

EMERGENCY OPERATIONS CENTER MANAGEMENT

Capability Definition

Emergency Operations Center (EOC) Management is the capability to provide multi-agency coordination (MAC) for incident management by activating and operating an EOC for a pre-planned or no-notice event. EOC management includes EOC activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional, State, and Federal EOCs; coordination public information and warning; and maintenance of the information and communication necessary for coordinating response and recovery activities. Similar entities may include the National (or Regional) Response Coordination Center (NRCC or RRCC), Joint Field Offices (JFO), National Operating Center (NOC), Joint Operations Center (JOC), Multi-Agency Coordination Center (MACC), Initial Operating Facility (IOF), etc.

Outcome

The event is effectively managed through multi-agency coordination for a pre-planned or no-notice event.

Relationship to National Response Plan Emergency Support Function (ESF)/Annex

This capability supports Emergency Support Function (ESF) #5: Emergency Management.

Preparedness Tasks and Measures/Metrics

Activity: Develop and Maintain Plans, Procedures, Programs, and Systems	
Critical Tasks	
ResB1c 1.1.1	Develop standard operating procedures for activation, operation, and deactivation of EOC
Res.B1c 1.1.2	Develop security and access control plans for EOC
Res.B1c 1.1.3	Develop, adapt, or implement plans to support the IC, UC, or other agencies as needed
Res.B1c 1.1.4	Establish and implement an order of command succession or continuity consistent with NIMS
Res.B1c 1.3	Establish operational and redundant communication systems for EOC operation
Res.B1c 1.3.1	Verify that all critical communication links/circuits/systems have been identified and regularly tested; redundant and diverse links exist in case of single point of failure; and all emergency circuits are protected with telecommunications service priority for prompt restoration/provisioning
Res.B1c 1.3.2.7	Verify that all participating public safety-related Communication Centers—serving the EOC/MACC/IOF directly or indirectly—are secure and functional, have established communication links with the EOC/MACC/IOF, have appropriate supplemental resources and other outlets to provide prompt, accurate public information and effective, timely notifications, and maintain a valid common operating picture for all responders/participants

Res.B1c 1.3.2.5	Verify that all serving Public Safety Communication Centers have clear and standard operating procedures (SOPs), consistent with the potential needs specifically related to the event	
Res.B1c 1.3.2.6	Verify that primary and secondary means to establish and maintain communication services through the event timeline are in place, can be activated promptly, and can continue to operate at acceptable levels	
Res.B1c 1.2.1	Create one central and one backup EOC/MACC/IOF	
Res.B1c 1.1.6	Develop emergency operations plans, policies, and procedures	
Res.B1c 1.1.7	Develop continuity of operations/continuity of government (COOP/COG) plans	
Preparedness Measures		Metrics
A national security policy to identify classified information handling requirements has been developed for Federal, State, and local EOC/MACC/IOFs		Yes/No
Standard operating procedures (SOPs) for activation, operation, and deactivation of EOC/MACC/IOFs are in place		Yes/No
Standard operating procedure (SOP) sections related to the role of each entity in the management of EOC/MACC/IOFs have been reviewed		Yes/No
EOC plans and SOPs address continuity of operations (e.g. central and backup EOCs, primary and secondary communications services).		Yes/No
EOC Plans and SOPs address resource and personnel use limitations (e.g. work/rest, maintenance restrictions).		Yes/No
EOC Plans and SOPs address dissemination of accurate, timely, accessible information to public, media, support agencies)		Yes/No
A system is in place (or is accessible) for mapping, modeling, and forecasting potential hazards		Yes/No
EOC plans and SOPs address the demobilization of Emergency Operations Center (e.g. re-assess and implement EOC deactivation plan, re-supply EOC entity to return to a state of readiness).		Yes/No
EOC plans and procedures include processes for ensuring the safety, security, structural integrity, and self-sufficiency of EOC facilities		Yes/No
EOC Plans and SOPs address dissemination of accurate, timely, accessible information to public, media, support agencies)		Yes/No
Communications plans to exchange data and voice in real time are in place		Yes/No
Frequency with which critical communication links/circuits/systems are identified and tested		Every 3 months
Redundant and diverse links in case of single point of failure for all critical communications are in place		Yes/No
Design, construction, and repair reports identify and resolve any single failure point		Yes/No
Critical circuits are identified and telecommunication service priority contracted with provider		Yes/No
Alternate processes for sharing public information have been created, tested and deployed		Yes/No
Policy/procedure, appropriate equipment, and capability to relocate safely, without loss of operational integrity, is established and tested		Yes/No

Primary and secondary means to establish and maintain communication services through the event timeline so that services can be activated promptly and have the capacity to continue to operate at acceptable levels are in place	Yes/No
Effective process for assessing the status of any/all public safety communication centers throughout the lifetime of event are in place	Yes/No

Activity: Develop and Maintain Training and Exercise Programs	
Critical Tasks	
Res.B1c 2.1	Conduct EOC/MACC/IOF specific training
Res.B1c 2.2.2	Develop exercise program to evaluate the effectiveness of emergency operations center (EOC) incident management process
Res.B1c 2.2	Develop exercise program for emergency operations plans, policies and procedures
Res.B1c 2.2.1	Develop exercise program for continuity of operations/continuity of government (COOP/COG) plans
Res.B1c 2.3	Brief chief executive and other key officials of the jurisdiction in the jurisdiction's command and control plans for large-scale emergencies
Res.B1c 2.4	Conduct annual command and control training and exercises for large-scale emergencies
Preparedness Measures	Metric
Appropriate personnel have completed FEMA Independent Study Program for IS 700-NIMS, An Introduction	Yes/No
Appropriate personnel have completed FEMA Independent Study Program for IS 800-National Response Plan, An Introduction;	Yes/No
Appropriate personnel have completed FEMA Independent Study Program for IS 275-EOC Management and Operations;	Yes/No
Appropriate personnel have completed FEMA Independent Study Program for IS 100-Introduction to Incident Command System	Yes/No
Appropriate personnel have completed FEMA Independent Study Program for IS 200-ICS for Single Resources and Initial Action Incidents	Yes/No
Chief executive and other key officials of the jurisdiction are briefed in the jurisdiction's command and control plans for large-scale emergencies	Yes/No
HSEEP-compliant exercises are conducted to test EOC management plans and procedures (e.g. secure EOC, track incidents, deliver resources).	Yes/No
Chief executive and other key officials of the jurisdiction participate in annual command and control training and exercises for large-scale emergencies	Yes/No
Exercises include private sector participation	Yes/No
EOC/MACC/IOF personnel (primary and backup) are trained to perform EOC/MACC/IOF tasks and on their assigned roles and responsibilities as part of the EOC/MACC/IOF team	Yes/No

Performance Tasks and Measures/Metrics

Activity: Direct Emergency Operation Center's Tactical Operations	
Definition: In response to notification of incident, activate, staff, and organize the EOC/MACC/IOF in accordance with emergency plans and standard operating procedures; plan, direct, and coordinate information and activities internally within EOC/MACC/IOF functions, and externally with other multi-agency coordination entities and the public information system; coordinate logistical support to maintain an operationally functioning EOC/MACC/IOF until deactivation.	
Critical Tasks	
Res.B1c 3.1	Establish organization/operation of EOC/MACC/IOF
Res.B1c 3.1.1	Ensure that all Emergency Support Functions (ESFs) are staffed
Res.B1c 3.3.3	Direct all support organizations participating in EOC/MACC/IOF
Res.B1c 3.1.3	Ensure appropriate maintenance and rest cycles are included in resource (personnel and equipment) management activities
Res.B1c 3.5.3.1	Arrange for shelter, housing, and feeding for responders and personnel supporting the operation per the emergency plan, as applicable
Res.B1c 3.5.3.2	Arrange for shelter, housing, and feeding for displaced responder families and general population
Res.B1c 3.3.1	Coordinate jurisdictional emergency management operations
Res.B1c 3.7	Transition from response to recovery
Res.B1c 3.7.1	Include Business Operation Center capability within state EOCs
Performance Measures	Metric
The emergency operations center (EOC) is activated upon notification of the incident	Yes/No
The emergency operations center (EOC/MACC/IOF) was activated upon notification of the incident	Yes/No
EOC/MACC/IOF is appropriately staffed to meet incident demands	Yes/No

Activity: Activate EOC/MACC/IOF	
Definition: In response to activation, perform incident notifications, recall of essential personnel, and stand-up of EOC/MACC/IOF systems to provide a fully staffed and operational EOC.	
Critical Tasks	
Res.B1c 4	Activate the EOC/MACC/IOF
Res.B1c 4.3	Activate, alert, and request response from EOC/MACC/IOF personnel
Res.B1c 4.4	Brief incoming personnel
Res.B1c 4.3.3	Designate a Principal Federal Official (PFO) from an appropriate agency, who will assemble a support staff and deploy to the affected area as soon as possible (Federal only)
Performance Measures	Metric
Time in which the EOC/MACC/IOF is fully staffed	Within 2 hours from activation

Time in which the EOC/MACC/IOF commences operations	Within 2 hours from activation
Time in which incoming staff are appropriately briefed and assigned	Within 15 minutes from staff arrival
Time in which DHS designates a Principal Federal Official (PFO)	Within 1 hour from start of the incident
Time in which PFO assembles a support staff and deploys to the affected area	Within 1 hour from start of the incident

Activity: *Gather and Provide Information*

Definition: Upon establishing EOC/MACC/IOF operations, gather, organize, and document incident situation and resource information from all sources to maintain situational awareness within the EOC/MACC/IOF, and horizontally and vertically within the National Incident Management System.

Critical Tasks

Res.B1c 5.1.1	Verify that all participating public safety-related Communication Centers, serving the EOC/MACC/IOF directly or indirectly, have established communication links with the EOC/MACC/IOF
Res.B1c 5.1	Make proper connections with other agencies involved in incident
Res.B1c 5.2.2	Coordinate emergency management efforts among local, county, regional, State, and Federal EOC/MACC/IOF
Res.B1c 5.2.3	Coordinate with non-government agencies and/or private sector to collect/share data on incident situation
Res.B1c 5.1.2	Monitor communications and information systems
Res.B1c 5.2	Collect, analyze, and disseminate information and intelligence
Res.B1c 5.2.4	Ensure appropriate notifications are made

Performance Measures

Metric

Process for assessing the status of any/all public safety communication centers throughout the event has been established	Yes/No
Time in which connectivity is established with all participating public safety-related Communication Centers, serving the EOC/MACC/IOF directly or indirectly	Within 30 minutes from EOC/MACC/IOF becoming operational
Connectivity has been verified with all participating public safety-related Communication Centers, serving the EOC/MACC/IOF directly or indirectly	Yes/ No
Time in which the availability and functionality status of all plan supporting teams and resources, including identification of deficiencies or limiting factors, are reported to the NRCC	Within 12 hours from the incident
Time in which the jurisdiction produces an incident action plan (IAP) defining a schedule and setting the operational period	Within 2 hours from the EOC/MACC/IOF entity becoming operational
Time in which the jurisdiction produces and distributes a situation report	Within 2 hours from the EOC/MACC/IOF entity becoming operational
The jurisdiction provides situation reports at least once per operational period	Yes/No

Activity: *Identify and Address Issues*

Definition: Upon receiving information, assess and identify current and anticipated resource shortages, technical support issues, and key policy decisions needed across all capabilities, and provide to the applicable agency, function, jurisdiction or multi-agency coordination entity for resolution.

Critical Tasks	
Res.B1c 6.1.4	Identify issues
Res.B1c 6.1.5	Identify and elevate needs/issues up the chain of command as needed, while tracking status
Res.B1c 6.3	Track issues until they are resolved
Performance Measures	Metric
Issues are tracked until they are resolved	Yes/No
Time in which appropriate decision-makers are consulted to facilitate resolution of issues	Within 30 minutes from recognizing need to consult decision-makers

Activity: *Provide EOC/MACC/IOF Connectivity*

Definition: Upon identification of issues, establish priorities between Incident and/or Area Commands; provide strategic direction; coordinate and resolve multi-agency policy issues, including the issuance of protective action recommendations and protective action decisions.

Critical Tasks	
Res.B1c 7.3.4	Coordinate legal and regulatory issues with support of general counsel
Res.B1c 7.3.1	Facilitate resolution to legal, policy, political, social, and economic sensitivities of the affected jurisdiction(s) as they impact response and recovery operations
Res.B1c 7.3.2	Facilitate formulation of protective action decisions (PADs), as needed
Res.B1c 7.3.3	Facilitate decision to implement isolation and quarantine, when needed
Res.B1c 7.4	Implement continuity of operations (COOP) plans and continuity of government (COG) plans
Performance Measures	Metric
EOC/MACC/IOF recognizes the need to implement mutual aid agreements (MAAs)	Yes/No
Mutual aid, State and/or Federal resources are requested during an incident based on availability of resources and mutual aid	Yes/No
EOC/MACC/IOF consults appropriate decision-makers and facilitates resolution of needs/issues in a timely manner	Yes/No
Resource staging areas, Logistical Bases, and Logistical Staging Areas (LSAs) have been designated	Yes/No
Activation of pre-positioned resources has been requested	Yes/No
Time in which establishment of a Joint Field Office (JFO), National Response Coordination Center (NRCC), and Regional Response Coordination Center (RRCC) is initiated/expedited	Within 4 hours from the incident

Time in which of continuity of operations (COOP) plans and continuity of government (COG) plans are successfully implemented	Within 2 hours from the incident
Time in which Federal staging areas are designated inside incident area (forward of Federal Mobilization Center)	Within 1 hour from the incident
Time in which pre-positioned Equipment Program Teams are activated	Within 2 hours from the incident
Time in which pre-positioned Equipment Program Teams are deployed	Within 2 hours from the incident
Time in which field survey support team and remote sensing aircraft are deployed to the incident area	Within 4 hours from the incident

Activity: Support and Coordinate Response

Definition: Once requested, provide resource, technical, and policy support to the Incident Command by coordinating the actions of off-site agencies, organizations, and jurisdictions, implementing mutual aid agreements, and requesting higher-level assistance

Critical Tasks

Res.B1c 8.3.1	Coordinate activation of mutual aid agreements to obtain resources
Res.B1c 8.1.1	Provide direction, information, and/or support as appropriate to IC/UC), and/or EOC/MACC/IOF
Res.B1c 8.3.2	Support incident response operations by providing resources ordered by the Incident Management Team (IMT) through the EOC/MACC/IOF/JFO/ICP
Res.B1c 8.3	Coordinate resource logistics and distribution
Res.B1c 8.2.2	Support identification and determination of potential hazards and threats including mapping, modeling, and forecasting

Performance Measures

Metric

Time in which the jurisdiction recognizes the need to implement mutual aid agreements and request private sector resources	Within 2 hours from EOC/MAC operations beginning
Time in which mutual aid and State and/or Federal resources are requested, as needed, during an incident	Within 2 hours from recognizing need for mutual aid, State and/or Federal resources
Time in which private sector resources are requested, as needed, during an incident.	Within 2 hours from recognizing need for mutual aid, State and/or Federal resources
Process to ensure direction, information, and/or support provided to field is established	Yes/No
Status of resource requests are provided at least once per operational period	Yes/No

Activity: Demobilize Emergency Operations Center Management

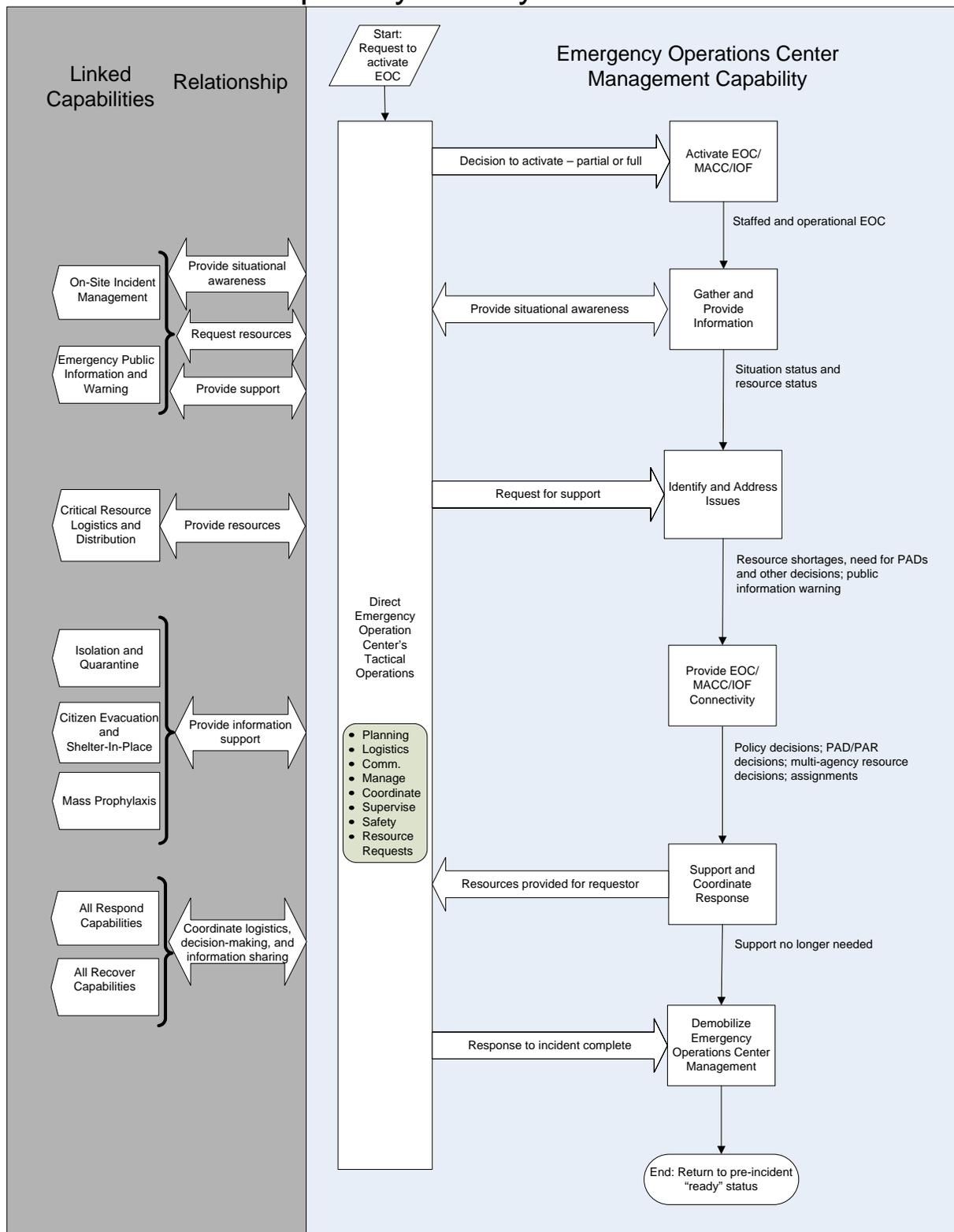
Definition: Upon completion of response phase, terminate EOC response activities, archive records, and restore systems, supplies, and staffing to a pre-incident ready State (or as appropriate for recovery activities).

Critical Tasks	
Res.B1c 9.3	Facilitate demobilization plans and procedures for preparation of after-action reports
Res.B1c 9.3.2	Implement EOC/MACC/IOF demobilization, deactivation, and transitional plan to JFO
Res.B1c 9.1	Re-assess and implement EOC demobilization and deactivation plans
Res.B1c 9.4	Rehabilitate and re-supply EOC/MACC/IOF entity/resources to return to state of readiness
Performance Measures	Metric
Time in which criteria for demobilization of EOC are established	Within 2 hours from receipt of first demobilization request
Time in which EOC/MAC entity is deactivated/demobilized	Within 24 hours from decision to deactivate

Linked Capabilities

Linked Capability	Relationship
All Respond Capabilities	EOC Management, in coordination with On-Site Incident Management, coordinates resource logistics, information sharing, decision-making, and implementation of activities in other Respond Capabilities.
All Recover Capabilities	EOC Management coordinates resource logistics, decision-making, information sharing, and implementation of activities in Recover Capabilities
On-Site Incident Management	EOC Management coordinates closely with IC/UC to set incident priorities, facilitate resource requests, and troubleshoot political, economic, policy, legal or regulatory, or social issues affecting on-site response operations.
Emergency Public Information and Warning	EOC Management provides information to Emergency Public Information and Warning for release to the media and the public. EOC Management receives information from Emergency Public Information and Warning on mis-information and rumors in the public domain that may impact response operations.
Critical Resource Logistics and Distribution	EOC Management coordinates with Critical Resource Logistics and Distribution to facilitate resources being distributed according to incident priorities.
Isolation and Quarantine	EOC Management receives protective action recommendations from Isolation and Quarantine, when appropriate. Isolation and Quarantine assists EOC Management in making well-informed protective action decisions and in implementing those decisions.
Citizen Evacuation and Shelter-In-Place	EOC Management receives protective action recommendations from Citizen Evacuation and Shelter In-Place, when appropriate. Citizen Evacuation and Shelter In-Place assists EOC Management in making well-informed protective action decisions and in implementing those decisions.
Mass Prophylaxis	EOC Management receives protective action recommendations from the Mass Prophylaxis, when appropriate. Mass Prophylaxis assists EOC Management in making well-informed protective action decisions and in implementing those decisions.

Capability Activity Process Flow



Resource Element Description

Resource Element	Description
City EOC	<p>Personnel: Consists of basic EOC functional requirements, including: chief executive and key officials, command staff, incident commander, EOC Management Support Team (defined in NIMS), Operations Section (defined in NIMS), Logistics Section, Planning Section (defined in NIMS), Administration/financial Section (defined in NIMS), Information technology (IT), safety/security, 15 Emergency Support Functions (ESF) (if required to activate).</p> <p>Plans: Emergency operations plans, policies and procedures; continuity of operations/continuity of government (COOP/COG) Plans</p> <p>Equipment: Communications equipment (e.g., telephones, satellites, radio, Video wall/plasma screen, Facsimile, Video teleconferencing (VTC), Cable TV, Satellite TV, VHS/UHF/HF communications) Network (e.g., internet, wired and/or secure wireless local area network , Sensitive-but-unclassified network, Common operational picture) Computers and software (e.g., a geographic information system (GIS), Geospatial imagery, Level 1 mobile central processor, interoperable software, EOC operation software, state-of-the-art computer blade technology) 2 Level 1 mobile central processors (CP): 1 to be used to restore “normal” public safety communications services to some level during the duration of recovery effort Unclassified capability equipment, including the National Alert Warning System (NAWAS) and the Washington Area Warning System (WAWAS). Other (e.g., special lighting, room acoustics, architectural noise and vibration control, environmental acoustics, sound reinforcement systems) Training: EOC specific training; FEMA Independent Study Program: IS 700-NIMS, An Introduction; FEMA Independent Study Program: IS 800-National Response Plan, An Introduction; FEMA Independent Study Program: IS 275-EOC Management and Operations; FEMA Independent Study Program: IS 100-Introduction to Incident Command System; FEMA Independent Study Program: IS 200-ICS for Single Resources and Initial Action Incidents Exercises, Evaluations and Corrective Actions: Exercise program to evaluate the effectiveness of emergency operations center (EOC) incident management processes; exercise program for emergency operations plans, policies and procedures; exercise program for continuity of operations/continuity of government (COOP/COG) Plans</p>
County EOC	Same as City EOC
State EOC	Same as City EOC, except: Equipment: Add the following: sensitive compartmented information facilities (SCIF), secret capability equipment, including: Homeland Security Information Network (HSIN)/Joint Regional Information, Exchange System (JRIES), other classified systems connectivity, secure telephone and VTC equipment, Top Secret/Sensitive Compartmented Information (TS/SCI) capable equipment, including: Automatic Digital Network (AUTODIN)/Defense Message System (DMS), other classified systems, secure telephone equipment (STE), National Secure Telephone System (NSTS), Top Secret/Sensitive Compartmented Information (TS/SCI) secure VTC equipment, Top Secret/Sensitive Compartmented Information (TS/SCI) secure facsimile equipment

Federal EOC	Same as State EOC, except: Personnel: Add the following: Emergency Response Team (ERT), National Emergency Response Team (ERT-N), Federal Incident Response Support Team (FIRST), Mobile Emergency Response Support (MERS) Detachment, Mobilization Center Management Team (MCMT), Hurricane Liaison Team (HLT), DHS Science and Technology Advisory and Response Team, CDC Incident Support Team Equipment: Same as State EOC
DHS EOC	Same as Federal EOC

Planning Assumptions

General

- Although applicable to several of the 15 National Planning Scenarios, the capability planning factors were developed from an in-depth analysis of the Improvised Nuclear Device (IND) scenario. Other scenarios were reviewed to identify required adjustments or additions to the planning factors and national targets.
- This capability is applicable to all scenarios in which the incident is a large-scale event requiring the establishment of a command center away from the incident site.
- One central and backup EOC for each of 3,142 counties. One central and backup State EOC are available for each State and 6 territorial governments (56+). Individual municipalities (19,429) and towns and townships (16,504) may need an EOC depending on population, legislation, and identified requirements.
- Type III Incident Management Teams (IMTs) can be maintained at the local level (city, county, and State) and staffed by qualified individuals from first-responder agencies (interagency IMTs). Such IMTs are readily available for a quick response and rapidly establish incident command on expanding incidents.
- One central and backup EOC are available for each of the signatory departments and agencies listed in the *National Response Plan* (40+).
- All jurisdictions have identified the need to carry out minimum emergency functions for effective control of any emergency through their own EOC or a shared EOC that has been identified under National Incident Management System (NIMS) operations.
- The primary or alternate EOC facility is operational and habitable.
- Sufficient personnel, ranging from 2 to 3 shifts, 24/7, are available to staff the EOC and manage all tasks.
- Sufficient personnel and equipment are available to conduct EOC operations.
- Trained personnel are available to perform EOC tasks. Personnel know their assigned roles and responsibilities as part of the EOC team.
- Primary and/or alternate communications capabilities are still functional to coordinate response and incident management.
- Governments within the United States:
 - 19,429 municipalities
 - 16,504 towns or townships
 - 3,142 counties
 - 50 State governments
 - 6 territorial governments
 - 1 Federal government
 - Total of more than 39,000 jurisdictions

- Cities with populations greater than 50,000 should identify the need for an EOC. The numbers of cities with levels of populations above 50,000 follow:
 - 364 cities with populations of 50,000—100,000
 - 173 cities with populations of 100,000—200,00
 - 36 cities with populations of 250,000—500,000
 - 29 cities with populations of 500,000+

Scenario-Specific

- The capability targets for a single incident are based primarily on the “improvised nuclear device” (IND) scenario because it was considered the most encompassing for an Emergency Operations Center (EOC) standup and response to minimize the impact and to manage the incident. An earthquake was considered the next most encompassing. The 15 possible scenarios were rated from most to least encompassing.

Planning Factors from an In-Depth Analysis of a Scenario with Significant Demand for the Capability (Improvised Nuclear Device)

Resource Organization	Estimated Capacity	Scenario Requirement Values	Quantity of Resources Needed
Primary City EOC			Cities with populations greater than 50,000 should identify the need for an EOC.
County EOC			One central and backup EOC for each of 3,142 counties.
State EOC			One central and backup State EOC are available for each State and 6 territorial governments
Federal EOC			One central and backup EOC are available for each of the signatory departments and agencies listed in the National Response Plan
DHS EOC			One central and one backup

Approaches for Large-Scale Events

During an emergency caused by an improvised nuclear device, when both the local and alternate EOC are not operational, it would be beneficial to know neighboring counties’ vital information (e.g., population, local hazards, infrastructure complexity, urban versus rural)

Target Capability Preparedness Level

Resource Element Unit	Type of Element	# of Units	Unit Measure (number per x)	Lead	Capability Activity supported by Element
Primary City EOC	Non-NIMS Resource Organization	1	Per city with population \geq 50k	Local (City)	All performance activities

Resource Element Unit	Type of Element	# of Units	Unit Measure (number per x)	Lead	Capability Activity supported by Element
County EOC	Non-NIMS Resource Organization	2	Per county (primary and backup)	Local (County)	All performance activities
State EOC	Non-NIMS Resource Organization	2	Per State/Territory (primary and backup)	State	All performance activities
Federal EOC	Non-NIMS Resource Organization	2	Per designated Federal agency (primary and backup)	Federal	All performance activities
DHS EOC	Non-NIMS Resource Organization	2	Per DHS/FEMA Regional Office (Primary and backup)	Federal (DHS/FEMA)	All performance activities

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