

Foreword

Federal Emergency Management Agency's (FEMA) mission is to reduce the loss of life and property and protect our institutions from natural and technological hazards by leading and supporting the Nation in comprehensive, risk-based emergency and consequence management programs of mitigation, preparedness, response, and recovery.

FEMA coordinates the efforts of 27 other Federal agencies and various nonprofit organizations in the response to events declared by the President to be disasters. But successful emergency management also requires the ongoing development and support of partnerships within the public, private, and nonprofit sectors. These expanded partnerships lead to a stronger and more effective national commitment to disaster resistance and response capabilities.

This Mission and Function Manual describes FEMA organizations and their functions in support of the Agency's mission and goals. The Manual will be updated on a continual basis as FEMA responds to a changing emergency management environment.

Additional information about FEMA and its organizational concepts can be found on FEMA's Website <http://www.fema.gov>. Or, if additional copies of this Manual are needed, contact the FEMA publications warehouse at (1-800-480-2520).

John W. Magaw
Acting Director
FEMA

TABLE OF CONTENTS

FOREWORD	1
I. FEMA ORGANIZATION CHART	8
II. GENERAL INFORMATION	9
III. OFFICE OF THE DIRECTOR	10
IV. OFFICE OF CONGRESSIONAL AND LEGISLATIVE AFFAIRS	12
V. OFFICE OF EQUAL RIGHTS	14
VI. OFFICE OF FINANCIAL MANAGEMENT	17
OFFICE OF THE CHIEF FINANCIAL OFFICER	ERROR! BOOKMARK NOT DEFINED.
DEPUTY CHIEF FINANCIAL OFFICER STAFF	18
SENIOR PROCUREMENT EXECUTIVE STAFF	18
FINANCIAL PLANNING AND ANALYSIS DIVISION	19
FINANCIAL SYSTEMS DIVISION	20
<i>Systems Operations Branch</i>	21
<i>Systems Administration Branch</i>	21
ACCOUNTING SERVICES DIVISION	22
<i>Disbursements and Receivables Branch</i>	23
<i>Reporting and Analysis Branch</i>	24
FINANCIAL POLICY DIVISION	25
<i>Policy and Standards Branch</i>	26
DISASTER FINANCE DIVISION	27
<i>Disaster Operations Branch</i>	28
<i>Disaster Reports and Analysis Branch</i>	29
GRANTS AND ACQUISITION SUPPORT DIVISION	30
FLOOD, FIRE, AND MITIGATION DIVISION	32
OPERATIONS, RECOVERY, AND PREPAREDNESS DIVISION	33
VII. OFFICE OF THE GENERAL COUNSEL	35
GENERAL LAW DIVISION	38
PROGRAM LAW DIVISION	39

LITIGATION DIVISION40

VIII. OFFICE OF HUMAN RESOURCES MANAGEMENT42

OFFICE OF THE DIRECTOR42

HEADQUARTERS PERSONNEL OPERATIONS DIVISION43

FIELD PERSONNEL OPERATIONS DIVISION44

DISASTER PERSONNEL OPERATIONS DIVISION44

EMPLOYEE AND LABOR RELATIONS DIVISION45

IX. OFFICE OF THE INSPECTOR GENERAL47

MANAGEMENT SERVICE DIVISION48

AUDITS DIVISION.....49

Financial Management Branch50

Program Operations Branch51

Eastern and Western District Audit Branches51

INSPECTIONS DIVISION52

INVESTIGATIONS DIVISION52

Eastern and Western District Investigations Branches53

X. OFFICE OF INTERGOVERNMENTAL AFFAIRS.....55

XI. OFFICE OF NATIONAL SECURITY AFFAIRS58

PROGRAM COORDINATION DIVISION59

SPECIAL PROGRAMS DIVISION59

XII. OFFICE OF POLICY AND REGIONAL OPERATIONS61

XIII. OFFICE OF PUBLIC AFFAIRS63

XIV. INFORMATION TECHNOLOGY SERVICES DIRECTORATE.....66

OFFICE OF THE EXECUTIVE ASSOCIATE DIRECTOR AND DEPUTY ASSOCIATE DIRECTOR66

MANAGEMENT DIVISION68

Policy and Strategic Requirements Branch68

Resources Branch70

Configuration Management Branch71

OPERATIONS DIVISION71

National Network Operations Branch72

Headquarters Operations Branch73

MWEAC Operations Branch73

Disaster Operations and Maintenance Branch74

ENTERPRISE SYSTEM DEVELOPMENT DIVISION75

Systems Architecture Branch76

<i>Application Development Branch</i>	76
ENGINEERING DIVISION	77
<i>Development and Implementation Branch</i>	78
<i>Disaster Response Branch</i>	79
<i>Information Assurance Branch</i>	80
XV. MITIGATION DIRECTORATE.....	82
<i>National Earthquake Program Office</i>	82
<i>Office of National Dam Safety</i>	83
<i>Support Services and Liaison</i>	84
PROJECT IMPACT PROGRAM OFFICE	85
PROGRAM SUPPORT DIVISION.....	86
<i>Program Delivery Branch</i>	87
<i>Program Planning Branch</i>	88
POLICY, ASSESSMENT, AND OUTREACH DIVISION.....	88
<i>Policy Branch</i>	89
<i>Assessment Branch</i>	90
<i>Outreach Branch</i>	92
TECHNICAL SERVICES DIVISION	93
<i>Mapping Support Branch</i>	93
<i>Hazards Study Branch</i>	94
XVI. OPERATIONS SUPPORT DIRECTORATE	96
OFFICE OF THE ASSOCIATE DIRECTOR	96
OCCUPATIONAL SAFETY AND HEALTH PROGRAM OFFICE.....	96
<i>Support Services Liaison Staff</i>	97
PROGRAM SERVICES DIVISION.....	98
<i>Operations Services Branch</i>	98
<i>Records Management Branch</i>	99
<i>Printing, Publications, and Graphics Branch</i>	100
LOGISTICS DIVISION	101
<i>Logistics Services Branch</i>	101
<i>Logistics Readiness Branch</i>	101
SECURITY DIVISION	102
<i>Personnel and Information Security Branch</i>	102
<i>Response and Facility Security Branch</i>	103
XVII. PREPAREDNESS, TRAINING AND EXERCISES DIRECTORATE.....	105
OFFICE OF THE ASSOCIATE DIRECTOR	105
<i>Support Services Liaison Staff</i>	106
<i>International Affairs Staff</i>	107
<i>Customer Service Staff</i>	107

<i>Emergency Food and Shelter Unit</i>	108
PARTNERSHIPS AND OUTREACH DIVISION	109
<i>Outreach Branch</i>	109
<i>Policy Planning Branch</i>	110
READINESS DIVISION	111
<i>Assessment Branch</i>	111
<i>Program Development Branch</i>	112
CHEMICAL AND RADIOLOGICAL PREPAREDNESS DIVISION.....	113
<i>Hazardous Materials Program Unit</i>	113
<i>Chemical Stockpile Emergency Preparedness Branch</i>	113
<i>Radiological Emergency Preparedness Branch</i>	114
TRAINING DIVISION	115
<i>Employee Development Branch</i>	116
<i>Preparedness Branch</i>	117
<i>Response and Recovery Branch</i>	118
<i>Mitigation Branch</i>	118
<i>Support Systems Branch</i>	119
<i>Conference and Training Center Branch</i>	120
MOUNT WEATHER MANAGEMENT DIVISION	120
<i>Site Support Services Branch</i>	121
<i>Facilities Management Branch</i>	121
<i>Engineering Branch</i>	122
<i>Customer Care Branch</i>	123
XVIII. RESPONSE AND RECOVERY DIRECTORATE.....	124
OFFICE OF THE EXECUTIVE ASSOCIATE DIRECTOR.....	124
OPERATIONS AND PLANNING DIVISION	124
<i>Operation Centers Branch</i>	125
<i>Assessment and Analysis Branch</i>	126
<i>Emergency Services Branch</i>	127
<i>Planning and Coordination Branch</i>	128
MOBILE OPERATIONS DIVISION	129
<i>Mobile Emergency Response Support (MERS)</i>	130
HUMAN SERVICES DIVISION	131
<i>Texas NPSC Branch</i>	132
<i>Maryland NPSC Branch</i>	132
<i>Virginia NPSC Branch</i>	133
<i>Program Guidance and Implementation Branch</i>	133
INFRASTRUCTURE DIVISION.....	135
<i>Engineering Branch</i>	136
<i>Community Services Branch</i>	136

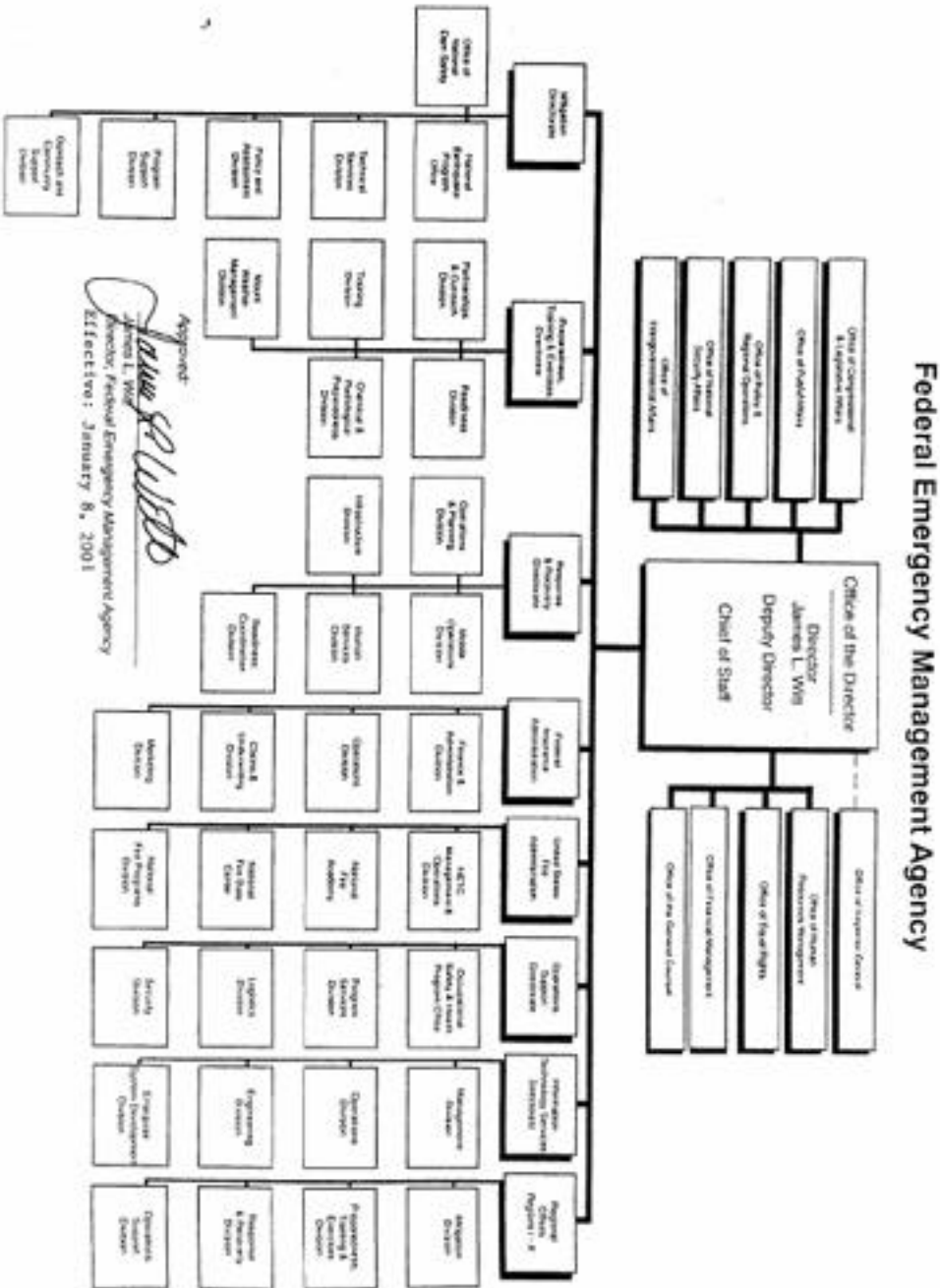
READINESS COORDINATION DIVISION	137
<i>Administration Team</i>	137
<i>Federal Disaster Declaration Policy and Processing Team</i>	137
<i>Strategic Planning and Evaluation Team</i>	138
XIX. FEDERAL INSURANCE ADMINISTRATION	140
OFFICE OF THE ADMINISTRATOR	140
FINANCE AND ADMINISTRATION DIVISION	141
OPERATIONS DIVISION.....	142
<i>Direct Program Services Branch</i>	143
<i>Bureau and Information Management Branch</i>	143
CLAIMS AND UNDERWRITING DIVISION.....	144
<i>Claims Branch</i>	144
<i>Underwriting Branch</i>	145
MARKETING DIVISION	145
XX. UNITED STATES FIRE ADMINISTRATION	147
ADMINISTRATOR/CHIEF OPERATING OFFICER	147
NETC MANAGEMENT AND OPERATIONS DIVISION.....	149
NATIONAL FIRE PROGRAMS DIVISION	150
<i>RESPONSE BRANCH</i>	152
<i>MITIGATION BRANCH</i>	154
NATIONAL FIRE ACADEMY (NFA)	155
NATIONAL FIRE DATA CENTER	157
XXI. REGIONAL OFFICES	159
OFFICE OF THE REGIONAL DIRECTOR	159
PREPAREDNESS, TRAINING, AND EXERCISES DIVISION.....	161
MITIGATION DIVISION	162
RESPONSE AND RECOVERY DIVISION	164
OPERATIONS SUPPORT DIVISION	165
CARIBBEAN AND PACIFIC AREA DIVISIONS	169

February 1, 2001

FEMA Manual 1010.1

Changes, updates, and comments from FEMA organizations and readers on how to improve future editions of this manual are welcome and should be addressed to FEMA's, Office of Policy and Regional Operations, Suite #832, 500 "C" Street, S.W., Washington, DC 20472, Attention: Missions and Functions Coordinator.

I. FEMA Organization Chart



II. General Information

Purpose	This manual revises the Federal Emergency Management Agency (FEMA) missions and functions statements.
Applicability	This manual is applicable to all organizational elements in headquarters, regions, and permanent field establishments.
Suppression	This manual supersedes FEMA Manual 1010.1, Organization and Functions, dated August 1988.
Authorities	<ol style="list-style-type: none">1. Executive Order (E.O.) 12148, Federal Emergency Management Agency, July 20, 1979, as amended.2. E.O. 12127, Federal Emergency Management Agency, March 31, 1979.3. Reorganization Plan No. 3 of 1978.4. United States Code 552.
Reference	44 CFR 2, Organization, Functions, and Delegations of Authority.
Responsibilities	<ol style="list-style-type: none">1. The FEMA Director is responsible for approving the Agency's organizational structure.2. FEMA's Administrators, Associate Directors, Chief of Staff, Executive Associate Directors, General Counsel, Inspector General, Office Directors, and Regional Directors are responsible for maintaining current records and documentation pertaining to their organizational elements, and for keeping their portions of this manual current.

III. Office of the Director

- Mission** Provide leadership and direction to reduce the loss of life and property from all types of hazards through a comprehensive, risk-based, all-hazards emergency management program of mitigation, preparedness, response, and recovery.
- Functions**
1. Establish and direct policies and programs for mitigation, preparedness, response, recovery, fire prevention and control, floodplain management, and insurance to carry out the national emergency management responsibilities of FEMA under applicable laws, executive orders, and/or other authorizing documents.
 2. Create an emergency management partnership with other Federal agencies, State and local governments, volunteer organizations, and the private sector.
 3. Establish hazard mitigation as the foundation of the national emergency management system.
 4. Respond rapidly and effectively to all emergencies and disasters.
 5. Administer consistent, equitable, efficient, and effective programs of disaster recovery.
 6. Strengthen State and local emergency management programs and capabilities.
 7. Explore new and innovative ways to manage emergencies better in terms of reducing injuries, loss of lives, and damage to property from all hazards.
 8. Advise the President on his oversight and direction of Federal emergency management programs and policies.
 9. Coordinate the activities of other Federal departments and agencies in the performance of their responsibilities in hazard mitigation, emergency preparedness, and disaster response and recovery.
 10. Provide overall coordination for terrorism preparedness and response activities involving Headquarters Directorates and Offices and Regional Offices, and other Federal departments and agencies with terrorism-related

roles and responsibilities.

11. Provide direction to and manage the Agency's involvement in the North Atlantic Treaty Organization (NATO). Direct the interagency coordination of NATO civil emergency planning, program, and operational issues; participate in NATO Partnership for Peace emergency preparedness and disaster management activities; and designate and support the U. S. permanent representative to the North Atlantic Treaty Organization' Senior Civil Emergency Planning Committee in Brussels Belgium.

IV. Office of Congressional and Legislative Affairs

- Mission** Coordinate FEMA's ongoing emergency management dialogue with the U.S. Congress, and coordinate implementation of FEMA's legislative program.
- Functions**
1. Serve as primary liaison on congressional and legislative issues with the White House and the Office of Management and Budget (OMB).
 2. Advise the Director and FEMA management on political and legislative matters related to congressional activities.
 3. Serve as liaison with Congress during the period of active response to disasters, and participate in Agency-sponsored disaster exercises.
 4. Serve as primary point of contact for all congressional activities in headquarters and the field.
 5. Coordinate all Agency activities (headquarters, regional, and field) with Congress, including hearings (appropriations, authorization, oversight, confirmation), briefings, meetings, drafting proposed legislation, and preparing correspondence.
 6. Design and implement strategies to educate and engage Members of Congress, their staffs, and Committee staffs on matters related to the Agency's mission and programs and the nation's emergency management system.
 7. Manage the interface between FEMA policy and legislation, and manage requests for information from Members of Congress or their staffs about FEMA program authorizations, appropriations, and new legislative initiatives.
 8. Advise the Director and Agency managers on activities regarding proposed legislation related to FEMA or its programs and mission.
 9. Monitor day-to-day congressional operations and report on those operations when appropriate.
 10. Review and act on congressional correspondence and information submitted to the Congress by other means.

11. Transmit legislative information to and cultivate legislative coalitions with the emergency management community.
12. Seek out and use opportunities to disseminate information about emergency management to Members of Congress and encourage their involvement in emergency management activities in their communities, especially in times of disaster.
13. Coordinate the development and implementation of procedures for the selection, training, job descriptions, and work plans of Disaster Assistance Employees (DAEs) and Cadre of On-Call Response and Recovery Employees (CORE) with respect to congressional affairs.

V. Office of Equal Rights

- Mission** Promote affirmative employment, a discrimination-free workplace, and equal access to FEMA programs and benefits.
- Functions**
1. Develop strategies to encourage diversity among FEMA's work force.
 2. Manage and process complaints of discrimination as prescribed by Equal Employment Opportunity Commission regulations and directives.
 3. Process complaints of discrimination against recipients of FEMA financial assistance in accordance with Federal regulations implementing Civil Rights statutes (e.g., Civil Rights Act of 1964 and Sections 308-309 of the Stafford Act).
 4. Develop seminars and design other techniques by which to foster awareness of the importance of a culturally diverse workforce to successfully fulfill the Agency's Mission.
 5. Develop procedures and techniques for resolving disputes, including mediation, direct intervention, and alternative dispute resolution methods.
 6. Monitor compliance of recipients of FEMA funds with civil rights regulations, and conduct on-site reviews when required.
 7. Identify potential sources for recruitment among organizations for women, minority group members, and persons with disabilities.
 8. Provide appropriate training for managers, Agency equal employment opportunity (EEO) counselors, and employees regarding their EEO rights and responsibilities.
 9. Select and train equal rights officers for disaster assignments.
 10. Provide direct disaster-related equal-rights services, including working in close cooperation with the Center for Excellence in Community Relations.
 11. Consult with individual managers, work teams, and employees on team planning, problem solving, communications, and administration issues.

12. Participate in the work of key Agency committees.
13. Participate in Agency customer-service activity.
14. Review Agency programs and activities, and serve an advisory role to ensure compliance with regulations for nondiscrimination in federally conducted programs.
15. Train recipients of Federal financial assistance in their civil rights obligations.
16. Coordinate Agency EEO-related special emphasis programs, including the Federal Women's Program.
17. Develop cooperative projects with State and local emergency management agencies to achieve civil rights program goals more effectively.
18. Coordinate Agency participation in EEO-related, congressionally mandated observances (e.g., Black History Month and Women's Equality Day).
19. Develop guidance, such as Director's policy statements, instructions, and manuals, on all aspects of EEO programs.
20. Continually evaluate all aspects of the EEO program at headquarters and in the field, and make appropriate recommendations for changes.
21. provide technical assistance on all aspects of EEO programming to FEMA management, State and local governments, and the general public.
22. Provide technical assistance on all aspects of Civil Rights programs to FEMA management, State and local governments, and the general public.

VI. Office of Financial Management

Mission Promote sound financial management and accountability by providing financial and acquisition-related guidance, information, and services to FEMA management and customers.

Office of the Chief Financial Officer

Mission Oversee the activities and functions of the Office of Financial Management (FM) and all financial and acquisition management activities, including grants and cooperative agreements, relating to the Agency's programs and operations.

Functions

1. Oversee and manage all financially related Agency activities to ensure compliance with the Chief Financial Officer's Act of 1990 and related authorities and report to the FEMA Director on Agency financial management matters.
2. Direct and lead, as appropriate, the Deputy Chief Financial Officer and the Senior Procurement Executive in the conduct of their financial and acquisition management responsibilities.
3. Oversee and manage the Disaster Relief Fund, including monitoring disaster-related expenditures, determining appropriateness of disaster support expenditures from the Fund, and improving methods for projecting disaster-specific funding requirements.
4. Ensure adherence to Agency policy by providing guidance and support for all aspects of financial, acquisition and grant management.
5. Recommend and/or implement financial, acquisition, and grant policy, concepts, methods, and procedures to accomplish the goals and objectives of FEMA, and to serve its customers better.
6. Oversee the CFO Field Support Teams that work directly with FEMA Regions and States to expedite the closeout of disasters.

Deputy Chief Financial Officer Staff

- Functions**
1. Support the CFO in accomplishing the duties and responsibilities mandated by the Chief Financial Officers' Act and related authorities.
 2. Oversee and manage activities of the Financial Planning and Analysis Division, Financial Systems Division, Accounting Services Division, Disaster Finance Division, and Financial Policy Division.
 3. Oversee all management and support activities of FEMA's core Financial Management System.
 4. Ensure compliance with Agency rules, regulations, policies, and procedures related to all areas of financial management, and ensure that appropriate training in all areas of financial management is provided to staff.
 5. Implement Agency financial management initiatives, as promulgated in the 5-year Financial Management Plan, such as Electronic Funds Transfer and travel "reinvention."
 6. Oversee planning and response activities of the headquarters financial management members of the National Emergency Response Team (ERT), Emergency Support Team (EST); and oversee management of the national Comptroller Disaster Reservist Cadre.

Senior Procurement Executive Staff

- Functions**
1. Oversee FEMA's acquisition work force and procurement systems, and recommends changes to improve the overall effectiveness of the Agency's procurement process and grant management processes and procedures.
 2. Oversee and manage activities of the Grants and Acquisition Support Division; Flood, Fire and Mitigation Division; and the Operations, Recovery and Preparedness Division.
 3. Manage FEMA's acquisition planning and grant management program.
 4. Provide Agency rules, regulations, policies, and training pertaining to procurement.

5. Manage FEMA's procurement system in compliance with acquisition policies, regulations, and standards.
6. Implement procurement initiatives, such as the commercial credit card program.
7. Manage the Agency's Delegations of Contracting Authority and Contracting Officer Warrant programs.
8. Oversee planning and response activities for headquarters acquisition management members of the National ERT and EST, and oversee management of the national Acquisition Disaster Reservist Cadre.
9. Ensure that FEMA's policies and procedures for awarding and administering assistance agreements are consistent with Federal requirements. Provide policies, procedures, and training to ensure that the Agency has a trained and effective grants management workforce.

Financial Planning and Analysis Division

Mission Provide to Agency management information on budget services and the status of resources, and provide data for response to external inquiries and requirements.

- Functions**
1. Direct and manage the budget formulation and execution processes and the program support activities of the Division.
 2. Provide short-term planning guidance for development of the Agency budget that is consonant with FEMA goals, the Strategic Plan, and the Annual Performance Plan.
 3. Formulate and present justifications for the FEMA budget to the Office of Management and Budget (OMB) and Congress.
 4. Support activities associated with congressional appropriations hearings (e.g., review transcripts or respond to inquiries) in coordination with the Office of Congressional and Legislative Affairs.
 5. Develop and/or coordinate the submission of Agency financial data required by OMB Circulars A-11 and A-34, annual OMB bulletins, or other OMB

documents related to the budget process.

6. Develop the annual FEMA Operating Plan and coordinate related reprogramming.
7. Maintain the Agency's resource allocation system.
8. Transmit to executive managers current information on the status of allocated funds and work years for all accounts.
9. Advise executive managers on legislative and regulatory provisions that relate to resource utilization.
10. Conduct special financial management and operational analyses and develop reports, assessments, and briefings as requested by executive managers.
11. Provide team members from among division staff to support disaster financial management functions when FEMA's National ERT and EST are activated.

Financial Systems Division

Mission

Prepare and submit financial reports and systems information to FEMA management and the Agency's customers and provide technical, ADP, and functional support to all FM components.

Functions

1. Direct and manage the activities of the Systems Operations and Systems Administration branches.
2. Establish interim and long-term goals for systems that manage information and develop reports of financial management data.
3. Provide day-to-day support for the information management and reports systems for the Disaster Finance Division.
4. Manage and support the Agency's core financial management system.
5. Produce automated reports for oversight agencies.
6. Provide team members from among division staff to support disaster financial management functions when FEMA's National ERT and EST are

activated.

Systems Operations Branch

- Functions**
1. Identify needs for, recommend selection and oversee installation of software programs and computer equipment that support financial management.
 2. Maintain, upgrade, and operate software to support FM and other FEMA offices and directorates.
 3. Maintain the inventory of financial management systems used throughout the Agency; recommend action on outdated or redundant systems and adoption of new or merged systems to improve efficiency in financial management.
 4. Establish and maintain interfaces and specialized systems for regional offices and the Disaster Finance Division, and between the Disaster Finance Division and FEMA's Financial Management System.

Systems Administration Branch

- Functions**
1. Support operations of the Agency's financial management system, including upgrading software and interfaces with other ADP systems; support maintenance and control subsystems, system testing, and formatting of reports.
 2. Provide support to system users through developing training materials and a train-the-trainer program, and supporting the help desk.
 3. Develop and maintain user-oriented aspects of Agency financial and resource management systems, including allotment accounting, general accounting, property accounting, budget formulation and execution, commitment and obligations from multiple sources, acquisition management, and overall financial control mechanisms.
 4. Develop user requirements that meet financial management control requirements for Agency accounting, payment services, financial and management reporting systems, and related procedures.
 5. Analyze requirements and develop reports in support of the Disaster Finance Division and its customers.

6. Manage the General Ledger system, including maintaining the chart of accounts, defining transaction codes, and ensuring accounting period delineation.
7. Evaluate systems to identify functions that can be streamlined, and develop and implement re-engineered processes.

Accounting Services Division

Mission Provide financial statements, reports, and accounting services to FEMA.

- Functions**
1. Direct and manage operations, reporting, and statement activities of the Disbursements and Receivables Branch and Reporting and Analysis Branch. Direct and manage the Quality Control Team, which is responsible for quality control of accounting transactions and for developing and maintaining standard operating procedures.
 2. Provide accounting services to support headquarters, regional, and field offices. Services include those related to vendors, interagency agreements, grants, travel, accounts receivable, collections, reconciliations, fiscal reporting to central agencies for non-Disaster Relief Fund programs and activities, and Agency-wide financial statement preparation.
 3. Review, in conjunction with organizational unit offices, all open obligations and accounts receivable for FEMA programs.
 4. Provide financial services, including operation of the Travel Charge Card Program, establishment and monitoring of imprest funds for Disaster Field Offices, and monitoring cash management practices in payments and collections.
 5. Serve as liaison with the Department of Health and Human Services (HHS) for FEMA's grants award payments, and maintain FEMA's grant accounts in the HHS Smartlink System.
 6. Reconcile, analyze, and correct errors in data maintained in the financial management system, which supports the preparation of financial statements and reports.
 7. Review reports of audits and other management and investigation reports, to

identify and resolve significant problems relating to FEMA's financial operations.

8. Prepare required reports on obligations, cash management, payments, grants, accounts receivable, loans, and productivity as required by OMB, the General Services Administration, and the Departments of Treasury, Commerce, and Labor; and serve as Agency liaison for reporting activities.
9. Prepare the annual Chief Financial Officer's financial statements.
10. Interpret regulatory and Agency guidance, and develop and implement standard operating procedures for payables, receivables, and reporting of applicable activities.
11. Serve on interagency groups and participate in Agency and external financial management improvement programs relating to payables, receivables, and financial statements.
12. Provide staff to support disaster financial management functions when FEMA's National ERT and EST are activated.

Disbursements and Receivables Branch

Functions

1. Operate and maintain the vendor payments system for headquarters, including systematic recording of obligations and liquidation of funds.
2. Assist FEMA regional and field offices with accounts payable activities, including those related to commercial vendors, travel, interagency payments, and grants.
3. Serve as coordinator for FEMA certifying officers and as liaison between FEMA and the Department of the Treasury on matters relating to certifying officers and delegation of authority.
4. Serve as the Travel Charge Card Program coordinator, which includes implementing and monitoring Agency-wide performance of the program.
5. Provide records-management guidance throughout FM, including tracking incoming documents, processing program files, maintaining records in possession of FM, and ultimately transferring records to the Records Center.

6. Represent FEMA on internal and external work groups regarding improvement of payment and collection procedures and development and implementation of related new initiatives.
7. Manage reviews of unliquidated obligations for non-disaster activities.
8. Interpret regulatory agency guidance, develop standard operating procedures ensuring that proper internal controls are in place, and implement procedures to comply with requirements for payment of obligations and reporting on those activities.
9. Operate and maintain the headquarters accounts receivable system, which includes accounting for funds received under interagency agreements and statements issued by FEMA for services rendered or goods supplied.
10. Serve as liaison with the Department of Health and Human Services for FEMA's grants awards, and be responsible for accounting for grant funds disbursed to State governments when authorized by Comprehensive Cooperative Agreements, disaster assistance programs, and Federal Insurance Administration programs.
11. Provide budget services, including information on the status of prior fiscal-year obligations.
12. Review indirect-cost proposals from States and negotiate indirect-cost rates for the Agency.
13. Serve as the Agency's cash management liaison with U. S. Department of Treasury, including preparing reports on cash management practices.

Reporting and Analysis Branch

- Functions**
1. Prepare the Agency's statements of accounts receivable and loans receivable required by Treasury and OMB.
 2. Reconcile and report monthly on FEMA's disbursements and collections activities to Treasury.
 3. Report on financial productivity to the Labor Department, and on grants activity to the Commerce Department.

4. Monitor, reconcile, and update FEMA's accounting systems reports with account activity reported on the Government On-line Accounting Link System (GOALS), Cash Link, and HHS Payment Management System.
5. Serve as the Agency's check and automated clearinghouse (ACH) cancellation liaison with Treasury.
6. Participate in internal and external working groups on improving accounting reports and developing new reporting initiatives.
7. Interpret regulatory agency guidance, develop standard operating procedures ensuring that proper internal controls are in place, and implement procedures regarding fiscal requirements for reporting and financial statement preparation.
8. Oversee Agency accounting records and reconcile, analyze, and correct errors identified in reconciliations.
9. Prepare financial statements required by the CFO Act and the Government Management Reform Act, and prepare accounting reports for FEMA management, OMB, Treasury, GAO, and regulatory agencies.
10. Process accounting transactions and record them in the General Ledger.

Financial Policy Division

Mission Provide financial management policy guidance, assistance, and training to internal and external customers and recommend improvements in the delivery of financial services.

- Functions**
1. Direct the financial management support activities of the Division Director's immediate office and the Policy and Standards Branch.
 2. Develop and implement FEMA financial management policy, standards, and procedures based on regulatory requirements.
 3. Serve as liaison with other agencies on matters of financial policy.
 4. Conduct internal Agency financial reviews of functions such as cash management and compliance with GSA travel regulations.

5. Develop standard operating procedures and training programs for performing financial management functions.
6. Develop plans for the Division and the Office in accordance with the goals and objectives of the Agency and the CFO.
7. Support the CFO in the oversight and management of the Disaster Relief Fund.
8. Provide team members from among division staff to support disaster financial management functions when FEMA's National ERT and EST are activated.
9. Assist the Deputy CFO in managing FM's National ERT and EST activities.

Policy and Standards Branch

Functions

1. Develop and issue accounting and financial management policies for the Agency and provide financial management technical assistance to FEMA program and administrative offices.
2. Develop standard operating procedures and provide training for processing and recording financial transactions in the Agency's Financial Management System.
3. Conduct studies and direct projects to streamline and automate financial management functions to improve effectiveness and efficiency.
4. Establish effective communications and exchange information with counterparts in Treasury, OMB, GAO, GSA, OPM, and other Federal agencies on matters relating to financial policies.
5. Assure that FEMA's financial management policies and procedures are consistent with OMB, Treasury, GAO, and other Federal regulations and guidance.
6. Develop, direct, and maintain a comprehensive Core Competency Development Program.
7. Review new legislation and regulations to identify initiatives that affect financial management, and develop and recommend implementation

strategies and policies.

8. Identify and monitor long- and short-term goals and milestones for the Division and FM, as defined in the FM Five-Year Plan, the Agency Strategic Plan, and the Annual Performance Plan.
9. Participate in government-wide work groups to implement new legislative and regulatory financial management requirements.
10. Oversee activities of the Financial Assistance Team, which provides financial management planning, analysis, assessment, and advice to FM division directors, the CFO, and Agency management. The team's functions are primarily to:
 - a) Design and conduct financial reviews and surveys to assess the soundness of FEMA's financial processes;
 - b) Support the Division Director and the CFO in following up audit reports.
 - c) Prepare the CFO Financial Management Status Report and Five-Year Plan, and the Agency Accountability
 - d) Report. Participate on Agency Team for NEMIS design and development.

Disaster Finance Division

- Mission** Provide financial services and support for FEMA Disaster Relief Fund (DRF) financial activities, and provide financial management guidance to headquarters, regional, and field offices on DRF fiscal activities.
- Functions**
1. Direct and manage financial activities of the Disaster Operations and Disaster Reports and Analysis Branches.
 2. Provide financial services for the DRF, including those related to vendors, interagency mission assignments, disaster housing, travel, accounts receivable, collections, disaster cost projections, and preparation of financial statements and reports.
 3. Disburse, collect, and account for funds, ensuring accuracy, timeliness, and

compliance with applicable Federal regulations.

4. Support Division activities such as logistics, document control, records management, procurement, budget development, operational planning, recruitment and training of personnel; and implement measures necessary to ensure the health and safety of the staff.
5. Provide financial management guidance and support to regional and field offices on disaster fiscal activities.
6. Manage FM's Comptroller Cadre, including deployment and day-to-day monitoring of Comptroller operations in the field.
7. Interpret regulatory agency guidance, develop standard operating procedures ensuring that proper internal controls are developed, and implement procedures regarding fiscal requirements for accounts payable, accounts receivable, and reports on those activities.
8. Serve on internal and external work groups to address financial management improvements related to accounts payable and receivable.
9. Provide team members from Division staff to support disaster financial management functions when FEMA's National ERT and EST are activated.

Disaster Operations Branch

Functions

1. Operate and maintain the accounts payable system, and certify Vendor payments, travel reimbursements, mission assignments, and temporary housing payments for the DRF.
2. Process and pay all invoices from vendors as verified by receiving reports issued by the regions.
3. Review, audit, pay, and post billings and OPAC charges from other Federal agencies as approved by the regions for services provided through mission assignments, interagency agreements, or other binding instruments.
4. Examine and pay travel vouchers verified in accordance with travel regulations.

5. Monitor funding of and post costs for disaster housing payments as approved by the Disaster Housing personnel.
6. Certify payments made and costs posted within the Division through the Electronic Certification System.
7. Provide centralized document management and mail services for the Division. Staff will log, record, distribute, store, retrieve, and maintain vital files, documents, records, and correspondence using both traditional filing systems and electronic document imaging technology.
8. Provide timely, pertinent, and accurate information management services to all teams within the Branch to encourage, promote, and facilitate greater operational efficiency and effectiveness.

Disaster Reports and Analysis Branch

Functions

1. Reconcile financial data and prepare financial statements for the DRF and other disaster-related funds.
2. Develop DRF budget projections and maintain the National Disaster Financial Status Report database used for projections.
3. Operate and maintain accounts receivable for DRF activity.
4. Collect DRF debts for the Agency.
5. Coordinate audit requests and monitor follow-up of disaster-related activities.
6. Review indirect costs charged by States and Federal agencies.
7. Analyze and report on the financial status of the DRF and related activities, including the Disaster Assistance Direct Loan Program, the Cora Brown Fund, and Disaster Unmet Needs.
8. Prepare Treasury and OMB reports for all disaster-related activities.
9. Monitor and prepare closeout packages for FM, grants, and State agreements.

10. Oversee internal controls and quality assurance for DRF financial activities.
11. Participate on the Agency team for NEMIS design and development as it relates to DRF financial activities.

Grants and Acquisition Support Division

- Mission** Supply and evaluate acquisition and assistance policies, procedures, training, and warrant programs for procurement and assistance personnel. Oversee acquisition and assistance programs and support internal and external customers.
- Functions**
1. Assure Agency-wide compliance with legislatively established procurement preference programs and serve as FEMA's Small and Disadvantaged Business Utilization Specialist.
 2. Develop policy and monitor performance for increasing competition in the Agency's procurement process as FEMA's Competition Advocate.
 3. Provide policy guidance regarding job and career professionalism training for personnel involved in Agency procurement.
 4. Manage and produce legislatively required reports and data concerning the Agency's procurement and assistance actions to Congress, OMB, SBA, and other Executive Department agencies.
 5. Maintain the Agency's automated procurement document generation and tracking system.
 6. Develop financial and administrative grants policy for all agreements required to support the Agency's disaster assistance mission, including uniform operational procedures relating to annual assistance agreements with States and other recipients. This includes applications, awards, administration, and closeout of FEMA assistance programs such as Project Impact, CSEPP, and FMA.
 7. Assure that FEMA assistance policies, procedures, and forms are consistent with the Uniform Administrative Requirements for Grants and Cooperative Agreements, other Federal regulations and guidance, and ensure that FEMA

programs are managed effectively and efficiently.

8. In coordination with the PT Training Division and program offices, assure that training in grants management is available for appropriate Agency personnel.
9. Provide liaison with, and review and evaluate procurement and assistance activities of regional and field offices to ensure that effective Agency-wide management controls are in place and that compliance with those controls is at an acceptable level.
10. Provide team members from among division staff to support disaster financial management functions when FEMA's National ERT and EST are activated.
11. Direct and manage activities of the Acquisition Support Team, which provides acquisition management policy and support for internal and external customers on acquisition matters. The Team's functions are:
 - a. Monitor Federal procurement laws for revisions and develop implementing procurement policy and procedures for the Agency;
 - b. Review Agency procurements and procurement programs for compliance with Federal and Agency procurement policies and standards;
 - c. Manage Contract Warrant Program and Contracting Qualification standards for Agency procurement personnel;
 - d. Manage the Agency's automated procurement document and tracking system;
 - e. Provide all procurement information and reports necessary to meet legislative and management requirements;
 - f. Manage the Agency's Purchase Charge Card Program.
 - g. Provide staff support for special projects and requirements related to the Agency's procurement programs;
 - h. Provide support staff for liaison with regional procurement activities.

- i. Assist the Senior Procurement Executive in National ERT and EST acquisitions, and in managing the national Acquisition Disaster Reservists Cadre.
 - j. Process congressional and Freedom of Information Act requests and unsolicited proposals regarding Agency procurements.
12. Direct and manage activities of the Grants Policy and Oversight Team, which provide grants management policy and general financial oversight to FEMA assistance programs. The Team's functions are:
- a. Review Federal assistance guidance and develop implementing policy and procedures for the Agency.
 - b. Provide liaison, advice, and assistance regarding grants management issues to headquarters and regional staff and program managers.
 - c. Review Agency grants activities to ensure compliance with grants guidance and regulations.
 - d. Provide training and technical advice for Agency and State personnel regarding FEMA and other Federal grant regulations and requirements. Work with regional offices to provide training and technical advice to States and other recipients.
 - e. Develop policies and guidance to implement FEMA and other Federal grants assistance programs.
 - f. Develop automated tools to enable electronic grants administration.

Flood, Fire, and Mitigation Division

Mission Perform contracting and support functions for the Federal Insurance Administration; the U.S. Fire Administration; the Mitigation Directorate; the Preparedness, Training and Exercises Directorate; the Office of Public Affairs; and the Office of Financial Management.

Functions 1. Direct and manage the assistance and contract support activities of the Division, including the NETC satellite office.

2. Review requests for contract services and determine the best available means for satisfying the program requirements.
3. Prepare and issue requests for proposal, invitations for bid, and requests for assistance to prospective contractors and recipients.
4. Negotiate, award, and administer contracts, interagency agreements, assistance agreements, purchase orders, and modifications thereto.
5. Monitor contractor performance to ensure compliance with the terms and conditions of the applicable contract.
6. Provide team members from among division staff to support disaster financial management functions when FEMA's National ERT and EST are activated.

Operations, Recovery, and Preparedness Division

Mission Perform contracting and support functions for the Response and Recovery Directorate; the Operations Support Directorate; the Information Technology Services Directorate; the Staff Offices (excluding Public Affairs and Financial Management); and the Mt. Weather Emergency Assistance Center (MWEAC).

- Functions**
1. Direct and manage the assistance and contract support activities for the Division, including the MWEAC satellite office.
 2. Review requests for contract services to determine the best available means for satisfying the program requirements.
 3. Prepare and issue requests for proposal, invitations for bid, and requests for assistance to prospective contractors and recipients.
 4. Negotiate, award, and administer contracts, interagency agreements, assistance agreements, purchase orders, and modifications thereto.
 5. Monitor contractor performance to ensure compliance with terms and conditions of the applicable contract.
 6. Provide team members from among Division staff to support disaster financial management functions when FEMA's National ERT and EST are activated.

VII. Office of the General Counsel

- Mission** Render legal advice and assistance on matters related to Agency programs and operations.
- Functions**
1. Render legal opinions with respect to the duties, powers, and responsibilities of the Director and other FEMA officers and employees.
 2. Review and render legal opinions with respect to the application of statutes, rules and regulations, delegations, other administrative directives, and judicial precedents to Agency programs and operations.
 3. Review and clear for legal sufficiency Agency documents requiring legal interpretation or opinion.
 4. Establish Agency legal policy for and prepare, coordinate, and conduct all Agency appearances in litigation or administrative proceedings and hearings.
 5. Serve as the Agency's liaison with the Department of Justice, except where otherwise provided by statute or regulations.
 6. Serve as the Agency's representative for all matters before the Merit System Protection Board, the Equal Employment Opportunity Commission, the Boards of Contract Appeals, and other administrative adjudicative bodies.
 7. Maintain the rules and the litigation dockets for the Agency.
 8. Serve as liaison with the Office of Management and Budget (OMB) and the Federal Register on matters relating to Agency regulation and legislation.
 9. Provide legal services in connection with legislation and regulations as follows:
 - a. Develop, coordinate, and clear, in accordance with OMB Circular A-19 (Legislative Coordination and Clearance), the Agency's legislative program and allied legislative proposals, including proposed Executive Orders.
 - b. Coordinate and, as appropriate, clear with OMB and other agencies the

- Agency's reports on enrolled enactments and requests by committees and members of Congress and by OMB for Agency views on pending or proposed legislation and proposed Executive orders.
- c. Review for legal sufficiency and arrange, where necessary, for OMB clearance of Agency statements and similar material in connection with congressional hearings.
 - d. Monitor legislation of interest to the Agency in conjunction with the Office of Congressional and Legislative Affairs, including that which affects civil emergency planning, management, mitigation, and assistance functions of Federal agencies; analyzes significant pending legislation and develops FEMA positions thereon, when appropriate.
 - e. Review Agency documents for legal policy, consistency, sufficiency and format; submit applicable documents for publication in the Federal Register or the Code of Federal Regulations, including rules, notices, announcements of meetings, agenda, reports, programs, impact statements, and similar documents.
 - f. Review all Agency rules and proposed rules. Develop or analyze for development Agency procedures to ensure compliance with Executive Order 12866 (Regulatory Planning and Review) and with applicable legislation and other executive orders, such as those that require evidence of environmental assessments or regulatory analyses. Serve as convener or facilitator or arrange for conveners or facilitators in negotiated rulemaking. Provide Agency liaison with OMB and other agencies on rules clearance and approval.
 - g. Prepare, in conjunction with the Director and program offices, an annual Regulatory Plan as required Under Executive Order 12866. Serve as Regulatory Policy Officer for the Agency to foster development of effective, innovative, and least burdensome regulations. Represent the Agency at meetings of the Regulatory Working Group. Prepare the program to review periodically the Agency's significant regulations.
10. Provide legal advice to the Office of Inspector General, pursuant to a memorandum of understanding.
 11. Serve as the designated Agency ethics officer and develop, administer, coordinate, and manage the Agency's ethics program as follows:

- a. Review financial disclosure reports submitted by offices of employees within the Agency, assess the application of conflict of interest laws and regulations to the information reported, and counsel officers or employees with regard to resolving actual or potential conflicts of interest or appearances thereof.
 - b. Review financial disclosure reports submitted by presidential appointees for confirmation purposes and counsel those appointees with regard to resolving potential conflicts of interest, or appearances thereof, before the confirmation hearings.
 - c. Counsel departing and former Agency officials on post-employment conflict-of-interest standards.
 - d. Assist managers and supervisors in understanding and implementing Agency ethics programs.
 - e. Administer a system for periodic evaluation of the ethics program.
 - f. Act as the Agency's liaison to the Office of Government Ethics.
12. Review for legal sufficiency and consistency with laws and Agency regulations all external directives of the Agency as defined in FEMA Manual 5100.3.
13. Provide legal advice and assistance regarding environmental considerations and requirements under the National Environmental Policy Act of 1969 (the Act) and Executive Order 11514 as follows:
- a. Review environmental assessments;
 - b. Review all proposed changes or additions to categorical exclusions from the Act;
 - c. Review all findings of no significant impact;
 - d. Review all proposed draft and final environmental impact statements; and
 - e. Provide all other legal advice, analyses, and opinions related to

compliance with the Act.

General Law Division

- Functions**
1. Provide general legal support to the Office of General Counsel.
 2. Provide legal support to the Agency's procurement functions by reviewing solicitations, amendments, contracts, modifications, terminations, and settlements.
 3. Manage all Agency involvements in appeals and protests arising from procurement functions.
 4. Provide legal support for all aspects of financial management, including issues relating to appropriation, authorization, budget and accounting, and related matters under Title 31 of the United States Code.
 5. Provide legal support for Equal Employment Opportunity and Labor Relations personnel activities of the Agency including the management of claims, appeals, or grievances.
 6. Provide legal support to property administration functions of the Agency, e.g., acquisition, lease, sale, or other disposal of real or personal property.
 7. Advise all offices on the application, effect, and compliance with laws related to the general administration and management of the Agency.
 8. Provide legal support to the Office of Human Resources Management, the Office of Equal Opportunity, the Office of Security, and the Office of Financial Management.
 9. Review for legal sufficiency all proposed funded intergovernmental agreements, assignments, and memoranda of understanding.
 10. Review for legal sufficiency all proposed intra-Agency funded agreements, delegations, and memoranda of understanding.
 11. Review for legal sufficiency all proposed internal directives and instructions.
 12. Review and settle administrative tort claims against the Agency.

13. Provide legal services in connection with claims and debt collections.
14. Serve as legal advisor to the office of the Inspector General pursuant to a memorandum of understanding.
15. Provide guidance to program offices regarding disclosure of Agency records under the Freedom of Information and Privacy Acts.
16. Operate the Freedom of Information and Privacy Act programs for the Agency.
17. Determine the Agency's final administrative action with respect to appeals of denials of requests for information under the Freedom of Information and Privacy Acts.

Program Law Division

- Functions**
1. Provide general legal support to the Office of General Counsel.
 2. Provide legal advice, analyses, and opinions to Agency officials on Agency programs, functions, and activities including those authorized under:
 - a. The Earthquake Hazards Reduction Act of 1977;
 - b. The National Flood Insurance Act of 1968;
 - c. The Flood Disaster Protection Act of 1973;
 - d. The Coastal Barrier Resources Act of 1982;
 - e. Executive Orders 11988 and 11990 and other matters relating to floodplain management, protection of wetlands, and other environmental or hazard mitigation laws;
 - f. The Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended;
 - g. The Defense Production Act of 1950, as amended;

- h. The National Security Act of 1947; as amended;
 - i. The Nuclear Regulatory Commission Appropriation Authorization Act of 1980, and Companion Regulations;
 - j. The Fire Prevention and Control Act;
 - k. The Hotel and Motel Fire Safety Act;
 - l. Title III of the Stewart B. McKinney Homeless Assistance Act; and
 - m. The Comprehensive Environmental Response, Compensation and Liability Act of 1980, as amended, and Executive Order 12580.
3. Coordinate development of testimony of FEMA witnesses and represent FEMA before the boards of the Nuclear Regulatory Commission and before the full Commission.
 4. Assist program offices in preparing program-related regulations and rules to administer statutory programs and Agency policies in coordination with the Legislative and Regulatory Counsel.
 5. Review for legal sufficiency all external directives and instructions.

Litigation Division

- Functions**
1. Provide general legal support to the Office of General Counsel.
 2. Serve as Agency liaison with the Department of Justice on matters involving litigation and coordinate all referrals to or from the Department of Justice in civil proceedings.
 3. Represent the Agency in environmental, floodplain management, hazard mitigation, disaster assistance, and similar litigation and administrative hearings.
 4. Coordinate and conduct affirmative litigation, particularly subrogation and civil fraud, in cases arising under the National Flood Insurance Program (NFIP), the Stafford Act, and other Agency programs.

5. Review and coordinate litigation positions with private counsel defending legal actions brought against "Write-Your-Own" insurance companies under the NFIP.
6. Conduct the defense of litigation claims filed under the NFIP, the Federal Crime Insurance Program, Riot Reinsurance Program, and the Federal Tort Claims Act.
7. Prepare and publish monthly litigation dockets and annual litigation reports.
8. Prepare and coordinate instructions to Agency officials and employees on litigation.
9. Formulate and make recommendations, in coordination with General Counsel, on the litigation position of the Agency in litigation involving the Agency.
10. Coordinate litigation assigned to units the Office of General Counsel other than the Litigation Division, and be responsible for ensuring that all work meets the Office's litigation standards.
11. Represent the Agency in civil court litigation in coordination with the Department of Justice or U.S. Attorney's Office.
12. Serve as advisor to General Counsel on matters affecting FEMA officials and employees concerning administrative or court-issued subpoenas in civil matters, service of process, and judicially ordered discovery as an agency of the United States.

VIII. Office of Human Resources Management

Office of the Director

Mission Plan and direct human resources programs and establish goals and objectives for FEMA's commitment to its employees and the Public. Manage and evaluate workforce programs and initiatives and coordinate human resources management information technology systems and activities.

- Functions**
1. Develop and implement policies and programs and establish goals and objectives for FEMA's human resources management programs.
 2. Provide human resources management advisory services to FEMA officials.
 3. Oversee the development and implementation of plans, procedures, and standards for effective human resources management programs, including those related to classification, recruitment, placement, pay and leave administration, labor-management relations, performance management, incentive awards, employee relations, and employee benefits and services.
 4. Assess the effectiveness of all aspects of the Agency's human resources management programs and the fulfillment of managers' personnel management responsibilities.
 5. Administer a comprehensive human resources management program for executive personnel.
 6. Advise and support administratively the Executive Resources Board and the Senior Performance Review Board.
 7. Develop and administer disaster staffing policies and procedures, e.g., recruiting, assigning, deploying, and credentialing the disaster response and recovery workforce.
 8. Develop and maintain rosters for the National Emergency Response Teams (Red, White, and Blue).
 9. Participate in activities of the FEMA Labor-Management Partnership Council.

10. Assure integration of human resources management programs with other FEMA management activities.
11. Represent FEMA to and maintain liaison with other Federal agencies and public and private organizations on issues related to human resources administration and management.
12. Oversee the common servicing agreement for payroll and personnel processing services rendered by the National Finance Center.
13. Manage and administer the Office of Human Resources Management, including preparing and executing budgets, allocating staff, and planning short- and long-range activities and program.

Headquarters Personnel Operations Division

- Mission** Manage, direct, and evaluate human resources management programs for position management, classification, recruitment, internal placement, pay, and time and attendance for assigned organizational units of FEMA.
- Function**
1. Administer position management and classification policies, procedures, and plans that ensure streamlined organizational structures and simplicity, flexibility, and alternatives to existing systems.
 2. Develop and implement recruitment and internal placement plans and programs designed to attract and retain a highly qualified and professional FEMA workforce.
 3. Develop and administer pay policies based on time and attendance reporting.
 4. Advise and guide FEMA managers, supervisors, and employees of assigned organizations on policies, procedures, and operations.
 5. Participate on inter- and intra-Agency task forces, working groups, and committees in assigned program areas.
 6. Conduct internal orientations and process new employees into FEMA.
 7. Process personnel and pay actions for employees in assigned organizations,

maintain the personnel and payroll database through the National Finance Center, and establish and maintain official personnel and employee performance records.

Field Personnel Operations Division

Mission Manage, direct, and evaluate human resources management programs in the areas of position management, classification, recruitment, internal placement, pay, and time and attendance for assigned organizational segments of FEMA.

- Functions**
1. Administer position management and classification policies, procedures, and plans that ensure streamlined organizational structures and simplicity, flexibility, and alternatives to existing systems.
 2. Develop and implement recruitment and internal placement plans and programs designed to attract and retain a highly qualified and professional FEMA workforce.
 3. Advise and guide FEMA managers, supervisors, and employees of assigned organizations on policies, procedures, and operations.
 4. Participate on inter- and intra-Agency task forces, working groups, and committees in assigned program areas.
 5. Conduct internal orientations and process new employees into FEMA.
 6. Process personnel and pay actions for employees in assigned organizations, maintain the personnel and payroll database through the National Finance Center, and establish and maintain official personnel and employee performance records.

Disaster Personnel Operations Division

Mission Manage, direct, administer, and evaluate FEMA's Stafford Act staffing and deployment programs.

- Functions**
1. Develop and administer position management, classification, and compensation policies for temporary and on-call disaster assistance employees.

2. Develop and implement recruitment and placement policies and programs designed to attract and retain a highly qualified and professional temporary workforce to perform disaster response and recovery operations.
3. Participate in developing and implementing deployment policies, procedures, plans, and systems that ensure rapid deployment of permanent and temporary employees for disaster and emergency operations.
4. Develop and administer adverse actions and grievance programs for temporary and on-call disaster assistance employees.
5. Manage the integrity, operation, and use of the Automated Deployment Database (ADD), and provide deployment information to assist with disaster developments.
6. Advise and guide FEMA managers, supervisors, and employees on personnel policies and procedures for temporary and on-call disaster assistance employees.
7. Administer employee benefits and services programs for temporary and on-call disaster assistance employees.
8. Develop and conduct training for the purpose of credentialing members of the workforce to perform personnel and payroll functions at disaster sites.
9. Participate on inter- and intra-Agency task forces, working groups, and committees involving disaster staffing and deployment programs.
10. Conduct new-employee induction and orientation programs.
11. Process personnel and pay actions for temporary and on-call disaster assistance employees, maintain the personnel and payroll database through the National Finance Center, and establish and maintain official personnel and employee performance records.

Employee and Labor Relations Division

Mission Manage, direct, and evaluate human resources management programs and policies related to employee relations, labor relations, performance management, employee benefits, and leave administration.

- Functions**
1. Develop and administer adverse actions and grievance programs, policies, and procedures.
 2. Develop and administer the Agency's labor relations program and maintain liaison with labor unions.
 3. Develop and implement workforce and workplace programs, including flexitime, flexiplace, telework, job sharing, and other initiatives and programs designed to improve the quality of work life.
 4. Implement the FEMA Drug-Free Workplace Plan and administer the Agency's drug testing and other substance abuse programs.
 5. Develop and administer FEMA's reward and recognition programs, including the Incentive Awards Program and Employee Suggestion Program.
 6. Provide staff support to the FEMA Labor-Management Partnership Council.
 7. Develop and oversee the implementation of non-disaster performance management systems.
 8. Administer FEMA's Employee Assistance Program.
 9. Administer employee benefits and services programs, including health and life insurance, injury compensation, leave administration, thrift savings, and retirement.
 10. Provide training for Agency supervisors and managers pertaining to programs managed by the Division.
 11. Advise FEMA managers, supervisors, and employees on programs managed by the Division.
 12. Participate on inter- and intra-Agency task forces, working groups, and committees in assigned program areas.

IX. Office of the Inspector General

- Mission** Serve as an independent and objective audit, inspection, and investigative unit for FEMA programs and operations. Provide leadership and coordination and recommend policies for activities designed to (a) promote economy, effectiveness, and efficiency; and (b) prevent and detect fraud, waste, and abuse.
- Functions**
1. Provide policy direction for, conduct, supervise, and coordinate all audits and investigations relating to programs and operations of FEMA.
 2. Review existing and proposed legislation and regulations relating to FEMA programs and operations and make recommendations concerning the impact of the laws or regulations on the economy and efficiency of FEMA programs and operations and on the prevention and detection of fraud, waste, and abuse.
 3. Recommend policies for, conduct, supervise, or coordinate activities carried out or financed by FEMA for the purpose of promoting economy and efficiency and preventing and detecting fraud and abuse.
 4. Recommend policies for and conduct, supervise, or coordinate relationships between FEMA and other Federal agencies, State and local government agencies, and non-governmental entities with respect to (a) the promotion of economy and efficiency or prevention and detection of fraud, waste, and abuse in programs and operations administered or financed by FEMA, or (b) the identification and prosecution of participants in such fraud and abuse.
 5. Keep the Director and Congress fully and currently informed by means of semiannual reports that describe the findings and recommendations of the Office relating to the administration of FEMA programs and operations as well as the necessity for and progress of corrective action.
 6. Give particular regard to the activities of the Comptroller General of the United States with a view toward avoiding duplication and insuring effective coordination and cooperation.
 7. Report to the Attorney General whenever reasonable grounds exist to suspect a violation of Federal criminal law within FEMA's programs or operations.

Management Service Division

Mission Provide management and administrative services in support of the Office of Inspector General.

- Functions**
1. Represent the Inspector General on all administrative and management support matters of importance to the OIG.
 2. Develop and direct the execution of the OIG's annual budget.
 3. Account for the OIG's annual appropriation and allocations, including commitments, obligations, and expenditures. Authorize commitments or obligations of funds and approve vouchers prior to payment.
 4. Direct and oversee all OIG personnel management activities, including the maintenance of the Workforce Management System.
 5. Develop and direct the execution of the OIG's Annual Procurement Plan.
 6. Coordinate and support integrated office automation and telecommunications services and equipment.
 7. Maintain the OIG's Property Management System.
 8. Administer the Transit Subsidy Program for OIG staff.
 9. Manage all credit cards (office, travel, and telephone) issued to OIG and its staff.
 10. Maintain a correspondence tracking system for all Inspector General correspondence, including requests for OIG comments on proposed legislation and regulations affecting FEMA programs and operations, and Freedom of Information and Privacy Act requests made to the OIG.
 11. Serve as the OIG's primary liaison with the President's Council on Integrity and Efficiency.
 12. Maintain an OIG web page on FEMA's website and the Inspector General Community website.

Audits Division

- Mission** Supervise, conduct, coordinate, and oversee all auditing activities relating to FEMA programs and operations.
- Functions**
1. Develop and recommend audit plans for inclusion in the OIG annual performance plan.
 2. Conduct audits, special studies, assessments, and evaluations of FEMA programs and operations. Issue reports of findings and recommendations for improvements, as necessary. Offer advice and technical assistance as FEMA implements recommendations and make other changes designed to improve program management and service delivery.
 3. Analyze proposed legislation and regulations to assess their potential impact on the efficiency and effectiveness of programs administered or financed by FEMA and on the detection and prevention of fraud and abuse in FEMA programs.
 4. Devise innovative audit techniques to promote economy, efficiency, and effectiveness in the administration of FEMA programs and operations, and to prevent and detect fraud and abuse. Advise FEMA on developing sound management information and financial reporting systems, as well as ways to strengthen FEMA operations.
 5. Ensure, in audits within FEMA, the implementation of applicable audit standards, procedures, and guidelines consistent with the standards established by the Comptroller General of the United States.
 6. Develop FEMA positions on audit standards, procedures, and related subjects proposed by the General Accounting Office, the Office of Management and Budget, and other Federal and private professional organizations.
 7. Coordinate relationships among FEMA and other Federal agencies, State and local government agencies, and non-governmental entities with respect to audits of programs and operations administered or financed by FEMA.
 8. Establish guidelines for use by other Federal and non-Federal auditors during their audits of FEMA activities, organizations, programs, and

operations.

9. Receive and process requests for audits of FEMA contracts and grants to be performed by other Government agencies, and review and distribute the resulting audit reports. Coordinate the procurement of audit services from independent public accountants.
10. Maintain an audit follow-up system to monitor and coordinate the resolution and closure of final audit reports involving FEMA programs and operations.
11. Serve as the FEMA liaison to the Comptroller General of the United States on all matters relating to FEMA programs and operations with a view toward avoiding duplication of effort and ensuring effective coordination and cooperation.
12. Represent the OIG with the National Intergovernmental Audit Forum, the Federal Audit Executive Committee, and other organizations on overall audit policy matters.
13. Establish and implement a program to ensure that audit staff maintains professional proficiency through continuing education and training as required by the Inspector General Act.
14. Oversee all audits of contractors and grantees by outside organizations and entities that involve FEMA funds and for which FEMA has been designated the cognizant audit agency under the provisions of the Single Audit Act and related OMB Circulars.

Financial Management Branch

Functions

1. Plan, supervise, conduct, and coordinate audits of FEMA's financial management and program support functions.
2. Audit FEMA's financial statements annually as required under the Chief Financial Officers' Act, and review audits by independent public accountants that contribute to the preparation of audited financial statements.
3. Serve as the OIG focal point for activities relating to FEMA responsibilities under the Federal Managers' Financial Integrity Act.

4. Identify, propose, and perform special audits, reviews, analyses, or studies designed to improve FEMA's financial management and program support operations.

Program Operations Branch

- Functions**
1. Plan, supervise, conduct, and coordinate performance audits of FEMA programs and projects.
 2. Identify, propose, and conduct special audits, reviews, analyses, or studies designed to improve program management and promote economy, effectiveness, and efficiency in FEMA programs.
 3. Serve as the OIG focal point for activities relating to FEMA responsibilities under the Government Performance Results Act.
 4. Design special audit programs that focus on critical FEMA initiatives and program design.

Eastern and Western District Audit Branches

- Functions**
1. Plan, coordinate, supervise, and conduct external audits of FEMA grantees and contractors.
 2. Participate in national internal audits, as directed by the Assistant Inspector General for Audit (AIGA).
 3. Represent the AIGA on audit matters of common interest in dealing with the directors of FEMA field organizations, various Federal, State, and local agencies, and other entities.
 4. Maintain liaison and function as the FEMA focal point for contacts with audit organizations within the geographical area of jurisdiction.
 5. Oversee all audits of contractors and grantees that involve FEMA funds within the geographical area of jurisdiction by outside organizations and entities.
 6. Assist the AIGA in developing and recommending policies and procedures related to audits of FEMA programs and operations.

7. Assist the AIGA in receiving, screening, and disposing of audit requests and referrals.

Inspections Division

Mission Supervise, conduct, and coordinate policy, program, and organizational analyses and evaluations that are designed to improve the efficacy of FEMA's performance goals and objectives.

- Functions**
1. Develop and recommend inspection plans for inclusion in the OIG annual performance plan.
 2. Conduct inspections, special studies, assessments, and evaluations of programs, organizations, policies, regulations, management practices, and service delivery patterns. Issue reports of findings and recommendations for improvements.
 3. Analyze proposed legislation and regulations to assess their potential impact on the efficiency and effectiveness of programs administered or financed by FEMA and on the detection and prevention of fraud and abuse in FEMA programs.
 4. Monitor follow-up action taken in response to inspection report recommendations and report on those actions.

Investigations Division

Mission Supervise, conduct, and coordinate investigative activities relating to FEMA programs and operations.

- Functions**
1. Develop and recommend policies and procedures for and conduct, supervise, and coordinate criminal, civil, and administrative investigations relating to FEMA programs, operations, and personnel.
 2. Develop and recommend policies and procedures to prevent and detect fraud and other illegal activities in FEMA programs and operations.
 3. Develop and maintain a system for receiving, screening, and disposing of allegations and/or complaints concerning possible fraud and other violations of laws or regulations, mismanagement, waste of funds, abuse of authority, or dangers to public health and safety.

4. Coordinate and conduct investigations of alleged illegal or unethical conduct of employees, contractors, grantees, and other persons or organizations involved with FEMA programs and operations.
5. Maintain liaison and function as the FEMA focal point for contacts with other investigative and law enforcement agencies and organizations, including the Office of the U.S. Attorney General.
6. Report expeditiously to the Attorney General when there are reasonable grounds to believe that Federal criminal laws may have been violated.
7. Manage the OIG Hotline program.
8. Develop and deliver training programs, presentations, and public announcements designed to increase awareness of disaster-related fraud and methods of prevention and deterrence.

Eastern and Western District Investigations Branches

Functions

1. Execute policies and procedures approved by the AIGI in conducting criminal, civil, and administrative investigations relating to FEMA programs, operations, and personnel.
2. Assist the AIGI in developing and recommending policies and procedures to prevent and detect fraud and other illegal activities in FEMA programs and operations.
3. Assist the AIGI in receiving, screening, and disposing of allegations or complaints concerning fraud and other violations of laws, rules or regulations, mismanagement, and waste of FEMA funds.
4. Coordinate and conduct investigations of alleged illegal or unethical conduct of employees, contractors, grantees, and other persons or organizations involved with FEMA programs and operations.
5. Maintain liaison and function as the FEMA focal point for contacts with investigative and law enforcement agencies and organizations within the geographical area of jurisdiction.

X. Office of Intergovernmental Affairs

Mission To engage proactively local and state elected and appointed officials, as well as and regional organizations and associations, in FEMA's mission, programs, policies and initiatives.

- Functions**
1. The principal function of the Office of Intergovernmental Affairs is to ensure proactive effective management and administration of the Agency's overall intergovernmental Affairs relationships in order to maximize the efficiency and effectiveness of the Agency's programs, functions, initiatives and activities.
 2. Maintains an agency wide management perspective.
 3. Reports directly to the Director of FEMA.
 4. Serves as liaison with States and local governments, intergovernmental organizations/associations, the Executive Offices of the White House, and other Federal agencies on matters directly affecting FEMA's programs, functions, and activities.
 5. Serves as a central clearing house, in conjunction with the Office of Financial Management, for contracts, grants and cooperative agreements with Intergovernmental organizations and associations.
 6. Advises the Director of FEMA and other FEMA officials on actions pending or anticipated and their effect on Intergovernmental constituencies.
 7. Provides liaison to Agency officials on Intergovernmental Affairs constituent referrals.
 8. Identifies and implements strategies to promote agency policy and its programmatic and legislative agenda with State and local officials, constituency and public interest groups, and other external audiences.
 9. Arranges and facilitates meetings and other opportunities for Intergovernmental groups to exchange views and provide FEMA with input on Agency activities.

10. Coordinates all Agency interaction with Intergovernmental organizations and associations on the various issues at the headquarters, regional and field levels.
11. Gathers and disseminates information about FEMA's programs, functions, and initiatives to Intergovernmental constituencies.
12. Coordinates with Federal Coordinating Officers following declarations of disasters or emergencies under the Robert T. Stafford Disaster Relief and Emergency Assistance Act on matters requiring liaison with Intergovernmental constituencies.
13. Coordinates with and supports State and local officials during disaster response and recovery operations and supports the efforts of the regional offices and Community Relations.
14. Develops selection and training criteria for a national cadre of CORE and Disaster Assistance Employees to address intergovernmental issues during disasters. Coordinate the deployment of such reservists to Headquarters and Disaster Field Offices to augment full-time staff during disasters and emergencies.
15. Develop and implement training criteria for state legislative liaisons/intergovernmental affairs officers to develop partnerships and practices for use during disaster response and recovery.
16. The Director shall serve as the principal advisor to the FEMA Director on Intergovernmental Affairs matters.
17. Provide day-to-day conduct of policy coordination with Intergovernmental Affairs personnel of Federal, State, Tribal and local governmental units and all FEMA organizational units.
18. Provide management and oversight of agency-wide Intergovernmental Affairs during declared disasters and emergencies or special events.
19. Provide expert advice to the FEMA officials and employees of Intergovernmental Affairs strategy and outreach to Intergovernmental Affairs constituents.
20. Coordinate formal and informal appearances and briefings for FEMA

officials before Intergovernmental Affairs audiences at the Headquarters level.

21. Assist Regional Offices with the coordination of formal and informal appearances of FEMA officials before Intergovernmental Affairs audiences.
22. Liaison with Other Federal Agencies and the White House regarding Intergovernmental Affairs activities.

XI. Office of National Security Affairs

- Mission** Serve as focal point for FEMA activities related to continuity of government (COG), continuity of operations (COOP), and contingency programs, be ensuring that these activities are (1) coordinated within the Agency and with appropriate Executive Branch organizations; and (2) are uniform and consistent with national security policy and FEMA positions on all-hazards initiatives.
- Functions**
1. Develop and coordinate FEMA positions on national security matters and keep the Director and senior management officials informed of FEMA involvement in national security programs and activities.
 2. Serve as the FEMA point of contact on COG, COOP and contingency programs, and provide for day-to-day coordination of those programs with the Executive Offices of the President and the National Security Council when appropriate.
 3. Develop, coordinate, implement, monitor, and administer national security plans and contingency programs in support of the Executive Office of the President, the National Security Council, and with federal, state, and local entities.
 4. Test, train, exercise, and provide oversight management of and assistance to national security emergency response and contingency programs.
 5. Develop and coordinate national security-related policy guidance, resource requirements, and training strategies and plans.
 6. Conduct strategic planning for national security on behalf of the Director of FEMA.
 7. Serve as Executive Agent for selected contingency programs in support of FEMA's national security responsibilities including relocation programs, information applications, orientation and training, and interagency operations.
 8. Represent FEMA in meetings of the appropriate NSC working groups and subgroups.
 9. Define resources required to meet the emerging operational requirements

of selected Federal Executive Branch programs and coordinate resource availability within FEMA.

Program Coordination Division

Functions

1. Chair the interagency COOP Working Group and serve as the primary point of contact for other federal agencies on initiatives and programs relating to the Executive Branch COOP program.
2. Develop and oversee the implementation of policy related to COOP.
3. Represent FEMA and the interagency community at meetings of the appropriate NSC sub-groups and interface and coordinate with the NSC during national security policy development.
4. Coordinate, publish, and update national security emergency preparedness guidance.
5. Assist States in the upgrade of their emergency operations centers to establish an alternate means of communication during national security emergencies.
6. Assist in the upgrade of the Primary Entry Point (PEP), National Primary broadcast stations within the Emergency Alert System to provide an alternative method for activating the PEP system during a national emergency.
7. Coordinate selected national security-related interagency agreements.
8. Coordinate the interagency review, update, and distribution of the Presidential Emergency Action Documents.
9. Represent FEMA's interests and responsibilities within the national intelligence community and provide the Director and senior management with intelligence information that may have an impact on FEMA operations.

Special Programs Division

Functions

1. Chair the Interagency Advisory Group and serve as the primary point of contact for other agencies on issues related to COG programs.
2. Develop and oversee the implementation of policy related to contingency programs.
3. Represent FEMA and the interagency community at meetings of the appropriate NSC sub-groups and interface and coordinate with the NSC during national security policy development.
4. Maintain emergency relocation plans and provide requisite contacts with site personnel.
5. Manage day-to-day operations of the Central Locator System including associated technology upgrades, and user documentation and plan revisions.
6. Prepare and periodically update the operations plans for selected programs in support of national security customers.
7. Plan, equip, and test the Identification and Verification System (IVS).
8. Develop and coordinate updates to the COG OPLAN and associated program documentation, identify teams activated under the COG OPLAN, and develop, coordinate, manage, and deliver training for team(s) activated under the COG OPLAN.
9. Serve as the lead program office for development and coordination of the FEMA COOP Plan. Develop Agency internal policy and planning guidance for COOP. Work with other FEMA offices to ensure that plans and procedures for COOP are developed, approved, and exercised on a periodic basis.

XII. Office of Policy and Regional Operations

Mission Support the Director, Agency leadership, and Agency organizations by leading Agency-wide policy development and implementation, strategic planning, and evaluation; by coordinating and implementing Administration initiatives, external mandates, internal improvements, and special projects; and by building regional capabilities and supporting regional operations.

- Functions**
1. Coordinate the development and implementation of Agency policy and review significant Agency policies for relevance, consistency, and effectiveness.
 2. Conduct the Agency's strategic planning and streamlining efforts.
 3. Oversee and coordinate the Agency's Government Performance and Results Act efforts.
 4. Oversee the monitoring and evaluation of Agency performance in carrying out the Agency mission and achieving goals and objectives.
 5. Develop and manage projects in fulfillment of Administration initiatives.
 6. Represent FEMA on various Executive Department committees and interagency work groups, such as the National Partnership for Reinventing Government (NPR), and the Small Agency Council.
 7. Manage and coordinate policy elements of Agency reorganizations.
 8. Develop, manage, and maintain FEMA's Missions and Functions Manual.
 9. Oversee implementation of the Director's Policy on Disaster Cadre Guidance and Direction.
 10. Establish and chair working groups, such as the Correspondence and Action Tracking Working Group, to address Agency-wide policy issues and requirements.
 11. Oversee and coordinate the Agency's Federal Activities Inventory

Reform (FAIR) Act requirements.

12. Serve as the primary advisor to the Director on regional matters.
13. Represent regional views and issues to headquarters' staff and represent their views and issues to the regions.
14. Provide regional representation on various headquarters committees.
15. Serve as the focal point through which programs and project actions that affect the regions are coordinated. Activities coordinated include resource allocations, expenditure decisions, and priority setting.
16. Provide management guidance to Regional Directors on programmatic, administrative, and resource matters.
17. Coordinate with the Office of Financial Management to develop and manage the Regional Program Direction budget and to ensure that regional offices fulfill budgetary and financial requirements.

XIII. Office of Public Affairs

Mission Communicate and promote FEMA's missions by establishing and maintaining effective, ongoing relationships with the media. Service internal and external customers by developing creative strategies to support the Agency's missions and providing to disaster victims timely and accurate information. Manage communications to demonstrate an effective Federal response to disasters.

- Functions**
1. Develop FEMA policy, strategic plans, programs, materials, and procedures for disseminating information to Federal, State, and local officials and the general public.
 2. Establish, operate and manage a Joint Information Center at FEMA headquarters in the event of a major disaster. Manage, for the Federal Government in coordination with States, a Joint Information Center in the field following declared disasters.
 3. Maintain liaison with disaster field offices to manage the development and delivery of public affairs strategies and public information messages.
 4. Produce and disseminate television and radio news programs, including satellite broadcasts and a variety of video, audio, and photographic materials to convey both emergency information and information about FEMA's policies, programs, and personnel.
 5. Develop procedures for, activate and manage Recovery Channel, Recovery Radio, and the Recovery Times.
 6. Manage the national cadre of disaster assistance employee public affairs officers (PAOs) and coordinate their deployment to headquarters and disaster field offices to augment full-time staff during emergencies. Develop training criteria and courses for PAOs.
 7. Serve as the primary FEMA point of contact for national and international news media and the primary headquarters point of contact for public inquiries. Provide information, printed materials and other information tools to explain the Agency's policy, programs and issues.
 8. Produce and disseminate news releases, background information, fact

sheets, and advisories to news media.

9. Direct and coordinate arrangements for media contacts with the Director and other senior FEMA officials.
10. Coordinate arrangements at the headquarters level for FEMA news conferences, public meetings, and presentations. Coordinate public-speaking dates and speakers.
11. Provide program experts and senior Agency officials for media interviews and work with them on improving their communications skills.
12. Direct and coordinate videoconferences with the Director and other senior FEMA officials.
13. Develop and coordinate public awareness and preparedness programs.
14. Advise senior management of the public's reaction to and knowledge and understanding of FEMA programs and actions.
15. Maintain liaison with news media, the White House, other Federal agencies, FEMA regional offices, States, voluntary organizations, and private and public interest groups.
16. Develop and manage FEMA partnerships on public- and private-sector preparedness and awareness activities.
17. Conceive and implement marketing campaigns to inform, educate, and motivate FEMA constituent groups about emergency preparedness, mitigation, response and recovery, or other aspects of FEMA's mission.
18. Conduct research to determine the effectiveness of emergency public information and public awareness and educational materials.
19. Develop training criteria and courses for State and local emergency managers, working with State emergency management public information officers (PIOs), on joint information centers, public awareness campaigns, and other public affairs and emergency information activities.

20. Develop means for using new technology to communicate with disaster victims.
21. Develop and maintain the FEMA website.
22. Develop and coordinate procedures for managing the production of FEMA print and video materials.
23. Maintain a computerized library of audio-visual materials that are available to appropriate offices and outside organizations upon request.
24. Publish newsletters for FEMA employees and other constituencies.
25. Monitor media attention relevant to FEMA and disseminate news clippings daily throughout the Agency.
26. Administer the Interagency Committee for Public Affairs in Emergencies on behalf of the Office of the White House Press Secretary.

XIV. Information Technology Services Directorate

Office of the Executive Associate Director and Deputy Associate Director

- Mission** Provide executive leadership and direction for management of information technology resources, and information services to accomplish or support FEMA's mission. Serves as Chief Information Officer (CIO) and Critical Infrastructure Assurance Officer (CIAO).
- Functions**
1. Provide leadership and direction for the Information Technology Services Directorate.
 2. As CIO, establish clear accountability for agency information resources. Oversee FEMA's IT Investments. Ensure compliance with laws and regulations governing IT. Coordinate the agency's information technology activities. CIO functions are established by Clinger-Cohen Act of 1996.
 3. As CIAO, assure that FEMA information systems are protected against intrusion and other hostile actions. Assures compliance with information assurance and security policies and procedures. Assure compliance with all applicable Federal laws and administrative policies and implements and coordinates the Federal government's initiatives on critical infrastructure protection. CIAO functions are established by Presidential Decision Directive (PDD-63), May 22, 1998.
 4. Establish FMA IT policy and provide agency-wide services and systems to support day-to-day operations and emergencies.
 5. Oversee FEMA IT investments and system development activities. Lead development of FEMA agency-wide (enterprise) systems. Provide technical oversight and support to individual program office (program-centric) system development efforts.
 6. Manage the operation and maintenance of FEMA's information systems. Develop new systems and implement new technology to enhance the management and delivery of FEMA programs.

7. Represent FEMA with the White House, Congress, Office of Management and Budget (OMB), other federal agencies and State, and local government on information resources management issues.
8. Represent FEMA on interagency and intergovernmental information technology-related committees.
9. Serve as the FEMA Director's designate in the review, evaluation, and approval of information technology invocations or declarations for National Security Emergency Preparedness.
10. Provide CIO leadership and oversight for development and management of FEMA information systems to ensure that they comply with all Federal laws and regulations.
11. Promote responsible agency operations by implementing budget-linked capital planning for, and performance-based management of, information technology systems.
12. Determine, before making an investment in a new information system, whether the function should be performed or supported by the private sector or another agency.
13. Ensure that program offices (where appropriate) review and revise their business processes before making significant IT investments to support that work.
14. Ensure that the role of information technology is considered in Agency strategic plans.
15. Promote improvements in agency work processes.
16. Facilitate the design, development, implementation, and maintenance of an effective and integrated information technology architecture for the Agency.
17. Develop the Agency Infrastructure Protection Plan, as part of the National Plan.
18. Coordinates Agency analyses on how to mitigate unacceptable risks

resulting from the U.S. Government's dependencies on critical infrastructure.

19. Represent the Agency before the NSC, OMB, and Federal CIAO on all matters pertaining to critical infrastructure protection.

Management Division

Mission Provide leadership and direction for administration, policy-making, planning, contracting, configuration, and resources management of FEMA's information technology. Serve as the central point of contact for the Agency's Information Resources Management program.

- Functions**
1. Manage the development and application of policy regarding information technology and systems, plans to integrate systems, and plans to enhance technology platforms to work within all-hazards environment.
 2. Direct, deploy, and manage the directorate's financial and human resources.
 3. Manage contracts that support the Information Technology Services Directorate.
 4. Administer and maintain an agency-wide configuration management system designed to support all hazards and assure mission response capability.

Policy and Strategic Requirements Branch

- Functions**
1. Support the CIO in formulating IT policy. Support the FEMA CIO by participating on the Federal CIO Council; Represent the CIO on committees of the Federal CIO Council; and chair or represent the CIO on ad hoc policy committees as required.
 2. Provide collateral support to the CIO; Serve as FOIA coordinator for the CIO; and Coordinate CIO inputs to internal and external audit functions, including GPRA.
 3. Serve as the executive secretariat to the FEMA Information Resources

- Board (IRB).
4. Chair the Information Systems Policy Advisory Group (ISPAG).
 5. Develop, maintain and publish agency hardware and software standards.
 6. Promulgate Agency IT policy and monitor its implementation.
 7. Coordinate and publish CIO Guidance.
 8. Maintain the CIO Intranet site and the ITS portion of the FEMA Internet site; Coordinate CIO approval process for all agency IT acquisitions over established limits. Manage the FEMA IT Capital Asset Investment Process to provide CIO and management oversight for enterprise-wide and major IT systems development, operations and maintenance.
 9. Maintain and publish the FEMA Information Resources Management Policy Directive (FIRMPD).
 10. Evaluate, approve/disapprove and track requests for hardware and software waivers.
 11. Develop, maintain and publish the agency's Information Technology Architecture (ITA) to define FEMA's five-year IT investment requirements.
 12. Develop, maintain and publish the FEMA Capital Investment Planning Guide.
 13. Provide the IT requirements and exhibits for the agency budget submission.
 14. Participate in ad hoc groups related to enterprise-wide and major IT systems developments, operations and maintenance.
 15. Provide direction on non-capital IT requirements and responsibilities.
 16. Serve as program manager for enterprise-wide projects such as Government Paperwork Elimination Act (GPEA), Y2K, Section 508 and Clinger-Cohen Act requirements.

17. Assess appropriateness of FEMA-wide IT skills inventory and report annually to FEMA Director.

Resources Branch

Functions

1. Provide budget development, financial management, accountability, guidance and services for the directorate.
2. Manage, identify coordinate and implement IT resource requirements, allocations, and issues. Develop guidelines on agency-wide information technology and telecommunications funding and procurement.
3. Implement IT human resources program to maintain a workforce capable of delivering IT services to meet the Agency's assigned mission. Maintain target staffing plan and ensures adherence to plan. Manage IT security clearance program. Manage and maintain IT directorate organizational structure including missions and functions, realignment and organizational plans.
4. Represent FEMA in Government-wide Federal forums on IT position management. Manage the directorate FAIR Act analyses, coordination, and reporting.
5. Manage major information technology and telecommunications contracts. This includes requirements analyses, analyses of alternatives, acquisition plans, and technical evaluation plans for major technical contracts that serve the Agency. Among these are contracts for telecommunications, the National Warning System (NAWAS), FEMA National Radio System (FNARS), FTS 2001, National Network Operations Center, 800-telephone service, satellite and long-distance services, Enterprise Software Licenses, Agency-wide local telephone service, pagers, cellular telephones, and Internet.
6. Represent the directorate in contacts on resources matters with the Office of Policy and Regional Operations, regional Operations Support Divisions and other FEMA elements.
7. Plan and conduct studies, analyses and evaluations of directorate financial, contractual, human, and organizational resources, responsibilities, and functions in support of the of the IT Executive Associate Director, Deputy Associate Director and other senior

managers.

8. Develop IT response to Office of Inspector General and General Accounting Office (GAO) audits and reports. Manage the directorate internal controls program.
9. Direct operations and maintenance of FNARS.

Configuration Management Branch

Functions

1. Develop and publish Agency-wide Configuration Management (CM) and Data Management (DM) policies, plans, and procedures.
2. Develop and implement specific CM plans and procedures for all enterprise-wide IT systems and other select major systems in concert with the system owners.
3. Plan and conduct Configuration Audits, including Functional and Physical Audits. Support and provide management coordination for IT responses to external audits.
4. Perform independent information technology systems audits to ensure compliance with the Agency's information assurance program.
5. Maintain or oversee configuration libraries and repositories that provide necessary documentation on system configurations, change control history, and version management.
6. Establish, implement, and maintain Agency-wide policies for DM.
7. Establish an enterprise data dictionary and develop tools for maintaining it.
8. Develop and implement plans for maintaining enterprise-wide data.
9. Define requirements for improving the availability of enterprise-wide and other critical data both inside and outside of FEMA.

Operations Division

Mission Provide information technology capabilities to FEMA, other Federal Agencies,

and State and local governments in support of FEMA's all-hazards mission by managing, operating, and maintaining FEMA's information systems, networks, and information technology services centers.

- Functions**
1. Operate the FEMA Switched Network (FSN) "backbone" communications and information systems that serve all FEMA locations.
 2. Oversee hardware and software maintenance and LAN administration support at disaster fixed facilities.
 3. Oversee hardware and software maintenance and LAN administration support for Headquarters and NETC information systems.
 4. Manage FEMA's centralized information technology (IT) services and contracts, including ordering, billing, inventorying, and maintaining telephone and other information technology services.
 5. Manage Mount Weather Emergency Assistance Center (MWEAC) IT operations, including testing and distributing software, operating major IT services centers, and managing the Information Security (INFOSEC) IT program.

National Network Operations Branch

- Functions**
1. Administer the Telecommunications Information Management and Control System (TIMACS), and use it to order, certify, and validate the operability of IT equipment and services (e.g., pagers, cellular telephones, and contracted IT services).
 2. Provide centralized Agency telephone operator services.
 3. Produce and maintain an on-line FEMA Telephone Directory.
 4. Provide account representative for IT services to FEMA regions.
 5. Supervise, manage, and maintain the FSN, including 800-call routing, decision regarding bandwidth, and management of FEMA's backbone telecommunications networks and satellite services.
 6. Provide IT services to National Security Programs.

7. Provide Agency liaison with the National Communications System (NCS).
8. Provide Information Technology Services Center Help Desk and disaster support services, including FEMA Telecommunications Service Priority (TSP) actions and NEMIS enterprise customer service assistance.

Headquarters Operations Branch

Functions

1. Operate the Headquarters IT Services Center and local area networks (LAN's).
2. Plan and implement IT services to support Headquarters COOP activities.
3. Operate and maintain the Agency's Internet links.
4. Test FEMA's systems, in cooperation with other units of the IT Services Directorate, for levels of customer satisfaction, network compatibility, and product quality.
5. Maintain the Headquarters Telephone System.
6. Provide classified communications support to Headquarters.
7. Issue cellular telephones, pagers, and calling cards to Headquarters staff.
8. Provide IT support to Headquarters EST operations.
9. Maintain the National Emergency Training Center Telephone System and LAN.

MWEAC Operations Branch

Functions

1. Administer IFMIS, LIMS II, CLS, Federal Operations Center (FOC), National email, and other major IT computer systems.
2. Operate centralized telecommunications equipment at MWEAC, including AUTODIN and HF technical control for the entire agency.

3. Administer and maintain MWEAC LANs.
4. Operate, maintain and oversee the FEMA National Radio System (FNARS).
5. Manage and operate the NEMIS Operations Center.
6. Provide central software distribution, remote monitoring and inventory of enterprise-wide IT systems.
7. Provide IT COOP Operations for Headquarter personnel at MWEAC.
8. Administer INFOSEC, including maintaining an inventory of communications security equipment, distributing the equipment, conducting audits, and assuring network security.

Disaster Operations and Maintenance Branch

Functions

1. Support the administration, maintenance, and user support of IT systems at the National Processing Service Centers, Disaster Finance Center, Disaster Personnel Office, and established Disaster Field Offices.
2. Provide maintenance of IT systems at MWEAC and assist in maintenance of IT systems at FEMA regions and states. Support services include maintenance and repair of communications, computer and INFOSEC equipment.
3. Provide maintenance for the MWEAC telephone system and associated equipment.
4. Maintain IT hardware and software processed through the Disaster Information Systems Clearinghouse IT Technical Laboratory.
5. Provide maintenance and technical assistance to non-FEMA customers at MWEAC.
6. Provide depot level maintenance for FNARS HF equipment along with VHF and UHF radio systems.
7. Maintain the fiber and cable infrastructure at MWEAC.

Enterprise System Development Division

Mission Provide leadership and direction management, development, acquisition, integration and implementation of enterprise information technology systems. Defines and coordinates requirements for enterprise systems with other elements of ITS and the agency. The focus of the ES Division is on large, agency-wide applications and systems involving multiple FEMA organizations and requiring a significant program management effort.

- Functions**
1. Develop and field selected enterprise systems.
 2. Organize and manage FEMA program office input to and the development of requirement, design, development, testing and fielding of enterprise IT systems.
 3. Maintain program oversight of the status and progress of enterprise system development projects.
 4. Implement system management plans and technical direction to ensure timely and efficient achievement of the system development and program objectives.
 5. Co-chair the Agency Steering Groups that oversee selected enterprise system development and fielding.
 6. Implement established security policies and directives for selected enterprise systems.
 7. Review, assess, and monitor hardware/software configuration modifications; review and evaluate system/subsystem designs, integration policies, technical directives and implementation.
 8. Monitor and evaluate software and database standards, protocols.
 9. Develop and implement test and acceptance plans enterprise systems.
 10. Oversee Tier 3 Level 3 operations and maintenance activities for selected enterprise systems.

Systems Architecture Branch

Functions

1. Provide leadership and direction for the development and testing of new enterprise information system architectures.
2. Team with program offices on new Agency enterprise system development initiatives to provide technology solutions to enhance business processes.
3. Oversee, evaluate, recommend and procure new technologies to support FEMA enterprise system requirements.
4. Initiate and manage contract efforts and conduct in-house development activities pertaining to enterprise systems.
5. Support the testing and evaluation of enterprise systems in conjunction with program offices and based on requirements, design, and program plans.
6. Develop, design and implement in-house Intranet, Extranet and Internet applications to meet selected enterprise system requirements and to ensure consistency and compatibility with Agency standards.
7. Establish and implement standardized user interfaces for enterprise systems and in support of applications.
8. Transition systems from development to production by providing documentation, coaching and technical support to appropriate organizations for operations and maintenance.
9. For systems developed by the Division, oversee and perform Tier 3/Level 3 operations and maintenance activities using development resources to solve problems that require detailed and expert knowledge of the system application and its architecture.

Application Development Branch

Functions

1. Provide leadership and direction for development of enterprise applications to support FEMA program operations.

2. Organize and team with program offices on enterprise initiatives to identify and articulate program requirements, to provide technological solutions and to enhance agency business processes.
3. Support testing of new enterprise IT applications.
4. Analyze, recommend and procure new technologies to support FEMA requirements.
5. Initiate and manage contract efforts and conduct in-house application development for enterprise applications.
6. Establish and implement standardized user interfaces for enterprise applications and in support of systems.
7. Test and evaluate applications and systems in conjunction with program offices and based on requirements, designs, and program plans.
8. Develop and refine program requirements for application enhancements in coordination with program offices.
9. Support program offices in fielding applications following successful completion of acceptance tests.
10. Transition applications from development to production by providing documentation, coaching and technical support to appropriate organizations for operations and maintenance.

Engineering Division

Mission Engineer, develop, test, install and ensure the security, growth and enhancement of FEMA's backbone telecommunication, data and internet networks to meet FEMA's mission. Develop selected IT systems and support program offices in developing program-centric IT systems. Integrate new systems, both enterprise and program-centric into the FEMA networks. In cooperation with the other IT divisions, design, deploy, and install new IT systems into FEMA's networks. Expand and extend FEMA network and system capabilities to support FEMA's disaster operations in the field. Provide leadership and oversight to ensure the security of FEMA IT networks and systems.

Functions 1. Engineer, develop, test, install and ensure the security, growth and

enhancement of FEMA's backbone telecommunication, data and Internet networks.

2. Evaluate new technologies to support FEMA's information requirements and to ensure the capability of FEMA's networks to fulfill the FEMA mission.
3. Oversee the engineering of new and coordinate evolving agency systems to ensure integration with FEMA's networks and interoperability with other FEMA systems.
4. Develop selected agency IT systems and provide support to program offices in their development of program-centric IT systems.
5. Expand and extend FEMA network and system capabilities to support FEMA disaster operations in the field.
6. Provide GIS and computer modeling support and products to FEMA disaster operations.
7. Lead, manage and conduct FEMA's Information Technology Security Program, consisting of computer security and communications security, to provide network and system security and to provide information assurance and integrity.
8. Support automated data processing (ADP) and telecommunications services for the North Atlantic Treaty Organization (NATO), Civil Emergency Planning Committee, as required by Executive Order 12656, dated November 1988.
9. Support the automated data processing (ADP) and telecommunications activities of the Chemical Stockpile Emergency Preparedness Program (CSEPP).

Development and Implementation Branch

Functions

1. Engineer, develop, test, install and ensure the security, growth and enhancement of FEMA's backbone telecommunication, data and Internet networks.
2. Continuously evaluate and engineer FEMA networks to benefit from

technological innovations and to ensure the growth of the networks to meet FEMA mission requirements.

3. Manage FEMA's Information Technology Security Program to ensure the security of FEMA networks and systems and to provide information assurance and integrity.
4. Design, fabricate, install, test, and maintain completed IT products to ensure agency-wide interoperability.
5. Test the integration of systems, in concert with other unit of the IT Services Directorate, to ensure customer satisfaction, network compatibility, and product quality.
6. Develop, evaluate, and recommend performance measurement instruments and procedures to encourage ongoing assessment of the quality of all aspects of FEMA information systems and their operation.
7. Design, install, test, and ensure the interoperability of information systems software that can assist and expedite the Agency's operations.
8. Assess the need for and recommend office automation and executive information software and hardware to support Agency administration.
9. Develop and maintain software applications and associated databases for FEMA customers.
10. Operate the Mapping and Analysis Center and provide computer modeling results and GIS products to FEMA management, emergency teams, States, and other federal agencies during disasters. Interface with data and image providers and customers to identify and incorporate into GIS products the data and imagery necessary to support disaster response and other phases of emergency management.
11. Design and administer FEMA Internet capabilities.

Disaster Response Branch

Functions

1. Design, develop, and deploy IT systems to support FEMA's disaster response, recovery and mitigation missions. Expand and extend IT networks and system capabilities to support the DFO.

2. Serve as information technology systems coordinator on ERT-N teams and augments regional personnel on ERT-A teams.
3. Provide Tier 3 IT systems operations and maintenance at Disaster Field Offices.
4. Review IT installations and assesses the usefulness of applying advanced technology solutions to FEMA IT requirements.
5. Assure appropriate maintenance of Mobile Air Transportable Telecommunications System (MATTS) vehicles and maintain on-board equipment.
6. Plan for and manage radio frequencies in support of disaster operations.
7. Provide IT equipment -- e.g., telephone switches, network equipment, LAN and WAN servers -- and support to DFOs.

Information Assurance Branch

Functions

1. Approve the acquisition, configuration, and installation of switches, firewalls, and other network-related equipment.
2. Assure FEMA information assets are used only for FEMA purposes.
3. Assure compliance with all applicable State and Federal laws and administrative policy.
4. Assure compliance with security policies and procedures established by the owners of the information assets and by the FEMA CIO.
5. Advise the owner of information and the CIO of any vulnerability presenting a threat to information assets and providing specific means of protecting that information.
6. Notify the owner of information and the CIO of any actual or attempted violations of security policies, practices or procedures.
7. Approve the addition of local area network (LAN) or Wide Area Network (WAN) devices that impact Internet or Intranet services.

8. Establish and approve the security configuration control of all WAN devices.
9. Develop or assists in the development of operational procedures.
10. Assure adherence to all FEMA WAN-naming conventions.
11. Provide support for the issuance of hardware tokens and maintenance of authentication databases.
12. Perform other security duties as assigned.

XV. Mitigation Directorate

Mission Develop, coordinate, support and implement policies, plans, and programs to eliminate or reduce the long-term risk to human life and property from natural and technological hazards; and to support the Director in making mitigation the cornerstone of emergency management.

- Functions**
1. Direct Mitigation programs to eliminate or reduce long-term risks to human life and property from natural and technological hazards.
 2. Direct the development of mitigation policies and implementation strategies associated with all hazards.
 3. Provide leadership, management, and direction to the Mitigation Directorate in the establishment of its goals and in the management of its divisions and branches.
 4. Coordinate the designation of the Deputy Federal Coordinating Officer for Mitigation (DFCO-M) after Presidential disaster declarations.
 5. Exercise authority delegated by the Director.
 6. Provide leadership, management, and direction of the Project Impact initiative to create disaster-resistant communities nationwide. This function includes directing a Project Impact coordination team that reports to the Associate Director.

National Earthquake Program Office

Mission Increase the National capability to save lives and property and limit the social and economic disruptions from earthquakes through inter-agency strategic planning and program practitioners who apply research results; informing and educating the public; and improving the exchange of earthquake loss-prevention and mitigation techniques among Federal, State, and local governments and the private sector.

- Functions**
1. Execute the statutory planning, reporting and coordination responsibilities of the National Earthquake Hazards Reduction Program (NEHRP).

2. Advocate National Earthquake loss reduction Program (NEP) policies and practices.
3. Coordinate NEHRP interagency strategic planning.
4. Recommend program priorities that are complementary to other agency activities in support of routine, special, or unique missions.
5. Compile an annual accounting for earthquake-related programs funds, based on information provided by NEP agencies.
6. Encourage and offer guidance to non-federal organizations and consortia in their efforts to reduce earthquake losses.
7. Conduct periodic national forums and develop additional avenues through which to incorporate the knowledge, views, interests, and priorities of non-federal members of the national earthquake community.
8. Evaluate and report every two years to the President and the Congress on Program performance and effectiveness.
9. Develop and strengthen the role of regional earthquake specialists in regional-level activities, mirroring the coordination and sharing of information at the Federal level.

Office of National Dam Safety

Mission Increase the National capability, technology and understanding to reduce the risk of loss of life, injuries, economic costs, and destruction of property that result from dam failure and increase public awareness of dam failure risk. Carry out the lead agency responsibilities of FEMA under the National Dam Safety Program Act of 1996 (Section 215 of the Water Resources Development Act, PL 104-303), as amended. Provide leadership to and coordinate the dam safety activities of the Federal government under the National Dam Safety Program.

- Functions**
1. Execute the statutory planning, reporting, training, technical and fiscal assistance, and coordination responsibilities of the National Dam Safety Program.
 2. Advocate National Dam Safety Program policies and practices.

3. Coordinate interagency strategies.
4. Recommend priorities consistent with Agency activities.
5. Chair and support the Interagency Committee on Dam Safety (ICODS).
6. Support the National Dam Safety Review Board activities.
7. Direct and coordinate a national dam safety research agenda, especially to develop hazard and risk assessment tools. Establish and maintain technology transfer activities to improve engineering techniques for dam construction, operation, maintenance, inspection and rehabilitation.
8. Encourage and provide technical dam safety information exchange among Federal agencies and the States, and non-federal organizations.
9. Provide assistance through grants to establish and maintain effective State programs.
10. Provide training opportunities to State dam safety officials.
11. Provide public information on emergency planning and dam safety.
12. Conduct periodic national forums and develop additional means to include views, interest and priorities of federal and non-federal interests.
13. Evaluate and report every 2 years to the President and the Congress on Program performance and effectiveness.
14. Develop and strengthen the role of regional dam safety points of contact, including activities at the regional level, coordinating information sharing from the national level.

Support Services and Liaison

Functions

1. Provide management and administrative support and liaison with other FEMA units responsible for financial and administrative management, management information, and automated data processing. Specific liaison subjects may include budget formulation and execution; procurement; financial, administrative, and human resources activities; program review and evaluation; congressional and other controlled

correspondence; staff assignments (with concurrence of the Directorate's Divisions); and ADP-related equipment, technical assistance, and other services.

2. Prepare annual budget requests and associated briefings for FEMA management, OMB, and Congress; coordinate budget development with Directorate management.
3. Develop and maintain a comprehensive system for allocating, monitoring, and assessing the use of the Directorate's resources.
4. Establish and maintain a simplified information system for monitoring progress toward achieving the goals and objectives of the Directorate, and produce periodic and annual management reports.
5. Recommend new or improved concepts, methods, or procedures to accomplish the Directorate's functional goals and objectives.
6. Manage special programs; conduct analysis; and develop reports, assessments, and briefings as requested by the Associate Director.
7. Conduct evaluation activities for the Directorate, and coordinate with Directorate management to ensure evaluation activities are complementary.

Project Impact Program Office

Mission Develop and Implement a national framework that promotes and fosters individual responsibility and partnerships for building disaster resistant communities.

- Functions**
1. Coordinate with agency to integrate Project Impact into agency operations.
 2. Identify opportunities to implement other FEMA programs in support of Project Impact communities, in a complementary fashion across programs.
 3. Develop long-term planning for implementation of Project Impact.
 4. Develop national policy and guidance for program implementation

Agency-wide.

5. Provide program information to internal and external audiences.
6. Provide support to regional and field staff in building disaster resistance.
7. Develop tools for implementation of Project Impact activities.
8. Develop, foster and maintain working relationships with external non-traditional partners.
9. Foster and promote mentoring and peer networking in support of Project Impact concepts.
10. Market individual responsibility and partnership building in support of disaster resistant communities.
11. Encourage State assistance and support for community based mitigation efforts in Project Impact.
12. Establish and maintain systems to conduct analysis, assessment and reporting of program performance against goals.
13. Market the benefits and successes of Project Impact implementation to internal and external audiences.

Integrate multi-state consortia into the vision and strategy of the Agency Mitigation efforts.

Program Support Division

Mission Support the Associate Director implementing financial assistance, policies, plans, and programs necessary to eliminate or reduce the risks from and effects of natural hazards on life and property. Emphasize a multi-hazard, comprehensive approach to mitigation, working in partnership with governmental, private-sector, and volunteer entities.

Functions

1. Implement policies and strategies to mitigate the effects of natural hazards and support multi-hazard risk reduction.
2. Maintain liaison with FEMA regional staff to facilitate planning for and

executing regional responsibilities in pursuit of Directorate goals and objectives.

3. Monitor the progress and report the status of hazard mitigation activities and initiatives during the disaster cycle for FEMA, and other Federal agencies, and State and local governments.
4. Prepare, negotiate, and update Memoranda of Understanding (MOUs) having direct application to mitigation and disaster recovery programs.
5. Establish and justify to OMB and Congress, resource levels to support these programs and related activities within the purview of the Division.
6. Provide guidance to and coordination with the Deputy Federal Coordinating Officer for Mitigation (DFCO-M) on policies, procedures and technical assistance.
7. Serves as the Source Selection Official for contracts managed under the Division.
8. Serve as the senior management official, facilitating interactions among FEMA Headquarters offices and FEMA Regional offices on issues within the purview of the Division.
9. Administer state mitigation programs and financial assistance authorized by the Robert T. Stafford Act, the National Earthquake Hazards Reduction Act (NEHRA), and the National Flood Insurance Reform Act (NFIRA).

Program Delivery Branch

Functions

1. Administer the Hazard Mitigation Grant Program authorized by Section 404 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended.
2. Provide technical assistance to transmit knowledge and build capacity for designing and conducting natural hazards mitigation programs in States, local jurisdictions, and other public- and private-sector entities.
3. Establish and administer the regionally delivered Hazard Mitigation Technical Assistance Program (HMTAP).

4. Create methodologies for modeling costs, benefits, mitigation policies, and field activities in the Hazard Mitigation Grant Program and the Flood Mitigation Assistance Program.

Program Planning Branch

Functions

1. Provide technical assistance to State and local jurisdiction, and multi-State organizations to build their capabilities to reduce the risks of natural hazards.
2. Administer the program to purchase property that is repetitively damaged or severely damaged by flooding, as authorized by Section 1362 of the National Flood Insurance Act of 1968, as amended. Continue to close out the program, authorization for which has expired.
3. Develop and integrate Directorate disaster operations policies, procedures, training and cadre development consistent with the Federal Response Plan.
4. Design, develop, and institute a comprehensive mitigation-planning program for State and local governments.
5. Provide guidance for conducting State mitigation planning activities authorized by Section 409 of the Stafford Act.
6. Establish standards for and administer the Flood Mitigation Assistance (FMA) Grant program as authorized under Section 553 of the National Flood Insurance Reform Act (NFIRA).
7. Direct and support post-disaster reconstruction planning, long-term recovery, and sustainability initiatives.
8. Provide guidance and coordination for the Interagency Hazard Mitigation Team process to ensure rapid development and effective, coordinated implementation of mitigation strategies in the post-disaster environments.

Policy, Assessment, and Outreach Division

Mission

Support the Associate Director in the coordination and support of innovations

that encourage and foster a multi-hazard, community-based approach to Mitigation activities at the Federal, State, Tribal and local levels by both governmental and private sector entities. Develop policy guidance to support those activities and assess their success in reducing losses. Develop information dissemination and awareness efforts to educate the private sector and Federal, State, Tribal and local government officials about FEMA's mitigation principals and programs, in particular Project Impact.

Functions

1. Develop and implement proactive long and short-term strategies for engaging intergovernmental and private sector participation to compliment FEMA's mitigation programs. The strategies focus on specific constituents, organizations and agencies, the Agency's mission and objectives of the Project Impact initiatives and the goals of FEMA's Strategic Plan.
2. Develop training materials and conduct workshops and seminars to improve and enhance work performance by headquarters and regional mitigation personnel, and others as appropriate, to facilitate the implementation of programs and functions, or to enhance understanding of newly evolving mitigation technical policies procedures or methods.
3. Direct the development and coordination of standards, policies, strategies and programs to fulfill the goals of the National Mitigation Strategy.
4. Establish and justify to OMB and Congress, resource levels to support programs and related activities.
5. Serve as the Source Selection Official for all contracts managed under the Division.
6. Serve as the senior management official, facilitating interaction between FEMA Headquarters offices and FEMA Regional offices on issues that fall under the purview of the Division.

Policy Branch

Functions

1. Develop policies and guidance to mitigate the impacts of hazards. Support multi-hazard risk reduction initiatives and activities.
2. Perform lead agency responsibilities under the Unified National

Program for Floodplain Management.

3. With the exception of the Hazard Mitigation Grant Program, and the Flood Mitigation Assistance Program, provide policy interpretations and clarification statements for existing rules and regulations and resolve policy issues resulting from application of the mitigation provision of FEMA programs.
4. Foster integration and efficient implementation of existing mitigation rules, regulations, and authorities; identify any gaps and propose remedies.
5. Develop rules and supporting materials to implement legislative changes and any rules needed to address issues resulting from programmatic assessments and evaluations.
6. Provide guidance and technical assistance to regions and communities applying for enrolling and participating in the Community Rating System as required by Section 541 of the National Flood Insurance Reform Act.
7. Administer the NFIP Community Compliance Program to ensure that States and communities enforce floodplain management standards as required by Section 1315 of the National Flood Insurance Act.
8. Perform statutory functions required for enrollment and conversion of NFIP communities.
9. Perform statutory functions required for suspending participating communities from the NFIP for failure to adopt or maintain appropriate local ordinances.
10. Administer the Community Assistance Program that helps participating communities with floodplain management activities.
11. Working with program offices and regional environmental staff, coordinate the review of agency environmental policies for relevance, consistency and effectiveness.

Assessment Branch

- Functions**
1. Serve as coordination point between the Information Technologies Services Directorate and the Mitigation Directorate for development and implementation of the National Emergency Management Information System database to assist in the performance and analysis of mitigation functions.
 2. Develop policies and guidance to mitigate the impacts of hazards. Support multi-hazard risk reduction initiatives and activities.
 3. Perform lead agency responsibilities under the Unified National Program for Floodplain Management.
 4. Identify the need for and initiate, monitor, and evaluate the results of special studies and research on technical aspects of building practices. Identify approaches for mitigating future losses through refinement of non-structural strategies and techniques.
 5. With the exception of the Hazard Mitigation Grant Program, provide policy interpretations and clarifications statements for existing rules and regulations and resolve policy issues resulting from application of the mitigation provision of FEMA programs.
 6. Foster integration and efficient implementation of existing mitigation rules, regulations, and authorities; identify any gaps and propose remedies.
 7. Determine the performance and effectiveness of hazard resistant construction standards in reducing damages and develop improved building design and construction specifications and standards and related implementation strategies for use by communities.
 8. Develop rules and supporting materials to implement legislative changes and any rules needed to address issues resulting from programmatic assessments and evaluations.
 9. Establish and maintain a GIS capability to support the risk assessment mission and support the Mitigation and Federal Insurance Administration through GIS analysis requirements and propose agency-wide GIS policies.
 10. Establish a methodology and risk assessment study capability for earthquake, flood, hurricanes, dam and other natural hazards to provide State and local assessments of multi-hazard vulnerability and associated loss

estimates.

11. Establish a national inventory of structures and related data sets needed to support the National Mitigation Strategy, the National Flood Insurance Program, and a creditable national risk assessment and loss program.

Outreach Branch

- Functions**
1. Coordinate with other Federal and State agencies to solicit their participation in FEMA mitigation efforts, particularly Project Impact.
 2. Coordinate with other Federal agencies to ascertain where FEMA programs may support the Administration's sustainability goals in those agencies.
 3. Disseminate information on Federal, State, local and private sector initiatives\programs to FEMA Regions to assist them in creating full-fledged Project Impact Communities.
 4. Present and defend the Directorate's mitigation programs and the Project Impact initiative to constituency groups and other Federal agencies.
 5. Investigate and encourage private sector interests and participation in FEMA mitigation efforts.
 6. Perform initial development and background work for new avenues of FEMA mitigation.
 7. Coordinate with private\governmental associations in mitigation research\analyses.
 8. Provide for natural hazard and mitigation client education through information dissemination, public awareness workshops, training courses, public education handbooks, manuals, and guidance materials.
 9. Document mitigation success stories and disseminate them through various media, including print, Internet, television and conference materials.
 10. Develop, implement and support innovations to foster a multi-hazard approach to mitigation at the Federal, State, Tribal and local levels by both government and private sector entities.

Technical Services Division

Mission Support the Associate Director in establishing, in conjunction with FEMA's regional offices, a nationwide, map-based Hazard Study and Mapping Program that supports FEMA's National Mitigation Strategy, and supports State and local emergency management and hazard mitigation programs and initiatives; provide information and products in support of the primary mission.

- Functions**
1. Direct Hazard Study and Mapping Programs, striving to ensure that these programs are consistent with current technological advances.
 2. Establish and justify to OMB and Congress the resource levels to support Division programs and related activities.
 3. Serve as the Source Selection Official for contracts managed under the Division.
 4. Serve as the senior management official, facilitating interaction between FEMA Headquarters and regional offices on issues within the purview of the Division.
 5. Serve as the national point of contact for information and technical assistance in the use and interpretation of hazard studies and mapping information to other units of FEMA; Federal, State, and local government agencies; the private sector; and the general public.

Mapping Support Branch

- Functions**
1. Establish and maintain a national inventory of hazard mapping requirements.
 2. Establish and maintain a technologically advanced Map Service Center; store, print on demand, and distribute Federal Insurance Administration and Mitigation Directorate products and services to customers and clients.
 3. Oversee and manage special studies programs to research and evaluate new technologies; and to develop methods of identifying and mapping natural and technological hazards.

4. Coordinate with the scientific and academic communities and with private industry to determine the applicability of research to improve the state-of-the-art hazard mapping.
5. Represent the Agency on technical or scientific panels, committees, and working groups, convened to develop or apply methods of hazard mapping for mitigation purposes.
6. Provide Agency leadership in administering The Dam Safety Program.
7. Coordinate and direct the development of the Agency's enhanced Hurricane Program, including coordination with the National Emergency Managers' Association in conducting and implementing results of the Hurricane Evacuation Study.

Hazards Study Branch

Functions

1. Develop and apply technical policies, administrative procedures, scientific and engineering methodologies, guidelines, and specifications; and regulations for conducting studies to identify multiple hazards and the need for related mapping.
2. Comply with the requirements for a flood hazard study and flood mapping under the National Flood Insurance Act of 1968, as amended.
3. Create and improve mapping products for use in disaster response and recovery and in mitigation planning and studies.
4. Resolve disputes regarding information published by FEMA about identified hazards, and respond to requests for revision of published data because of man-made or natural changes to the environment, new construction and development, errors in original studies, availability of more new and more accurate data, or new and improved study methodology.
5. Develop and manage statutory and customary notification to Federal, state, and local government agencies of the initiation, progress, and results of hazard identification studies.
6. Represent the Agency on technical or scientific panels, committees and

working groups convened to develop, apply, or assess methods of identifying hazards.

7. Coordinate with the scientific and academic communities to determine the applicability of research and emerging science and technologies having the potential to improve the state-of the art for hazard identification. Incorporate useful advances into applicable policy, procedures, and guidelines.
8. Provide technical support to initiatives to develop legislation that affects the hazard identification programs administered by FEMA.

XVI. Operations Support Directorate

Office of the Associate Director

Mission Provide logistics, security, health and safety, and other mission support services essential to accomplish the Agency's all-hazards emergency management program.

- Functions**
1. Provide leadership and direction for the Operations Support Directorate.
 2. Ensure adherence to the management policies of the Agency in providing programmatic guidance and support for acquisitions, logistics, administration, and security in day-to-day operations and during response to emergencies.

Occupational Safety and Health Program Office

Mission Plan, develop, implement, and administer an Agency-wide occupational safety and health program.

- Functions**
1. Develop FEMA occupational safety and health program Guidelines and monitor compliance
 2. Assess occupational safety and health risks that FEMA personnel and others working in our facilities may face; recommend abatement techniques to eliminate those risks. If it is not feasible to eliminate those risks, then implement appropriate procedures to minimize the exposure to FEMA and other personnel by providing appropriate measures such as training and/or personnel protective equipment and clothing.
 3. Provide guidance and technical support in the development and implementation of site-specific occupational safety and health programs, training.
 4. Conduct Occupational Safety and Health (OSH) inspections as required.
 5. Monitor and analyze agency-wide accident and illness data to identify trends and determine areas requiring additional program direction.

6. Plan, develop, deliver, and evaluate employee occupational safety and health training.
7. Encourage employee involvement through OSH committees and establish procedures to protect FEMA employees from coercion, discrimination, or reprisals for participating in the FEMA occupational safety and health program.
8. Foster occupational safety and health awareness through appropriate promotional methods.

Support Services Liaison Staff

- Functions**
1. Manage budget development and oversee allocation of Directorate resources; coordinate personnel actions.
 2. Respond to congressional inquiries, Office of Inspector General reviews, Government Accounting Office audits, and other internal and external requests for information.
 3. Coordinate Directorate strategic planning.
 4. Support the development of, coordinate, and integrate Directorate policy and guidance throughout Directorate Headquarters and Regional offices.
 5. Manage the Agency's Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome (HIV/AIDS) Program.
 6. Manage the Directorate's travel credit card program.
 7. Manage the Directorate's rostering for Emergency Support Teams and Emergency Response Teams.
 8. Manage the Directorate's Continuity of Operations (COOP) Program.
 9. Manage the Directorate's Freedom of Information Act (FOIA) Program.
 10. Manage the Directorate's Training and Education Program.
 11. Manage the Excess Federal Real Property Program.

12. Manage the OS Directorate Intranet and Internet Web Sites.

Program Services Division

- Mission** To ensure the successful accomplishments of FEMA's All-Hazards mission, provide program service support Agency-wide.
- Functions**
1. Maintain Systems for Planning, programming, budgeting, coordinating, and evaluating the Division's programs and activities.
 2. Manage space, Real and Personal Property Programs Agency-wide.
 3. Manage FEMA's Transit Subsidy Program, Federal Ridesharing and Committee Management Program.
 4. Develop policy and standard operating procedures for all personal property.
 5. Manage Printing, Publications and Graphics Art Services.

Operations Services Branch

- Functions**
1. Manage the Agency's space and real property management program, including the GSA and other annual rent accounts, space requirements, relocations and plans.
 2. Manage Headquarters' support services and building services functions, e.g., the motor pool, transit subsidy program, and procurement of supplies, equipment, furniture and furnishings.
 3. Manage the self-service copier centers at FEMA Headquarters.
 4. Develop policy and standard operating procedures; and provide oversight and technical guidance for implementation of the Agency's personal property program. Manage the functions dealing with the receipt, distribution, utilization, accountability and disposition of such property for Headquarters.
 5. Manage and coordinate the recycle toner cartridge program and other environmental matters.

6. Manage the Agency-wide fleet credit card program.
7. Manage the Headquarters employee health services and wellness programs and the blood donations program.
8. Serve as transportation officer and accountability officer for issuing Government Bills of Lading (GBL's) for ground or air transportation, and arrange for special delivery services and local and air express couriers.

Records Management Branch

Functions

1. Establish, maintain and implement guidance on the Agency's Records Management Program, including the electronic record keeping system for the maintenance and disposition of records including paper, electronic e-mail and other records.
2. Manage a system to communicate written instructions/guidance to Agency users and document agency policies and procedures through effective directives management.
3. Establish and implement policies and procedures for the Agency's Mail Management Program including providing and operating Mail Management System (MMS) "Go Kits" for Disaster Field Offices (DFO's), Regional Offices and other FEMA facilities.
4. Manage the Agency's postal and shipping budget to include services provided by the United Parcel Service (UPS), Federal Express (FEDEX), and the United States Postal Service (USPS).
5. Manage the Agency's Form Management Program, including the design and control of, access to, and use of paper and electronic forms.
6. Develop, implement and manage the Agency Information Collections Budget and Information Collections Management Program, in support of the Chief Information Officer to ensure Office of Management and Budget (OMB) approval of forms, reports, surveys, etc., used to obtain or solicit information from the public.
7. Implement and manages the Agency's Committee Management Program to

ensure that FEMA's Federal Advisory Committees are properly chartered and approved and prepares annual reports to GSA's Committee Management Secretariat.

8. Manage library services including subscriptions to periodicals and other subscription services.
9. Manage the national Archives and Records Administration (NARA) Reimbursable Program for the storage related services of records.
10. Collects and compiles data for reporting on Senior Executive travel and on the Agency's use of Government owned and operated aircraft and reports this information through GSA's automated information systems.
11. Manage a web-based system for controlling, assigning, routing and closing for White House, Congressional and General Correspondence.
12. Manages the Agency's subscriptions to ensure newspaper, magazine, periodicals, on-line and other subscription services to FEMA offices.

Printing, Publications, and Graphics Branch

Functions

1. In accordance with the provisions of the Joint Congressional Committee on Printing, manage and operate the Headquarters in-house duplicating facility and monitor the use of duplicating equipment Agency-wide.
2. Procure all printed material for FEMA Headquarters, NETC and MWEAC and monitor all of FEMA's field procurement.
3. Manage the Agency's publication and forms storage and distribution activities as well as operate the Headquarters stock room for these items.
4. Manage and operate the Headquarters Graphic Arts Facility. Design, develop, and produce material to be used in the printing of Agency publications, presentation by Headquarters personnel, displays used throughout Headquarters and provide similar but limited support to the Regions.
5. Operate the Headquarters Publications Stock Room.

6. Design, develop, and produce visual materials.

Logistics Division

- Mission** Oversees Agency logistics management capabilities, national storage and warehousing activities, personal property operations, and disaster logistics support for FEMA and its emergency management partners.
- Functions**
1. Establish logistics policy and develop standardized logistics planning, management, and support capabilities for the Agency.
 2. Develop functional and technical performance requirements, specifications, and capabilities for logistics support to Agency missions.
 3. Operate and strategically manage a national system for storing, maintaining, and providing FEMA's logistics support equipment and supplies.
 4. Establish, manage, and monitor Agency personal property operations in accordance with Agency policy.
 5. Develop and maintain organizational and staffing capabilities in support of logistics management and disaster logistics operations.
 6. Act as logistics liaison to FEMA elements and other Federal agencies.

Logistics Services Branch

- Functions**
1. Manage the Agency Personal Property Operations Program.
 2. Operate and maintain FEMA's automated Logistics Information Management System (LIMS).
 3. Manage the Disaster Information Systems Clearinghouse (DISC) and maintain critical stockage levels of disaster information systems equipment.
 4. Manage the Logistics Management Facility (LMF).

Logistics Readiness Branch

- Functions**
1. Oversee the Agency's national disaster storage and warehousing system and maintain critical stockage levels of Initial Response Resources and responder support packages through the Agency Logistics Center.
 2. Manage three Territory Logistics Centers.
 3. Coordinate disaster storage and warehousing operations with the Region II and IX Remote Storage Sites in Puerto Rico, Hawaii and Guam; with the Regions' pre-positioned storage locations; and with the MERS Disaster Response Storage Facilities.
 4. Establish standardized policies and procedures for disaster team logistics operations.
 5. Operate and maintain intra-Agency and inter-agency programs to standardize key support processes and capabilities with our Federal response logistics partners.

Security Division

Mission Provide protection for personnel, facilities, and equipment to ensure a secure environment for FEMA and its emergency management partners.

- Functions**
1. Provide security support for FEMA facilities, personnel, programs and operations.
 2. Develop policy and guidance to ensure the operational security of FEMA's national security programs.

Develop and implement programs, produce information, and provide services to protect and safeguard FEMA personnel and resources and to assist in accomplishing FEMA's all-hazards mission.

Personnel and Information Security Branch

- Functions**
1. Develop and implement FEMA's personnel and information security policies, procedures, systems, and programs.
 2. Initiate and conduct personnel security investigations for obtaining employment, clearances, and access to facilities.

3. Adjudicate personnel security investigations.
4. Establish and assign position sensitivity levels to all FEMA positions.
5. Evaluate and determine the suitability of applicants and incumbents for FEMA positions.
6. Develop and operate the Agency's Classification Management Program, including formal coordination and approval, publication, and interpretation of Security Classification Guides.
7. Manage the Agency's Security Education and Awareness Program, which includes ensuring new and departing employees are briefed and debriefed, and that employees receive annual security refresher training and special briefings as necessary.
8. Provide policy and procedures for the protection of national security classified information.

Response and Facility Security Branch

Functions

1. Develop physical and technical security policies and procedures to minimize risks to FEMA personnel, facilities, programs, and operations.
2. Manage and provide physical security protection for FEMA Headquarters, personnel, and operations.
3. Manage, plan, coordinate, and provide security support to FEMA operations conducted under the Federal Response Plan.
4. Manage the Agency's technical surveillance countermeasures program.
5. Conduct risk assessment to analyze the vulnerability of security risks to FEMA personnel, facilities, programs, and operations.
6. Provide security support for FEMA's anti-terrorism and critical infrastructure protection programs.
7. Manage the FEMA Resources Protection Program, involving the U.S. Marshal's Service for the protection of FEMA personnel and assets.

8. Analyze threats to FEMA personnel, facilities, programs, and operations; develop, implement and or recommend countermeasures.
9. Conduct liaison and represent FEMA in law enforcement, security, and intelligence matters.
10. Protect FEMA personnel, facilities, programs, and operations through acquisition and evaluation of intelligence information.
11. Investigate incidents having a security interest that involves FEMA personnel, facilities, programs, and operations.
12. Provide protection for FEMA programs and operations involving access to classified national security information.

XVII. Preparedness, Training and Exercises Directorate

Office of the Associate Director

- Mission** Provide leadership, policy, financial and technical assistance, training, readiness, and exercise support to strengthen (1) community and Tribal readiness through preparedness, and (2) the professional infrastructure of trained emergency workers, community leaders, and public citizens who can prepare for disasters, mitigate the effects of disasters, respond to a community's needs after a disaster, and launch an effective recovery effort.
- Functions**
1. Work in partnership with State and local governments, Tribal nations, business and industry, emergency managers, first responders, and other Federal departments and agencies to strengthen their preparedness by assessing their needs and readiness capabilities and implementing necessary corrective actions.
 2. Manage Agency training and employee development initiatives to equip FEMA employees to assist Federal, State, and local emergency managers to develop necessary programs and organizations to save lives and protect property in the event of emergencies.
 3. Provide guidance and assistance in testing Federal, State, and local emergency preparedness and response procedures through a comprehensive program of exercises, interactive seminars, simulations, evaluations, and corrective actions.
 4. Support the development and maintenance of disaster-resistant communities through State liaison activities, training and education, and exercises.
 5. Manage the Chemical Stockpile Emergency Preparedness Program, the Radiological Emergency Preparedness Program, the Hazardous Materials Program, the Emergency Food and Shelter Program, and relationships with State and local governments, Tribal nations, and international partners.
 6. Manage the on-site activities and day-to-day operations of the Mount

Weather Emergency Assistance Center.

7. Manage the FEMA customer-service initiative.
8. Manage the FEMA Tribal policy and the development and implementation of the Agency's relationships with American Indian and Alaska native Tribal governments (hereafter referred to as "Tribal governments").

Support Services Liaison Staff

Functions

1. Coordinate preparation of the Directorate's annual budget request and supporting materials for submission by FEMA management to the Office of Management and Budget and Congress.
2. Coordinate the technical aspects of planning, programming, and budgeting by Directorate program offices to ensure integration and compatibility.
3. Serve as the Directorate's point of contact with FEMA staff offices in the areas of personnel, budget, acquisition, property management, time and attendance, and other administrative processes.
4. Develop and maintain a comprehensive system for monitoring and assessing the allocation and use of Directorate resources through FEMA.
5. Recommend new or improved concepts, methods, and procedures to accomplish the Directorate's goals and objectives.
6. Develop and oversee the implementation of elements of the Agency's Strategic Plan within the purview of the Directorate in conformance with the Government Performance Results Act.
7. Coordinate Directorate information technology activities and serve as liaison with the Information Technology Services Directorate on those activities.
8. Represent the Directorate on program and/or administrative task forces within and outside the Directorate and Agency.

International Affairs Staff

Functions

1. Designate and support the U.S. chairperson and secretariat for the United-States-Russian Federation Joint Committee on Disaster Prevention and Response; and coordinate interagency participation in developing and implementing the annual work plans.
2. Provide U.S. leadership and interagency coordination of bilateral emergency management and disaster preparedness, response, recovery and mitigation agreements, and of cooperative activities with other nations.
3. Serve as the Agency's point of contact for coordination of emergency preparedness and disaster management matters with the Department of State, foreign embassies, and international organizations.
4. Serve as the Agency's point of contact for foreign visitors and coordinate the Agency's participation in international symposia, seminars, and conferences on civil emergency preparedness and disaster management.

Customer Service Staff

Functions

1. Measure FEMA's internal and external customer service performance using tools that enable better understanding of barriers to the provision of superior service, and identify opportunities to improve performance.
2. Coordinate other Directorates' and Offices' efforts to measure and understand their performance, and report clearly the level of the Agency's performance and customer service to upper management and others.
3. Develop policies to implement government-wide efficiency and customer service programs, including (1) The Customer Service Initiative that implements Executive orders to measure and improve agencies' levels of service; (2) The Plain Language (English) Initiative, which requires that Agency documents - e.g., regulations, public notices, and manuals-be written in direct, easily understood language; (3) Conversations with America, which monitors and reports the Agency's work with individuals and communities.

4. Serve on government-wide committees working to improve customer service programs; and follow up committee participation by enhancing FEMA's customer service initiatives.
5. Find, organize, and develop materials for FEMA employees and organizational units to use in improving their ability to provide high levels of customer service, improve the efficiency of their operations, and re-engineer their work processes.
6. Develop customer service videos, presentations, and reference materials that have value and relevance to FEMA employees and organizations.
7. Develop, coordinate, and/or provide training to enhance customer service skills.
8. Train managers and teams in reworking internal processes to provide better service and improve the efficiency of their internal processes; and train other individuals to interact more effectively with external and internal customers.
9. Coordinate with all FEMA organizations to identify emerging customer service needs and address them with creative and meaningful strategies.
10. Act as internal consultants to help other FEMA units in implementing customer service improvements and re-engineering.

Emergency Food and Shelter Unit

Functions

1. Manage the Emergency Food and Shelter Program.
2. Ensure that funds are allocated to the proper organizations.
3. Conduct training, local Board roundtables, and briefings; and monitor compliance reviews.
4. Report annually to the National Board on compliance resolutions.
5. Maintain the Emergency Food and Shelter Program entry in the Catalog of Federal Domestic Assistance.
6. Provide technical assistance to regional offices and local boards.

7. Participate in conferences and workshops on homelessness and related issues.
8. Prepare congressional correspondence, testimony, and other written communications and notifications.
9. Represent FEMA on the White House Domestic Policy Council and the Interagency Council on the Homeless.

Partnerships and Outreach Division

Mission Strengthen partnerships with States, Tribal and local governments, fire and emergency services constituency groups, the private sector, the general public, to improve their preparedness and readiness and to support disaster-resistant communities. Base improvement programs on needs and experiences.

Outreach Branch

- Functions**
1. Serve as the primary link on outreach matters to the Preparedness, Training, and Exercises Directorate divisions in the regional offices.
 2. Communicate and coordinate with the entire emergency management community to ascertain issues and concerns that should be addressed by the Directorate.
 3. Communicate with the entire emergency management community to facilitate exchange of information on preparedness matters.
 4. Coordinate the emergency preparedness school curriculum development program for grades K-12.
 5. Develop and maintain liaison with the United States Fire Administration to improve interrelationships within the emergency management and fire communities.
 6. Serve as the Directorate's point of contact for Project Impact and provide information to the Preparedness Directorate divisions in the regions regarding the program.

7. Assess the level of national preparedness based on State, local, and Tribal governments' responses to actual disasters and emergencies and results of the Capability Assessment for Readiness.
8. Coordinate the Agency's community and Family Preparedness Program.
9. Coordinate preparedness activities with other Agency units.
10. Undertake special projects and studies in the emergency preparedness field.
11. Coordinate emergency preparedness outreach workshops with public and private groups.
12. Administer the FEMA Policy for Government-to-Government Relations with American Indian and Alaska Native Tribal Governments.

Policy Planning Branch

Functions

1. Serve as the primary point of contact for FEMA regions in the development of emergency management policy and guidance.
2. Identify, in coordination with regions and emergency managers, national policies and guidance that need to be developed, modified, replaced, or deleted
3. Administer FEMA's responsibilities under the Defense Production Act.
4. Integrate terrorism and other unique disasters and emergencies into the all-hazards approach to emergency preparedness, and coordinate Directorate activities related to terrorism.
5. Serve as the Directorate's point of contact for modifications to the Federal Response Plan and modify Directorate planning and operational guidance documents to ensure interface with State, Tribal and local plans.
6. Conduct economic assessments of various emergency management situations.

Readiness Division

Mission Facilitate the assessment and improvement of the emergency management community's preparedness and readiness to mitigate, respond to, and recover from natural and technological disasters and incidents involving weapons of mass destruction.

- Functions**
1. Achieve a level of Federal, State, Tribal and local, readiness that will protect public health and safety, reduce losses of lives, and minimize property damage.
 2. Assess State, Tribal and local capabilities to prepare for, mitigate, respond to, and recover from disasters, and use the assessment results to identify or devise and implement corrective actions.
 3. Test Federal, State, Tribal and local readiness capabilities by conducting a program of exercises, interactive seminars, and simulations.

Assessment Branch

- Functions**
1. Integrate national performance standards, methodologies, and instruments for emergency management by conducting workshops to obtain customer suggestions, ideas, and opinions; participating in regional and State technical assistance visits; and providing periodic reports.
 2. Expand the Capability Assessment for Readiness process-working with Federal, State, Tribal and local partners-to cover all levels of government and the private sector to ensure maximum readiness of each community.
 3. Analyze data from the Capability Assessment for Readiness and produce reports that assess the ability to perform specific functions and conduct emergency management programs to improve readiness capability and support development of disaster-resistant communities. Produce special reports requested by Federal, State, Tribal and local partners and Congress.
 4. Coordinate with government, business, industry, academic, private, and volunteer organizations on readiness assessment and analysis methods

and techniques.

5. Develop and institute a corrective-action program within FEMA and coordinate participation in external corrective-action activities.
6. Develop, coordinate, and evaluate FEMA-sponsored exercises through an extensive program of interactive seminars, simulations, and other processes.
7. Ensure that the Agency's interests and concerns are accommodated in external, FEMA-supported emergency management exercises.

Program Development Branch

Functions

1. Develop and produce policy guidance, provide technical expertise and liaison, and support internal and external partners in creating readiness program products and activities.
2. Support working groups that ensure critical customer coordination in the development of government-wide readiness policy.
3. Establish and maintain partnerships with all levels of government; business and industry; academic, private, and volunteer organizations; and the international community in planning, designing and conducting exercises, interactive seminars, and simulations to improve the preparedness and readiness of the emergency management community.
4. Lead, design, conduct, and support all-hazard, multi-scenario, risk-based exercises, interactive seminars, and simulations for internal and external partners.
5. Develop marketing and informational materials in support of Readiness Division programs.
6. Conduct exercises and capability assessments and integrate provisions for their continuation into Federal, State, local, and Tribal program activities, including strategic planning and development of disaster-resistant communities.
7. Develop and deliver, in coordination with the Emergency Management Institute, the Comprehensive Exercises Curriculum and maintain the

curriculum and associated materials.

8. Provide programmatic guidance and support for the development of automated tools to support the emergency management community in conducting exercises, assessments, and corrective action programs.
9. Implement the Agency's Comprehensive Exercise Program.

Chemical and Radiological Preparedness Division

Mission Reduce or eliminate the loss of life and property by supporting State and local governments in establishing and maintaining readiness to respond to technological accidents or incidents.

- Functions**
1. Work in partnership with States, localities, and Tribal communities to develop effective programs of community preparedness for populations living near nuclear power plants, chemical weapons disposal plants, or hazardous materials sites.
 2. Develop, manage, and implement a comprehensive program of exercises.
 3. Develop and administer a public education and awareness program in participating communities.

Hazardous Materials Program Unit

- Functions**
1. Refine, implement, and manage FEMA's HAZMAT Program in accordance with the new HAZMAT strategy.
 2. Assist States, localities, and Tribes in preparing for HAZMAT emergencies.
 3. Support the National Response System and regional response teams by participating in their activities as the representative of FEMA.
 4. Serve as the central source of FEMA HAZMAT Program information.

Chemical Stockpile Emergency Preparedness Branch

- Functions**
1. Oversee and manage off-post preparedness activities around chemical

stockpile sites.

2. Award grants and administer grant funds to States participating in the Chemical Stockpile Emergency Preparedness Program.
3. Support States in developing response plans and attaining readiness to respond to a chemical event.
4. Oversee Chemical Stockpile Emergency Preparedness Program training.
5. Provide technical assistance to State, local, and Tribal officials.
6. Recommend policy and provide guidance and direction to communities located near chemical stockpile sites.
7. Assist in developing and carrying out awareness and education programs to inform public officials and citizens about their risks to potential hazards in areas near chemical stockpile sites and about techniques and strategies to mitigate those risks.
8. Assure integration of preparedness programs for storage depots and surrounding communities.
9. Evaluate readiness capability of communities near storage sites by analyzing the outcomes of annual exercises and support the establishment and execution of corrective action programs.

Radiological Emergency Preparedness Branch

Functions

1. Develop, coordinate, and implement policy and guidance for conducting the Radiological Emergency Preparedness Program.
2. Oversee and manage Radiological Emergency Preparedness Program activities, including public information initiatives and cross-regional coordination.
3. Provide technical and generic assistance and support to FEMA regions in developing and evaluating Radiological Emergency Preparedness emergency response plans and procedures in accordance with 44 CFR 350 and 351.

4. Manage the Radiological Emergency Preparedness Program fund; set, collect, and account for user fees; oversee technical support contracts; and establish and monitor related program and financial controls.
5. Oversee regional findings of "reasonable assurance" to the Nuclear Regulatory Commission.
6. Assist the FEMA regional offices in classifying exercises for security purposes.
7. Identify deficiencies and coordinate with the Nuclear Regulatory Commission.
8. Review and approve systems that alert citizens of anticipated or imminent incidents involving hazardous chemicals.
9. Provide technical and financial assistance for radiological emergency preparedness training.
10. Chair the Federal Radiological Preparedness Coordination Committee (FRPCC) and participate in FRPCC subcommittees; coordinate functions of the Regional Assistance Committee (RAC).
11. Co-Chair the Nuclear Regulatory Commission and FEMA Strategy Committee to coordinate important policy and program issues affecting the Radiological Emergency Preparedness Program.
12. Evaluate the response capability of States, localities, and Tribes by assessing the results of exercises and drills.
13. Develop, coordinate, and implement guidance regarding radiological emergency preparedness in assisting State, local, and Tribal officials to respond to transportation accidents involving radioactive materials.

Training Division

Mission Provide national leadership in developing and delivering training to ensure that individuals and groups having key emergency management responsibilities, including FEMA employees, possess the requisite skills to perform their jobs effectively.

Functions

1. Operate and manage the Emergency Management Institute (EMI), the national center for developing and delivering emergency management training.
2. Support FEMA program offices in analyzing training needs and identifying, designing, and evaluating training activities required to accomplish the Agency's mission.
3. Conduct performance-based courses, workshops, and other training activities that address (a) FEMA policy, (b) managerial concepts, and (c) operational skills designed to improve the emergency management performance of public officials others interested or working in the emergency management community.
4. Provide liaison for FEMA on training-related matters with public and private organizations concerned with improving emergency management.
5. Ensure that the most effective and efficient training techniques and methods are selected for each training requirement; monitor improvements in instructional techniques and technology to determine their applicability to FEMA training activities.
6. Develop and disseminate training guidance to help emergency management audiences provide effective training.
7. Establish and carry out employee development and training policies consistent with FEMA policy and other pertinent Agency guidance.
8. Plan and implement national training and deployment strategies and provide liaison with field training systems to ensure that strategies support the requirements of training constituents.
9. Serve as the Directorate's interface with the Office of Human Resources Management and the Executive Review Board for employee and executive development programs and activities.

Employee Development Branch

Functions

1. Assess training needs and analyze the performance of trainees to determine the continued applicability of training curricula.

2. Develop Agency policies governing employee development and training programs.
3. Manage and coordinate FEMA's employee development programs.
4. Provide guidance and assistance to Agency officials and employees in training, employee development, and performance improvement.
5. Plan, direct, and coordinate employee-development programs to improve performance and promote career development for special employee groups.
6. Provide technical support to the Office of Human Resources Management on employee development, upward mobility, executive development, and succession planning.

Preparedness Branch

Functions

1. Develop and manage a training curriculum designed to foster integrated local, State, and Federal planning and standard operating procedures for disaster operations.
2. Develop and manage, in partnership with the National Weather Service, hazardous-weather (e.g., hurricanes, tornadoes) preparedness training.
3. Develop and manage training in technical hazards planning and preparedness, including training for the Comprehensive Environmental, Response and Compensation and Liability Act (CERCLA) hazardous materials preparedness program.
4. Develop and manage the radiological emergency preparedness-training program.
5. Develop and manage professional training for emergency management cadres that gives them (a) a sound foundation for performing their jobs when deployed, and (b) access to information about advanced technical proficiency, and (c) establishes the criteria for leadership.
6. Chair the Federal Radiological Preparedness Coordinating Committee's Training Subcommittee and support the national committee and

subcommittees, as appropriate.

7. Assist institutions of higher education to develop emergency management-related courses, areas of concentration, majors, and certificate and degree programs.
8. Develop and deliver training for managing the consequences of terrorist incidents.
9. Assist the FEMA Chemical Stockpile Emergency Preparedness Program (CSEPP) project manager to educate State and local emergency management staffs in specific technical skills and knowledge needed to plan for, respond to, and educate the public about releases of chemical warfare agents.
10. Administer the EMI Incident Management curriculum.

Response and Recovery Branch

Functions

1. Develop training materials and conduct training courses, workshops, seminars, and other activities required to meet FEMA's objectives for having individuals available who possess specific skills needed to carry out the Agency's response and recovery missions.
2. Design, develop, and deliver training to enable FEMA employees to perform their disaster assignments.
3. Manage the response and recovery segments or modules of EMI's resident and field training, ensuring their nationwide availability within the emergency management-training curriculum.
4. Serve as the technical expert for education and training to support activities initiated or conducted under the Federal Response Plan.
5. Develop and coordinate the use of training materials required for an effective multi-agency response to and recovery from disasters.

Mitigation Branch

Functions

1. Develop training materials and conduct courses, workshops, seminars, and other activities that develop and expand trainees' knowledge, skills,

and understanding of disaster mitigation.

2. Manage the mitigation segments or modules of EMI's resident and field training, ensuring their nationwide availability within the emergency management training curriculum.
3. Serve as the technical expert in education and training to support a coordinated, multi-agency, disaster mitigation strategy.
4. Coordinate with appropriate FEMA program offices and research organizations to identify successful mitigation case studies and lessons learned for incorporation into training activities.

Support Systems Branch

Functions

1. Manage emergency management training (EMT) portions of FEMA agreements with its partners and allocate EMT funds to regions and States.
2. Develop and enforce criteria for standardizing EMI field training and implementing measures to maintain the quality of field activities.
3. Manage and administer the deployment of independent-study courses and other distance education and training products to expand the skills and knowledge of emergency management personnel.
4. Develop and implement a consolidated system to emphasize use of support training and education programs and high-tech training formats, such as videotape, television, and videoconferencing (EENET).
5. Manage the EENET television broadcast studio and related television and videotape production activities.
6. Manage the EMI computer laboratory and other automated systems that support EMI training activities.
7. Coordinate the development and delivery of other training activities as required.

Conference and Training Center Branch

- Functions**
1. Operate the FEMA Conference and Training Center at the Mount Weather Emergency Assistance Center.
 2. Develop and manage comprehensive, exercise-based training for emergency managers and public, State, and community officials, including training based on the Integrated Emergency Management Course curriculum.
 3. Conduct simulations, conferences, workshops, courses, and other activities; and involve members of the emergency management community in simulations requiring participant interaction.
 4. Develop and manage courses and activities related to the use of computers and automated information management systems in improving emergency management.
 5. Provide FEMA national security training programs.
 6. Coordinate and conduct training for Mobile Emergency Response Systems (MERS) and other FEMA support personnel and maintain training records.
 7. Monitor the performance of contractors that evaluate the MERS personnel training system.

Mount Weather Management Division

Mission Manage the Mount Weather Emergency Assistance Center to provide support to FEMA and other Federal agencies at all times and under all conditions.

- Functions**
1. Ensure the readiness of facilities that house FEMA's (a) quick-response teams, (b) 24-hour watch centers, (c) centralized ADP, and (d) protected telecommunications infrastructure.
 2. Provide support at locations across the nation to ensure complete operability of facilities, the telecommunications infrastructure, and equipment needed routinely and for use in emergencies.

3. Provide support services for the Mount Weather Emergency Assistance Center, including fire protection, security, medical services, and safety awareness programs for employees, visitors, and organizations that use the Mount Weather facilities.

Site Support Services Branch

Functions

1. Coordinate (a) assignments of personnel; (b) payroll and leave processing; (c) training, including maintenance of Individual Development Plan files and reference libraries; (d) Management of travel and government issued travel card services; (e) mail and reproduction activities; (f) purchasing (FED/MIL, Micro) and requisitions; (g) transportation services (GBL's/Federal Express); (h) facility management software systems administration; and (i) management of directives and instructions.
2. Manage financial operations, including budget formulation and execution, financial and payroll reporting, interagency agreement preparation and follow-up; establish internal accounting controls (commitments, obligations, payments) and administer billings and collections.
3. Manage Real and Personal Property inventories, warehouse stock, shipping and receiving activities, and certify the receipt of goods and services for the Mount Weather facility.
4. Operate the warehouse, perform shipping and receiving functions, and manage the warehouse inventory and other records.
5. Manage special services (e.g., laundry, maintenance of office machines).

Facilities Management Branch

Functions

1. Manage a workforce that performs small construction and renovation functions necessary to maintain and repair the Center and its equipment and furnishings.
2. Maintain and administer a comprehensive work management system for

the Division.

3. Manage a utility control room to monitor and control the utility infrastructure.
4. Manage a preparedness program for the Division that addresses natural, chemical, biological, and radiological hazards.
5. Develop, coordinate, and conduct training exercises that support FEMA programs.
6. Support Division contingency planning, management, and operations for all emergency response program areas.

Engineering Branch

Functions

1. Provide professional engineering assistance to all FEMA Program heads and managers responsible for mechanical, civil, structural, electrical, environmental, and architectural engineering activities.
2. Develop in-house or contracted design packages (including design analyses, drawings, specifications, and cost estimates) for new FEMA structures and facilities renovation projects.
3. Manage construction (e.g., review design packages prepared by other agencies or private architectural and engineering firms; inspect and determine acceptance of contractor performance on construction projects; and authorize payments to contractors).
4. Prepare annual and long-range plans for major new construction or renovation projects at the Mount Weather Emergency Assistance Center. Assist managers of other FEMA facilities to prepare long-range facility work plans.
5. Receive and store "as built" records and drawings of structures and facilities at the Mount Weather Emergency Assistance Center and at other FEMA facilities as requested.
6. Prepare and monitor contracts for maintenance of Area A at the Mount Weather Emergency Assistance Center.

7. Develop environmental engineering policy for the Mount Weather Emergency Assistance Center, ensuring that the facilities meet Federal and State requirements and regulations.
8. Develop, implement, and administer site-wide safety programs.

Customer Care Branch

Functions

1. Manage and coordinate food services, including contracting for and supervising food-service operations in cafeterias.
2. Manage and coordinate lodging and billeting for the Center.
3. Contract for and manage personnel who support health care services at Mount Weather.
4. Operate and maintain transportation and motor pool facilities to support all users of the Mount Weather Emergency Assistance Center.
5. Provide fire protection and emergency medical services, safety awareness information, and security for the Center (including 24-hour-per-day police protection, badging and access services for employees, tenants, and visitors).
6. Monitor Contract to provide quality custodial service in the unrestricted areas of the Mount Weather facility.

XVIII. Response and Recovery Directorate

Office of the Executive Associate Director

Mission Develop and maintain an integrated operational capability to respond to and recover from the consequences of a disaster, regardless of its cause, in partnership with other Federal agencies, State and local governments, volunteer organizations, and the private sector.

- Functions**
1. Articulate and coordinate national concepts, policies, guidance, programs, and plans for national operations during response to and recovery from all types of disasters.
 2. Oversee, coordinate, and provide guidance to national response and recovery emergency operations.
 3. Coordinate and interface with Federal, State, and local governments involved in emergency response and recovery, and assist State and local governments and private, nonprofit, voluntary agencies in managing response and recovery activities.
 4. Lead and manage the development, coordination, and implementation of policy within the Directorate, and provide response and recovery policy guidance and support to FEMA regional offices.
 5. Coordinate response and recovery activities with the Office of the Director and other Agency directorates through partnership meetings.
 6. Assign responsibility for and monitor the status of controlled correspondence within the purview of the Directorate.
 7. Oversee, lead, and manage the Federal Coordinating Officer Program.

Operations and Planning Division

Mission Develop, maintain, and implement emergency planning and operations procedures and procedural guidance in support of the Agency's planning and

operational role in natural, technological and man-made disasters.

- Functions**
1. Develop and implement Division's specific operating directives and procedures in support of R&R policies and plans.
 2. Manage the National Urban Search and Rescue Program.
 3. Participate in disaster operations and exercises.
 4. Perform and report assessments of disaster operations.
 5. Coordinate the deployment of assets in response to the full range of hazards.
 6. Manage the National Interagency Emergency Operations Center (NIEOC) and the FEMA Operations Center (FOC).

Operation Centers Branch

- Functions**
1. Notification. At the direction of senior management, issue and distribute notification messages relating to specific events or incidents to FEMA staff, emergency teams, other Federal agencies, and State emergency management agencies.
 2. Warning. Issue various warnings to governmental authorities and the public, including warning of an attack against the United States as well as warning of potential or occurring disasters. The warning function is performed using the National Warning System (NAWAS).
 3. Reporting. Collect incident information from FEMA internal and external sources. Prepare reports on emergency incidents and operational readiness. Provide reports to senior Agency decision-makers.
 4. National Security. Execute plans of civil Continuity of Government (COG). Serves as FEMA's primary authentication and activation point of contact for the Emergency Alerting System (EAS). Activates the system at the direction of the White House Duty Officer in actual and simulated exercise situations.
 5. Readiness Team. Responsible for planning, developing, maintaining,

and implementing effective policy and procedures to support FEMA's network of operations centers, FOC, MERS Operations Centers (MOCs), and Regional Operations Centers (ROCs).

6. National Interagency Operations Center (NIEOC). Responsible for the day-to-day and emergency operation of the NIEOC located at FEMA headquarters. When activated, the EST operates from the NIEOC, providing coordination support to the ROC staff, ERT-A, and ERT response activities in the field.

Assessment and Analysis Branch

Functions

1. Inform senior leadership at FEMA and other Federal agencies of potential hazards and incidents that could require a Federal disaster response.
2. Manage the FEMA Hurricane Liaison Team (HLT).
3. Develop the mechanisms for accessing and utilizing remote sensing support to help determine disaster damage and response needs.
4. Develop policies and procedures for the Information and Planning function.
5. Identify and train personnel to successfully perform the Information and Planning function during Federal disaster operations.
6. Manage the Information Coordination Unit (ICU).
7. Assist the Regions in developing and maintaining a rapid needs assessment capability to determine disaster needs of victims at the onset of Federal disaster operations. Establish and publish national policies and procedures.
8. Determine and fulfill the equipment and material needs of the Information and Planning function during disaster operations.
9. Test Information and Planning procedures and functional readiness in periodic exercises.

10. Develop policy and procedures for the Community Relations program.
11. Identify and train personnel to successfully perform the Community Relations function in a Federal disaster.
12. Determine and fulfill the equipment and material needs of the Community Relations function during disaster operations.
13. Test Community Relations procedures and program readiness in periodic exercises.
14. Manage the Disaster Corrective Action Program.
15. Serves as the Agency representative to the Civil Applications Committee.
16. Manage the Rapid Response Information System (RRIS).

Emergency Services Branch

Functions

1. Develop, maintain, and direct operations of the National Urban Search and Rescue (US&R) Response System. Responsibilities include development of operational guidance and standards, financial management, and implementation of Emergency Support Function #9 of the Federal Response Plan.
2. Ensure an effective Emergency Support Team (EST) capability by providing policies, procedures, rosters, training, and exercises.
3. Promote the readiness of Emergency Response Teams (ERTs) through development of standard policies, operational guidance, and training.
4. Develop, maintain, and support the National Emergency Response Team (ERT-N) program to include policies, procedures, equipment, and training.
5. Develop policies, procedures, and training for the staff functions of the Operations Section, to include mission assignments and action tracking.
6. Conduct programmatic reviews of bills to close out mission

assignments.

7. Coordinate requirements for logistical support of disaster operations, including initial response resources and movement coordination.
8. Deploy trained and experienced staff to support disaster and emergency operations.
9. Provide program and staff support to other organizations in the application of information technology to disaster operations.

Planning and Coordination Branch

Functions

1. Manage and coordinate the ongoing development of the Federal Response Plan (FRP), including necessary revisions and changes to the plan.
2. Lead the FEMA response and recovery planning effort and support the efforts of other departments and agencies to develop plans, which support a comprehensive Federal response and recovery capability.
3. Provide Federal response planning guidance and information to FEMA organizational elements, Regional Interagency Steering Committees, and Federal departments and agencies.
4. Manage and coordinate the development of operational supplements to the Federal Response Plan and field guides for special events and other extraordinary situations.
5. Schedule and conduct meetings of FEMA sponsored interagency groups responsible for Federal response planning, such as the Catastrophic Disaster Response Group and Emergency Support Function Leaders Group.
6. Coordinate with PT&E and USFA to ensure planning guidance and training for State and local audiences accurately reflects Federal response policy and planning.
7. Develop personnel rosters of FEMA liaisons to support FBI-led teams and facilities for terrorism response.

8. Develop and maintain procedures, training, and equipment for the FEMA liaisons to the FBI for terrorism response.
9. Coordinate with FEMA program managers responsible for the Emergency Support Team (EST), Regional Operations Centers (ROCs), and Emergency Response Teams (ERT -Advance, -Regional, and -National), and Information and Planning Section (ESF #5), to ensure that terrorism related requirements are accurately reflected in their staffing, procedures, training, and equipment.
10. Manage and coordinate the development of force packages and time-phased force deployment lists (TPFDLs) for natural disasters and weapons of mass destruction.
11. Develop policies, procedures, and training for the time-phased force deployment coordinator function of the Operations Section.
12. Coordinate with PT&E to identify and resolve issues related to Federal response planning in exercises that involve FRP teams and facilities.
13. Participate in National Medical Disaster System (NDMS) program activities and coordinate NDMS program documents, as necessary within the agency.
14. Prepare budget requests and oversee and manage funds received to support mission requirements.

Mobile Operations Division

Mission Direct the deployment, readiness, administration, operations, and maintenance of FEMA's mobile assets in support of FEMA's all-hazards mission, special events, and exercise activities.

- Functions**
1. Develop and implement policies, doctrine, and procedures to establish and maintain readiness of equipment and personnel and support employee safety and security; and to ensure compliance with such guidance.
 2. Define the logistical support needed to ensure the operational readiness of mobile assets.

3. Develop and implement procedures to standardize, to the extent possible, Mobile Emergency Response Support (MERS) Detachment and Mobile Air Transportable Telecommunications System (MATTS) equipment, practices, and doctrine.
4. Ensure the readiness of MERS Detachment resources by conducting proficiency operations, cross-training, scheduled equipment maintenance, and periodic field compliance and evaluation visits.
5. Coordinate the movement of MERS and MATTS resources during Disaster Response Activities, when approved by the Executive Associate Director, RR.
6. Report to the Executive Associate Director, RR, the status of MERS and MATTS, and recommend actions to be taken in the event of an emergency.
7. Manage and coordinate FEMA's mobile asset support for special events and exercises.

Mobile Emergency Response Support (MERS)

Functions

1. Conduct readiness, planning, and preparedness activities.
2. Deploy to field facilities as needed.
3. Support regional and national ERTs.
4. Support FEMA regions with after duty-hour alert notifications and planning as requested.
5. Establish and equip field facilities.
6. Operate and maintain field facilities.
7. Recover and reconstitute MERS equipment, resources, and systems deployed to disaster sites.
8. Establish, equip, and support special events.

9. Support five (5) 24-hour operations centers for disaster alert notification to the FEMA regions.

Human Services Division

- Mission** Ensure that individuals and families affected by disasters have timely access to FEMA human services programs, and that the best possible level of service is provided to applicants by program administrators. Develop partnerships with States, voluntary organizations, other private-sector groups and Federal agencies having responsibilities for similar kinds of assistance to the same groups of individuals.
- Functions**
1. Develop and maintain programs, policies, and partnerships to administer human services programs.
 2. Support FEMA's regional offices and DFOs to enable them to succeed in carrying out the portions of the human services mission for which they are responsible.
 3. Manage and maintain national teleregistration and helpline capabilities; offer to disaster victims the choice of applying for disaster assistance or obtaining other information via telephone.
 4. Determine by conducting timely, high-quality inspections of disaster-damaged dwellings the kinds and amounts of FEMA assistance to be provided to individuals and families.
 5. Process disaster assistance applications for DFOs to enable rapid provision of assistance and ensure appropriate stewardship of Federal funds.
 6. Maintain the capability to provide housing, primarily travel trailers and mobile homes, for disaster victims and work with states to develop their capability to deliver this service whenever feasible.
 7. Continuously evaluate the effectiveness of Division programs and systems, based on feedback from customers, and improve services and reduce operating costs whenever possible.

Texas NPSC Branch

- Functions**
1. Operate full-service processing centers that register disaster victims, oversee inspection contracts, review and approve applicant claims, provide liaison with DFOs and States, and train front-line disaster assistance workers.
 2. Serve as the center of expertise for call-center systems and technologies within the Division and Agency.
 3. Develop policy and guidance with respect to the disaster registration and helpline functions.
 4. Articulate training requirements for call center operators.
 5. Provide liaison among DFOs, regional offices, and States for the purpose of administering human services programs.

Maryland NPSC Branch

- Functions**
1. Manage and operate full-service processing centers where disaster victims can register for assistance, inspection contracts can be monitored, applicant claims can be reviewed and approved/denied, liaison with disaster field offices and States occurs, and front-line workers are trained.
 2. Serve as the center of expertise in the Human Services Division for processing applicant claims; determining housing eligibility; processing appeals; implementing policy; coordinating with the Small Business Administration, IFG, private insurance companies, and other Federal agency partners; and defining training requirements for human services representatives.
 3. Articulate program requirements for improving automated systems with respect to processing benefits.
 4. Develop policy and guidance with respect to disaster benefits processing responsibilities of the Division, including identifying training and skill requirements for front-line workers.

5. Provide liaison with DFOs, regional offices, and States with respect to the administration of Human Services programs.
6. Operate a central mailroom to support all human services disaster support facilities and produce images of and transmit incoming correspondence to appropriate recipients.

Virginia NPSC Branch

Functions

1. Manage and operate a full-service processing center at which disaster victims register for assistance, inspection contracts are managed, applicant claims are reviewed and approved or disapproved, liaison takes place with DFOs and States, and front-line workers are trained.
2. Provide liaison with DFOs and States with regard to the administration of human services programs.
3. Manage contracts for inspection services, including coordinating with the Office of Acquisition Management on contracting issues and overseeing contractor performance in the field and at national processing services centers.
4. Operate and maintain a laboratory for training and testing human services representatives, developing curricula and training materials, and testing new or updated software prior to installation at other sites.
5. Serve as the center of expertise for providing financial assistance to individual and family disaster victims; identify needs for new operating procedures and improve existing procedures; and provide leadership in re-engineering systems and developing innovative services.
6. Serve as the liaison to IT for development of software to support human services program functions.

Program Guidance and Implementation Branch

Functions

1. Develop and implement regulations, policy directives, and program guidance for the Disaster Housing, Individual and Family Grant (IFG), Disaster Unemployment Assistance, Crises Counseling, Disaster Legal Services, and Cora Brown programs.

2. Coordinate and develop mutually beneficial working relationships with private voluntary agencies and other non-governmental organizations that provide assistance to disaster victims.
3. Support planning for the integration of Division programs with those of other Federal agencies in the context of the Federal Response Plan.
4. Ensure compliance with provisions of the Privacy Act that relate to the conduct of individual assistance programs.
5. Develop and maintain procedures for receipt by FEMA or States of donated goods and services in the aftermath of disasters.
6. Manage grants awarded under individual assistance programs and ensure that programs are closed out effectively and timely.
7. Ensure compliance with the Fair Housing Policy of the United States Government in implementing disaster-housing programs.
8. Support regional offices and DFOs in interpreting laws, regulations, policies, and other program guidance applicable to human services programs.
9. Develop and assist in conducting training programs for State and FEMA regional staffs to operate individual assistance programs.
10. Develop and maintain a program to provide housing (primarily travel trailers and manufactured housing) to victims of disasters. Ensure the availability of adequately trained personnel (temporary staff, contractors, or mission assigned personnel) to procure, transport, and install travel trailers and manufactured homes, and assemble and install multi-family manufactured housing.
11. Develop and implement customer-service strategies for the Division; design, in conjunction with other FEMA employees, customer feedback instruments and mechanisms; serve as the Division point of contact and center of expertise for customer-service matters; develop and implement applicable guidance; and train Division staff.

Infrastructure Division

Mission Promote the recovery of communities after disasters by providing grants under the public assistance programs; avert the threat of major disasters by approving Fire suppression Assistance when warranted; and, help protect the cultural and historic fabric of communities by ensuring compliance with Section 106 of the National Historic Preservation Act.

- Functions**
1. Manage the National Infrastructure Recovery Grant Program and The Fire Suppression Grant Program.
 2. Work in conjunction with FEMA regions and State and local governments to conduct efficient, effective, and consistent disaster recovery operations.
 3. Formulate and publish program guidance.
 4. Oversee the training and development program for program experts who work with grant applicants in identifying damages and obtaining Federal assistance.
 5. Provide the tools for partners in the grants process to participate in the grants programs.
 6. Evaluate field operations and assure effective performance of the program and the personnel delivering Federal assistance.
 7. Develop and administer the insurance requirements as an integral component of the Public Assistance Program by developing regulations, guidance, training, and technical assistance activities to support the integration objective.
 8. Analyze, research, and reply to external requests and formal appeals.
 9. Administer the standby technical assistance contracts by developing and assigning task orders, advising and supporting project monitors, and preparing invoices for payment.
 10. Manage the Agency's historic preservation and cultural resource initiatives.

Engineering Branch

- Functions**
1. Provide expert technical guidance to field personnel.
 2. Manage the analysis and decision processes at the final level of appeals of grant program decisions.
 3. Develop tools needed by field personnel and grant applicants to understand the program, complete grant applications, and cooperatively close out disasters.
 4. Manage the development and maintenance of the NEMIS IS module.

Community Services Branch

- Functions**
1. Administer the standby technical assistance contracts by developing and assigning task orders, advising and supporting project monitors, and preparing invoices for payment.
 2. Manage the Division's training programs in coordination with the Emergency Management Institute.
 3. Manage the Fire Suppression Assistance Program by making declaration decisions; developing regulations, policy, and guidance; and providing training and technical assistance.
 4. Evaluate and monitor customer satisfaction with the program, using customer service surveys and performance standards, and make program recommendations based on survey results.
 5. Develop and administer the Insurance Requirements Program as an integral component of the Public Assistance Program by developing regulations and guidance, and training and technical assistance programs in support of the integration objective.
 6. Manage the Agency's Historic Preservation and Cultural Resources initiatives by developing programmatic agreements and guidance, and providing technical assistance and training to ensure compliance with

the National Historic Preservation Act.

7. Develop the Division budget and monitor fiscal requirements.
8. Coordinate Division responses to congressional reports and correspondence.

Readiness Coordination Division

Mission Support the Directorate in the areas of administration, declarations processing, and strategic planning and evaluation.

Administration Team

- Functions**
1. Assist the Executive Associate Director, RR, in planning, programming, budgeting, coordinating, integrating, ensuring compatibility of, and managing the Directorate's programs and operations, including provision of administrative support to all program divisions.
 2. Coordinate the preparation of annual budget requests, develop the Directorate's operating and spending plans, prepare fiscal reports, input fiscal data into IFMIS, prepare allocation advices, and process travel authorizations.
 3. Monitor personnel and procurement actions.
 4. Manage responses to and monitor requests for information (e.g., Freedom of Information Act requests), and manage unsolicited proposals.
 5. Monitor and archive legislative reports and GAO and IG audit reports, and coordinate responses to the reports.
 6. Administer the Community Disaster Loan Program, including evaluating requests for loans and loan cancellations, and coordinating and processing requests for State-share loans.

Federal Disaster Declaration Policy and Processing Team

- Functions**
1. Process requests for presidential disaster and emergency declarations

under authority of the Stafford Act.

2. Develop policy, procedures, guidance, and regulations for the disaster declaration process, and maintain official Agency declaration files.
3. Respond to internal and external inquiries about declaration activity statistics.

Strategic Planning and Evaluation Team

Functions

1. Establish a system of information collection, analysis, and formatting to enable evaluation of RR programs, systems, and disaster operations.
2. Oversee RR collection and reporting of performance measurement data as required for response to GPRA, GMRA, NPR, and other government-wide requirements.
3. Oversee RR collection and reporting of information for FEMA internal requirements; coordinate and manage the annual RR training budget and schedule.
4. Conduct research on designing and administering surveys; provide technical assistance to RR and other FEMA organizations on survey design and data analysis; develop and oversee the administration of customer satisfaction and RR program effectiveness surveys.
5. Design, develop and maintain databases of information from focus groups, surveys, after-action reports, reviews of disaster operations, and GPRA-related activities.
6. Format and publish reports of quantitative and qualitative survey data, after-action report issues, and reviews of disaster operations using analyses and formats that improve the value of the information for management decision-making.
7. Establish program and customer-service standards in cooperation with headquarters and regional office staff, using information obtained from customer surveys.
8. With PT, develop and conduct training to support RR managers of

February 1, 2001

FEMA Manual 1010.1

disaster field operations.

XIX. Federal Insurance Administration

Office of the Administrator

- Mission** Manage the National Flood Insurance Program (NFIP), a Federal program providing consumer-oriented flood insurance to residents of participating communities as called for by the National Flood Insurance Act of 1968, the Flood Disaster Protection Act of 1973, and the National Flood Insurance Reform Act of 1994.
- Functions**
1. Develop and communicate a long-range vision for the NFIP and for the Federal Insurance Administration (FIA) that includes goals, objectives, and priorities. Oversee planning and development designed to improve financial soundness, increase Program equity, and promote individual responsibility by the purchase of flood insurance.
 2. Set policy for the NFIP and coordinate its implementation with other organizational components of FEMA and their pertinent missions and functions, thereby assuring that the insurance component of the Program responds to crosscutting issues and reinforces flood mitigation and disaster assistance activities.
 3. Coordinate flood and hazard insurance-related matters with the Congress, other Federal agencies (regulatory and non-regulatory), State and local governments, the emergency management community, and the insurance, mortgage lending, homebuilding, and real estate industries.
 4. Manage the joint efforts of FIA divisions in achieving the Director's and Administrator's goals and objectives for the organization, including those related to diversity, customer service, and efficiency.
 5. Manage the partnership with the Write Your Own (WYO) insurance companies.
 6. Provide leadership and support to ensure effective coordination of Program marketing, underwriting, claims, finance, information system, disaster response, and technological innovation with the WYO companies and within the organizational components of FIA and FEMA.

7. Establish policy for the management and operation of the WYO Company Transaction Record Reporting and Processing Plan, statistical data, and the NFIP Actuarial Information System. .
8. Perform and oversee actuarial and quantitative research and analyses for program evaluation, design, and operation; ratemaking; pricing; and financial soundness, including analyses of insurance subsidy and catastrophic loss reserves.
9. Manage historical reports and data relating to program activities and used to support research and analyses.
10. Oversee and evaluate the Community Rating System, which provides insurance incentives for community flood mitigation activities.
11. Provide direction and oversight for special projects that cut across program functional areas.

Finance and Administration Division

Mission Manage the financial activities and resources, specifically budgeting, processing, and accounting for the FIA. Serve as principal NFIP coordinator with WYO companies, insurance industry organizations, and insurance regulators.

- Functions**
1. Prepare, present, and execute annual budget and financial plans for the FIA and NFIP in coordination with FM. Coordinate financial plans and budgets with FIA strategic and annual performance planning.
 2. Manage and coordinate NFIP financial activities to assure Program integrity and efficiency.
 3. Develop and coordinate changes, as required, to the WYO arrangement.
 4. Coordinate and promulgate the WYO Financial Control Plan and implementing accounting instructions. Manage the financial reporting and cash management processes of the WYO program, including oversight of the National Flood Insurance Fund in support of FM.
 5. Plan, coordinate, and direct operational reviews of contractors and WYO

companies connected to the program. Coordinate the NFIP financial audit schedule. Participate in, provide interface with, and assist the IG with Agency reviews, investigations, and audits and, as required, provide similar support to the GAO.

6. Serve as liaison with the National Association of Insurance Commissioners.
7. Oversee analyses and studies conducted to support Program decision-making.
8. Provide planning and assistance to FIA divisions with regards to personnel actions and staff development training.
9. Coordinate the development of procedures and furnish management and administrative support to all of the organizational elements of the FIA.
10. Recommend means for resolution of crosscutting issues related to the WYO program, Program finances, mitigation, and disaster assistance that may have an impact on the NFIP.

Operations Division

Mission Manage contracted resources by providing planning, oversight, and technical direction for contracts supporting the Program, including the NFIP Bureau and Statistical Agent, the Servicing Agent, and the Telephone Response Center. Manage projects designed to improve NFIP operations and customer service.

Functions

1. Provide insurance expertise and technical direction to FIA contractors.
2. Provide expertise and advice on consumer issues and serve as liaison with State insurance departments and consumer service organizations.
3. Manage FIA customer-service efforts in conjunction with FIA contractors, the WYO insurance companies, state agencies, and other organizational elements of FEMA. Oversee the operations of the Telephone Response Center in support of NFIP marketing and advertising activities and as a Program focal point for the receipt of inquiries from the public, insurance agents, and mortgage lenders.

4. Contribute to the FEMA Information Resources Management Plan in conjunction with other organizational elements of FEMA and the FIA. Oversee NFIP insurance data exchanges with NEMIS. Plan and evaluate FIA computer system operations, including security, and coordinate contractor and IT support.
5. Recommend means for resolution of crosscutting issues related to Program operations, information systems, mitigation, and disaster assistance that may have an impact on the NFIP.

Direct Program Services Branch

Functions

1. Oversee the NFIP servicing agent and the processing of policy applications, policy administration, disaster response, claims settlement, customer and agent services, and reporting for flood insurance policies written directly with the Federal Government.
2. Coordinate with RR and oversee the NFIP servicing agent, processing of Group Flood Insurance Policy (GFIP) applications, issuance of certificates, disaster response, claims settlement, customer and other services, and reporting for the GFIP.
3. Coordinate with other MT and FIA organizational elements in providing technical direction for the development and operation of the Special Direct Facility to provide for more controlled, centralized servicing of repetitive loss properties targeted for mitigation.
4. Conduct analyses of NFIP issues, operations, and data. Manage projects and make recommendations for Program improvements.
5. Assure the fulfillment of requests for NFIP insurance information is in keeping with the requirements of the Privacy and Freedom of Information Acts.

Bureau and Information Management Branch

Functions

1. Develop and coordinate procedures for implementing the insurance program with other organizational elements of FEMA and the FIA,

support contractors, WYO companies, the insurance industry, and Federal, State, and private disaster assistance programs. Manage the implementation of changes to Program processes and procedures with the WYO companies and others.

2. Provide technical direction and surveillance for the NFIP bureau and statistical agent contractor. Coordinate the planning of contractor activities and assure the efficiency and economy of contractor performance and uninterrupted support to Program operations.
3. Direct the furnishing of information and the delivery of assistance to WYO companies with respect to processing, servicing, reporting, and accounting for flood insurance policies and claims.

Claims and Underwriting Division

Mission Manage the claims and underwriting functions of the NFIP. Develop policy and guidance for operation of the Program and manage the insurance rulemaking process.

Functions

1. Coordinate and manage the development and promulgation of NFIP claims and underwriting policy.
2. Develop insurance coverage provisions that support floodplain management and mitigation principles and support the continuing increase in sales of insurance. Develop new forms and endorsements to support insurance processing.
3. Manage the insurance rulemaking process and oversee the dissemination of Program rules, policy, and guidance.
4. Recommend means for resolution of crosscutting issues related to claims, underwriting, mitigation, and disaster response that may have an impact on the NFIP.

Claims Branch

Functions

1. Manage claims policy for the NFIP. Evaluate, in conjunction with other organizational elements of FEMA and the FIA, the effectiveness of claims policy and processes as implemented in field operations by the FIA, its contractors, and the WYO companies. Use the results of the

evaluations to support future policy changes.

2. Develop guidance for adjusters and coordinate the content and distribution of adjuster materials.
3. Coordinate with RR, MT, and State and local emergency managers with respect to flood insurance claims matters.
4. Provide technical expertise and assist the FEMA Office of General Counsel in the defense of NFIP lawsuits.

Underwriting Branch

- Functions**
1. Manage underwriting policy for the NFIP. Evaluate, in conjunction with other organizational elements of FEMA and the FIA, the effectiveness of underwriting policy and processes as implemented by the FIA, its contractors, and the WYO companies. Use the results of the evaluations to support future policy changes.
 2. Develop guidance for underwriters and coordinate the content and distribution of underwriting materials.
 3. Manage the submit-for-rate process for insurance applications for exceptional risks.
 4. Provide insurance and underwriting expertise and technical support for the Community Rating System.
 5. Provide technical expertise and assist the FEMA Office of General Counsel in the defense of NFIP lawsuits.

Marketing Division

Mission Manage a comprehensive NFIP marketing program coordinated with the WYO insurance companies and the mortgage lending industry to increase the number of Americans protected by flood insurance and thereby reduce the impact of uninsured losses on the public. Provide outreach and liaison to government and private organizations on flood insurance matters.

- Functions**
1. Manage the development, coordination, and overall implementation of

the Program Marketing Plan, incorporating the activities of other FIA and Agency offices, contractors, WYO insurance companies, agents, and others.

2. Manage the production and distribution of FIA publications, videos, displays, and advertising media through technical direction of contractor support and coordination with the FEMA Operations Support Directorate.
3. Manage and serve as the principal supplier of FIA information to the media, coordinating, as required, on the release of information with the FEMA Office of Public Affairs.
4. Conduct outreach and serve as liaison to Federal agencies, financial institutions, lenders, State and local governments, emergency management, flood mitigation, and other organizations, and the public on matters related to NFIP insurance activities.
5. Oversee the training of support contractors, insurance and mortgage lending industry representatives and the public as it relates to NFIP insurance activities.
6. Manage implementation of provisions of the Flood Disaster Protection Act of 1973 and the National Flood Insurance Reform Act of 1994 that require lenders to ensure the purchase of flood insurance. Work with Government mortgage lenders and insurers, with agencies that regulate lenders, and with lender associations to inform them of the required purchase and maintenance of flood insurance.
7. Serve as FIA liaison and advisor to the FEMA regional offices on flood insurance matters.
8. Serve as liaison to the FEMA Office of General Counsel, WYO companies, attorneys, and others regarding lawsuits and legal expenses related to the NFIP insurance activities.
9. Recommend means for resolution of crosscutting issues related to marketing, training, mitigation, and the provision of disaster assistance that may have an impact on the NFIP.

XX. United States Fire Administration

ADMINISTRATOR/CHIEF OPERATING OFFICER

- Mission** Serve as the Agency fire protection and emergency response community expert to the Director. Administer, coordinate, direct, and control fire prevention, mitigation and response activities, and fire service and allied professions training and education programs.
- Functions**
1. Serve as an advocate at the Federal level of those challenges facing fire service managers through vigorous justification of USFA programs, goals, and objectives.
 2. Respond to emergencies where a Federal response is necessary to demonstrate that fire service personnel are America's first responders to all hazards.
 3. Establish policy and provide overall direction for USFA programs.
 4. Establish fire prevention, control, and training plans, programs, and systems to ensure effective joint action to support the public, industry, various levels of government, and the fire services nationally to reduce the rates of death, injury, and property loss caused by fire.
 5. Develop programs to increase the capacity of the fire service community to respond to, prevent, and mitigate the consequences of local emergencies; and to strengthen and support other emergency and disaster response elements.
 6. Maintain liaison with other Federal agencies and the fire protection community concerning the delivery of FEMA/USFA programs. Serves as a catalyst for prevention advocacy as it relates to "America at Risk" in regards to fire protection communities and their roles and responsibilities for risk management.
 7. Manage a National system for collecting and analyzing fire-incident information that addresses information needs of the fire community and other interested stakeholders.

8. Encourage and participate in developing and promoting fire protection technology.
9. Improve capacity of fire services in the areas of personnel resources, fire defense and emergency response planning, arson prevention and control, and fire prevention strategies.
10. Participate in investigations and/or reviews of major fires to assist the USFA in disseminating information gained.
11. Incorporate findings from research, and use feedback from students of the National Fire Academy and customers in programs developed by USFA.
12. Establish fire education and training goals and objectives.
13. Review and set priorities for fire education and training, ensuring feasibility and compatibility with essential agency and programmatic goals and objectives, and recognizing fiscal constraints. Balance priorities for meeting the training need defined against the potential organizational impact, availability of staff and faculty, and levels of administrative and logistical training support required.
14. Develop fire education and training programs, policies, and objectives that articulate curriculum-planning parameters; and develop a long-range curriculum plan that is consonant with multi-year planning and budget documents.
15. Plan, develop, deliver, revise, and evaluate courses, seminars, conferences, workshops, exercises and other fire-training activities. In so doing, follow high academic standards and use innovative deployment and delivery techniques.
16. Serve as the primary Federal interface with fire service communities for developing and providing education and training, materials, programs, research, information, technical assistance, educational methodologies, and training delivery strategies.
17. Serve as FEMA's representative to the wildfire agencies at the Federal, State, Tribal and local levels.

18. Support the Agency's emergency response functions by providing staff to serve on emergency support and emergency response teams.

NETC MANAGEMENT AND OPERATIONS DIVISION

- Mission** Manage, operate, and maintain the National Emergency Training Center (NETC) in the most efficient and effective manner providing administrative, operational and emergency services in support of the program activities and special groups at NETC.
- Functions**
1. Provide and operate management systems and student services in support of training at the National Emergency Training Center.
 2. Manage and coordinate staff support services between FEMA Headquarters and the National Emergency Training Center.
 3. Manage and coordinate emergency operations, and mobilization and disaster support plans for activities at the National Emergency Training Center. Support the Agency's emergency response functions while serving on emergency support and emergency response teams.
 4. Manage development of the budget and prepare necessary allocation advices; and maintain administrative control over disbursement of funds through the processes of commitment, obligation, and payment. Coordinate the USFA's portion of (a) the FEMA program plan, and (b) the annual budget submitted to OMB and Congress (including preparation of supporting justifications); and support related preparations for hearings.
 5. Ensure that funds control procedures are followed to ensure effective and efficient operation and administration of activities and programs at the NETC. Operate a financial management information system.
 6. Plan, coordinate, and provide a management review system to improve the USFA's efficiency and assure the accomplishment of goals and objectives. Conduct research and studies to support formulation of management and administrative policy and guidance for the USFA; and oversee the issuance and implementation of such policy across organizational elements. Coordinate development of policy for the management and administration of the USFA.

7. Implement and manage FEMA control systems within USFA, e.g., those to control funds and property, designed to uncover waste, fraud, and abuse; manage forms; collect information; and manage records and directives.
8. Analyze staffing, funding, and other resource contingency plans for training activity during a National emergency.
9. Provide an operational interface with other FEMA Headquarters units, including the Office of Financial Management, in terms of overall financial management and administrative policy and procedures.
10. Conduct feasibility studies to estimate levels of resources and types of facilities expected to be available for an emergency, based on internally developed planning data.
11. Develop long-range plans for budgetary, personnel, and facility implications necessitated by out-year projection of senior managers of program offices located at the NETC.
12. Research data, compile reports, and respond to congressional inquiries and Freedom of Information Act requests and other correspondence from the public and other agencies.
13. Manage student admissions, registration, and student support services for the USFA and Emergency Management Institute training and education activities.
14. Provide, operate and maintain a facility in compliance with applicable standards and codes to meet the programmatic requirements of the activities located at NETC.

NATIONAL FIRE PROGRAMS DIVISION

Mission Oversee the development of programs that increase the capacity of the fire protection community and the public to prevent and mitigate and/or respond to the consequences of local emergencies, and that strengthen and support other emergency and disaster response elements.

Functions 1. Develop and provide fire-safety education to increase public

awareness about fire problems and reduce fire-risk behaviors.

2. Coordinate USFA strategies and activities with State, Tribal and local government emergency services providers and other organizations that link to or work in partnership with USFA.
3. Utilize and disseminate fire-related information to guide decisions on strategies and develop effective fire legislation at all levels.
4. Develop programs that increase the capacity of the fire service to prevent and mitigate the consequences of local emergencies, and strengthen and support other emergency and disaster response elements.
5. Identify model programs that can be transferred to State, local, and tribal fire services and the public sector.
6. Identify and develop opportunities for partnerships with the private and public sectors across the spectrum of fire prevention and awareness activities.
7. Carry out broad-based programs to support the operation of the Nation's volunteer fire services, including increased leadership/management capabilities and advocacy for recruitment and retention.
8. Continue efforts to implement the use of the Integrated Emergency Management System (IEMS), which involves all related disciplines, in emergency response.
9. Implement and coordinate nationwide programs of community-based fire prevention in cooperation with public, private, and neighborhood organizations.
10. Coordinate all Federal arson prevention and control programs with organizations, public and private entities in developing strategic partnerships.
11. Develop and evaluate USFA's curricula content.
12. Develop state-of-the-art training and design and produce exemplary training models, materials, courses, programs, and curricula suitable for distribution to and use by State, Tribal and local fire training

organizations.

13. Support the planning and design of the NFA curriculum as a whole; and the development, evaluation, and revision of each individual course within the curriculum.
14. Assist Federal regulatory agencies and State, Tribal and local Governments in developing regulations pertaining to the safety of firefighters. By way of Federal Agency Partnership, enhance USFA's service to both customers and other Federal agencies having collateral fire and emergency support roles.
15. Develop and disseminate operational, technical, and public informational materials in a variety of formats.
16. Research information and activities to support the development of training and assistance in response to evolving fire and emergency issues and/or strategies.
17. Manage and control all course property and materials.
18. Design and develop curriculum for delivery through the National Fire Academy.

RESPONSE BRANCH

Functions

1. Provide on and off campus technical and instructor Developmental training programs to fire service and emergency response personnel.
2. Provide professional, managerial and technical assistance in educational and training areas to other FEMA units, State, Tribal and local and fire and emergency response organizations and individuals.
3. Collaborate development of state-of-the-art training programs for on-campus and off-campus delivery, as well as the use of distance delivery technologies.
4. Monitor and evaluate all scheduled courses to assure a state-of-the-art curriculum and to identify course revisions needed.
5. Develop and implement in-service classes for contracted instructors to

assure that the highest academic standards are applied in the delivery of instruction.

6. Collect and analyze data, which includes NFIRS data, to project National training needs for the fire emergency services and the allied professions, in accordance with the curriculum management system.
7. Administer, support, and conduct USFA conferences, videoconferences, seminars, executive forums, and fellowship programs.
8. Coordinate initiation of new course development and course revision activity; conferences, seminars, and operational exercises by providing input to and evaluating the effectiveness of products.
9. Plan, schedule, and direct National and/or in-state train-the-trainer instructional workshops and educational materials dissemination system to State and local fire-training agencies.
10. Identify model programs that can be transferred to State, Tribal and local fire services in fire prevention and mitigation.
11. Identify and develop opportunities for partnerships with the private and public sectors and fire community to implement and enhance arson prevention and control programs.
12. Coordinate all Federal arson prevention and control programs with organizations, public and private entities in developing strategic partnerships.
13. Maintain the leadership role as the focal point of arson mitigation programs related to the fire service.
14. Implement and coordinate nationwide community-based arson programs in cooperation with public, private and neighborhood organizations.
15. Manage and control all course property and materials.
16. Encourage the inclusion of fire prevention and detection technology and practices in the education and professional practice of architects, builders, city planners, and others engaged in the design and construction of physical facilities.

17. Coordinate with other FEMA program offices to ensure that fire prevention and control activities are included in the Agency's risk-based emergency management program for mitigation, preparedness, and response and recovery.
18. Work with other FEMA program offices in support of disaster response, recovery and mitigation activities.

MITIGATION BRANCH

Functions

1. Provide on and off campus technical and instructor developmental training programs to fire service and emergency response personnel
2. Provide professional, managerial and technical assistance in educational and training areas to other FEMA units, State, local, fire and emergency organizations and individuals.
3. Collaborate development of state-of-the-art training programs for on-campus and off-campus delivery, as well as the use of distance delivery technologies.
4. Monitor and evaluate all scheduled courses to assure a state-of-the-art curriculum and to identify course revisions.
5. Develop and implement in-service classes for contracted instructors to assure that the highest academic standards are applied in the delivery of instruction.
6. Provide professional, managerial, and technical assistance in educational and training areas to State, Tribal and local fire service organizations and individuals.
7. Collect and analyze data, which includes NFIRS data, to project National training needs for the fire emergency services and the allied professions, in accordance with the curriculum management system.
8. Administer, support, and conduct NFA conferences, videoconferences, seminars, executive forums, and fellowship programs.
9. Coordinate initiation of new course development and course revision

activity; conferences, seminars, and operational exercises by providing input to and evaluating the effectiveness of products.

10. Plan, schedule, and direct national and/or in-state train-the-trainer instructional workshops and educational materials dissemination system to State and local fire-training agencies.
11. Manage a National public fire education and awareness program. Provide specialized information for those groups of individuals who are particularly vulnerable to fire hazards such as the young and elderly.
12. Conduct research development and technical efforts to encourage improved management practices, including master planning in the fire service.
13. Carry out broad-based programs to support the operation of the volunteer fire service.
14. Identify and develop opportunities for partnerships with the private and public sectors and fire community to implement and enhance fire prevention and awareness activities.
15. Encourage the inclusion of fire prevention and detection technology and practices in the education and professional practice of architects, builders, city planners, and others engaged in the design and construction of physical facilities.
16. Coordinate with other FEMA program offices to ensure that fire prevention and control activities are included in the Agency's risk-based emergency management program for mitigation, preparedness, and response and recovery.
17. Work with other FEMA program offices in support of disaster response, recovery and mitigation activities.

NATIONAL FIRE ACADEMY (NFA)

Mission

Promote the professional development of the fire and the emergency response community and its allied professionals. To supplement and support State, Tribal and local fire service training programs, the National Fire Academy delivers educational and training courses having a National focus.

Functions

1. Serve as the USFA's National focal point for advancing the professional development of fire service and emergency response personnel and allied professionals engaged in fire prevention and control and life safety activities.
2. Participate in the revision, improvement, and expansion of curricula to meet National priorities through analysis of student evaluations, focus groups, NFIRS data and other research activities; and consultation with the Board of Visitors and leaders in State and National fire-service organizations, stakeholders, and other USFA programs.
3. Provide educational opportunities through resident and distance deliveries in management technology, executive development, emergency medical services technology, incident management, planning and information management, hazardous materials, emergency response to terrorism, arson prevention/detection, fire prevention, public education, counter terrorism and instructor development.
4. Develop and revise academic policies, standards for admission and performance, and establish criteria for the award of course certificates.
5. Provide and conduct courses, seminars, workshops, conferences, executive forums, symposiums, and other educational and training opportunities for use at the NETC campus using alternative delivery mechanisms and other traditional means.
6. Provide model training programs and educational materials suitable for use at other fire training and educational institutions.
7. Develop and administer a program for use by schools of higher education to advance the knowledge and skills of fire service and emergency response personnel.
8. Provide assistance to State, Tribal and local fire service training programs through cooperative agreements, grants, contracts, and other means.
9. Encourage and strengthen new and existing programs and partnerships with Federal, State, Tribal and local fire service training agencies, State and local Governments, and private institutions by providing technical

assistance and advice to vocational training programs, junior colleges, colleges, and universities.

10. Serve as point of contact with National accreditation organizations to seek acceptance and recommend accreditation of USFA courses for college credit and certification.
11. Coordinate with National Fire Programs in the design, development and evaluation of USFA curricula.
12. Manage and conduct the NFA State Weekend Program of courses at NETC.
13. Oversee the long- and short-term evaluation of USFA curricula, including the analysis of data and institution of required changes.
14. Develop an in-service training system for contracted instructors to ensure that high academic standards are adhered to in NFA instruction.
15. Maintain a National simulation exercise system that used computer-based multi-media and interactive scenarios for training and education of emergency response and emergency management personnel.

NATIONAL FIRE DATA CENTER

Mission Operate the National Fire Data Center for the collection, analysis, publication, dissemination and marketing of information related to the Nation's fire problem and USFA programs. Manage USFA research efforts in fire detection, prevention, suppression and first responder health, safety and effectiveness.

- Functions**
1. Coordinate and effect the collection, analysis, and dissemination of information about fire and other emergency incidents involving fire department response.
 2. Manage the National Fire Incident Reporting System, Hotel-Motel National Master List, and other National databases containing fire and hazardous materials information.
 3. Coordinate fire service issues with other FEMA directorates and offices and with other Government agencies, National fire organizations and allied professions.

4. Review and authorize reimbursement to local fire services for firefighting on Federal property.
5. Administer the Learning Resource Center, which provides library and information services to students, staff, and faculty at NETC; and provide reference services to the Nation's fire and emergency management communities.
6. Encourage and assist State, local and other agencies, public and private, in developing standardized reporting methods and in reporting information.
7. Maintain and disseminate to the public, students, staff and faculty at NETC, operational, technical and educational information in a variety of formats through administration of the USFA Publications Center and the USFA World Wide Web site.
8. Manage the research, development and application of projects and investigation of technology for fire detection, prevention, rescue and suppression; as well as technology, equipment and strategies to improve firefighter and first responder health, safety, and effectiveness.
9. Plan and coordinate USFA participation in conferences, shows and exhibits.

XXI. Regional Offices

Office of the Regional Director

Mission Establish a regional, all-hazards, emergency management system of preparedness, mitigation, response, and recovery through close working relationships with Federal agencies, State, tribal organizations and local governments, business and industry, and State and local volunteer organizations in implementing FEMA policies and programs.

- Functions**
1. Provide leadership, direction, and coordination in the region to accomplish agency goals, Administration initiatives, and ensure service to agency customers.
 2. Implement agency policy and manage agency programs in the region.
 3. Provide input to and participate with FEMA headquarters staff in the development of agency policy, draft regulations and program implementation or procedural decisions. Recommends to the FEMA Director, senior agency and headquarters programmatic staff alternative approaches and innovative methods for executing and improving agency policies and programs based on evaluation of the development and implementation of regional programs, emergency operations, plans and capabilities.
 4. Recruit, train and manage regional permanent staff and monitor disaster assistance cadres managed in each regional division. The ORD specifically directs and supervises the Public and Congressional Affairs cadres.
 5. Direct and support regional readiness capabilities by ensuring each division is adequately prepared to staff disaster field offices and conduct operational activities in support of regional and out-of-region response and recovery efforts.
 6. Chair the regional equal opportunity committee to ensure equal opportunity in programmatic activities and employment.
 7. Maintain cooperative labor relationships and implement labor relations

agreements (where applicable) in the region.

8. Develop and support partnerships with State Governors, Members of Congress, State emergency management directors, Federally-recognized American Indian and Alaskan native village and tribal governments (hereafter referred to as tribal organizations) and regional public interest groups.
9. Direct the development, planning, coordination, analysis, and evaluation of the regional management plan.
10. Coordinate activities, including international and cross-border relationships, of regional counterparts with other Federal agencies, States, localities, the military, and elements of the private sector in the development of emergency management programs, and in mitigation, response, and recovery plans and operations.
11. Provide regional leadership and direction in achieving an all-hazards approach to emergency management and in integrating Federal Response Planning with State, tribal organizations and local emergency planning efforts.
12. Promote the integration of mitigation into response, recovery, and preparedness activities.
13. Conduct regional public affairs and congressional affairs programs for day-to-day and emergency operations.
14. Negotiate, award, and amend grants, contracts and agreements to provide emergency planning and preparedness program assistance to States, tribal organizations, local governments and other public/private partners.
15. Maintain a high state of readiness for response to the consequences of disasters or other events.
16. Review and evaluate regional program implementation strategies to assess efficiency and effectiveness of regional office operations. Devise and implement actions as necessary to improve program delivery and regional office operations.
17. Administer and manage FEMA's responsibilities for compliance with the

National Environmental Policy Act and other applicable environmental and historic preservation laws, regulations and related requirements through the Regional Environmental Officer.

Preparedness, Training, and Exercises Division

- Mission** Develop and maintain an integrated regional preparedness program with State, tribal organizations and local governments and other Federal agencies. Achieve operational capabilities necessary to support response and recovery for all emergencies and disasters.
- Functions**
1. Provide leadership, management, technical assistance, and direction to help State, tribal organizations and local jurisdictions develop all-hazards emergency management plans and systems. Implement FEMA's tribal policies in the region.
 2. Appoints the Project Officer for the Emergency Management Performance Grant (EMPG) and is responsible for soliciting regional input on individual State matters and providing analysis and coordinating output. Through the EMPG resources, improve State emergency management preparedness and mitigation capability, and ensure that States encourage and establish an accelerated pattern of all-hazards risk reduction within their jurisdictions.
 3. Manage the regional exercise program involving other Federal agencies, State, tribal and local response organizations, private sector and volunteer agencies. Provide mechanism for lessons learned and develop and maintain a corrective action tracking system.
 4. Manage the region's comprehensive training programs and coordinate the Disaster Field Training Officer Cadre.
 5. Support disaster response and recovery operations. For regions in which PT&E has primary Regional Operation Center (ROC) responsibilities, ensure that standard operating procedures are developed and implemented for ROC activation and operation during emergency and disaster response.
 6. Unless otherwise determined by the regional director, represent the northern regions as member of the United States-Canada Consultative Group. Coordinate cross-border emergency management between FEMA and Emergency Preparedness Canada, as appropriate.

7. Manage the Radiological Emergency Preparedness Program in the region. Chair activities of the Regional Assistance Committee (RAC) and conduct periodic committee meetings.
8. Coordinate the Regional Hazardous Materials (HAZMAT) Program; the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) Program; the Superfund Amendments and Reauthorization Act (SARA) Program; and the Comprehensive Hazardous Materials Exercise Response-Capability Assessment Program (CHERCAP).
9. Provide planning guidance for State, tribal and local emergency managers in developing and maintaining a consequence management plan for incidents involving a weapon of mass destruction. Manage grants to the States for terrorism-related planning, training, and exercising. Develop and maintain the Continuity of Operations Plan for the regional office.
10. Maintain an active liaison with the United States Fire Administration (USFA). Coordinate activities within the region to link USFA and the regional fire community to emergency management preparedness, training and exercise activities.
11. Serve as the regional emergency management information clearinghouse. Maintain an emergency management video library, publication library and a speaker's bureau.
12. Provide programmatic and financial oversight, technical assistance and exercise management for the Chemical Stockpile Emergency Preparedness Program (CSEPP), for regions with CSEPP sites.
13. Implement systems to measure emergency management capabilities of State, tribal organizations and local governments to include Capability Assessment for Readiness tool.
14. Serve as the regional point of contact for the Community and Family Preparedness Program to promote the initiative through a broad coalition of outreach partnerships.

Mitigation Division

Mission Support the Regional Director in providing financial assistance, policy and guidance to enhance the State, tribal and local mitigation capabilities. Integrate multi-hazard mitigation strategies and mechanisms to encourage efficient implementation at Federal, State and local levels in pre- and post-disaster environments. Administer compliance programs to ensure enforcement of program standards and criteria at federal, state, tribal and local levels.

- Functions**
1. Administer the provision of FEMA assistance to other Federal agencies, State, tribal and local governments and non-governmental entities in developing all-hazards mitigation and floodplain-management and loss-reduction programs.
 2. Provide technical and financial assistance for natural-hazard identification and risk-assessment studies, to include all-hazards mitigation planning and technical services support, such as HAZUS, floodplain mapping and engineering studies. Promote the Cooperating Technical Community initiative to encourage community participation in flood mapping activities.
 3. Assist State, tribal organizations and local governments in developing all-hazards mitigation plans during pre- and post-disaster loss-reduction times.
 4. Manage mitigation programs, including those related to floodplain management, Hazard Mitigation Grant Program, the Flood Mitigation Assistance Program, National Flood Insurance Program, congressional appropriations for Disaster Unmet Needs Supplemental, the National Dam Safety Program, and the Earthquake and Hurricane Preparedness programs.
 5. Lead other Federal agencies and State and local governments in implementing the National Mitigation Strategy.
 6. Manage State and Federal community assistance programs.
 7. Provide lead regional coordination for building disaster-resistant communities through the Project Impact initiative. Implement community education and partnership building strategies that support Project Impact and mitigation initiatives.
 8. Provide technical assistance and coordination support on mitigation issues and projects funded through the Response and Recovery Division.
 9. Manage Mitigation disaster Assistance cadre to include workforce

assessment, vacancy identification, recruitment, hiring, training, evaluation, promotion, termination and maintenance of the ADD database.

Response and Recovery Division

- Mission** Develop and maintain an operational partnership with Federal, State, tribal organizations and local governments capable of responding to and recovering from the consequences of all-hazards disasters.
- Functions**
1. Implement the Federal Response Plan at the regional level to provide leadership, coordination, and direction to Federal response and recovery planning and operations. Prepare regional summary, analysis and recommendation in response to gubernatorial requests for major disasters and emergencies. Serve as lead division for the staffing of assessment teams, and/or emergency response teams to the affected areas. Support the activation and operation of the Regional Operations Center.
 2. Build and maintain the regional capability to implement the Federal Response Plan. Establish and maintain the Regional Interagency Steering Committee to coordinate planning for disaster response with other Federal departments and agencies as well as the States. Develop and maintain the regional disaster response plans. Provide technical assistance to the States to enhance their disaster response and recovery capabilities. Maintain coordination with States for the development and maintenance of the state Public Assistance and Human Service plans and programs.
 3. Monitor developing incidents and plan for special events (e.g., international sports events, political conventions) in coordination with the States and other Federal departments and agencies.
 4. Provide initial direction in establishing disaster field offices and other installations to manage disaster response and recovery operations.
 5. Manage regional Human Services and Public Assistance Programs.
 6. Manage DAE cadres for Public Assistance Human Services, Community Relations, Operations and Information and Planning to include workforce assessment, vacancy identification, recruitment, hiring, training, evaluating, promotion, termination and maintenance of the ADD deployment database.

7. Manage regional open disasters to include disaster program implementation, programmatic closeout and coordination with Headquarters and regional Operations Support Division regarding financial reconciliation. Evaluate the operational capability and program delivery mechanisms, and identify corrective action, improvements or innovative techniques that may be required. Assist States in managing open disaster accounts by providing training, technical advice, and assisting in closing out disasters or specific programs.
8. As delegated by Regional Director, maintain the Disaster Recovery Manager authority for all open disasters following DFO closure.
9. Provide technical assistance to the States to enhance their disaster response/recovery capabilities. Maintain coordination with States for the programmatic development of the Individual and Family Grant Program, State donations program and Crisis Counseling plans. Coordinate with national and State Voluntary Agencies Active in Disasters.
10. Coordinate with the Emergency Response Teams - National (ERT-N) in the ERT-N staffing requirements, and support any ERT-N deployments within the region.
11. Ensure that the delivery of program grants from Federal and State sources are appropriate and timely. Coordinate with other Federal agencies on the delivery of disaster programs under their authority as well as under our authority.
12. Maintain 24-hour monitoring, alert, and notification capability for evaluating emergencies and disasters, and develop plans and standard operating procedures to initiate response actions.
13. Provide input into the non-disaster work plans of the FCO cadre member to ensure disaster response and recovery efforts will be performed swiftly and efficiently to the benefit of the state and local customers.

Operations Support Division

Mission Manage and provide services and support that enable the region to accomplish its all-hazards mission.

Functions 1. Financial Management

- a. Coordinate development of a regional multi-year budget and an annual operating plan.
 - b. Manage, report, and analyze the allocated funds budget; certify and maintain records of obligations and expenditures, and process payments.
 - c. Manage regional travel, including processing travel and transit reimbursements and coordinating the travel card program.
 - d. Provide guidance and assistance in interpreting or applying financial management policies and procedures, and resolve customer problems related to preparing or processing financial documents.
 - e. Solicit, negotiate, award, and administer (including closeout) all regional contracts, including simplified acquisitions and interagency agreements, related to the regional operating budget and disaster operations.
 - f. Manage and oversee regional procurements by project officers, purchase cardholders, and ERT resource support staff.
 - g. Award regional assistance agreements, including Emergency Management Performance Grants, Unmet Needs, Project Impact, Community Assistance Program (CAP), Cooperating Technical Communities (CTC) Program, Superfund Amendments and Reauthorization Act (SARA) Title III and Flood Mitigation Assistance.
 - h. Carry out post-award financial and administrative responsibilities on both non-disaster and disaster assistance agreements; including reviewing State and other grantee financial status reports for cost-share, cash management, reconciliation, and closeout actions.
 - i. Provide technical assistance and guidance on the interpretation and application of grants-related policies, regulations, and bulletins to FEMA regional program staff and grantees.
2. Logistics
- a. Coordinate and develop logistics-specific plans and procedures, including use of agency-wide warehousing facilities and identification and operation of disaster field offices, Regional Operations Centers

- (ROC), mobilization centers, staging areas, COOP sites, and other field facilities.
- b. Establish the operational set up and provisioning of disaster field offices, mobilization centers, staging areas, COOP sites, and other field facilities.
 - c. Establish working relationships with States or other Federal departments and agencies to develop operating plans for logistics services and support during disaster operations.
 - d. Design, develop, and maintain support packages to aid in immediate set-up and operation of field or regional operations facilities.
 - e. Account for property managed or owned by the FEMA region and for national commodities held by the region as custodian.
 - f. Manage and/or maintain regional office facilities, including planning for routine and periodic maintenance and upgrade of facilities, equipment, and systems (HVAC, electrical, and mechanical) and, if necessary, storage and warehousing facilities for disaster commodities and national commodities assigned to the region.
 - g. Establish and maintain a regional Help Desk for front-line client workstation troubleshooting and resolution and logistical support services.
 - h. Ensure the implementation of agency regulations, policy, or procedures related to the management of supplies, records (electronic and paper), mail services, forms, publications, and internal directives.
 - i. Implements the provisions of the Privacy Act of 1974 and the Freedom of Information Act as amended.
 - j. Monitors the issuance and control of security passes, processes requests for assignment of security clearances and conducts ongoing reviews of positions requiring security clearances.
 - k. Establishes and administers the regional program for the control of classified documents.

- l. Implement at the regional level the Agency-wide Occupational Safety and Health (OSH) Program that includes site-specific awareness programs, training, and inspections.
 - m. Implement at the regional level physical, personnel, and information security programs.
3. Information Technology
- a. Manage and provide leadership for regional information technology (IT) programs, systems, and staff for routine operations and in all-hazards emergency and disaster situations.
 - b. Operate and maintain regional information technology and telecommunications services systems, equipment, and other assets.
 - c. Ensure adherence to IT policies of the agency in providing guidance and agency-wide information technology services and systems support for disasters and all-hazards emergencies.
 - d. Provide information technology support for regional disaster response (regional telecommunications management, support personnel, and IT coordination).
 - e. Operate and maintain local area networks (LANs) and file servers.
 - f. Provide regional information assurance and inventory in support of the agency's mission.
 - g. Provide support in the management, installation, testing, upgrade, and maintenance of the FEMA National Radio System (FNARS) for normal operations, natural disasters, and national security emergencies.
4. Human Resources (HR) Management
- a. Process action in support of the staffing, recruitment, hiring, promotion and termination of regional personnel.
 - b. Clarify and interpret the application of Human Resources policies and procedures.

- c. Act as liaison with OHRM on employee and management issues, concerns, and problems.
- d. Administer the implementation of the Disaster Assistance Employee Program in the region and in disaster operations, including policies and procedures for the deployment and activation of the disaster workforce.
- e. Oversee the implementation of regional payroll processing activities.
- f. Establish and manage a trained DAE workforce in support of regional emergency response team operations for comptroller, logistics, information technology, and human resource functions.

Caribbean and Pacific Area Divisions

Functions Provide assistance in Puerto Rico and Hawaii to the OCONUS islands within their respective jurisdictions in response, recovery, planning, preparedness, mitigation, and other program activities. Coordinate activities with programmatic counterparts in Regions II and IX. Coordinate, when necessary, Federal disaster response activities prior to and during major deployments of personnel and resources from the mainland.