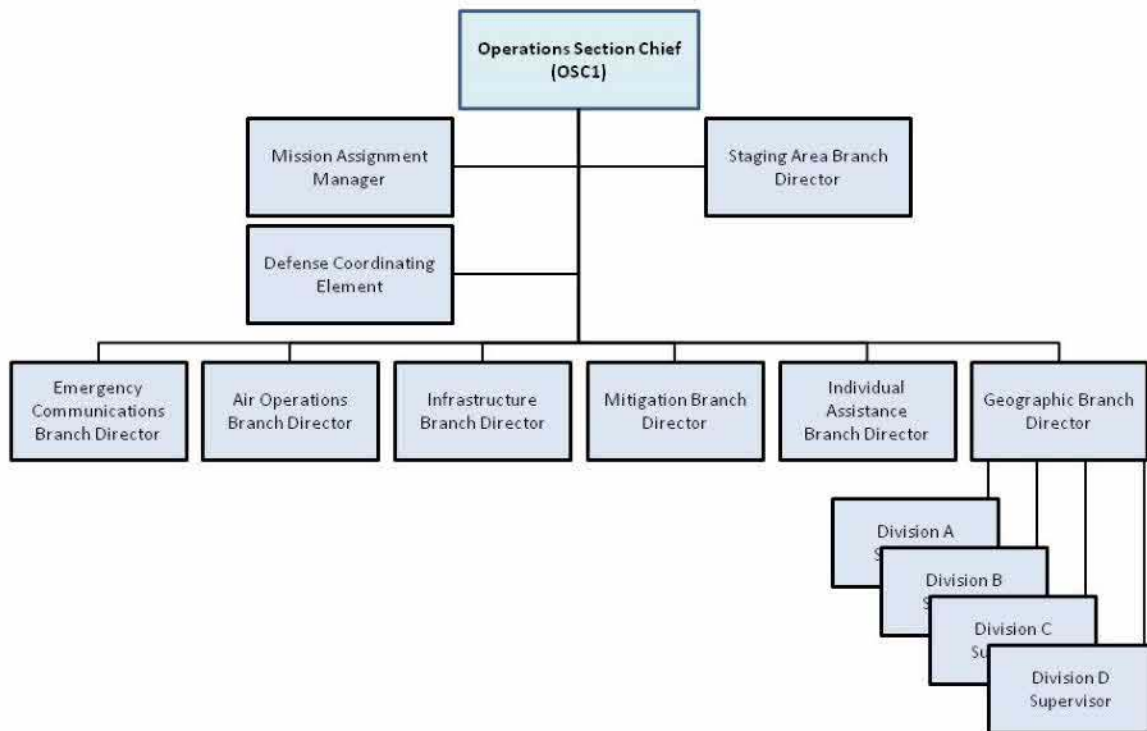


Figure 1.5 Operations Section

Functional Branch Directors

Functional Branch Directors report to the Operations Section Chief and coordinate the functional aspects of an operation across the entire incident. For example, the Infrastructure Branch Director may have a Port Continuity Task Force that facilitates recovery of the marine transportation system across multiple geographical areas (divisions). Functional Branches are formed into groups as necessary and may include:

- Mass Care Group
- Infrastructure Recovery Group
- Emergency Services Group

Task Forces within the Functional Branch develop functional plans to accomplish objectives. Functional Branch activities for the operational period are reflected in the IAP.

Geographic Branch Director

The Geographic Branch Director reports to the Operations Section Chief and coordinates support to specific jurisdictions.

Division Supervisor

Annex C: Operational Coordination

January, 2013

The Division Supervisor is responsible for overseeing operations in their geographic area and for resources under their control. The Division Supervisor is responsible for implementation of their assigned portion of the IAP. The Division Supervisor is the primary FEMA contact with the county and local emergency managers and serves as a “one-stop shop” for local officials seeking guidance and advice on FEMA/state response and recovery assistance. The Division Supervisor ensures that tactical assignments are carried out and local needs are met, coordinates all federal resources within the division, assists local officials with information on FEMA programs, ensures that commodity orders are transmitted to the appropriate place, and monitors commodities received. Division Supervisors are state and federal emergency managers and operations specialists with the appropriate training for the assignment that report to the Operations Section Chief.

Planning Section is responsible for the collection, evaluation, dissemination, and use of information about the incident and status of resources. The Planning Section is responsible for developing plans and managing the planning process to develop the IAP, functional plans and other plans.

Although there are multiple elements of the UCG, the entire organization achieves unity of effort through a single decision cycle and the development of one IAP.

Logistics Section is responsible for resource support and logistics management during an incident. JFO Logistics Section activities support the objectives set by the UCG and include field level facilities (JFO, Disaster Recovery Centers, and responder support camps).

Finance and Administration Section is responsible for the financial management, monitoring, and tracking of all costs relating to the incident.

Unified Command: The authorities of the NCP enable the EPA OSC to participate in an Incident Command System (ICS) response management structure as an Incident Commander or provide EPA decision-making representation in a Unified Command.

Federal Coordination with Non-Governmental Organizations

Per the National Response Framework (NRF), an NGO is an entity with an association that is based on interests of its members, individuals, or institutions. It is not created by government, but it may work cooperatively with government. American Red Cross (ARC) provides mass care planning, preparedness, response, and recovery activities.

Federal Coordination with the Private Sector

FEMA Region IX coordinates with the private sector through its Private Sector Liaison to coordinate critical private-sector support during response. During incident management, private sector entities may be notified and requested to provide relevant subject matter expertise. Representatives of private sector entities should be included in long-term community recovery coordination and planning efforts.

Appendix 1 of Annex C: Public Information And Warning

January, 2013

PUBLIC VERSION

Information redacted from public release.

Sensitive information for official use only

Appendix 1 of Annex C: Public Information And Warning

January, 2013

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Appendix 2 to Annex C: Public Health and Medical

January, 2013

PUBLIC VERSION

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January, 2013

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Appendix 4 to Annex C: Fatality Management

January, 2013

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Appendix 4 to Annex C: Fatality Management

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Appendix 5 to Annex C: Infrastructure Systems

January, 2013

PUBLIC VERSION

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Appendix 5 to Annex C: Infrastructure Systems

January, 2013

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Appendix 6 to Annex C: Mass Care Services

January, 2013

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Appendix 6 to Annex C: Mass Care Services

January, 2013

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Appendix 7 to Annex C: Mass Search and Rescue

January, 2013

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Appendix 7 to Annex C: Mass Search and Rescue

January, 2013

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Appendix 8 to Annex C: On-Scene Security and Protection

January, 2013

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Appendix 8 to Annex C: On-Scene Security and Protection

January, 2013

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Appendix 1 to Annex D: Arizona Logistics

January, 2013

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Appendix 1 to Annex D: Arizona Logistics

January, 2013

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Appendix 2 to Annex D: California Logistics

January, 2013

PUBLIC VERSION

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Appendix 2 to Annex D: California Logistics

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Appendix 3 to Annex D: Pacific Logistics

January, 2013

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Appendix 3 to Annex D: Pacific Logistics

January, 2013

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Appendix 4 to Annex D: Nevada Logistics

January, 2013

PURPOSE

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Appendix 4 to Annex D: Nevada Logistics

January, 2013

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Annex E: Operational Communications

January, 2013

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Annex E: Operational Communications

January, 2013

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Annex X: Execution Checklist

January, 2013

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Annex X: Execution Checklist

January, 2013

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Tab 1 Annex X: JFO Metrics Guide

January, 2013

Action	Responsibility	Due	Date Completed
Within 2 Hours			
1. Transmit Regional Watch Center (RWC) operations orders and situation reports – Incident Reporting Procedures.	RWC Director		
2. Issue FEMA Operations Center (OC) alerts, warnings, notifications using Incident Reporting Procedures.	FEMA OC Director		
3. Activate the Regional Response Coordination Center (RRCC) to the directed level within 2 hours per Response Directorate.	Regional Response Center Staff (RRCS) Chief, RRCC Director		
Within 2 – 12 Hours			
5. Report all FEMA facility, team, detachment, or communications asset that is in place for more than six hours, using the description and geo tag.	Situational Awareness (SA) Section Chief, RRCS, Incident Management Assistance Team (IMAT), Federal Coordinating Office (FCO)		
6. The Regional Support Team (RST) assesses the impact on infrastructure and coordinates with the Incident Management Workforce Office (IMWO) to activate personnel to staff an Infrastructure Branch and sector-specific task forces that deploy to support the UCG.	RST, Incident Management Workforce Office (IMWO)		
7. The RST activates the Infrastructure Liaison (IL) to the RRCC to provide liaison to the NICC and facilitate assessment of the impact of incident. Activate additional ILs to support task force operations.	RST, RRCC		
Within 12 -24 Hours			
8. Establish Unified Coordination Group (UCG).	IMAT Team Lead (TL) and/or FCO		
9. Designate an accessibility assessment team, within 12 hours of IMAT deployment for level 1 or 2 disaster, and prepare for Regional Disability Integration Specialists (RDIS).	IMAT TL and/or FCO, Regional Disability Integration Specialists (RDIS), Disability Integration Advisor (DIA)		
10. Capture situational awareness metrics from private sector partners within 12 hours for Level 1 and 2 activations.	External Affairs (EA) Director, SA Section Chief		
11. Ensure that US&R arrives within 16 hours of notification.	Emergency Services Group supervisor, ESF 9 lead within National Response Center Staff (NRCS)		

Tab 1 Annex X: JFO Metrics Guide

January, 2013

Action	Responsibility	Due	Date Completed
12. Establish joint Federal/State incident objectives through IMATs within 18 hours of deployment.	FCO and/or IMAT TL		
13. Deploy Incident Community Relations (CR) planning cells to all counties in coordination with IMAT Operations Section Chief (OSC) and the FCO's structure within 12 hours of request of IMAT TL.	IMAT TL and/or FCO, OSC, EA Officer, Regional EA Director, RDIS/DIA		
14. Deploy CR staff to all counties in coordination with the State, within 12 hours of Individual Assistance (IA) declaration (CR assets may be deployed earlier under the IMAT TL/FCO discretion).	FCO, OSC, EA Officer, Regional EA Director, RDIS/DIA		
15. Deploy appropriate incident support management personnel on site within 18 hours of deployment orders.	IMAT TL and/or FCO, supported by RRCC and Disaster Workforce Lead		
16. Develop a Joint Incident Action Plan (IAP) with the State within 24 hours following the declaration.	FCO and/or IMAT TL		
17. Establish an Interim Operating Facility (IOF) pre-incident or within 24 hours following a no-notice incident.	FCO and/or IMAT TL, supported by Mobile Emergency Response Support (MERS) if needed		
18. Provide incident situational awareness using US National Grid System (USNGS) tagged remotely-sensed imagery within 24 hours of the incident to focus response and recovery efforts for: <ul style="list-style-type: none">• Damaged Houses/Buildings• Debris• Flooding/Saturated Areas• Accessibility of Roads, Railroads, or Bridges• Accessibility of Airports and Seaports• Critical Infrastructure• Shelters	Geospatial and Technical Group Supervisor, RRCS, FCO and/or IMAT TL, and Planning Section Chief of deployed IMAT		
19. Assemble multi-divisional joint Preliminary Damage Assessment (PDA) teams within 24 hours of Governor's request for PDAs	Infrastructure Assessment (IA) Branch Chief, Public Assistance (PA) Branch Chief, FCO		

Tab 1 Annex X: JFO Metrics Guide

January, 2013

Action	Responsibility	Due	Date Completed
20. Develop a Community Relations (CR) plan in conjunction with the State within 24 hours of Individual Assistance (IA) declaration or when requested by IMAT TL.	On-Scene Coordinator (OSC) of deployed IMAT, EA Officer, Regional EA Director, RDIS/DIA		
21. Provide flood risk data to Infrastructure Assessment (IA), National Processing Service Center (NPSC), and Public Assistance (PA) staff within 24 hours from request, to ensure risk considerations are included in decision-making processes.	Hazard Mitigation (HM) Flood Plain Management and Insurance Group Supervisor, Environmental Planning and Historic Preservation (EHP)		
Within 24 – 72 Hours			
22. Establish Incident Support Bases (ISBs) or Federal Staging Areas (FSAs) and be able to receive materiel within 36 hours following a declaration or when instructed to do so. Be fully operational within 48 hours.	Remote Storage Site (RSS) Chief, OSC		
23. Conduct site evaluation for Disaster Recovery Centers (DRCs) within 48 hours of a validated State's request. This should include, but not be limited to, evaluations for Americans with Disabilities Act (ADA) compliance, safety, security, and final acquisition.	FCO and/or IMAT TL, Logistics Section Chief (LSC) of deployed IMAT, Equal Rights Officer (ERO), RDIS/DIA, Safety, Security, Environmental, supported by GSA		
24. Build out and ensure operability of all identified DRCs within 24 hours following site acquisition.	Support Branch Director		
Within 72 Hours			
25. Coordinate with GSA to source, identify, evaluate and acquire a lease for ADA compliant space for JFOs and field area operations within 72 hours of site acquisition.	Support Branch Director, ERO, RDIS/DIA		
26. Ensure all facilities and field ops have operational capability within 48 hours of site acquisition.	Support Branch Director		
27. Coordinate with GSA to identify and acquire a lease for ADA compliant space for JFOs and other field ops.	Support Branch Director, ERO, RDIS/DIA		

Tab 1 Annex X: JFO Metrics Guide

January, 2013

Action	Responsibility	Due	Date Completed
28. Ensure all facilities and field ops have operational capability within 48 hours of acquisition	Support Branch Director		
29. Link 100% of FEMA-supported incident sites through MERS within 72 hours or by time requested by jurisdictional authority.	Mobile Emergency Response Support (MERS)		
30. Establish a Direct Temporary Housing Assessment Team (DHAT) per JFO request.	IA Branch Director		
31. Transition operational control from Region to IMAT/FCO.	FCO, Regional Administrator (RA)		
32. Develop and execute a Search & Rescue plan.	Emergency Support Group Supervisor, US&R, OSC		
33. Support State and Local governments in completion of debris clearance from critical roadways within 72 hours following a major declaration.	OSC IMAT ESF 3		
After 72 Hours			
34. Deploy an Environmental Historic Preservation Advisor (EHAD) to JFO within 72 hours.	Environmental Planning and Historic Preservation (EHP)		
35. Establish a staffing plan that includes employment of local hires and FEMACORPS Teams within 14 days of declaration.	NRCS SA Information Specialist (ESF 5), FEMACORPS engaged in Shelter Registration, NPSC Registration Intake (RI).		
36. Complete initial draft of the EHP Management Plan and training strategy within 14 days of the EHAD's deployment, to include participation in kick off meetings and applicant briefings.	Environmental and Historic Preservation Advisor (EHAD), NRCS SA Information Collection Unit Leader (ESF 5)		

Tab 1 Annex X: JFO Metrics Guide

January, 2013

Action	Responsibility	Due	Date Completed
37. Initiate scoping process with EHP stakeholders within 14 days of the establishment of a JFO.	EHAD, NRCS PL Section Chief, NRCS SA Information Collection Unit Leader (ESF 5)		
38. Develop an incident strategic plan within 14 days of establishing the JFO. The plan should include milestones for all phases, from response and recovery through close out operations at the JFO.	FCO, NRCS PL Section Chief, NRCS SA Information Collection Unit Leader (ESF 5)		
Within 14 – 60 days of JFO opening			
39. Conduct public/private events, workshops, or exhibits in each declared state/territory/tribal nation, within the first 21 days of JFO operations, in ADA-compliant, fully accessible sites to educate and inform the public/private sector on how to get disaster assistance.	Assistant External Affairs (EA) Officer – Community Relations (CR), Equal Rights Officer (ERO), RDIS/DIA		
40. Conduct public/private events, workshops, or exhibits in each declared state, after the first 21 days of JFO operations, in fully accessible, ADA-compliant sites, to educate and inform the public about effective personal preparedness measures. (If operational factors permit, this requirement may be done within the first 21 days of JFO operations).	Community Education and Outreach Group Supervisor, ERO, RDIS/DIA		
41. Conduct all Kick-Off meetings within 21 days of approval of a Request for Public Assistance (RPA). Ensure participation by mitigation staff in these meetings.	Public Assistance (PA) TL, RRCS/NRCS SA Information Collection Unit Leader (ESF 5)		
42. Inform applicants that they must identify and report all damage to FEMA within 60 days of kick-off meetings.	PA TL, RRCS/NRCS SA Information Collection Unit Leader (ESF 5)		
43. Coordinate with the State to develop, for 100 percent of communities targeted for technical assistance, a statement of work agreed upon by FEMA and the State, within 28 days of Community Planning and Capacity Building (CPCB) staff development.	Federal Disaster Recovery Coordinator (FDRC), NRCS SA Information Collection Unit Leader (ESF 5)		

Tab 1 Annex X: JFO Metrics Guide

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Action	Responsibility	Due	Date Completed
44. Transition disaster survivors to non-congregate solutions within 30 days of declaration.	Individual Assistance (IA) Branch Director, NRCS SA Information Collection Unit Leader (ESF5)		
45. Conduct an assessment of temporary housing with Housing and Urban Development (HUD), State-led Temporary Housing Task Forces, and other temporary housing stakeholders within the first 30 days of JFO operations to address temporary/affordable housing needs.	IA Temporary Housing Group Supervisor, National Disaster Recovery Planning (NDRP), Recovery Support Function (RSF)-Temporary Housing, RDIS/DIA, NRCS SA Information Collection Specialist- (ESF 5)		
60 Days and Longer			
46. Provide temporary housing assistance to at least 97 percent of eligible applicants, and 97 percent of eligible applicants with disabilities, within 60 days of the date of registration.	IA Temporary Housing Group Supervisor, NRCS SA Information Collection Unit Leader (ESF 5)		
47. Partner with local economic development authorities to identify target communities and conduct at least two fully accessible seminars in each community for construction trades on resilient and green building techniques (LEED standards) within 60 days of the disaster declaration.	Community Education and Outreach Group Supervisor, Hazard Mitigation (HM) Branch Director, EA-Private Sector, EHAD, RDIS/DIA		
48. Complete, in coordination with the State and FCO, an Incident Recovery Support Strategy identifying key milestones to guide disaster recovery support operations and progress tracking within 60 days of FDRC and Recovery Support Function (RSF) deployment.	FCO, RSF, FDRC		
49. Support communities in completing all debris removal within 180 days of the incident.	Public Assistance (PA) Group Supervisor		
50. Review in the Environmental Planning and Historic Preservation (EHP) queue, 90 percent of complete PA Project Worksheets within three working days.	Infrastructure Branch Director, EHAD/EHP		

Tab 1 Annex X: JFO Metrics Guide

January, 2013

Action	Responsibility	Due	Date Completed
51. Ensure that all communities identified for community recovery technical assistance have been provided appropriate support, and have established clear outcomes and timelines. Ensure that support has been transitioned to long-term partnerships.	FDRC		
52. Utilize local community hazard mitigation plans as a platform for IA/PA/Long-Term Community Recovery decision making, whereby local priorities for risk reduction will provide context for JFO operational priorities.	FDRC, Hazard Mitigation (HM) Grants and Planning Group Supervisor		
53. Analyze losses avoided on a minimum of five previously funded mitigation projects in the declared area.	HM Hazard and Performance Analysis Group Supervisor		
54. Ensure that 100% of the Temporary Housing Units (THUs) made available for installation are fully mission-capable.	THU Staging Area Manager, IA Temporary Housing Group Supervisor, thus ITE Manager/Logistics. NRCS SA Information Collection Unit Leader (ESF 5)		
55. Support and participate in a successful State-Led Disaster Temporary Housing Task Force (SLDHTF) focusing on temporary housing solutions.	NRCS SA Information Collection Specialist (ESF 5) - Per NRCC-HUL, support and participation in		
56. Ensure that Logistics is involved with Planning to meet FCO requirements for facility, equipment, and supplies throughout the JFO lifecycle, to include plans for closeout.	NRCS SA Information Collection Unit Leader (ESF5)		
57. Achieve a level of at least 92 percent of PA applicants indicating satisfaction with the Public Assistance provided by FEMA.	PA Group Supervisor		
58. Achieve a level of at least 91 percent of IA applicants indicating satisfaction with the Individual Assistance provided by FEMA.	IA Group Supervisor		
59. Maximize the use of 406 mitigation and report on results.	PA Group Supervisor, Mitigation		

Tab 1 Annex X: JFO Metrics Guide

January, 2013

Action	Responsibility	Due	Date Completed
60. Obligate funds in accordance with Strategic Funds Management.	PA Group Supervisor, NRCS SA Information Collection Unit Leader (ESF 5)		
61. Buy resources and supplies for the JFO at the local level where possible.	PA Group supervisor, NRCS SA Information Collection Unit Leader (ESF 5)		
62. Incorporate Mitigation Assessment Team findings into the recovery planning and execution.	Mitigation Group Supervisor, Recovery Division Director		
63. Reflect cultural and natural resource values and sustainable, accessibility, and resilience-building measures in all long-term recovery plans.	HM Planning Team, EHAD, RDIS/DIA, NRCS SA Information Collection Unit Leader (ESF 5)		
Closeout Actions and Reporting Requirements			
64. Archive all IAPs by operational period. JFOs will use clear, attainable, and measurable objectives (to include "specific incident objectives based on realistic expectations on what can be accomplished when all allocated resources have been effectively deployed.")	FEMA IAP Guide, January, 2012, FCO		
65. Conduct data collection, lessons learned, and After Action Review (AAR) processes to support response, recovery, and long-term recovery operations and to identify best practices and areas of improvement, and produce an AAR within 14 days of RRCC/RNCC/JFO closure for Level 1 and 2 incidents.	Planning Section Chief, FCO, Lessons Learned Advisor, Regional AAR/Lessons Learned point of contact.		
66. Monitor and track the additional costs associated with presidentially approved cost share adjustments. This information will be included in the JFO AAR>	Finance Section Chief, FCO		
67. Monitor and track administrative spending with appropriate target goals set forth in "Achieving Efficient JFO Operations, November, 2010". This information will be included in the JFO AAR.	Finance Section Chief, FCO		