

FEMA Mission Assignment Guide

January 2015



FEMA

Table of Contents

Chapter 1: Introduction	1
Purpose	3
Applicability and Scope	3
Authorities and Foundational Documents	3
Chapter 2: Mission Assignment Overview	5
Mission Assignment Categories	5
Federal Operations Support	5
Direct Federal Assistance	6
MA Process Overview	7
Mission Assignment Requirements	7
FEMA-State Agreement or FEMA-Tribal Agreement	7
Delegation of Authority	8
Chapter 3: Roles and Responsibilities	11
Federal Approving Official	11
State Approving Official	11
Incident Management Roles	11
Operations Section Chief	11
Branch Directors	11
Mission Assignment Manager	11
Finance and Administration Section Chief	12
Incident Support Roles	12
Chief of the Regional Response Coordination Staff	12
Chief of the National Response Coordination Staff	12
Resource Support Section Chief	12
Resource and Capability Branch Director	12
Group Supervisors	12
Mission Assignment Unit Leader	12
Mission Assignment Specialist	12
Office of Chief Counsel	12

National Response Coordination Staff.....	13
Comptroller	13
FEMA Finance Center	13
Other Federal Agency Action Officer.....	13
FEMA Project Manager	13
Chapter 4: Mission Assignment Process	15
Resource Request Process	15
Step 1: Identify Need for Federal Assistance	16
Step 2: Submit Request in the Crisis Management System/WebEOC	18
Step 3: Evaluate Request and Select Mission Assignment as Source	18
Mission Assignment Process.....	21
Step 1: Mission Assignment Preparation, Approval, and Execution.....	23
Step 2: Other Federal Agency Submits Reimbursement Request	32
Step 3: FEMA Approves or Disapproves Expenditure.....	33
Step 4: FEMA Closes the Mission Assignment.....	35
Chapter 5: Mission Assignment Modifications	37
Mission Assignment Task Orders	37
Mission Assignment Amendments.....	38
Period of Performance Adjustments	38
Advances	39
Mission Assignment Termination	39
Chapter 6: Finance and Administration of Mission Assignments	40
Mission Assignment Billing and Reimbursement.....	40
Mission Assignment Billing Process.....	42
Reimbursement Requests.....	42
Mission Assignment Financial Closeout	44
Final Billing and Other Federal Agency Notification.....	45
eCAPS Closure.....	45
Office of Chief Financial Officer Quarterly Review of Undelivered Obligations.....	45
Department of Homeland Security Components	45
Other Federal Agency Reporting	45

Annual Validation of Undelivered Obligations	46
Chapter 7: Accountable Property Purchases with Mission Assignments	47
Final Disposition and Recovery of Mission Assignment Property.....	47
Annex 1: Acronyms and Abbreviations.....	49
Annex 2: Glossary.....	52
Appendix A: Resource Request Form	61
Appendix B: Steps to Enter Resource Request Form Information into eCAPS	63
Appendix C: Spend Plan Process and Requirements.....	64
Procedures	64
Pre-award meeting.....	65
Issue Initial Mission Assignment.....	65
Amendments	65
Documentation.....	65
Appendix D: Tasks by Position	67
Incident Management.....	67
Incident Support	71
Appendix E: Examples of Direct Federal Assistance Mission Assignments	75
Corporation for National Community Service	75
Customs and Border Protection.....	75
Department of Defense.....	75
Environmental Protection Agency	75
Department of Health and Human Services	75
National Park Service.....	76
U.S. Army Corps of Engineers.....	76
U.S. Coast Guard.....	76
U.S. Department of Agriculture	77
U.S. Forest Service.....	77
Appendix F: Examples Of Federal Operational Support Mission Assignments	78
Corporation for National Community Service	78
Customs and Border Protection.....	78
Department of Defense.....	78

Department of Energy	79
Department of Interior.....	79
Department of Transportation	79
Federal Communications Commission	79
Federal Protective Service.....	79
Department of Health and Human Services	79
National Geospatial Agency.....	80
National Weather Service.....	80
Occupational Safety and Health Administration.....	80
U.S. Army Corps of Engineers.....	80
U.S. Forest Service.....	81
Appendix G: Example Statement of Work	82
Appendix H: Additional Sources	83
Appendix I: Mission Assignment Reporting Template	84
Appendix J: References	85

List of Figures

Figure 1: Stafford Act Authorities	2
Figure 2: The Resource Request and Mission Assignment Processes.....	7
Figure 3: Resource Request Overview	15
Figure 4: Resource Requests in Relation to Planning and Incident Timeline	16
Figure 5: Step 1 and 2 of the Resource Request Process during the Incident Action Planning Process	17
Figure 6: Resource Request Process - Step 3.....	19
Figure 7: Step 3 of the Resource Request Process during the Incident Action Planning Process	20
Figure 8: Resource Request Resulting in a Mission Assignment	22
Figure 9: Mission Assignment Process.....	23
Figure 10: Mission Assignment Process - Step 1	24
Figure 11: Mission Assignment Process - Step 2	32
Figure 12: Mission Assignment Process - Steps 3 and 4.....	33

List of Tables

Table 1: Mission Assignment Categories and Guidance for Use	5
Table 2: Mission Assignment Form Sections	25
Table 3: Period of Performance by Support Type	27
Table 4: Reimbursable Mission Assignment Expenditures	28
Table 5: Non-Reimbursable Expenditures.....	41
Table 6: Reimbursement Process.....	42
Table 7: Steps for Entering Resource Request Form Information into eCAPS.....	63
Table 8: The Steps of the Mission Assignment Process	67
Table 9: Incident Management Positions and Tasks.....	67
Table 10: Incident Support Positions and Tasks.....	71
Table 11: Example of a Cost Estimation for one Federal Law Enforcement Officer.....	82

CHAPTER 1: INTRODUCTION

A Mission Assignment (MA) is a work order that the Federal Emergency Management Agency (FEMA) issues to another Federal agency directing the completion of a specific task. The assignment includes funding, other managerial controls, and guidance. MAs are given in anticipation of, or in response to, a presidential declaration of an Emergency or a Major Disaster. MAs are authorized by the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act).¹ Sections 402 and 502 of the Stafford Act State that the President “may . . . direct any Federal agency, with or without reimbursement, to utilize its authorities and the resources granted to it under Federal law . . . in support of state and local assistance response or recovery efforts, including precautionary evacuations.” Section 403 of the Act further authorizes Federal agencies, on the direction of the President, to provide a wide array of “assistance essential to meeting immediate threats to life and property resulting from a major disaster.” The President has delegated this directive authority to the Secretary of Homeland Security, who has re-delegated the authority to the FEMA Administrator.

In support of this MA tasking framework, section 304 of the Stafford Act expressly provides the President, and hence FEMA through the delegation of authority, with the discretion to reimburse Federal agencies for expenditures arising from Stafford Act MAs “from funds appropriated for the purposes of [the Stafford Act].” Note that the Stafford Act authorizes, but does not require, the President to reimburse those Federal agencies he directs to carry out disaster relief activities under the Act. Reimbursement is entirely discretionary, and the Act does not condition Federal agency actions on reimbursement. If FEMA does reimburse another Federal agency for services or supplies furnished under the authority of the Act, then section 304 authorizes Federal agencies to deposit the funds back into their own accounts. To finance this framework, Congress has established the Disaster Relief Fund (DRF), a no-year account that FEMA uses, to reimburse MAs to other Federal agencies (OFAs).

Figure 1 below provides the language for sections 402 and 403.

¹ While the Stafford Act is the source of MA tasking authority, the term “mission assignment” never appears in the Act. Instead, the term “mission assignment” arose as a product of Federal regulations implementing specific provisions of the Stafford Act.

Applicable Stafford Act Provisions

Sec. 402. General Federal Assistance (42 U.S.C. § 5170a)

In any major disaster, the President may - (1) direct any Federal agency, with or without reimbursement, to utilize its authorities and the resources granted to it under Federal law (including personnel, equipment, supplies, facilities, and managerial, technical, and advisory services) in support of state and local assistance response and recovery efforts, including precautionary evacuations; (2) coordinate all disaster relief assistance (including voluntary assistance) provided by Federal agencies, private organizations, and state and local governments, including precautionary evacuations and recovery; (3) provide technical and advisory assistance to affected state and local governments for - (A) the performance of essential community services; (B) issuance of warnings of risks and hazards; (C) public health and safety information, including dissemination of such information; (D) provision of health and safety measures; (E) management, control, and reduction of immediate threats to public health and safety; and (F) recovery activities, including disaster impact assessments and planning; (4) assist state and local governments in the distribution of medicine, food, and other consumable supplies, and emergency assistance; and (5) provide accelerated Federal assistance and Federal support where necessary to save lives, prevent human suffering, or mitigate severe damage, which may be provided in the absence of a specific request and in which case the President (A) shall, to the fullest extent practicable, promptly notify and coordinate with officials in a state in which such assistance or support is provided; and (B) shall not, in notifying and coordinating with a state under subparagraph (A), delay or impede the rapid deployment, use, and distribution of critical resources to victims of a major disaster.

Sec. 403. Essential Assistance (42 U.S.C. § 5170b)(a):

In general - Federal agencies may on the direction of the President, provide assistance essential to meeting immediate threats to life and property resulting from a major disaster, as follows: (1) federal resources, generally - Utilizing, lending, or donating to state and local governments Federal equipment, supplies, facilities, personnel, and other resources, other than the extension of credit, for use or distribution by such governments in accordance with the purposes of this Act. (2) medicine, food, and other consumables - Distributing or rendering through state and local governments, the American National Red Cross, the Salvation Army, the Mennonite Disaster Service, and other relief and disaster assistance organizations medicine durable medical equipment, food, and other consumable supplies, and other services and assistance to disaster victims. (3) work and services to save lives and Protect Property - Performing on public or private lands or waters any work or services essential to saving lives and protecting and preserving property or public health and safety, including - (A) debris removal; (B) search and rescue, emergency medical care, emergency mass care, emergency shelter, and provision of food, water, medicine durable medical equipment, and other essential needs, including movement of supplies or persons; (C) clearance of roads and construction of temporary bridges necessary to the performance of emergency tasks and essential community services; (D) provision of temporary facilities for schools and other essential community services; (E) demolition of unsafe structures which endanger the public; (F) warning of further risks and hazards; (G) dissemination of public information and assistance regarding health and safety measures; (H) provision of technical advice to state and local governments on disaster management and control; (I) reduction of immediate threats to life, property, and public health and safety; and 17. (J) provision of rescue, care, shelter, and essential needs - (i) to individuals with household pets and service animals; and (ii) to such pets and animals.

Figure 1: Stafford Act Authorities

Purpose

This guide provides an operational framework associated with the request for, and issuance, monitoring, and acceptance of an MA at the Incident Management (IM) and Incident Support (IS) levels. The intent is to improve standardization of the MA process. A standardized MA process is essential to the effective coordination of Federal resources and capabilities. The MA process outlined in this guide ensures that mission-assigned agencies are aware of the tasking, understands the scope of the mission, estimates the expected cost and time of completion, and documents the MA for record and reimbursement purposes.

FEMA Incident Management

The incident-level operation of the Federal role in emergency response, recovery, logistics, and mitigation. Responsibilities include the direct control and employment of Federal resources; the management of incident offices and operations; and the delivery of Federal assistance throughout all phases of emergency response.

FEMA Incident Support

The coordination of Federal resources to support emergency response, recovery, logistics, and mitigation. Responsibilities include the deployment of national-level assets; support of national objectives and programs affected during the disaster; and support of incident operations with resources, expertise, information, and guidance.

Applicability and Scope

The provisions of this guide are applicable to all Federal and State, Local, Tribal, and Territorial (SLTT) government agencies that participate in the MA process. The guide is intended to inform FEMA's partners regarding guidelines and requirements for MAs. It is applicable for incidents involving presidential declarations under the Stafford Act, as well as for non-Stafford Act incidents.

Authorities and Foundational Documents

- The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Pub. L. No. 93-288, 42 U.S.C. § 5121 et seq.
- The Homeland Security Act of 2002, Pub. L. No. 107-296, 6 U.S.C. § 101 et seq.
- Post-Katrina Emergency Management Reform Act of 2006, Pub. L. 109-295, 6 U.S.C. § 701 et seq.
- 44 C.F.R. Part 206 – Federal Disaster Assistance.
- Sandy Recovery Improvement Act, 2013 (Pub. L. 113-2)
- National Incident Management System, December 2008
- FEMA Publication 1, The Federal Emergency Management Agency, November 2010
- Incident Management and Support Keystone, January 2011
- Presidential Policy Directive-8, National Preparedness, March 30, 2011
- National Disaster Recovery Framework, September 2011

- National Preparedness Goal, September 2011
- National Preparedness System, November 2011
- National Incident Support Manual, January 2013
- Regional Incident Support Manual, January 2013
- National Response Framework, Second Edition, May 2013

OPERATIONAL DRAFT

CHAPTER 2: MISSION ASSIGNMENT OVERVIEW

MAs are a necessary and powerful tool for Federal emergency management. MAs are distinct because they allow for immediate deployment and assistance from the full range of Federal resources to support incident needs. Initially, MAs are used for short-term, lifesaving, life-sustaining, property-protecting, and incident-stabilizing needs of survivors and responders. However, as the incident progresses, MAs can be used for temporary work that supports longer-term recovery efforts of affected communities.

Mission Assignment Categories

There are two categories of MAs established by FEMA policy and Federal Regulations: Federal Operations Support (FOS) and Direct Federal Assistance (DFA).² Table 1 shows these categories and guidance for use.

Table 1: Mission Assignment Categories and Guidance for Use

MA Category	Requested By	Surge Funded	DRF Funded	Subject to Cost Share
		Pre Declaration	Post Declaration	
FOS	FEMA/OFA	•	•	No
DFA	SLTT		•	Yes

Federal Operations Support

FOS MAs provide Federal-to-Federal support allowing FEMA to execute its mission. The primary purpose of FOS is delivering or augmenting the Federal capacity or capability to execute the Federal disaster response mission. For example, FEMA may issue a FOS MA activating an Agency to the National Response Coordination Center (NRCC), or to the Department of Defense (DOD) to provide air transportation to FEMA personnel in disaster areas. For response support, FOS MAs can be issued pre-declaration and throughout an incident. Per §402 of the Stafford Act, FOS MAs for recovery support will only be issued once there is a Major Disaster declaration.

FOS MAs are:

- requested by FEMA or OFAs for Federal Agency support;

² In 2013, the Technical Assistance (TA) category of MAs was removed. Technical assistance can still be provided, but at a cost share to the State or Tribal government requesting the need. In the past, FEMA considered TA as a separate category of MA independent of DFA and FOS, and issued them with 100 percent Federal funding and no State/Tribal government cost share. It has been determined that TA should not be a separate category of MA because it is, in fact, a subset of both DFA and FOS—not its own category with distinct business rules. For this reason, going forward FEMA will issue only two categories of MAs – FOS and DFA.

- issued before or after a declaration for response support, and after a declaration for recovery support; and
- 100 percent federally funded (pre-declaration through Surge Account, post declaration through the DRF).

EXAMPLE: FOS MA

Activation of the Department of Health and Human Services to provide subject matter experts to the National Response Coordination Center

Direct Federal Assistance

DFA MAs are the primary tool for employing OFAs during incident operations to provide goods and services to SLTT governments. DFA MAs are generally used when a SLTT government has exhausted its own capability to contract for eligible emergency work or goods and services. These MAs are subject to a cost share with the SLTT governments requesting assistance. The standard cost share is 75 percent Federal and 25 percent State; however, the President may amend the cost share. The State must request the assistance prior to FEMA issuing a DFA MA, and the State or Tribal government will bear whatever cost share the President's declaration imposes for that assistance.

EXAMPLE: DFA MA

October 2012, Hurricane Sandy: In response to a State request, FEMA mission assigned the U.S. Army Corps of Engineers to install generators to provide temporary power to hospitals and other critical facilities.

DFA MAs are:

- requested by the SLTT governments;
- issued after a declaration;
- subject to a cost share —75 percent Federal share, 25 percent State share (unless amended by the President); and
- funded through the DRF.

MA Process Overview

When FEMA obtains resources using an MA, a standard MA process is followed. This process is shown in the light blue boxes in figure 2. FEMA executes MAs using the same process for both the IM and IS levels.

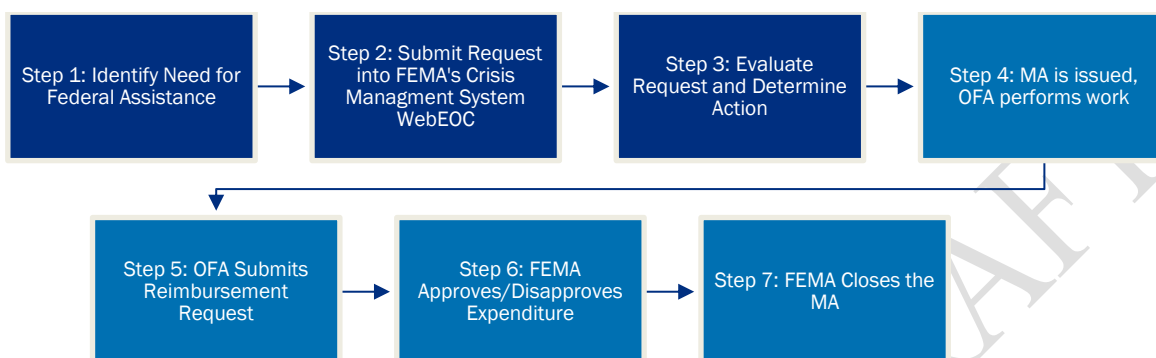


Figure 2: The Resource Request and Mission Assignment Processes

Mission Assignment Requirements

Criteria for the issuance of an MA is provided in Stafford Act section 402 General Federal Assistance (42 U.S.C. § 5170a) and section 403 Essential Assistance (42 U.S.C. § 5170b) (a). The goods and services identified in these sections are issued for emergency work, not permanent restorative work or long-term studies. MAs may be issued for emergency work throughout the life cycle of an incident.

EXAMPLE: Emergency Work

Clearing debris to allow for the safe passage of emergency vehicles, or to eliminate health and safety hazards.

44 C.F.R. Part 206.7 provides that the following must be in place for the issuance of an MA:

- MAs shall be in writing, or shall be confirmed in writing if made orally, and shall identify the specific task to be performed and the requirements or criteria to be followed. Tasks and requirements will be communicated in a statement of work (SOW).
- If the Federal agency is to be reimbursed; the MA will also contain a cost estimate, which is not to be exceeded in accomplishing the task without prior approval of the issuing official;
- A signed FEMA-State Agreement (FSA) or FEMA-Tribal Agreement (FTA).

FEMA-State Agreement or FEMA-Tribal Agreement

FEMA may not provide funding or direct Federal assistance until there is an FSA or FTA in place, except where it is necessary to provide essential emergency services or housing assistance

under the Individual and Households Program.³ After a Major Disaster or Emergency Declaration, an FSA or FTA must be signed by the FEMA Regional Administrator (RA) or designee and the governor or Tribal representative to document the understanding, commitments, and conditions under which FEMA will provide and coordinate Federal disaster assistance. The FSA or FTA contains the following terms and conditions:

- incident period
- areas designated
- type and extent of Federal assistance the declaration is making available
- cost-sharing provisions
- FEMA and State responsibilities, including the grant management regulations

This agreement establishes that the State will:

- provide without cost to the United States government all lands, easements, and rights-of-way necessary to accomplish the approved work
- hold and save the U.S. government free from damages due to the requested work, and indemnify the U.S. government against any claims arising from such work
- provide reimbursement to FEMA for the non-Federal share of the cost of such work in accordance with provisions of the FSA or FTA
- assist the performing agency in all support and local, jurisdictional, and Tribal matters

Delegation of Authority

The President has delegated most of the functions vested in him under the Stafford Act to the Secretary of Homeland Security who in turn has re-delegated this authority to the FEMA Administrator. Additionally, the FEMA Administrator is authorized to assist the President in carrying out the functions under the Stafford Act and carrying out all the functions and authorities given to the Administrator under that Act pursuant to Section 504 (a)(8) of the Homeland Security Act.

FEMA Regional Administrators are authorized to exercise the authority of a Disaster Recovery Manager pursuant to 44 CFR 206.2(a)(21). The Disaster Recovery Manager is the person appointed to exercise the authority of the Regional Administrator for a particular emergency or major disaster in accordance 44 CFR 206.2(a)(8).

Additionally, RAs have been delegated many of the Administrator's authorities, including authority to issue MAs, in FEMA Delegation Number: FDA 0160-1, "Delegation of Authority to Regional Administrators" issued February 6, 2012. The primary grants of authority are contained in the appendices, and Appendix B specifically deals with response and recovery duties and powers. These delegated authorities are limited to use within the RA/s region and to

³ 44 CFR 206.44

regional assets and may be re-delegated by the RA unless otherwise prohibited by law, executive order, regulation or the terms of the delegations itself.

The RA designates Disaster Recovery Manager (DRM) authority, and has broad discretion in determining which authorities the DRM may perform and setting conditions on the exercise of certain authorities. Normally, for a Major Disaster or an Emergency Declaration, the RA designates the Federal Coordinating Officer (FCO) as the DRM at the IM level and the Chief of the RRCS (C-RRCS) at the regional IS level. At the national IS level, DRM authority is designated by the Director of Disaster Operations to the Chief of the NRCS (C-NRCS) and others as deemed appropriate.

The RA, FCO, C-RRCS, and C-NRCS can delegate DRM authority down to other positions, as they deem appropriate. For example, the Infrastructure Branch Director at the Joint Field Office (JFO) may be delegated DRM authority for Public Assistance, and the Human Services Group Supervisor may be delegated DRM authority for Individual Assistance. In addition, the RA may designate a Federal Disaster Recovery Coordinator (FDRC) as the DRM in addition to, or independent of, the FCO.

Following the designation as the DRM and the delegation of authority, the FCO, or other delegated official, possesses not only the independent authority to “coordinate” disaster relief, but also the RA’s authority to expend funds from the DRF, and thus is able to approve Public Assistance, Individual Assistance, and Hazard Mitigation, and issue MAs to OFAs. When a JFO closes, DRM authority is usually delegated to a staff member at the Regional Office for closeout purposes (typically, the Response or Recovery Division Director).

Other Sourcing Methods

MAAs are just one method FEMA utilizes to provide resources in support of an incident. Other methods include:

- Contracts
 - established contracts with private companies and nonprofit organizations that may be activated following a Stafford Act declaration to supply essential incident related supplies and services
- Donations
 - donations can only be accepted by the Associate Administrator for Recovery and Response; the Assistant Administrators for both Response and Recovery Directorates; RAs; and FCOs
 - donations can be accepted from domestic sources to support FEMA
 - donations can be accepted from international sources
- FEMA Inventory
 - FEMA can draw upon commodities that are stocked at FEMA distribution centers
- Interagency Agreements
 - used by any agency to utilize OFA contracts
 - used for long-term assignments
- Memorandum of Agreement/Understanding
 - non-binding agreement on responsibilities and procedures
 - no funding involved

CHAPTER 3: ROLES AND RESPONSIBILITIES

The positions identified below play prominent roles in the MA process.

Federal Approving Official

The Federal Approving Official (FAO) is the FEMA official with the authority to approve an MA per the delegation of authority memorandum.

State Approving Official

The State Approving Official (SAO) is the State official with the authority to validate and sign an MA. All State requests and DFA MAs require signed approval by the SAO.

Incident Management Roles

Operations Section Chief

The Operations Section Chief (OSC) is generally delegated FAO authority for approving MAs at the IM level. Primary responsibilities of the OSC related to the MA process include:

- reviewing and approving Resource Request Forms (RRFs) and MAs
- determining eligibility and ensuring essential elements of information are included in the RRF
- signing the completed MA for execution

MA requirements can be generated at any level within the IM organization as part of the Incident Action Planning process. As requirements are generated, and disaster operations personnel decide to use MAs to fulfill them, the OSC continue in their role coordinating and supporting the requirements.

Branch Directors

Branch Directors work in support of the OSC to define and meet resource requirements. They coordinate OFA support to ensure resource assignments are recorded in the Incident Action Plan (IAP) 204-Assignment List.

Mission Assignment Manager

The Mission Assignment Manager (MAMG) coordinates MAs from issuance and execution to close-out. This process begins with the receipt of a RRF from the Operations Section. The MAMG conducts a programmatic review of the bills, recommends payment or nonpayment, and coordinates the reviews and approvals from the FEMA Project Manager (PM) and FAO.

Finance and Administration Section Chief

The Finance and Administration (F/A) Section Chief serves as the senior financial advisor to the FAO. Financial review is an important safeguard for ensuring that taxpayer dollars are spent properly.

Incident Support Roles

Chief of the Regional Response Coordination Staff

The C-RRCS is generally delegated FAO authority for approving MAs at the regional IS level, and maintains overall functioning of the RRCS.

Chief of the National Response Coordination Staff

The C-NRCS is generally delegated FAO authority for approving MAs at the national IS level.

Resource Support Section Chief

The Resource Support Section Chief (RSSC) ensures coordination with interagency representatives and partners to provide the full spectrum of resources to the SLTT to fulfill MA requests received from the regional and incident levels.

Resource and Capability Branch Director

The Resource and Capability Branch Director (RCBD) oversees and maintains accountability for the receipt of incident resource requests, including MAs.

Group Supervisors

Group Supervisors work in support of the RCBD to meet resource requirements.

Mission Assignment Unit Leader

The Mission Assignment Unit Leader (MAUL) supervises the Mission Assignment Specialists (MASP). This position also assists in the processing of MAs. The MAUL organizes, prepares, and maintains MA documentation, including checking and verifying the completeness of all the related MA information and approvals. The MAUL also coordinates information with all involved parties and tracks the MA activity throughout the entire MA process.

Mission Assignment Specialist

The MASP is responsible for inputting resource request information into the Enterprise Coordination and Approvals Processing System (eCAPS). As part of that process, the MASP ensures that all information is complete and ensures that the MA goes through the appropriate approval chain.

Office of Chief Counsel

The Office of Chief Counsel (OCC) provides legal support to the NRCC, Regional Response Coordination Center (RRCC), the Regional and National Incident Management Assistance

Teams, and the Joint Field Office (JFO). The OCC can provide advice on the issuance of MAs, including eligibility criteria, designation as FOS or DFA, and other agency authorities and fiscal considerations.

National Response Coordination Staff

The NRCC is a multiagency coordination center that provides overall Federal support coordination for major disasters and emergencies, including catastrophic incidents and emergency management program implementation. The NRCC is staffed by the National Response Coordination Staff (NRCS). FEMA maintains the NRCC as a functional component of the National Operations Center in support of incident operations. Upon activation, the NRCS provides emergency management coordination, conducts planning, deploys resources, and collects and disseminates incident information as it builds and maintains situational awareness.

Comptroller

The Comptroller manages, monitors, and tracks all Federal disaster relief funding relating to the incident and the functioning of the NRCC, RRCC, and JFO, including MAs.

FEMA Finance Center

The FEMA Finance Center (FFC) is the central financial processing facility for FEMA. It processes all of FEMA's financial transactions, including all MA bills. OFAs use the Treasury Department's Intra-governmental Payment and Collection system, which is similar to an electronic funds transfer where another Federal agency can go into FEMA's Treasury account and collect funds for costs that the agency has incurred under an MA. The FFC reviews these expenses for accuracy and appropriateness and posts them in the financial management system as an expense, which draws down the MA obligation.

Other Federal Agency Finance Specialists

OFA Finance Specialists ensure that OFA requests for reimbursement are prepared and submitted as required; coordinates with the FFC staff to ensure documents are received and billing is complete

Other Federal Agency Action Officer

The Other Federal Agency Action Officer (OFA AO) is an appointed OFA representative responsible for tracking, maintaining, and reporting status of tasks on issued MAs and expenditures. Coordination between FEMA's PM and the OFA AO is crucial to meeting and completing MA tasks. If the MA is for recovery, the initial action officer may be the relevant Recovery Support Function Field Coordinator.

FEMA Project Manager

The FEMA PM is the person responsible for developing the SOW, coordinating the development of MA Task Orders, and determining cost and period of performance of tasks in coordination

with the OFA AO. When a PM is assigned an MA, his or her primary role is to work with the OFA representative assigned to the mission and ensure that the OFA's performance of duties is within the scope of work. PMs monitor all of the monies that are expended against the MA. The PMs also monitor the SOW and the level of work that is performed. Branch Directors, Group Supervisors, Division Supervisors, and Operations Specialists can serve in this position.

OPERATIONAL DRAFT

CHAPTER 4: MISSION ASSIGNMENT PROCESS

As described above, the MA process is one method for meeting resource requirements. MAs provide a unique Federal capability, and are part of the overall resource request process in support of Incident Action Planning.

Resource Request Process

Figure 3 provides an overview of the resource request process.

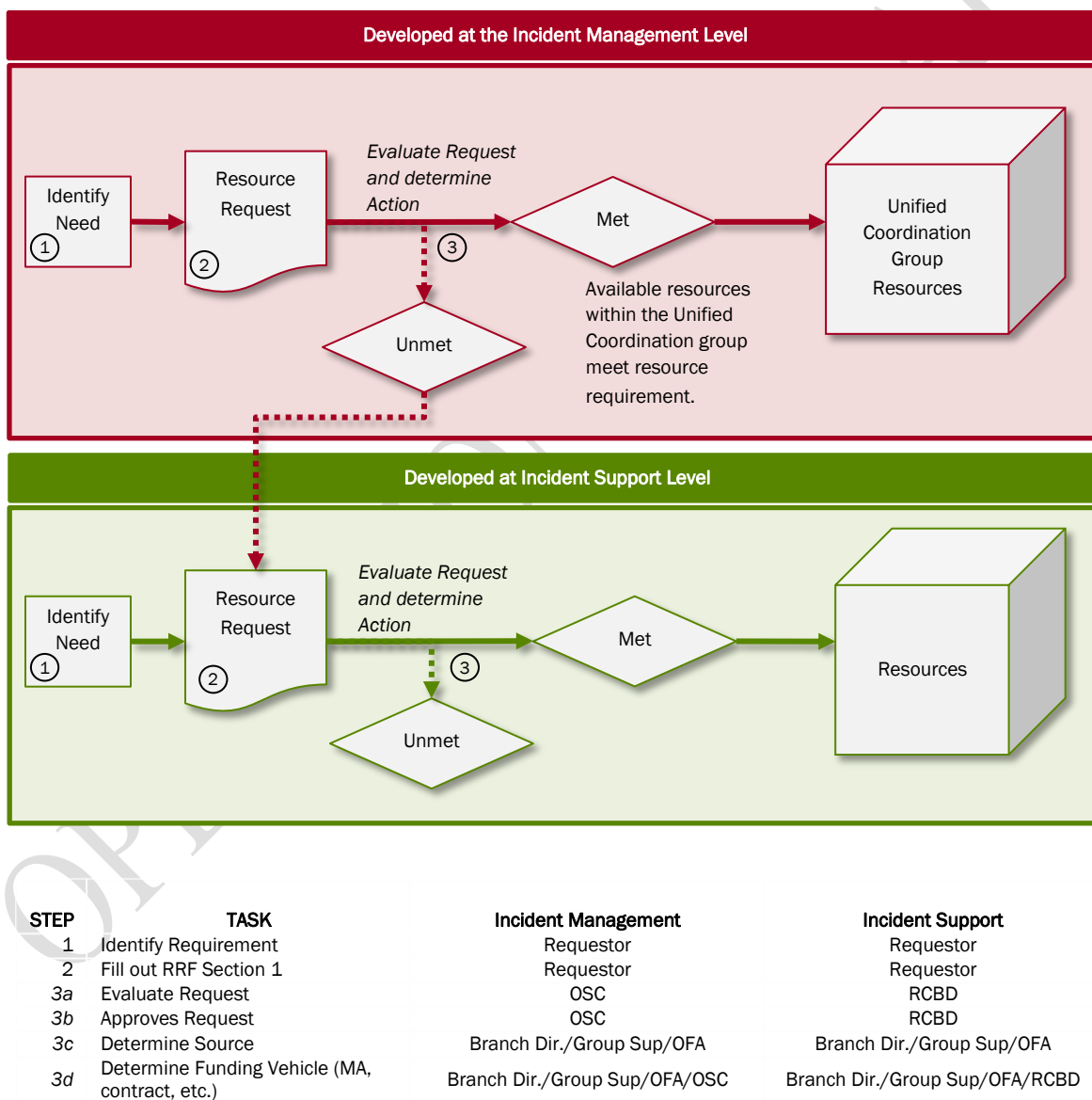


Figure 3: Resource Request Overview

Step 1: Identify Need for Federal Assistance

An identified need for Federal Assistance can originate at any echelon of IM and IS. In the initial stages of incidents, when situational awareness may be low or unavailable, IS coordinating structures (NRCC/RRCC) will coordinate the pre-emptive request of resources based on deliberate plans. As events develop, and response efforts mature, IS resources are primarily based on future and incident plans.

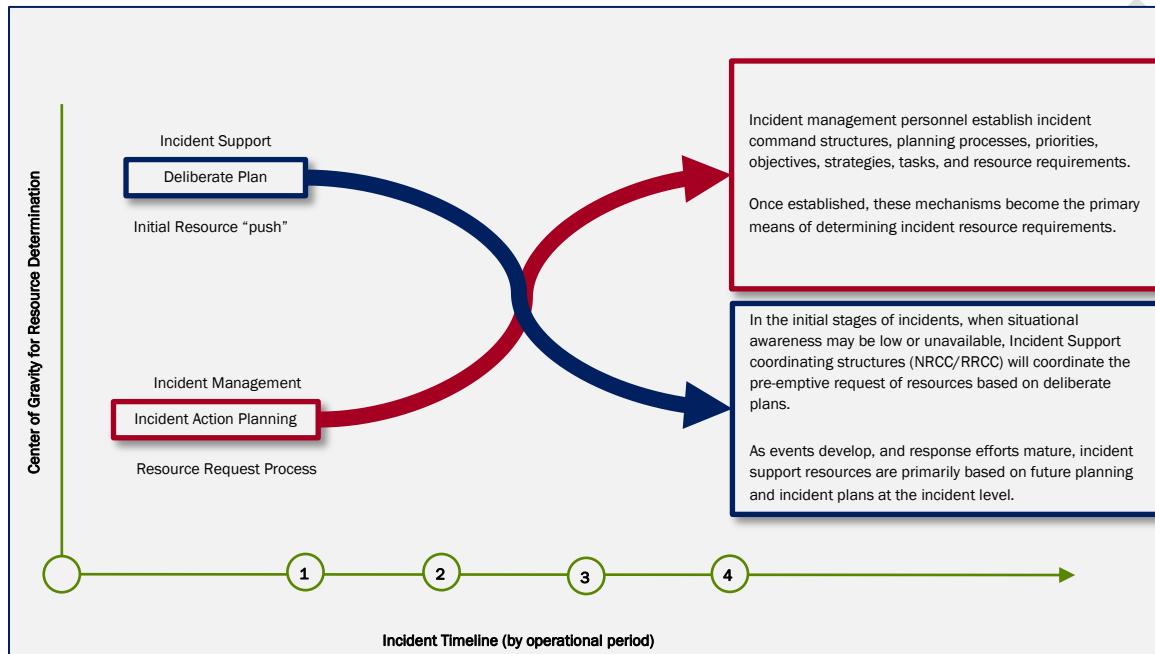


Figure 4: Resource Requests in Relation to Planning and Incident Timeline

As incident objectives are established, needs are identified and resources ordered. Resources are organized by category, kind, and type. This makes the resource-ordering and assigning processes more efficient and ensures that the proper resources with the needed capabilities are delivered where and when they are needed.

As shown in figure 4, identifying the need for Federal assistance and the submittal of resource requests for the next operational period will take place in Phase Two of the Incident Action Planning process.

The FCO and OSC should work proactively with stakeholders to identify potential requirements for a variety of scenarios. Identification occurs both in steady-state periods as part of deliberate planning and preparedness activities, and then when requested for assistance during an incident. Resource requirements can be provided from a variety of sources, depending on the nature of the incident and the entities and NGOs operating in the incident area. Effectively identifying resource requirements early in a situation helps to determine any operational gaps or potential competition for resources.

IM activities require carefully managed resources (personnel, teams, facilities, equipment, and/or supplies) to meet incident needs. It involves coordination, oversight, and processes that provide timely and appropriate resources where they are needed during an incident.

Effective IM operations in catastrophic incidents are significantly more

challenging than operations during routine incidents. In the

aftermath of a major incident, FEMA emergency managers may not be able to rely on processes and procedures that work effectively in other incidents. Emergency managers at all levels need to deal with the reality that all normal sources for resources may be quickly exhausted or unavailable because they have been affected by the incident. In these situations, emergency management officials will need to find alternate sources and innovative ways to meet the life-saving and life-sustaining needs generated by the catastrophic event.

The OSC helps the requestor focus on the problem that needs resolution rather than a specific asset or team believed to be the solution. The following is key information that needs to be considered in deciding the most appropriate solution:

1. **What problem are you trying to resolve with the requested resource?** Are there any special or specific requirements or skills required to meet the need? If the request is for a service, how many people are being serviced? How long is it needed? Is maintenance or refueling required for the service? If the request is for an item, is there a specific type required (e.g., a specific size or brand required for compatibility)?

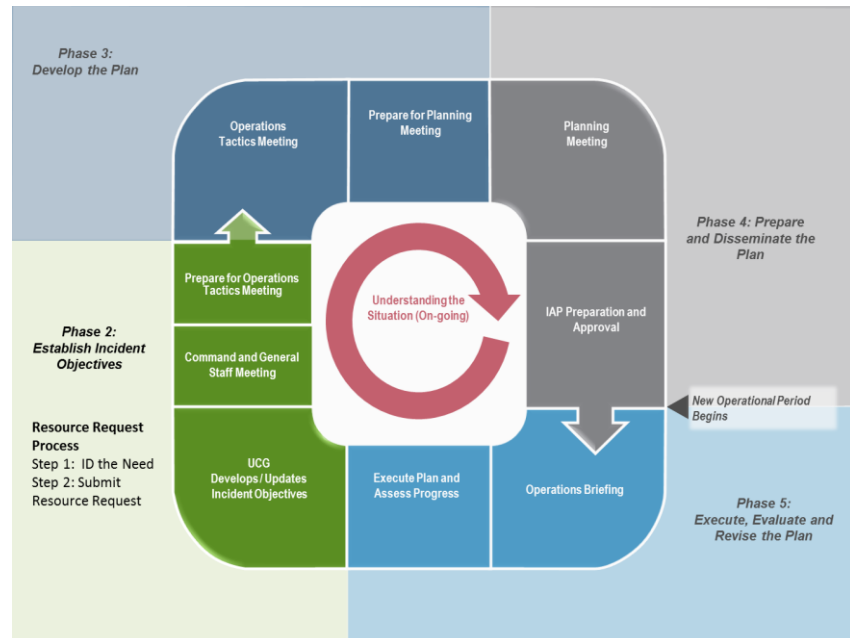


Figure 5: Step 1 and 2 of the Resource Request Process during the Incident Action Planning Process

Describe the Capability Needed

Requests should describe the capability needed rather than the specific resources. For instance, rather than asking for 5,000 gallons of water, the request should state the need is for water to hydrate 10,000 individuals for seven days. This provides the OSC, RCBD, and the OFA with a more accurate picture of what is needed, and ensures that the request will be filled accurately with the appropriate resources.

2. **If appropriate, identify how much or how many.** For example, the number of people needing water for how many days in a designated location. With regard to transportation, identify the number of persons needing to be transported.
3. **What is the priority?** Identify as the situation dictates. Requests will be worked and tracked according to priority. If they are all the same priority, they will be worked in the order received. Priorities include Life Saving, Life Sustaining, High, and Normal.

Step 2: Submit Request in the Crisis Management System/WebEOC

Requestors seeking Federal assistance submit requests on the Resource Request Board in FEMA's Crisis Management System, WebEOC. The board contains the automated version of the RRF (FF 010-0-7), an Office of Management and Budget (OMB) Form used by States, Tribes, OFAs, and FEMA to request Federal assistance during an incident, and the Resource Request Tracker. All requests are submitted through the Resource Request Board in WebEOC. Paper copies of the RRF will be accepted in the event the WebEOC system is not available or if the requestor does not have access to the system.

WebEOC

WebEOC is a public-facing portal and can be accessed on any computer with Internet connectivity at:

<https://femacms.webeoc.us/eoc7/>. A link to WebEOC can also be found under the tools section on the FEMA Intranet homepage. Log on to WebEOC using your FEMA e-mail address and the password provided to you by a WebEOC administrator.

The requestor completes both Section I (Requesting Assistance) and Section II (Requested Assistance) of the RRF (a State signature is not required for an FOS MA). If the request is from the SLTT, the request must be approved by the designated SAO before it can move forward in the system. A request number is automatically generated. The status of the request can be found in the Resource Request Tracker.

Step 3: Evaluate Request and Select Mission Assignment as Source

The third step in the resource request process is evaluating the request and determining a course of action (COA).

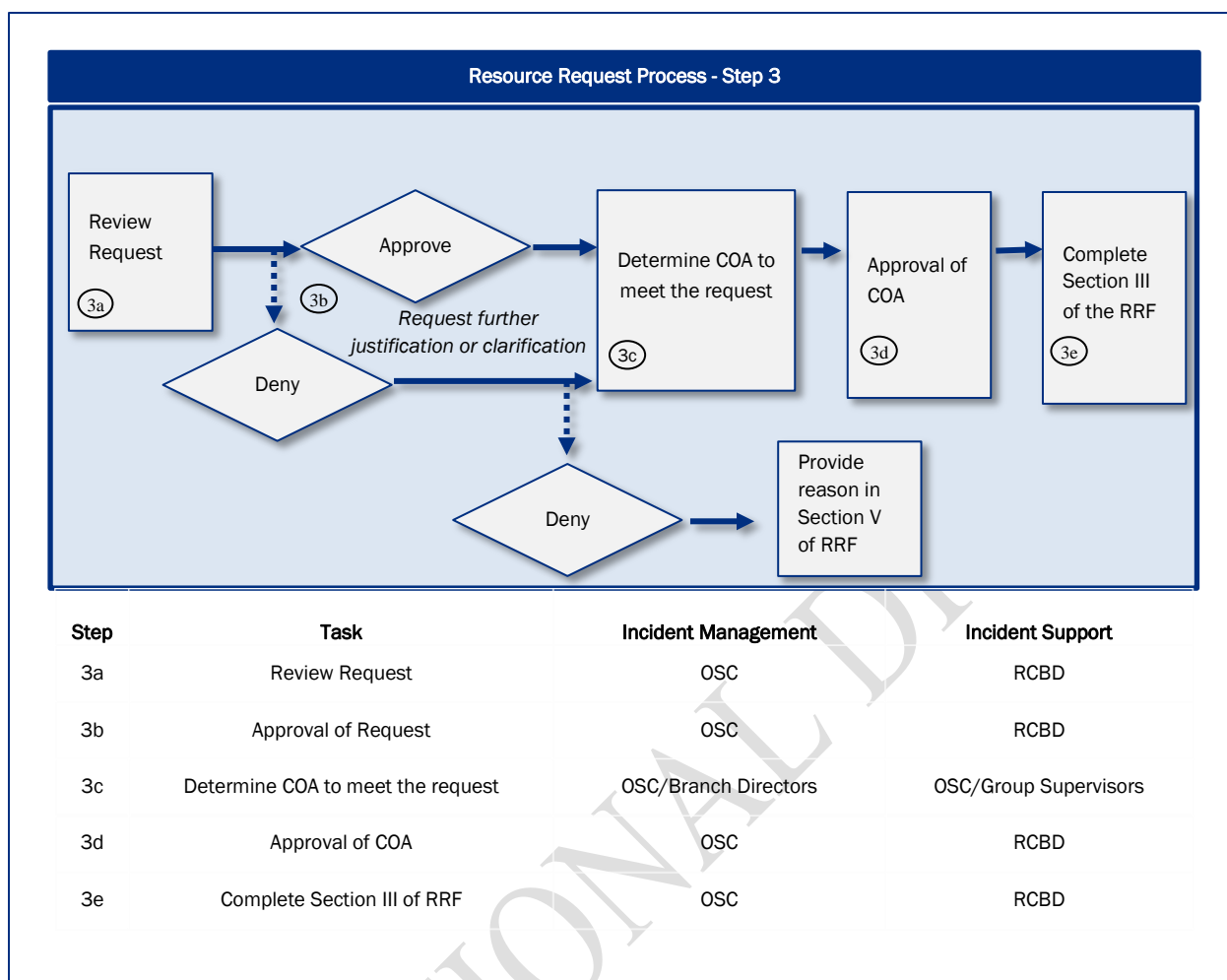


Figure 6: Resource Request Process - Step 3

Review the Request

When the request is received by the OSC/RCBD it is reviewed to ensure:

- sections I (Requesting Assistance) and II (Requested Assistance) on the RRF are complete and the requested action is clearly identified
- the requested action is eligible under law, regulation, and policy
- the request exceeds SLTT capabilities
- the requested action provides temporary, not permanent or restorative, work

During this step it is important that the OSC/RCBD maintain communication with the requestor to ensure that there is a clear understanding of the request. If there are inaccuracies in the request the OSC/RCBD will resolve them with the requestor to adjust the request or reevaluate the need. If it is determined that the request is denied, the OSC/RCBD will provide comments in section V of the RRF and return the RRF to the requestor.

After the review the OSC/RCBD will then determine the tactics to meet the request. This process will identify the best source to fulfill the request and if the request should be filled with internal FEMA resources, through procurement, through an MA, donations, or Human Resources support.

Determining Courses of Action to Meet the Request

As shown in figure 7, determining a COA takes place during Phase 3: Develop the Plan of the Incident Action Planning process. When preparing for the Tactics Meeting, Branch Directors should determine COAs to meet resource requests. Resource requests will be fulfilled by selecting the best option and mechanism for meeting

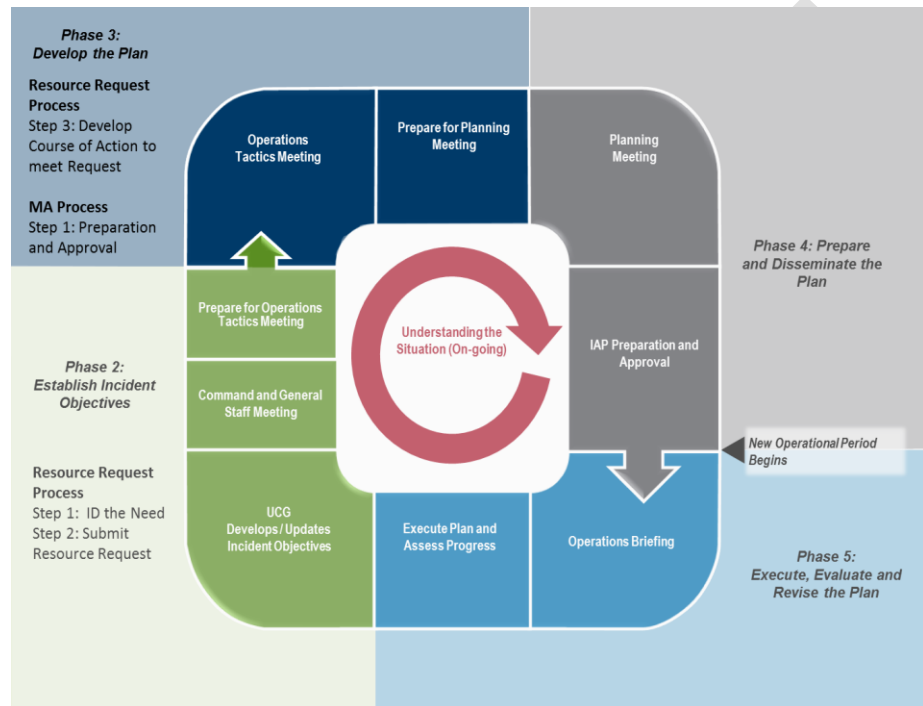


Figure 7: Step 3 of the Resource Request Process during the Incident Action Planning Process

incident objectives (survivor needs, SLTT requirements etc.)

through COA development. The purpose of COAs is to provide options. A fully developed COA explains who does what, and when, to achieve the desired outcome. It identifies the resources, capabilities, and information requirements to meet the resource request.

At the IM level the OSC will work with Branch Directors and the requestor to determine the best COA. At the IS level the RCBD will work with Group Supervisors and the requestor to determine a COA. Based on the request and discussions with the requestor the OSC/RCBD will determine the kind, type, and qualification of the resource requirement and any constraints or limitations. Once this information is identified, a COA can be developed.

Course of Action Development

The OSC/RCBD will assign the request to the appropriate Branch Director/Group Supervisor to develop the COA.

The following activities are used to develop COAs:

1. Develop a list of resources (personnel, teams, equipment, supplies, and facilities) that are required.
2. Provide a list of resources available.
3. Compare the resources *required* with resources *available* and discuss the findings with the OSC prior to the operations tactics meeting at the IM level. Discuss with the RCBD prior to the Operations/Logistics meeting.

If it is determined that the request requires additional personnel, supplies, services, and equipment the OSC/RCBD should discuss the additional support requirements with the requestor prior to approval of the COA.

Atypical Solutions

Identification of resources during an incident is often based on the experience and capabilities of the OSC, RCBD, Branch Directors and Group Supervisors. The best efforts will recognize the complexities and variability of operational environments, and explore multiple options from the wide range of resources, teams, and personnel available to support disaster operations. A planning team that includes representation from Federal, SLTT, and private sector organizations will be able to explore a broad range of options for meeting the objectives of the plan across the whole community of emergency management.

Approval or Denial of Request

Once the COA is approved, the RRF is routed back in WebEOC to the OSC/RCBD for final approval. The OSC/RCBD will fill in section III of the RRF with the source (interagency agreement [IAA], contract, FEMA inventory) and the method of obtaining the resources to meet the request. The RRF is then sent to the appropriate position for action.

If it is determined that the request will be denied the OSC/RCBD will provide the reason for the denial in Section V of the RRF and send the request back to the requestor.

Mission Assignment Process

Once the decision is made to fulfill a resource request using a mission assignment, the OSC (at the IM level) or the RCBD (at the IS level) follows a standard process for issuing an MA. The issuance and funding of an MA is dependent on the MA category.

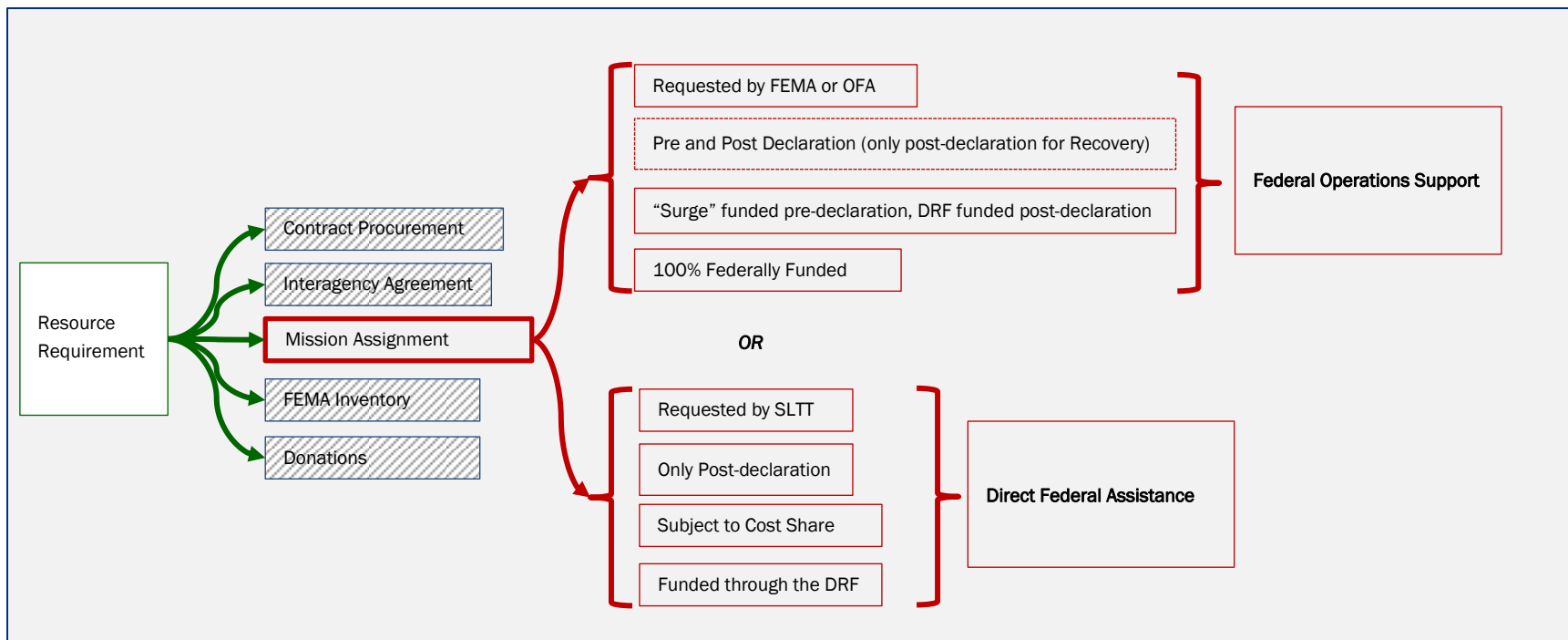


Figure 8: Resource Request Resulting in a Mission Assignment

While the majority of MAs will be initiated or issued at the IM level, they can also originate from the IS level during an incident. The IS level may issue MAs based on deliberate plans, projected issues or for the activation of Emergency Support Functions (ESFs) within the N/RRCCs. When initiated at the IS level, it is important that there is communication and coordination with the IM level to ensure that the IM level is aware of what resources will be deployed to the incident.

In the event the IM or Regional level becomes overwhelmed issuing MAs, coordination can take place with the IS/IM MA staff to help issue MAs (DFA or FOS). For example, if a Regional MAUL becomes overwhelmed with issuing MAs, the Regional MAUL can reach out to other MA staff, not active, for assistance.

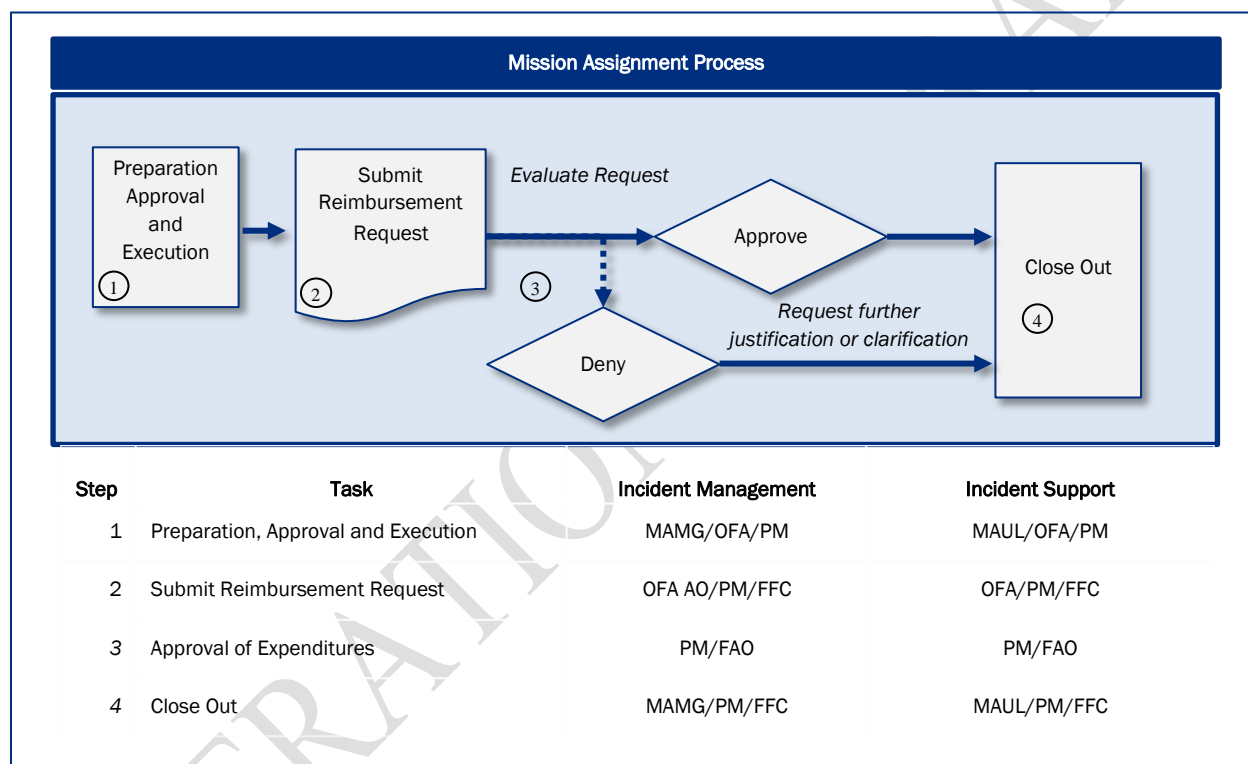


Figure 9: Mission Assignment Process

Step 1: Mission Assignment Preparation, Approval, and Execution⁴

The OSC at the IM level or the RCBD at the IS level will determine:

- if the requested work falls within the scope of an existing MA and if it can be accomplished by issuing a Mission Assignment Task Order (MATO)
- if an amendment to an existing MA (e.g., adding additional funds) is appropriate

⁴ Specific work assignments to complete the tasks listed in the MATO will be tasked through the 204s in the Incident Action Plan at the IM level.

- if a new MA is needed
- if multiple MAs are required to fulfill the resource request (*e.g., one agency could be tasked to provide a resource and another agency could be tasked to provide the necessary transportation*)

Once the SOW and cost estimate are complete, and recorded in section IV, the entire RRF is subject to a final review by the OSC at the IM level, or the RCBD at the IS level for approval or denial. If denied, the reason is documented in the RRF in section V. If approved, information from the RRF is entered into the eCAPS to generate the MA form. Regional, national, and incident level staff is responsible for the monitoring and close out of MAs initiated, issued, and executed at their level.

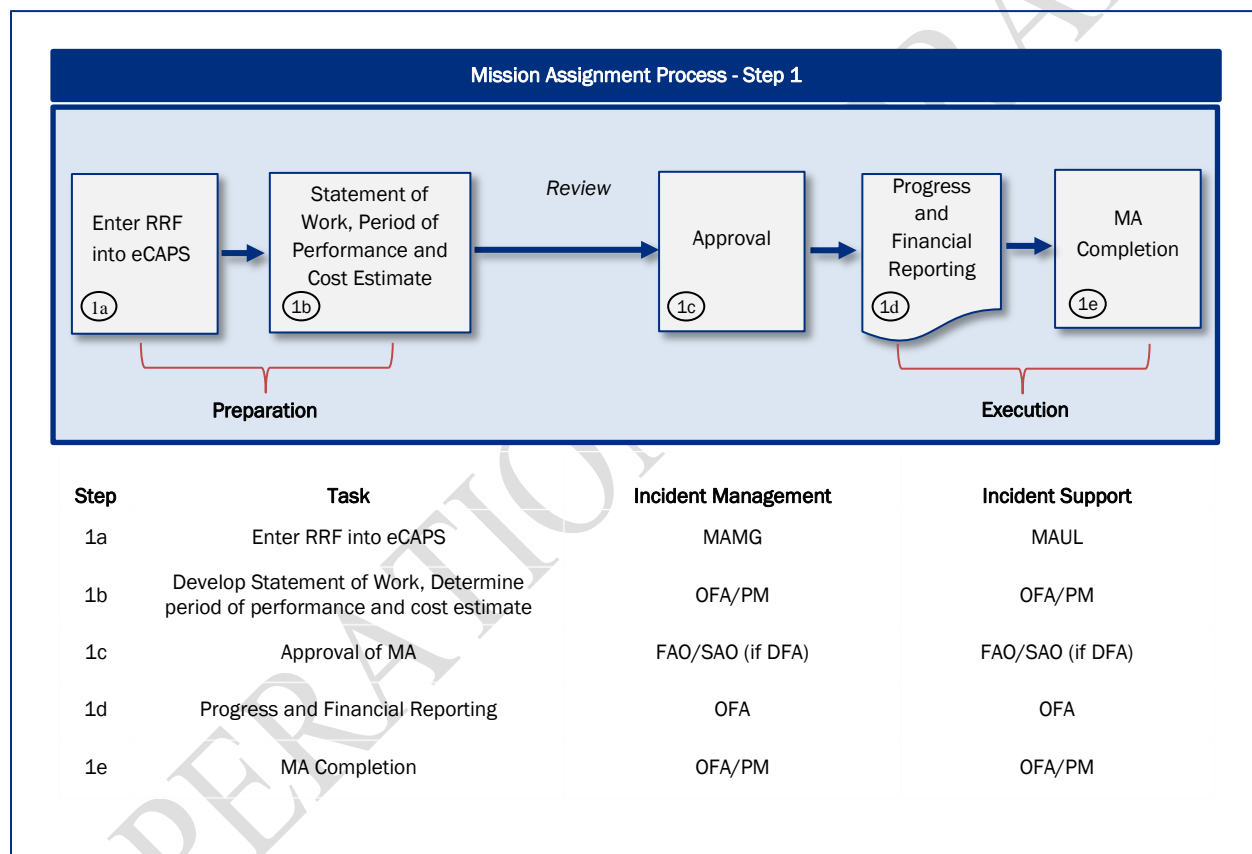


Figure 10: Mission Assignment Process - Step 1

Preparation

Processing the Resource Request Form Information into the Mission Assignment Form in eCAPS

After the final review by the OSC or RCBD, the MAMG (IM) or MAUL (IS) transfers information from the RRF into the appropriate sections of the MA Form in eCAPS. The MA Form is divided into seven sections, which are shown in table 2.

Table 2: Mission Assignment Form Sections

Section	Description
Tracking Information	Information to track the MA, such as the RRF #
Assistance Requested	Provides a description of capability needed, location, and point of contact information
Initial Federal Coordination	Identifies the OFA's coordinating ESF and priority of tasks for the MA
Description	Provides the SOW and cost estimates
Coordination	Supplies details on State cost-share requirements
Approval	Offers space for signatures
Obligation	Documents the funding amount, MA number, and amendments. Funding should be limited to immediate, short-term mission requirements to minimize excess funding. Additional funding can be added quickly, when needed.

See appendix C for the steps for transferring RRF information into eCAPS.

Verbal Mission Assignments

According to 44 C.F.R. Part 206.7, “All directives, known as mission assignments, to other Federal agencies shall be in writing, or shall be confirmed in writing if made orally, and shall identify the specific task to be performed and the requirements or criteria to be followed.”

However, there are limited urgent circumstances during the initial response to an incident where immediate action is imperative, and verbal requests are made and verbal direction to act is given.

Prior to a verbal DFA MA being issued, the SLTT governments must have a clear and expressed understanding of what goods and services are being requested and the cost share associated with the requests. DFA MAs issued based on a verbal request from SLTT governments must be documented appropriately within 24 hours of the request and signed by the appropriate SLTT authority as soon as possible. Recovery support MAs and amendments may not be requested or issued verbally.

Statement of Work

The SOW for MAs will include a description of the type of support that is required to include a list of resources that are being deployed. The SOW should be specific enough to identify the task, but general enough to allow the assigned agency flexibility to accomplish the task. For example, the MA would state that the scope is to provide emergency power to a municipal police station, and not that a specific number of generators will be provided.

The SOW is developed in coordination with FEMA's PM and the OFA AO. See appendix I for an example of a completed SOW.

The tasks specified in the SOW should:

- provide enough information for the agency to carry out the work assigned appropriately and allow FEMA to properly evaluate billings
- allow some latitude to the lead OFA to decide such issues as the:
 - support agencies and sub-contracts to use
 - number and types of personnel to use
 - best resources to fulfill the request

Pre-scripted Mission Assignments

Congress directed FEMA in the Post-Katrina Emergency Management Reform Act to develop Pre-Scripted Mission Assignments (PSMAs) with Federal agencies having responsibilities under the National Response Framework (NRF) in areas including logistics, communications, mass care, health services, and public safety. A PSMA is a *preliminary* SOW prepared and agreed to jointly by the primary department or agency of an ESF and FEMA prior to an incident to expedite the delivery of Federal assistance. In addition to the preliminary SOW, a PSMA includes cost estimates for work typically performed by the OFA in support of Stafford Act requirements. PSMAs may be used as a starting point in the development of an MA SOW but are not approved MAs and should be adapted dependent on the incident requirements.

Not all MAs will have pre-scripted language. As general guidance, PSMAs are created for capabilities that are outside of a department or agency's statutory or emergency authority and that involve a known or frequently used resource that could be useful during an incident.

Language from a PSMA may be used to develop the SOW. However, the existence of PSMA language does not mean an MA for that work will automatically be issued. The decision to use a PSMA as a template is at the discretion of the FAO. If a PSMA is used it still must follow the MA process.

Period of Performance

The period of performance is the time limit set for completion of operational work by a Federal agency for response support. Period of performance for MAs depend on the type and purpose of the MA, as shown in table 3.

Pre-declaration FOS MAs are for prepositioning teams and resources until an emergency declaration (EM) or major disaster (DR) is declared to which pre-declaration MAs are to be converted to the appropriate funding stream (EM or DR).

The period of performance for DFA MAs is usually 60 days after a President's declaration. However, based on extenuating circumstances or unusual project requirements, the RA may extend the limitation.

DFA MAs for recovery support are not subject to this time limitation since 44 C.F.R. Part 206.208(d) was adopted prior to Congress amending section 402 of the Stafford Act through the Post-Katrina Emergency Management Reform Act. Following a Major Disaster declaration,

recovery support MAs can continue for up to two years after issuance. Recovery support that will extend beyond two years should be completed under an Interagency Agreement. Due to the extended time period, recovery support DFA MAs are subject to increased financial controls, budget limitations, and reporting requirements.

Table 3: Period of Performance by Support Type

Support	MA Type	Period of Performance
Response/Recovery	FOS	Short Time Phased
Response	DFA	60 days, but may be extended due to extenuating circumstances
Recovery	DFA	Up to 2 years

Cost Estimate and Budget

MA's require a detailed budget outlining costs associated with personnel, equipment, and travel, as well as other costs. The cost estimate should include the total cost projection for the MA across the entire length of the MA. Due to the length of recovery-support MAs, funding will be obligated in 90-day increments when the period of performance is expected to exceed 90 days.

The cost estimate will include only the reimbursable costs listed in 44 C.F.R. Part 206.8 (c) as shown in table 4.

Table 4: Reimbursable Mission Assignment Expenditures

REIMBURSABLE MISSION ASSIGNMENT EXPENDITURES	
1. Overtime, travel, and per diem of Federal agency personnel whose salaries have been funded by an appropriation	
2. Wages, travel, and per diem of temporary Federal agency personnel assigned solely to provide disaster services	
3. Contract costs incurred by OFAs to provide work, services, and materials for the purpose of providing assistance. OFA bills for “contract services” must state contractor’s name, cost, period of performance, and purpose	
4. Costs paid from trusts, revolving funds, and other funds whose reimbursement is required by law	
5. Travel and per diem of Federal military personnel assigned solely to perform services requested by the Assistant Administrator of the Response Directorate, or the RA	
6. Costs submitted by an OFA with written justification and documentation, and agreed to in writing by: (1) the Assistant Administrator of the Response Directorate, or the RA; and (2) the assigned Federal agency	
7. Costs of materials, equipment, and supplies (including transportation, repair, and maintenance) from regular stocks used in providing disaster assistance (e.g., saw blades provided by the U.S. Forest Service)	
8. Justified and approved costs supported by written justification and approved by: (1) the Assistant Administrator of the Response Directorate, or the RA; and (2) the OFA	

Approval

The delegation and sequence of signature authority of the MA are not automated until the MAMG/MAUL establishes the routing of the MA in eCAPS for approval, based on assigned disaster positions. The MA is sent to each approver’s eCAPS inbox in accordance with the approval order assigned in the system. The designated approvers have the ability to make additions to the list of approvers required for the MA approval process. However, the system does not allow an MA to be submitted without the minimum approvals by the MAMG/MAUL, FEMA PM, and FAO. It is recommended that each approver notify the next person in the routing to ensure timely obligation of funds. These positions should have electronic signatures set up at the onset of the incident in the National Emergency Management Information System (NEMIS) Access Control System, the system of role-based access controls and signature authorities for NEMIS/eCAPS.

The standard routing of the MA in eCAPS is as follows:

- Mission Assignment Manager
- Project Manager
- Comptroller
- Federal Approving Official

In the event the eCAPS system is not available, the MA is processed manually using a paper form. It is important that the form be provided to those in the approval chain for signature. When eCAPS becomes available, the MAMG/MAUL will process the MA in eCAPS. The paper copy

must be attached to the electronic version. **The MAMG/MAUL must be careful entering the MAs in the exact order, by Federal agency, that they were prepared on paper.** This ensures that the assigned MA number remains the same. This process requires careful coordination and communication between the MAMG/MAUL, the FEMA PM, and the OFA AO(s).

Approval Process

Prior to approval in eCAPS, the FAO (and, if required, the SAO) reviews the MA costs and overall description to ensure reasonableness. Once the MA has been approved in eCAPS by the FAO, the MA is auto-forwarded to the Emergency Services module of NEMIS for financial processing by the comptroller. The Comptroller/Finance and Administration Section Chief “accepts” the MA, which automatically records the obligation in the Integrated Financial Management Information System (IFMIS). However, if IFMIS is not available a hard copy of the MA with the Comptroller’s signature is acceptable.

If the request for resources was generated at the IS level, the MA must be discussed with the FAO and SAO (DFA MA only) at the IM level to ensure understanding of the assistance being provided. If IFMIS is not available a hard copy of the MA with the Comptroller’s signature is acceptable.

Once the MA has been approved by all responsible parties, the MAMG:

- provides copies of the approved MAs to the SAO, the PM, and the OFA AO for execution
- ensures that copies of the FSA/FTA, all delegation memoranda, and the original copy of any manually signed MAs are sent to the FFC to be maintained in the FFC’s files
- establishes an MA Folder (electronic file) for each issued MA. The folder is maintained with up-to-date documentation throughout the life-cycle of the MA.
- ensures that a copy of the approved MA is attached in WebEOC and eCAPS

State approval

Efforts should be made to obtain SAO signatures for DFA MAs prior to completion of the MA process. The SAO reviews the MA to verify that it meets the request of the State and agrees to the cost share for the work. If the State does not have access to eCAPS, then the MA is printed out for the SAO to sign and uploaded into eCAPS and WebEOC.

Comptroller

The Comptroller verifies the availability of funds. Once the Comptroller certifies that funding is available, the MA is automatically recorded in IFMIS to obligate the funds. If funds are not available, (1) the Comptroller will not process the MA, and (2) IFMIS will not allow the MA to be obligated, as system controls preclude obligations without sufficient funds for an allocation. The OSC/RCBD coordinates with the Comptroller on all MA funding requirements and is responsible for initiating a request for allocation in NEMIS for DFA missions.

Execution

Mission Assignment Reporting and Financial Tracking

Assigned agencies may only be reimbursed for activities that are clearly stated in the MA SOW. Agencies are expected to actively manage costs and cannot spend more than the authorized amount in an MA. Continual monitoring of expenditures is essential.

Performance Progress Reports

OFA's are required to submit performance progress reports every 30 days on assigned open MAs to the PM and the MAMG/MAUL. The MAMG/MAUL is responsible for routing these reports to the necessary reviewers within the field and HQ organizations. The performance progress reports should be forwarded to the OSC and the F/A Section Chief at the IM level. If the MA is issued to a Recovery Support Function for which there is a field coordinator position staffed, they should also be included on the distribution list. At the IS level these reports should be forwarded to the RCBD.

Financial Status Reports

The primary mission assigned agency will provide the MAMG/MAUL with financial status reports to include costs incurred to date, estimated costs to complete, and the status of mission assigned work. The report will identify excess funds available for de-obligation or if there are funding shortfalls needed to complete the mission. The MAMG/MAUL will coordinate with the PM and the FFC to process de-obligations of excess funds or initiate additional obligations, as identified. These reports will be submitted until the MA is financially closed.

When spending on an MA is approaching approximately 75 percent of the authorized funding, the OFA AO should notify the PM if there is a need for additional funding. If additional funding is needed, the OFA AO must provide justification to add funds. OFAs should also notify the PM when there will be excess funds that can be returned to the DRF.

MAMG/MAULs are responsible for tracking costs using a spend plan. The spend plan aids FCOs in managing costs associated with Emergency or Major Disaster declarations and all other related actions to include appeals and cost share adjustments under Stafford Act §42 U.S.C. 5121-5207.

See appendix D for more information regarding the Spend Plan.

Other Federal Agency Submits Undelivered Obligations Reports

OFA's are responsible for tracking costs and managing the undelivered obligations (UDO) balances. A template is provided by the FEMA Office of Chief Financial Officer (OCFO) on a monthly basis (Department of Homeland Security [DHS] Components only) identifying all open MAs with a UDO balance. DHS Components should review their records and provide a status of funds by the 15th of the month on the criteria listed in chapter 6. A template is provided by the OCFO on a quarterly basis for all other agencies to review their records and provide a status of

funds using the same criteria outlined above. The quarterly report is due by the 15th of the subsequent month after the end of the quarter. Reports submitted for the month of June will be used to meet the Agency's requirement for annual validation of UDOs.

The OCFO will review the quarterly UDO report and coordinate with the MAMG/MAULs to provide clarification on any issues the OFA may have or request additional information from an OFA.

See chapter 6 for more information on the UDO Reports.

Mission Assignment Completion

As the assigned Federal agency is approaching completion of the work specified in the SOW, the OFA AO should arrange a meeting with the requestor, the FEMA PM, and the OSC to discuss issues regarding the completion of the work and to ensure the work has been completed in a satisfactory manner. When all MA work is complete, assigned OFA staff may be released in either a stand-down or deactivation. The OFA is notified to stand down or deactivate by the OSC/RSSC.

Stand Down⁵ and Deactivation

The release, or stand-down, of an agency from the JFO (or RRCC/NRCC) occurs in coordination with the assigned Federal agency, the OSC/RSSC, and the FCO or the C-RRCS/C-NRCS.

When the assigned Federal agency stands down, the JFO/RRCC/NRCC representatives are released from the facility; however, remaining operational responsibilities under an existing MA are transferred to the assigned Federal agency's regional or national headquarters. The assigned OFA may be recalled under an existing MA if the work required falls within the scope and period of performance of the MA.⁶

OFA personnel assigned to the MA will transition back to their normal duty stations. The MAMG at the IM level transitions all records pertaining to MAs to Regional Office staff. Records for MAs generated at the NRCC will be maintained by the NRCS MAUL.

Deactivation occurs when all MA operational responsibilities have been completed. Once the OFA is deactivated, the MA is operationally closed and no more task orders can be written for that MA. OFA personnel assigned to the MA will transition back to their normal duty stations. The MAMG at the IM level transitions all records pertaining to MAs to the Regional Office staff. Records for MAs generated at the IS level will be maintained by the MAUL.

⁵ DOD personnel are only activated or deactivated.

⁶ The agency representative should provide point of contact information in case of recall prior to leaving the facility.

Step 2: Other Federal Agency Submits Reimbursement Request⁷

Figure 11 shows the main actions in the MA reimbursement process. In order for FEMA to effectively manage incident funds, agencies need to bill FEMA in a timely manner and provide supporting documentation of costs incurred, identify final bills, and provide responses to quarterly UDO reviews and accruals so FEMA can accurately report its liabilities.

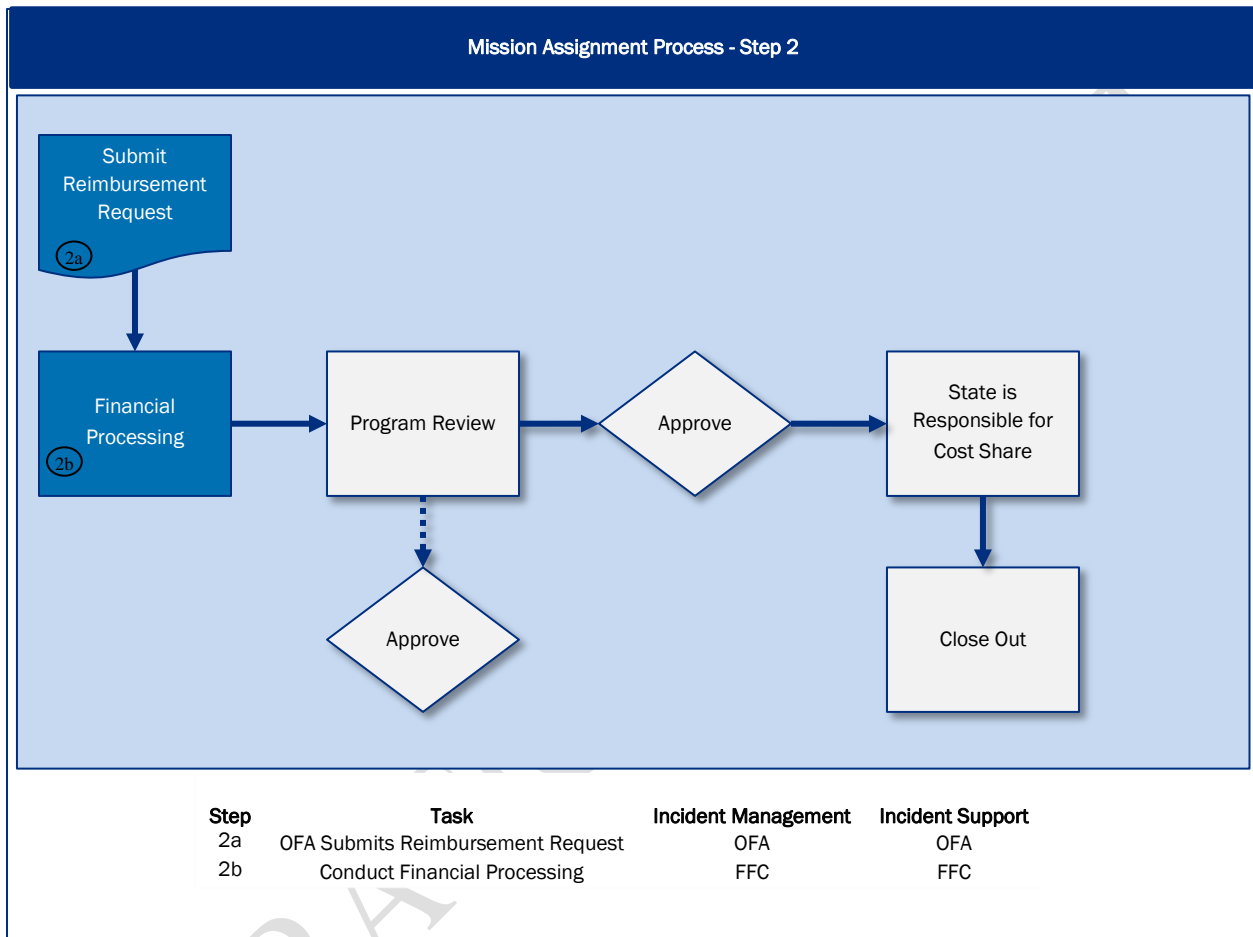


Figure 11: Mission Assignment Process - Step 2

Mission Assigned Agency submits reimbursement requests to FEMA

Agencies should use the Treasury Department's Intra-Governmental Payment and Collection (IPAC) system to submit reimbursement requests. The IPAC system allows billing agencies to electronically take FEMA's appropriated funds to reimburse their actual incurred costs. Agencies using IPAC for reimbursement of MA expenditures must submit cost-summary documentation to the FFC simultaneously. An agency may receive multiple MAs in the course of incident operations, and it is important that each MA be treated separately for billing purposes.

⁷ Reimbursement requests will be reviewed against work assignments tasked in the Incident Action Plans

See chapter 6 for more information on the reimbursement request process.

FEMA Finance Center Conducts Financial Processing

The FFC pulls IPAC transactions daily from Treasury's IPAC system, matches them with supporting documentation received, creates a bill file, posts the supporting documentation received, and posts IPAC as an expense in IFMIS against the MA obligation. The FFC reviews the bill to ensure:

- adequate supporting documentation has been received in accordance with 44C.F.R. Part 206.8;
- the bill is mathematically accurate; and
- any questionable items or charges are annotated for the MAMG/PM to review.

Step 3: FEMA Approves or Disapproves Expenditure

Figure 12 shows the primary steps in the review and closeout process for MAs.

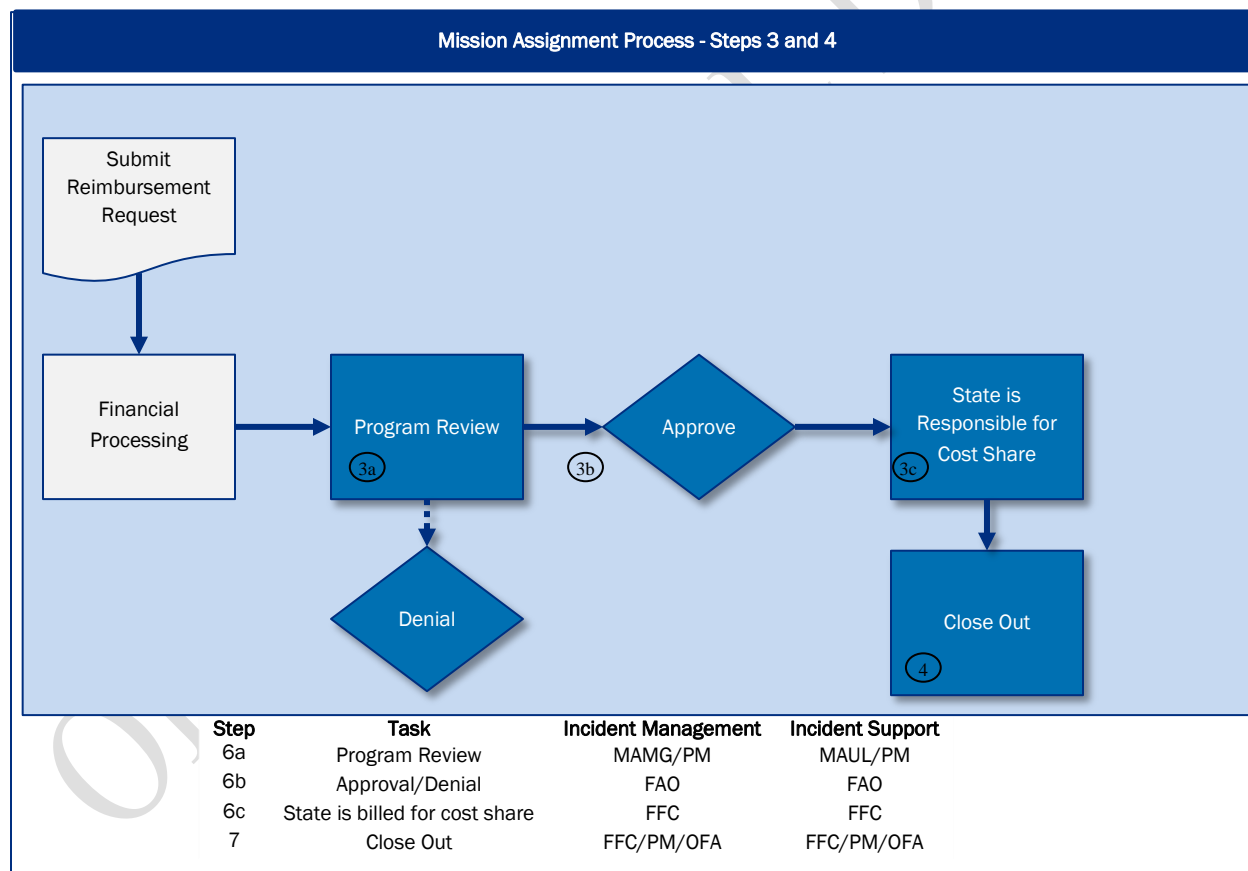


Figure 12: Mission Assignment Process - Steps 3 and 4

Once the MA bill has been approved by the PM and the FAO, the MAMG/MAUL will:

- update the MA billing log;

- maintain a copy of the bill(s) and the MA Reimbursement Request Transmittal Form;
- prepare an MA amendment to de-obligate funds if necessary; and
- send the bill package to the FFC to include the completed or signed MA Reimbursement Request Transmittal Form with copies of any new supporting documentation.

Review of Reimbursement Requests

The FFC pulls IPAC transactions from Treasury's IPAC system, matches the transactions with the supporting documentation package, and reviews the supporting documentation to ensure basic requirements are met.

When the FFC's initial review is complete, the invoice is forwarded to the MAMG/MAUL. The MAMG/MAUL conducts a programmatic review and verifies costs in coordination with the FEMA PM and FAO. Whenever possible, all bills should be reviewed and processed within 30 days of receipt from the FFC.

MAMG/MAUL:

- compares charges against the mission SOW, task orders, and the IAP 204s
- determines if the work being billed is within the scope of the SOW
- determines if costs incurred are eligible for reimbursement
- reviews and investigates any FFC notes regarding questionable items
- annotates the billing package regarding actions taken
- recommends to the FAO payment or non-payment, including chargebacks

After the review, the MAMG/MAUL signs the supporting documentation and forwards it to the PM.

FEMA PM:

- ensures all details of the MA are complete and that the work was done correctly and in a satisfactory manner before approving the bill
- performs a program review to ensure that the bill reflects that the goods and services received were in accordance with the requested work. This should include coordination with the MAMG, as required.
- determines, in coordination with the Accountable Property Manager (APMG), if there are any outstanding issues with the disposition of accountable property purchased in the performance of the MA
- makes a recommendation to the FAO as to disposition of the property if property management issues remain unresolved. The transfer or disposition of reimbursed property is discussed in the Property Management Manual.

After the FEMA PM completes the review, any specific recommendations are noted before the bill is forwarded to the FAO, along with a recommendation for payment or nonpayment.

Approval of Payment

The FAO reviews the bill and recommendations from the MAMG/MAUL and authorizes full or partial payment, or denial of the bill. If approved, the FAO (as the DRM) authorizes the reimbursement and returns the complete package to the MAMG.

MAMG/MAUL:

- updates the MA Billing Log and keeps a copy of all documentation
- sends the original reimbursement request to the FFC with copies of any new supporting documentation that was received
- after reviewing the final billing package, prepares an MA amendment in eCAPS to de-obligate remaining funds on the MA
- ensures that the performing Federal agency receives a copy of the amended MA showing the de-obligation of remaining funds

The State Is Billed for Cost Share

The non-Federal cost share of DFA MA expenditures is billable to the State. In preparing to bill the State or Tribe, the FFC prepares a draft-billing package to include copies of DFA MAs, declaration documentation, and the basis for calculation.

The FFC MA Unit Chief reviews the packages for accuracy and completeness and forwards a summary of the billing calculations for each Emergency or Major Disaster declaration to the regional MAMG for its records. The packages are submitted to the FFC Accounts Receivable Section, which generates and sends a bill for collection to the State or Tribe for non-Federal share of the DFA MAs.

Step 4: FEMA Closes the Mission Assignment

When work is completed, the MAMG/MAUL and PM verify completion of work while the FFC assists in the verification of financial status. FEMA sends the OFA a copy of the amendment to close the MA and notification that the MA is closed. During the closeout of an MA, the OFA will:

- work with the FEMA PM to ensure that the work is completed in accordance with the approved SOW, costs, and time limitations
- as soon as possible upon completion of work, identify “final” bills and submit them along with any supporting documentation to the FFC stating that no further work will be requested
- work with the MA manager and FFC to reconcile files or records to ensure that all bills have been submitted and paid

- submit financial status reports/UDO certification reports

OPERATIONAL DRAFT

CHAPTER 5: MISSION ASSIGNMENT MODIFICATIONS

Mission Assignment Task Orders

If the OSC or RCBD determines a request falls within the original SOW of an existing MA, then the FEMA PM and OFA AO will prepare a MATO to direct specific activities within the scope of the MA already issued. The MATO does not change the overall funding of the MA and the work must be within the original SOW. However, additional tasks assigned to OFAs via a MATO may create the need to increase funds and/or extend the projected end date.

MA activity may span all program code funds. As each financial activity changes, a new MA must be issued for each program code fund, (e.g., one MA under the pre-declaration program code [SU], one MA under an emergency declaration program code [EM], and one MA under a major declaration program code [DR]). Actual MA work does not stop when the program code changes. However, all funding activity from the previous MA must cease, and future funding activities will be completed under the new MA.

The FEMA PM and OFA AO are responsible for the tracking of MATOs.

MATOs may assign tasks to teams or subject matter experts, request additional teams or subject matter experts, request resource movement, or identify additional site locations for delivery or new duty stations. MATOs are issued under two circumstances:

- to prevent the issuance of multiple MAs for the same SOW
- to provide specifics for a broad SOW (e.g., delivery sites for water)

During the immediate aftermath of a significant disaster or emergency, the exact requirements for providing assistance may not be known. FEMA may issue a “general” (or broad) MA to the OFA to expedite the delivery of assistance. For a “general” MA, language is included in the SOW that states, “as directed by FEMA through MATOs.”

Sub-tasking Other Agencies

In accordance with the NRF, mission-assigned ESF primary agencies may, after consultation with the FEMA OSC or RCBD, authorize support agencies as necessary to accomplish the required tasks.

The primary agency issuing a sub-task is responsible for reviewing requests for billing and reimbursement from the supporting agency. If a primary agency fails to meet these responsibilities, the sub-tasking agency should notify FEMA. DOD will not accept sub-tasking from another Federal agency.

MA tasks are documented on the ICS 204 Form (Assignment List) within the Incident Action Plan at the IM level or the National Support Plan/Regional Support Plan at the IS level. ICS 204s can be used as MATOs to further document actions necessary under an existing MA.

Mission Assignment Amendments

The FEMA PM and OFA AO will coordinate proposed amendments to any existing MA and will jointly prepare an RRF requesting and justifying the need for an amendment. An MA may be amended multiple times, if necessary.

If the work on the amendment has not been budgeted through an approved MA, the request for an allocation must also be processed and accepted into IFMIS before funds will be available for obligation.

Circumstances that require amending an MA include:

- an increase or decrease in funding (e.g., to obligate additional funds or de-obligate excess funds)
- a change in the period of performance end date
- a change in the FEMA PM
- a modification of State/Tribe cost share

MAAs **cannot** be amended and a new MA must be issued if the new tasks result in:

- a change to the SOW
- a change to program code funds (e.g., Surge account pre-declaration [SU], Emergency Declaration [EM], and Major Disaster [DR] are program code funds)
- a change to the type of assistance provided between FOS and DFA
- a change in the period of performance start date

Period of Performance Adjustments

If the work is expected to require a time commitment exceeding 60 days, or if the MA is explicitly for recovery operations, the performing Federal agency should develop milestones for completion of work and request adjustment of funds accordingly. For example, if debris removal is required, but at the time the MA is issued, the quantity of debris to be removed is unclear, the debris removal MA should be issued based on a 30- to 60-day initial estimate. The FCO may extend this time limit depending on the circumstances or project requirements.

MAAs for recovery operations may be written with periods of performance of up to two years, at a maximum of 90-day increments, from the date of the President's Major Disaster declaration. These MAAs may be amended to extend the period of performance if the initial period of performance is scheduled to end before that date. However, even with an amendment, the period

of performance may not be extended beyond two years, and the MA must terminate on or before the second anniversary of the declaration.

As the projected end date approaches, the FEMA PM and performing Federal agency transitions the activity back to the State or, under extenuating circumstances, adds funding and extends the projected end date.

Discussion of Project Worksheets and Interagency Agreements

DFA activities expected to require longer than 60 days to complete may be transitioned from a MA to a Public Assistance Project Worksheet, and transitioned to the State's responsibility for project completion.

If the transition from a MA to a Public Assistance Project Worksheet will still exceed the State's capability to contract and manage the tasks, the discussion of using an IAA should begin. Transition from the MA to a Public Assistance Project Worksheet or an IAA should begin well before the estimated completion date for the MA. Note: Not all MA activities can transition to a Public Assistance Project Worksheet or an IAA.

Advances

If a unique circumstance arises and the assigned agency requires an advance on its MA, the FEMA Chief Financial Officer must authorize it.

Agencies experiencing budget issues can prepare an SF 132 (Apportionment and Reapportionment Schedule) and submit it directly to OMB.

Mission Assignment Termination

MA's may be terminated when the specified activity is no longer required. FEMA has the authority to discontinue an MA at any time by notification to the assigned agency. The notification should explain why FEMA is discontinuing the MA and include the termination date and a request for final billing.

If issues arise that prevent or inhibit the assigned Federal agency from executing the MA as originally intended, the assigned Federal agency and the FEMA PM, in coordination with the FAO, will develop an alternative implementation plan to address the requested assistance as follows:

- The FEMA PM will work with the MAMG to amend or de-obligate the original MA based on the newly developed plan.
- If a new MA is generated to replace the terminated one, a notation should be made on the new MA that states:
 - reason for terminating (amending to close) the first MA;
 - de-obligation of excess funds from the first MA; and
 - reason for issuing a new MA, if needed.

CHAPTER 6: FINANCE AND ADMINISTRATION OF MISSION ASSIGNMENTS

Mission Assignment Billing and Reimbursement

Federal agencies that receive MAs, or are sub-tasked under a primary Federal agency's MA, use their own agency's resources (including contracts, procurement of necessary goods and services, payment of vendors or contractors, and other associated costs) to accomplish the mission; they subsequently seek reimbursement from FEMA. The Stafford Act authorizes FEMA to reimburse OFAs for "actual costs" incurred under MAs.

For reimbursement purposes, it is critical that the OFA record and track expenses such as overtime, travel costs, rental costs, and items purchased.

Cooperating agencies are expected to apply proper financial principles, policies, regulations, and management controls to ensure full accountability for the expenditure of funds. Federal agencies are expected to reasonably ensure that resources are used in a manner consistent with their agency's missions, and that applicable Federal laws and regulations are followed.

If an OFA requests labor costs for temporary Federal employees. FEMA must determine that these costs are eligible for reimbursement and must approve the costs before the OFA incurs them. To be eligible for reimbursement, the:

- employee must be hired following the Presidential Major Disaster declaration for a term specific to the operational expectations of supporting recovery operations for that particular disaster;
- employee must be conducting work that is directly relevant to the MA, and consequently, the OFA must be without independent authority to perform that work;
- MA must be authorized by the Stafford Act to support recovery from a specifically declared Major Disaster;
- OFA must specifically request the appropriate expenses at the fully-burdened rate in its cost estimate; and
- Administrator, RA, or appropriate designee shall ensure that all budget requests submitted in support of the MA where base-cost reimbursement is requested actually include labor costs at the fully-burdened rate.
- If the OFA is requesting additional reimbursement such that it relies upon 44 C.F.R. Part 206.8(c) (7) (administrative costs, benefits, annual leave accrual, etc.), the reviewing authority shall determine with specificity that such charges are appropriate under the circumstances of the particular disaster and are in the best interests of the Federal Government's role in providing supplemental assistance to support recovery.

Table 5 shows those expenditures that are non-reimbursable.

Table 5: Non-Reimbursable Expenditures

TYPE	RESTRICTION UNDER MISSION ASSIGNMENTS
Appropriated salaries, benefits, and associated indirect costs	FEMA does not reimburse base pay (regular labor) for Permanent Full-Time salaries, which are appropriated to the OFA. FEMA does reimburse for overtime.
Projected or advanced costs	The Stafford Act authorizes reimbursement for actual costs incurred while performing work resulting directly from an incident (i.e. emergency/disaster), but NOT for estimated costs.
Advances	Unless specifically authorized by the FEMA CFO, advances are prohibited. If authorized, the OFA must report MA progress and cost data to FEMA at least quarterly, to timely adjust estimated costs to actual costs.
Excessive or unreasonable costs	<p>The 1982 Federal Manager's Financial Integrity Act requires agencies to report the adequacy of accounting and administrative control systems, and certify the proper financial management to ensure assets are not subject to waste, loss, unauthorized use, or misappropriation.</p> <p>The Anti-Deficiency Act (and revisions) prohibits and penalizes over-expenditure of appropriations, making it illegal to:</p> <ul style="list-style-type: none"> • Obligate funds absent specific Congressional authorization • Expend in excess of Congressionally authorized amounts <p>Unsupported claims without adequate documentation are not eligible for reimbursement. Repairs or improvements to government facilities are not eligible for reimbursement.</p>
Amounts exceeding funding authority	When agencies bill FEMA for more than the authorized obligation (funding authority), the FFC charges back the OFA instructing them to coordinate with the Regional MAMG to request and justify additional funding.
Litigation	Litigation expenses (i.e., settlements/judgments) are not reimbursed through MAs. Legal expenses may only be reimbursed from the DRF via an IAA. Expenses must be forwarded to the OCC for approval. If OCC approves the payment, it will coordinate with the FEMA Region to set up an IAA and notify the FFC that invoices will be submitted.

Mission Assignment Billing Process

Processing MA payments requires coordination among multiple stakeholders, including the MAMG/MAUL, PM, FFC, FAO and OFAs, as illustrated in table 6.

Table 6: Reimbursement Process

Billing Process Procedure	Responsibility		
	OFA	FFC	MAMG/MAUL
1. Submit MA Billing	•		
2. Process Intra-governmental Payment and Collection (IPAC) and submit supporting documentation to FFC	•		
3. Extract data from IPAC Systems		•	
4. Match supporting documentation received with IPACs		•	
5. Is there supporting documentation?		•	
a. YES: Proceed to Step 6		•	
b. NO: Contact OFA to request supporting documentation.		•	
6. Review supporting documentation, and complete bill review sheet. Place all documents into the MA billing package		•	
7. Send bill package to MAMG/MAUL for review		•	
8. MAMG/MAUL reviews and updates MA funds tracking log			•
9. Bill package routed to PM for review and approval			•
10. PM reviews and provides recommendation for approval/denial, or partial approval to DRM/FAO			•
11. FAO/DRM reviews and approves full amount, partial amount, or rejects bill			•
12. Signed bill returned to FFC			•
13. Are there any rejected amounts?		•	
a. YES: Add signed bill to the file, and process charge back in IPAC for rejected amounts		•	
b. NO: Add signed bill to the file		•	

Reimbursement Requests

A request for reimbursement will be submitted by the primary Federal agency assigned on the MA to FEMA. It should include documentation that specifically details:

- personnel services
- travel
- equipment
- disaster and MA number
- breakdown of costs

All expenses should be listed by object class code as specified in OMB Circular A-11 and by any other sub-object class used in the agency's accounting system. Electronic copies of billing reimbursement request forms and additional guidance can be found at <http://www.fema.gov/federal-agencies-providing-disaster-assistance>.

A Federal agency assigned more than one MA must submit a separate invoice for each MA. Support agencies sub-tasked to perform work will submit requests for reimbursement to the primary agency.

Supporting Documentation

When submitting bills, the necessary supporting documentation includes:

- breakdown of charges by sub-object class
- breakdown of overhead charges
- itemized equipment and contract costs with names of contractors and vendors listed
- specific cost category being charged (e.g., travel, labor, etc.)
- descriptions of purchases
- for property—item type and current disposition, including any type of agreement for the agency to keep property, if applicable. For capital assets greater than \$200,000, a serial number must be provided if the agency is requesting reimbursement from FEMA

If the appropriate documentation is not submitted, the FFC is authorized to return the funds to the DRF. FEMA may also reject a transaction if requests for information are not answered.

Sub-tasked Agencies

If a primary assigned agency subtasks another agency to perform work under its MA, the primary assigned agency is responsible for billing FEMA for the costs incurred by the sub-tasked agency.

A sub-tasked agency must include appropriate documentation and a breakdown of costs by sub-object class code. The primary agency will review the support agency's cost breakdowns and documentation before submitting the bill to FEMA for reimbursement.

Intra-governmental Payment and Collection System

Agencies using the IPAC system to request reimbursement for MA expenditures must submit all backup documentation to the FFC at the time they process the transaction. When processing

IPAC transactions, Federal agencies should use approved forms. Most agencies will use the Voucher and Schedule of Withdrawals and Credit Form (SF-1081) to document IPAC transactions. DOD may use DOD Form DA4445R; General Services Administration and others may submit a Treasury Form 7306; and the Department of Agriculture may use the AF673 form. Agencies may use other internal forms if they have been previously approved by the Department of the Treasury. The FFC may reject or charge back IPAC transactions to recover funds if the supporting documentation does not arrive within 10 business days from the date of the IPAC transaction, or if a request for additional information or clarification goes unanswered.

The necessary supporting documentation should include:

- itemized equipment costs (if applicable)
- description of services performed and/or a breakdown of charges by sub-object class code and descriptions with details on:
 - travel: names or voucher numbers, dates, and associated costs
 - labor: distinction between regular and overtime, names, hours, dates, amounts
 - contracts: contract name, number, purpose, period of performance, and clarification of accountable property/equipment purchases. At times, additional information could be necessary such as contract/invoice copies
 - purchases: transaction detail on all purchases to clarify type of purchase (personal/accountable property, sensitive items, consumables, and equipment). Attach the task order authorizing purchases, if possible
 - property/equipment leases: description of item, vendor name, unit cost, and period of lease
 - sub-tasked Federal agency: copies of OFA bills or a detailed cost summary of amounts reimbursed
 - indirect costs: separate line item to distinguish indirect/overhead charges
 - any other costs must be defined

Federal agencies must keep supporting documentation for six years and three months, beginning with the submission of the final bill.

Mission Assignment Financial Closeout

A closeout may be initiated under the following circumstances:

- with the receipt of a bill marked “FINAL” and with confirmation from the OFA that no further reimbursement requests will be made against the MA
- with confirmation from the OFA that billing is complete. The MA may be closed and all remaining funds may be de-obligated
- with a period of significant inactivity and the OFA’s failure to provide timely validation of open obligations to FEMA

FEMA Regional Offices and FEMA Headquarters are responsible for ensuring that MAs generated at their respective levels are properly closed out.

Final Billing and Other Federal Agency Notification

Final billing occurs when the OFA submits a bill marked “FINAL.” When the FEMA FFC receives the final bill, FFC staff will alert the MAMG to validate with the OFA that the invoice is indeed final and to initiate the financial closeout process.

If the OFA does not provide a bill marked “FINAL,” the OFA may provide other notification to FEMA that all work is complete, all bills have been submitted and paid, and the MA may be closed and all remaining funds de-obligated (e.g., the OFA may send an e-mail to this effect).

eCAPS Closure

The MAMG/MAUL creates an amendment in eCAPS to close the MA and de-obligates any excess funds remaining. The approval process for closing an MA is consistent with the amendment process.

Office of Chief Financial Officer Quarterly Review of Undelivered Obligations

The OCFO reviews UDO amounts on all MAs quarterly, utilizing the Mission Assignment Financial Reporting Template provided to the MAMG/MAUL and OFA finance points of contact to reconcile and identify any excess funding. The OCFO will consolidate the quarterly review/annual validation responses, analyze them, and follow up, as necessary, to research, reconcile, or clarify any discrepancies identified in the review.

Department of Homeland Security Components

DHS Components should review their records and certify balances by the 15th of every month.

Other Federal Agency Reporting

The OFA quarterly reports should confirm the MA UDO balances are consistent with their records, communicate any discrepancies to FEMA, and identify excess funds available for de-obligation. The FFC will perform their quarterly review by pulling the MA UDO Certification. The report will include:

- MA Reference Number
- Disaster Number/Program Code
- FEMA Region
- FEMA Obligation, Expenditure, and UDO Amount
- last Transaction Date or Age
- OFA Obligations
- total amount billed by OFA

- total costs incurred by OFA
- remaining cost estimates to complete the mission
- whether the work is operationally complete
- copies of correspondence (e-mails, etc.) from the OFAs as verification the data reported was supplied by the OFA

For more information on the quarterly certification process, see Interim FEMA Directive 125-3, Managing Open Obligations—June 2011.

Annual Validation of Undelivered Obligations

In addition to the quarterly UDO reviews, as described above, FEMA requires OFAs to annually validate their open MA obligations by providing cost data or other justification to show why the MA must remain open. Examples of acceptable supporting documentation include:

- references to cost incurred on open contracts with UDOs;
- references to contracts pending final release of claims;
- notification of pending audits or litigation related to contracts;
- written correspondence indicating the project is physically and financially complete and ready to close; and
- written correspondence indicating execution status and target financial completion date.

The OCFO will review the certification report submitted by the OFA to validate open obligation balances (e.g., by including acknowledgement the open MAs are still physically in progress, bills are currently in process, or clarifying the OFA's undelivered orders). Current financial activity is acceptable to validate that the MA can remain open.

FEMA retains copies of all validation correspondence with the OFAs and Regional Offices in the respective MA file. FFC Intergovernmental Payments Section reviews OFA responses and follows up with OFAs, as needed. If an OFA has not provided validation or met reporting requirements, FEMA, on a case-by-case basis, will follow up with the OFA to request validation. The OFA will be informed that continued non-response beyond the deadline will result in the MA Manager initiating de-obligation and close-out of the MA.

CHAPTER 7: ACCOUNTABLE PROPERTY

PURCHASES WITH MISSION ASSIGNMENTS

As a general rule, property purchases are not authorized under MAs. However, if in the execution of an MA, the performing Federal agency is required to purchase property to carry out its work, that purchase must be fully coordinated through the Operations and Logistics Sections at the JFO and approved by the FAO prior to purchase (unless FEMA has waived these requirements) for the expenditures to be eligible for reimbursement. Documentation is necessary to show the property purchase was approved by the PM (e.g., e-mail, memorandum, etc.). This ensures that goods and services are provided by the most cost-effective and efficient source.

FEMA must receive necessary documentation to show the property was turned into FEMA (e.g., a Property Transfer Report or an Inventory List), and signed by the assigned Federal agency, and FEMA. The FEMA PM will coordinate with the APMG to ensure that the accountability of property is maintained. If the property is not returned, the agency shall not bill FEMA for the property. No reimbursement will be allowed until the property is entered into the Logistics Information Management System, and a report generated from the system is provided by the Property Management Officer.

Final Disposition and Recovery of Mission Assignment Property

In coordination with the APMG, the FEMA PM determines whether there are any outstanding issues with the disposition of accountable property purchased in the performance of the MA. If property management issues remain unresolved, the FEMA PM, in coordination with the APMG and Logistics Section Chief, will make a recommendation to the FAO as to the disposition of the property. If the property is determined excess to the mission, the FAO, in coordination with the PMO, will formally declare the property excess to the FEMA National Utilization Officer (NUO) by initiating and submitting the FEMA Form 119-7-1-7 for all excess property. The NUO will make a determination and provide disposition instructions to the APMG.

- Declarations of excess should be made early and, if possible, in the response phase of the disaster. During the response phase, the donation process can be expedited by capitalizing on provisions of the Stafford Act.
- Federal agencies shall conduct a property inventory of all personal property purchased to conduct the MA and submit the results to the APMG by April 30 each year.
- The FEMA PM gives a copy of the property inventory to the MAMG. The FEMA PM, in conjunction with the APMG, will review the inventory list and determine the disposition of the property. The FEMA PM and APMG will prepare initial disposition instructions and forward excess request documents to the NUO. The NUO will make a determination on final disposition method and forward instructions to the APMG. The PM and APMG will forward disposition instructions to the assigned federal agency.

- 38 • All property reimbursed by FEMA must be returned to FEMA, unless otherwise agreed
39 to by the APMG.
40 • Agencies billing FEMA for property must clarify items and disposition when billing
41 FEMA. The APMG will be responsible for coordination and verification once the FFC
42 notifies the MAMG about such items billed.

OPERATIONAL DRAFT

43
44

ANNEX 1: ACRONYMS AND ABBREVIATIONS

AO	Action Officer
APMG	Accountable Property Manager
BRW	Burn Rate Worksheet
CFR	Code of Federal Regulations
C-NRCS	Chief of the National Response Coordination Staff
COA	Course of Action
C-RRCS	Chief of the Regional Response Coordination Staff
DFA	Direct Federal Assistance
DHS	Department of Homeland Security
DOD	Department of Defense
DR	Major Disaster
DRF	Disaster Relief Fund
DRM	Disaster Recovery Manager
eCAPS	Enterprise Coordination and Approvals Processing System
EM	Emergency Declaration
EOC	Emergency Operations Center
ESF	Emergency Support Function
F/A	Finance and Administration
FAO	Federal Approving Official
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
FF	FEMA Form
FFC	FEMA Finance Center
FOS	Federal Operations Support
FSA	FEMA State Agreement
FTA	FEMA-Tribal Agreement
GAR	Governor's Authorized Representative
IAA	Interagency Agreement

IAP	Incident Action Plan
ICS	Incident Command System
IFMIS	Integrated Financial Management Information System
IM	Incident Management
IPAC	Intra-Governmental Payment and Collection
IS	Incident Support
JFO	Joint Field Office
MA	Mission Assignment
MAMG	Mission Assignment Manager
MASP	Mission Assignment Specialist
MATO	Mission Assignment Task Order
MAUL	Mission Assignment Unit Leader
NDRF	Nation Disaster Recovery Framework
NEMIS	National Emergency Management Information System
NICC	National Interagency Coordinating Center
NIMS	National Incident Management System
NPS	National Park Service
NRCC	National Response Coordination Center
NRCS	National Response Coordination Staff
NRF	National Response Framework
OCC	Office of Chief Counsel
OCFO	FEMA Office of Chief Financial Officer
OFA	Other Federal Agency
OMB	Office of Management and Budget
OSC	Operations Section Chief
PM	Project Manager
PSMA	Pre-Scripted Mission Assignment
RA	Regional Administrator
RAA	Request for Allocation Advice
RCBD	Resource and Capability Branch Director
RRCC	Regional Response Coordination Center

RRCS	Regional Response Coordination Staff
RRF	Resource Request Form
RSSC	Resource Support Section Chief
SAO	State Approving Official
SOW	Statement of Work
SU	Surge
UDO	Undelivered Obligations

OPERATIONAL DRAFT

ANNEX 2: GLOSSARY

- Allocation Advice:** the document used by FEMA OCFO to inform a FEMA Region that funds are available in specific object classes. An Allocation Advice for the President's Disaster Relief, Fund Code 6, is based on the Request for Allocation Advice prepared by disaster finance personnel.
- Appropriation:** funding established by an Act of Congress that authorizes a Federal agency to incur obligations and to make payment for the purpose designated by the appropriation
- Appropriation Code:** a Treasury-assigned account number used to identify transactions against specific congressional spending authorizations
- Blanket Purchase Agreement:** an agreement between a U.S. government Federal agency and a vendor. The agreement serves as a requisition for multiple purchases from the vendor.
- Budget Authority:** the funding authority provided by law to enter into obligations that will result in immediate or future expenditures of Federal funds. See also reimbursable budget authority.
- Budget Object Class:** relevant to financial management, a four-digit number that identifies an expense category used to record and monitor financial transactions
- Capital Asset/Expenditure:** property that has an acquisition cost of \$200,000 or more. Depreciation of property must be recorded in financial statements.
- Commitment of Funds:** a firm administrative reservation of funds for future payment for a specific purpose, made prior to creation of an obligation. A commitment is based upon a valid request for procurement as documented on a FEMA Form 40-1 ("Requisition and Commitment for Supplies and Services"). The amount of available funds is reduced by the amount of the commitment. Funds for MAs and grants are not committed before being obligated. See also apportionment, allocation, de-obligation, expenditure, liquidation, and obligation of funds.
- Contract:** an award to a vendor promising to pay a predetermined amount for specific goods and/or services
- Contracting Document:** a document that records a contract for specific goods or services from a vendor, and a promise to pay the vendor if the goods or services are delivered
- Cooperating Federal Agency:** an agency identified in each Support Annex of the NRF. When the procedures within a Support Annex are needed to support elements of an incident, the coordinating Federal agency will notify cooperating agencies of the circumstances. Cooperating agencies are responsible for using their own authorities, subject-matter experts, capabilities, or

resources and participating in planning for short-term and long-term incident management, response and recovery operations and the development of supporting operational plans, standard operating procedures, checklists, or other job aids, in concert with existing first-responder standards.

Coordinating Agencies: agencies identified in the NRF Support Annexes as responsible for supporting the DHS incident management mission by providing the leadership, expertise and authorities to implement critical and specific aspects of the emergency or disaster response

Cost-Share Adjustments: any upward adjustment to the 75/25 percent Federal/non-Federal ratio of sharing total eligible costs for repair, restoration, reconstruction, or replacement of facilities performed by State and local jurisdictions under the public assistance program

Debris Removal: clearance of debris and wreckage, resulting from an emergency or major disaster, from publicly and privately owned lands and waters. Debris removal is accomplished through the emergency work of Federal departments, agencies and instrumentalities, or through grants to a State or local government or owner or operator of a private nonprofit facility.

Delegations of Authority: authorization to approve MAs and other items such as: grants, fund commitments, payroll, etc. There are three types of delegation of authority memoranda: (1) delegation of the RA's authority to the DRM (usually also the FCO); (2) delegation of DRM authority for MAs to the OSC and/or other officials; and (3) delegation of authority from the FCO/DRM to key management staff.

De-obligation of Funds: the action of reversing a previously recorded obligation of MA funds when funds are no longer required for the intended purpose. See also allocation, apportionment, commitment, expenditure, liquidation and obligation of funds.

Designated Area: any emergency or major disaster-affected portion of a State that has been determined in the President's declaration letter to be eligible for Federal assistance. This is also referred to as the affected area.

Direct Federal Assistance (DFA): a type of MA, which consists of goods and services provided to the affected State and local jurisdictions when they lack the capability to perform or contract for eligible emergency work. Eligibility criteria for DFA are set forth in the C.F.R., Title 44, Subpart H, "Public Assistance Eligibility." The Presidential declaration of a major disaster or emergency must take place prior to the provision of any DFA. DFA is subject to the applicable State cost share, usually 25 percent, but the President may waive this for a specific time period. Furthermore, this assistance may not be authorized the FEMA-State Agreement has been signed, except where it is deemed necessary to begin the provision of essential emergency services or temporary housing.

Disaster Relief Fund (DRF): the Congressional appropriation and source of funding for the Robert T. Stafford Emergency Relief and Disaster Assistance Act response and recovery programs. Congress appropriates money to the DRF to ensure that funding for disaster relief is available to help individuals and communities stricken by emergencies and major disasters. A fund appropriated by Congress to pay for FEMA's disaster operations. The DRF funds the following Stafford Act declarations and activities: (1) Pre-Disaster Declaration (Surge); (2) Emergency; (3) Major Disaster; (4) Fire Management; and (5) Disaster Readiness and Support activities.

Emergency (EM): any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States

Emergency Management Assistance Compact: a non-Federal national mutual aid system used to bring emergency resources to affected areas on a State-to-State agreement.

Emergency of Primary Federal Responsibility: as authorized in Stafford Act section 501(b), an emergency for which the primary responsibility for response rests with the United States because the emergency involves a subject area for which, under the Constitution or laws of the United States, the United States exercises exclusive or pre-eminent responsibility and authority. In determining whether such an emergency exists, the President consults the governor of the affected State, if practicable.

Emergency Operations Center (EOC): the operating facility that serves as the command and control point for emergency management officials (Federal, State, and/or local) responding to, or preparing for, the onset of an incident.

Emergency Support Function (ESF): The ESFs serve as the primary operational-level mechanism to provide assistance in functional areas, such as the following: transportation, communications, public works and engineering, firefighting, mass care, housing, human services, public health and medical services, search and rescue, agriculture and natural resources, and energy. While ESFs are typically assigned to a specific section at the NRCC or in the JFO/RRCC for management purposes, resources from an ESF primary or coordinating agency may be assigned anywhere within the unified coordination structure. Regardless of the section in which an ESF may reside, that section works in conjunction with other Joint Field Office sections to ensure the appropriate planning and execution of missions.

Emergency Work: work in support of SLTT which must be done immediately to save lives and protect property and public health and safety, or to lessen or avert the threat of a catastrophe including precautionary evacuations

146 **Enterprise Coordination Approvals Processing System (eCAPS):** a web-based software
147 program for generating and approving RRFs

148 **Equipment:** accountable, nonexpendable end-items required to perform an organization's, or
149 unit's mission

150 **Expenditure of Funds:** disbursement of funds, including checks issued, funds electronically
151 transferred or other cash disbursements. Expenditure of funds involves the partial or complete
152 liquidation of an obligation. Disbursement of advances is not expenditure. See also allocation,
153 apportionment, commitment, de-obligation and obligation of funds.

154 **Federal Agency:** any department, independent establishment, government, corporation, or other
155 agency of the executive branch of the Federal Government, including the U.S. Postal Service

156 **Federal Coordinating Officer (FCO):** following the declaration of a major disaster or
157 emergency, the person appointed by the President (as delegated to the FEMA Administrator) to
158 coordinate Federal assistance in the affected area.

159 **FEMA-State Agreement (FSA) or FEMA Tribal Agreement (FTA):** an agreement between
160 FEMA and the State or a Tribe executed upon the Declaration of a Major Disaster or an
161 Emergency, listing the understandings, commitments and conditions for assistance under which
162 FEMA disaster assistance will be provided. This Agreement imposes binding obligations on
163 FEMA, States, their local governments, and private nonprofit organizations within the States in
164 the form of conditions for assistance, which are legally enforceable. No FEMA funding or direct
165 Federal assistance by MA will be authorized or provided until the FEMA-State/Tribal
166 Agreement has been signed, except where necessary to provide essential emergency services or
167 housing assistance.

168 **FEMA Finance Center (FFC):** houses the FEMA Finance Branch of the Financial Management
169 Division of the OCFO. The FFC is responsible for all payments, including travel, vendor
170 payments, MA reimbursements, debt collection, and accounts receivable.

171 **Governor's Authorized Representative (GAR):** the person empowered by the governor to
172 execute, on behalf of the State, all necessary documents for disaster assistance and to administer
173 Federal disaster assistance programs on behalf of the State and local governments and other grant
174 or local recipients. The governor designates the GAR in the FEMA-State Agreement, and the
175 GAR is responsible for the State's compliance with that agreement.

176 **Homeland Security Presidential Directives (HSPDs):** directives issued by the President on
177 matters pertaining to Homeland Security

178 **Incident:** an occurrence, natural or human-caused, that requires an emergency response to
179 protect life or property. Incidents can include major disasters, emergencies, terrorist attacks,
180 terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents,

aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP): an oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command System (ICS): a standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating with a common organizational structure, designed to aid in the management of resources during incidents. ICS is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, and by organized field-level incident management operations.

Incident Period: the time interval during which the disaster-causing incident occurs. No Federal assistance under the Stafford Act shall be approved unless the damage or hardship to be alleviated resulted from the disaster-causing incident that took place during the incident period or was in anticipation of that incident. The incident period is established by FEMA in the FEMA-State Agreement, and is published in the Federal Register.

Intra-Governmental Payment and Collection (IPAC) System: the automated intra-governmental information system developed by the Department of the Treasury for billing services and supplies for Federal agencies. IPAC is the fastest and least costly method for reimbursing OFAs for costs incurred as a result of MAs.

Joint Field Office (JFO): a temporary Federal facility that provides a central location for the coordination of Federal and SLTT governments and private-sector and nongovernmental organizations, with primary responsibility for response and recovery operations. The JFO is organized, staffed, and managed in a manner consistent with the National Incident Management System (NIMS), and is led by the Unified Coordination Group.

Liquidation of Funds: the process of reducing or fulfilling an obligation of funds through the recording of expenditure, such as by issuing checks, electronically transferring funds, or disbursing cash. Obligations are also liquidated when grantees or others provide expenditure reports documenting the outlay of funds previously advanced by FEMA. See also allocation, commitment, de-obligation, expenditure and obligation of funds.

Major Disaster (DR): any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide,

217 mudslide, snowstorm, or drought) or, regardless of cause, any fire, flood, or explosion, that in the
218 determination of the President, causes damage of sufficient severity and magnitude to warrant
219 major disaster assistance under the Stafford Act to supplement the efforts and available resources
220 of States, local governments, and disaster relief organizations in alleviating the damage, loss,
221 hardship or suffering caused thereby

222 **Mission Assignment (MA):** a tasking or work order issued by FEMA to another Federal agency,
223 with or without reimbursement, to utilize its authorities and the resources granted to it under
224 Federal law in support of State, tribal, and local assistance response and recovery efforts. MAs
225 are issued to meet urgent, immediate, or short-term needs of States or local governments unable
226 to provide the resources needed to save lives, protect property, or preserve public health or
227 public safety during a major disaster or emergency, or to avert the threat of a major disaster or
228 emergency.

229 **Mission Assignment Amendment:** modification to a MA changing the period of performance
230 (Projected End Date), authorized funding (de-obligation), name of FEMA Project Manager
231 (PM), or State cost share. A change to the MA statement of work requires a new MA.

232 **Mission Assignment Funds Tracking Report:** identifies and tracks funding obligated, de-
233 obligated funds, bills, and MA amendments

234 **Mission Assignment Task Orders (MATO):** defines specific tasks based on the original
235 statement of work

236 **Mobilization:** the process and procedures used by all organizations, Federal and SLTT, for
237 activating, assembling, and transporting all resources that have been requested to respond to or
238 support an incident

239 **Mutual Aid Agreement:** written agreement between agencies, organizations, and/or
240 jurisdictions that they will assist one another on request by furnishing personnel, equipment,
241 and/or expertise in a specified manner

242 **National Disaster Recovery Framework (NDRF):** a guide to promote effective recovery,
243 particularly for those incidents that are large-scale or catastrophic. The NDRF provides guidance
244 that enables effective recovery support to disaster-impacted States, Tribes, and local
245 jurisdictions, providing a flexible structure that enables disaster recovery managers to operate in
246 a unified and collaborative manner. The NDRF focuses on how to best restore, redevelop, and
247 revitalize the health, social, economic, natural, and environmental fabric of the community and
248 build a more resilient Nation. The NDRF is a companion document to the NRF.

249 **National Emergency Management Information System (NEMIS):** FEMA's software
250 program, used to track and process disaster-related project

251 **National Incident Management System (NIMS):** a system mandated by Homeland Security
252 Presidential Directive -5 that provides a consistent, nationwide approach for Federal, State, local,
253 and tribal governments, the private sector, and NGOs to work effectively and efficiently together
254 to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or
255 complexity. To provide for interoperability and compatibility among Federal, State, local, and
256 tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology.
257 Homeland Security Presidential Directive-5 identifies these as the ICS; multiagency coordination
258 systems; training; identification and management of resources (including systems for classifying
259 types of resources); qualification and certification; and the collection, tracking, and reporting of
260 incident information and incident resources.

261 **National Response Coordination Center (NRCC):** FEMA's primary operations management
262 center, and focal point for national resource coordination. The NRCC monitors potential or
263 developing incidents, and supports the efforts of regional and field components.

264 **National Response Framework (NRF):** the guide to how the Nation conducts all-hazards
265 response

266 **Non-expendable Property:** a term to denote expensive, accountable items such as generators,
267 radios, power tools, technical equipment, etc.

268 **Nongovernmental Organization:** a nonprofit entity that is based on interests of its members,
269 individuals, or institutions and that is not created by a government, but may work cooperatively
270 with government. Such organizations serve a public purpose, not a private benefit. Examples of
271 NGOs include faith-based charity organizations and the American Red Cross.

272 **Object Classification/Revenue Codes:** a uniform financial classification used in all Federal
273 Government transactions to describe the type of goods or services purchased (e.g., contractor
274 compensation, supplies, material, and equipment) to relate the purchase to the agency's budget.
275 See Budget Object Class.

276 **Obligation:** a definite commitment that creates a legal liability of the government for the
277 payment of goods and services ordered or received, or a legal duty on the part of the United
278 States that could mature into a legal liability by virtue of actions on the part of the other party
279 beyond the control of the United States. Payment may be made immediately or in the future. An
280 agency incurs an obligation, for example, when it places an order, signs a contract, awards a
281 grant, purchases a service, or takes other actions that require the government to make payments
282 to the public or from one government account to another.

283 **Obligation of Funds:** a formal, legal reservation of funds, representing a binding, legal
284 agreement to pay a specified amount for performance of a service or delivery of goods. See also
285 allocation, apportionment, commitment, de-obligation and expenditure of funds.

286 **Operations Section:** one of the four sections under the Incident Command System (ICS). In
287 FEMA, the Operations Section develops, implements, and delivers Federal assistance, and
288 manages the activities of various field teams.

289 **Other Federal Agency (OFA):** another Federal agency or department that FEMA may direct to
290 perform work or services to provide emergency assistance authorized in the Stafford Act. Other
291 terms used in discussion on MAs include ESF agency/department or Federal agency/department.

292 **Primary Agencies:** The NRF identifies primary agencies based on authorities, resources and
293 capabilities. The primary agency provides staff for the operations functions at fixed and field
294 facilities; notifies and requests assistance from support agencies; manages mission assignments
295 and coordinates with support agencies; plans for short-term and long-term incident management
296 and recovery operations; and ensures financial and property accountability for ESF activities.

297 **Pre-scripted Mission Assignment (PSMA):** a *preliminary* statement of work prepared by and
298 agreed to by the primary department/agency of an ESF and FEMA prior to an incident. The key
299 components of a PSMA are the scope of work (e.g., specific tasks to be performed, requirements
300 or criteria to be followed) and a projected cost estimate.

301 **Public Assistance Program:** the program administered by FEMA that provides supplemental
302 Federal disaster grant assistance for debris removal and disposal, emergency protective
303 measures, and the repair, replacement, or restoration of disaster-damaged, publicly owned
304 facilities and the facilities of certain private nonprofit organizations.

305 **Receiving Report:** a report that is completed by a person who receives goods sent by a vendor.
306 The receiving report verifies receipt of the goods.

307 **Regional Administrator (RA):** the senior FEMA official in charge of a FEMA Regional Office

308 **Regional Response Coordination Center (RRCC):** standing FEMA Regional Facilities
309 activated to coordinate Federal regional response efforts and maintain connectivity with SLTT
310 EOCs and State Fusion Centers.

311 **Reimbursable Budget Authority:** authority of a Federal department or agency to establish by
312 law specific appropriations and fund accounts, and to credit expenditures for repayment of
313 services rendered.

314 **Reimbursement:** repayment for commodities sold or services furnished either to the public or to
315 another government account, which is authorized by law

316 **Request for Allocation Advice (RAA):** a form used by finance staff to request a budget for a
317 specific disaster operation. The costs are further defined by object class/revenue codes.

318 **Request for Allocation Advice Worksheet:** used to collect the initial estimated costs for
319 disaster programs, provided by the program managers. The Regional Operations Support

Division usually collects the cost information and prepares the RAA worksheet. The worksheet accompanies the RAA for each new disaster operation.

Response: activities that address the short-term, direct effects of an incident. Response includes: immediate actions to save lives, protect property, and meet basic human needs; and execution of emergency operations plans and of incident mitigation activities designed to limit the loss of life, personal injury, property damage and other unfavorable outcomes.

Resource Request Form: OMB form used for requesting resources. This form is completed through the Resource Request Board on WebEOC.

Revolving Fund: a fund consisting of permanent appropriation and expenditure of collections, from both the public and other governmental agencies and accounts that are earmarked to finance a continuing cycle of business-type operations. The criteria for establishing a revolving fund are the Federal agency's ability to retain collections for an activity, and to use them to finance additional activities.

Stafford Act: The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended.

State Coordinating Officer: the person appointed by the governor, upon a declaration of a major disaster or of an emergency, to coordinate State and local disaster assistance efforts with those of the Federal government, and to act in cooperation with the FCO to administer disaster recovery efforts

Sub-object Class: a four-digit number that identifies a specific expense category within an object class, and is used to record and monitor specific financial transactions

Support Agency: a Federal department or agency designated in the NRF to assist a specific primary Federal agency with available resources, capabilities, or expertise in support of ESF response operations, as coordinated by the representative of the primary Federal agency.

Surge Account: the surge account is a subset of the Disaster Relief Fund (DRF). These funds are used for expenses incurred in response to an approaching disaster or in the immediate aftermath but prior to the presidential declaration.

Undelivered Obligations (UDOs): obligations incurred for which goods have not been delivered or services not performed

WebEOC: FEMA's official comprehensive Crisis Management System, which provides real-time situational awareness and a common operating picture during national responses and daily response planning operations. WebEOC is the preferred method of receiving RRFs and the Resource Request Board tracks requests.

APPENDIX A: RESOURCE REQUEST FORM

DEPARTMENT OF HOMELAND SECURITY
Federal Emergency Management Agency
RESOURCE REQUEST FORM (RRF)

O.M.B. No. 1660-0002
Expires May 31, 2017

PAPERWORK BURDEN DISCLOSURE NOTICE			
Public reporting burden for this form is estimated to average 20 minutes per response. The burden estimate includes the time for reviewing instructions, searching existing data sources, gathering and maintaining the needed data, and completing and submitting this form. This collection of information is required to obtain or retain benefits. You are not required to respond to this collection of information unless it displays a valid OMB control number. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing this burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC 20472-3100, Paperwork Reduction Project (1660-0047). NOTE: Do not send your completed form to this address.			
I. REQUESTING ASSISTANCE (To be completed by Requestor)			
1. Requestor's Name (Please print)	2. Title	3. Phone No.	
4. Requestor's Organization	5. Fax No.	6. E-Mail Address	
II. REQUESTING ASSISTANCE (To be completed by Requestor)			
1. Description of Requested Assistance:			
2. Quantity	3. Priority <input type="checkbox"/> Lifesaving <input type="checkbox"/> Life Sustaining <input type="checkbox"/> Normal <input type="checkbox"/> High	4. Date and Time Needed	
5. Delivery Site Location		6. Site Point of Contact (POC)	
		7. 24 Hour Phone No.	8. Fax No.
9. State Approving Official Signature			10. Date and Time
III. SOURCING THE REQUEST - REVIEW/COORDINATION (Operations Section Only)			
1. <input type="checkbox"/> OPS Review by: _____ <input type="checkbox"/> LOG Review by: _____ <input type="checkbox"/> Other Coordination: _____ <input type="checkbox"/> Other Coordination: _____ <input type="checkbox"/> Other Coordination: _____		2. Source: <input type="checkbox"/> Donations <input type="checkbox"/> Other (Explain) _____ <input type="checkbox"/> Requisitions <input type="checkbox"/> Procurement <input type="checkbox"/> Interagency Agreement <input type="checkbox"/> Mission Assignment	
3. Assigned to: ESF/OFA: _____ RSF/OFA: _____ Other: _____ Date/Time: _____		4. Immediate Action Required <input type="checkbox"/> Yes <input type="checkbox"/> No	
IV. STATEMENT OF WORK (Operations Section Only)			
1. OFA Action Officer		2. 24 Hour Phone #	3. Fax #
4. FEMA Project Manager		5. 24 Hour Phone #	6. Fax #
7. Statement of Work		<input type="checkbox"/> See Attached	
8. Estimated Completion Date		9. Estimated Cost	
V. ACTION TAKEN (Operations Section Only)			
<input type="checkbox"/> Accepted <input type="checkbox"/> Rejected <input type="checkbox"/> Requestor Notified			
Reason / Disposition			

FEMA FORM 010-0-7

PREVIOUSLY FF 90-136

Page 1 of 2

RESOURCE REQUEST FORM (RRF)

TRACKING INFORMATION (FEMA Use Only)			
ECAPS/NEMIS Task ID:	Resource Request #	Program Code/Event #	
Received by (Name and Organization)	State	Date/Time Received	<input type="checkbox"/> Originated as verbal
<p style="text-align: center;">INSTRUCTIONS</p> <p>Items on the Resource Request form that are not specifically listed are self-explanatory. Indicate "see attached" in any field for which additional space or more information is required.</p> <p>I. Who is requesting assistance? Completed by requestor.</p> <p>II. What needs to be done? Completed by requestor.</p> <p><u>Description of Requested Assistance:</u> Detail of resource shortfalls, statement of deliverable, or simply state problem/need.</p> <p><u>Priority:</u> The requestor's priority, which may differ from the priority in BOX III.</p> <p><u>Site POC:</u> The person at the delivery site coordinating reception and utilization of the requested resources. 24-hour contact information required.</p> <p><u>If for Direct Federal Assistance (DFA), State Approving Official:</u> Signature certifies that:</p> <div style="margin-left: 40px;"> <p>(1) State and local governments cannot perform, nor contract for the performance of the requested work;</p> <p>(2) Work is required as a result of the event, not a pre-existing condition; and</p> <p>(3) The State is providing the required assurances found in 44 CFR, Section 206.208.</p> </div> <p>III. Action Review/Coordination (OPS Section Use Only): Completed by the Operations Section Chief or Resource Capability Branch Director.</p> <p><u>Accept/Reject:</u> Operations Section Chief or Resource Capability Branch Director accepts or rejects the request; provide reason if rejection. If request accepted, coordinates with others, i.e., Branch Directors or Group Supervisors, begins to determine best means of fulfilling request. All involved in coordination should check appropriate box and initial or print their name.</p> <p><u>Assigned to:</u> Operations Section Chief or Resource Capability Branch Director assigns tasks origination, may indicate the OFA Action Officer. Operations Section Chief may also indicate the Action Officer if known, or tasked organization may make this assignment. This may be Emergency Support Function, internal FEMA Organization (i.e.; Logistics), or other organization.</p> <p><u>Date/Time Assigned:</u> Operations Section Chief or Resource Capability Branch Director provides date and time of when sourcing should begin.</p> <p>IV. Statement of Work (OPS Section Use Only): Completed by the Operations Section Chief or Resource Capability Branch Director.</p> <p><u>OFA Action Officer:</u> Ops Section Chief obtains from OFA if request fulfilled by a MA; 24-hr phone/fax required. Information used in eCAPS.</p> <p><u>FEMA Project Manager:</u> Provided by Operations Section Chief; a Region PFT; 24-hr phone/fax required. Information used in eCAPS.</p> <p><u>Statement of Work:</u> Description of tasks to be performed. Could be to assess a problem and report back, or could be to proceed with a specific action. If 40-1 or MA, this goes in "justification" tab in eCAPS.</p> <p>V. Action Taken (OPS Section Use Only): Completed by Operations Section Chief, Resource Capability Branch Director, MA Unit or Logistics.</p> <p><u>Resource Request Results:</u> Ops Section Chief, Resource Support Section Chief, MA Unit, or LOG should note what type of document the action resulted in by "checking" the appropriate box i.e., Mutual Aid, Donations, Requisition, Procurement, IA, MA, Other. If "Other" is selected write in appropriate response or state "see below" and give detail description in "Disposition" field. "Disposition" field should note steps taken to complete the Action, and personnel, sub-tasking agencies, contracts and other resources utilized.</p> <p>TRACKING INFORMATION. Completed by Action Tracker. Required for all requests.</p>			

APPENDIX B: STEPS TO ENTER RESOURCE REQUEST FORM INFORMATION INTO eCAPS

The MA Specialist is responsible for inputting RRF information into eCAPS for routing. Table 7 shows the steps for entering this information in eCaps.

Table 7: Steps for Entering Resource Request Form Information into eCAPS

Step	Activity	Description
1	Initiate a new MA form	
2	Select the Financial Program Type	Declared Disaster or Pre-Disaster Surge
3	Select incident number	Choose the appropriate disaster number or surge incident number to initiate the issuance process. A draft MA Form will appear on the screen with a unique Task ID number assigned.
4	Complete the MA Form	The RRF and any other supporting documentation must be attached electronically to the MA in eCAPS.
5	Enter Period of Performance	The period of performance should be limited to 3-5 days for surge missions. Once an emergency or major declaration has been declared work should stop on the surge and a new mission issued under the emergency or major declaration.
6	Enter Fund code information	MA Manager must ensure the form has the appropriate fund citation and sub-object class code. Funding should be limited to 30-60 day estimates. <ul style="list-style-type: none">• Each MA may have only one fund citation: Surge (SU), Emergency (EM), or Major Disaster (DR).• Each MA can have only one type and corresponding sub-object code. These are related respectively to the types of MAs: FOS (2501) and DFA (2508).

APPENDIX C: SPEND PLAN PROCESS AND REQUIREMENTS

The spend plan is a tool that aids FCOs with managing costs associated with Presidential Major Disaster or Emergency declarations and all other related actions to include appeals and cost share adjustments under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. § 5121-5207 (Stafford Act).

The purpose of the Operational spend plan is twofold:

- minimize the amount of funds obligated to an MA; making available only those funds that are justified and necessary at the time
- develop operational costs for on-going and speculated MA throughout the life of the event

A properly managed spend plan “reserves” the specified funding for the next cost cycle, minimizing or in some cases eliminating the approval time of an MA amendment (IFMIS Stamp).

The initial RRCC activation or Surge is a short lived, pre-declaration response activity in which a quick and organized response has a substantial outcome on the impending emergency or major disaster activity. During a Surge activation, the significance of response costs to the spend plan is minimal; nonetheless, during a steady state of a region, the MAMG (in coordination with OFAs /ESFs) can evaluate these response costs and deduce an exact daily burn rate for a Surge MA. As an alternative approach to coordinating the exact/estimated OFA/ESF response costs of a Surge mission, the response costs may be deferred to the emergency or major disaster MA, as the MAMG will de-obligate the Surge MA funds. The alternative solution is on a case-by-case situation after discussions with the OFA/ESF lead.

Developing a spend plan may not be practical in advance of major disaster or emergency events. However, using historical data in conjunction with current cost factors, a spend plan process can be formed to support Comptrollers in immediate and short-term cost cycles after the first 30 days of the approved Presidential Disaster Declaration.

Procedures

The following procedures will provide IM and IS staff responsible for managing MAs with a consistent method to review a detailed justification of response costs and approve on-going activities that support a State response to an Emergency and Major Disaster declaration.

Pre-award meeting

Prior to the 30th day after the declaration is approved, the FCO, Comptroller, OSC, MAMG, Branch Directors, PM, and representatives from OFAs and Defense Coordinating Element will meet to discuss the requirements of a spend plan for each potential MA. The FCO and OSC will provide each OFA with a list of MAs and potential MAs. The Burn Rate Worksheet (BRW) can be used as a guide to determine anticipated costs and establish a burn rate. The OFAs will be given a suspense date to submit their spend plans. The suspense date should provide ample time for the OFA to evaluate the activities, complete their spend plan, and ask questions, but will not be longer than 20 days past the declaration's approval date. The MAMG will compile the data, create and staff the spend plan. The spend plan will be reviewed by the OSC prior to submitting the final version to the Comptroller. The discussions should focus on the status of current missions and determine any future missions. The data submitted to the Comptroller, although it is anticipated, should provide the total cost for the operation.

The OSC or MAMG should provide a copy of the BRW to each agency prior to the meeting.

Issue Initial Mission Assignment

The initial MA should provide a reliable amount of funding and the minimal time as to allow the OFA to conduct an analysis of the assigned SOW and determine the total estimated cost and duration. The projected end date should not go past the end of the month, unless that date is less than two weeks out. After the initial MA is awarded, projected end dates should be established for end-of-month dates. The MA Log should be created and/or updated to reflect these figures.

Amendments

The anticipated costs will be adjusted monthly and should be as accurate as possible. Any amendments must be justified in the financial status report and based on the projected amount agreed upon in the spend plan, but may be adjusted dependent upon additional task orders which increase level of lift or extend the mission; the more work, the more funding. The OFA can use the BRW to aid in identifying costs. As the major disaster continues, the amount of funding should decrease assuming the majority of the work was accomplished at the beginning and during the peak of the event. The OFA will submit and RRF and include a financial status report. The BRW and financial status report are attached.

Any changes to the spend plan must be justified in the financial status report then submitted for approval to the Comptroller.

The OSC has the option to modify the allocation to the spend plan up until the end of each month, if last minute changes are necessary.

Documentation

The data collected during the initial meeting is annotated on an MA Log or spend plan report, either is acceptable. However, the spend plan report will provide more details to justify

430 adjustments. The BRW is submitted with the RRF to the MAMG, changes from the initial spend
431 plan will be noted in the MA Log and/or spend plan log.

432 The updated MA Log/ financial status report will be provided to the Comptroller and attached to
433 the draft MA in eCAPS. The Comptroller will review and analyze the justification to process the
434 request for additional funding.

OPERATIONAL DRAFT

APPENDIX D: TASKS BY POSITION

The chart in this appendix provides a list of tasks for the steps in the MA process, starting with the 3 steps in the Resource Request Process, by position at the IM and IS levels. Table 8 lists the steps of the Resource Request Process and the MA Process. This chart treats the process as consecutive steps with the assumption that the resource request process will result in an MA.

Table 8: The Steps of the Mission Assignment Process

	Steps	Description
Resource Request Process	1	Identify Need
	2	Submit Request
	3	Evaluate Request/Determine Action
Mission Assignment Process	1	Preparation/Approval/Execution
	2	MA Reimbursement Request
	3	Approval of Expenditures
	4	Close Out

Incident Management

Table 9: Incident Management Positions and Tasks

Position	Resource Request or MA Process Step	Tasks
Operations Section Chief (OSC)	1	<ul style="list-style-type: none"> Identifies the need for an MA
	2	<ul style="list-style-type: none"> Submits a request for an MA using the Resource Request Board in WebEOC
	3	<ul style="list-style-type: none"> Reviews request and determines best COA Approves requests and MAs Determines eligibility and ensuring essential elements of information are included in the request Approves completed MA for execution Completes section III of the request in the Resource Request Board Directs the accepted request to the appropriate Branch Director to identify and provide a solution to the request Provides final approval once the solution is determined
	1	<ul style="list-style-type: none"> Determines whether the requested work falls within the scope of an existing MA and if it can be accomplished by issuing a MATO Determines whether an amendment to an existing MA (e.g. adding additional funds) is appropriate Determines whether a new MA is needed or Determines whether multiple MAs are required to fulfill the resource request. <i>E.g., one agency could be tasked to provide a resource and another agency could be tasked to provide the necessary transportation.</i>

Position	Resource Request or MA Process Step	Tasks
		<ul style="list-style-type: none"> If acting as FAO – approves step 4 tasks above
	2	<ul style="list-style-type: none"> None
	3	<ul style="list-style-type: none"> Approves submitted expenditures
	4	<ul style="list-style-type: none"> If acting as FAO, approves de-obligating amendment in eCAPS
Mission Assignment Manager (MAMG)	1	<ul style="list-style-type: none"> Identifies a need for an MA
	2	<ul style="list-style-type: none"> None
	3	<ul style="list-style-type: none"> None
	1	<ul style="list-style-type: none"> Enters obligated amounts in an MA Log, a report used to track all MAs Ensures that copies of the FEMA-State Agreement, all delegation memoranda, and the original copy of any manually signed MAs are sent to the FFC to be maintained in the FFC's files Coordinates with the PM and F/A Section to process de-obligations of excess funds or initiate additional obligations, as identified. Establishes an electronic filing system for each issued MA. The electronic folder is maintained with up-to-date documentation throughout the “life-cycle” of the MA. Can assist with the creation of the MA SOW. Ensure that additional tasks fall under the scope of the MA and all paperwork is filed
	2	<ul style="list-style-type: none"> Compares charges against the mission SOW, task orders, and the IAP 204s Determines if the work being billed is within the SOW Determines if costs incurred are eligible for reimbursement Reviews and investigates any FFC notes regarding questionable items Annotates the billing package regarding actions taken Recommends to the FAO payment or non-payment (including chargebacks) Signs the MA or supporting documentation and forwards it to the FEMA PM Updates an MA Billing Log and keeps a copy of all documentation electronically Sends the original reimbursement request to the FFC with copies of any new supporting documentation that was received
	3	<ul style="list-style-type: none"> After reviewing the final billing package, prepares an MA amendment in eCAPS to de-obligate remaining funds on the MA Ensures that the performing Federal agency receives a copy of the de-obligating MA. A copy should also be provided to the SAO, if the mission is DFA If approved, the FAO (as the DRM) authorizes the reimbursement and returns the complete package to the MA Manager Updates an MA Billing Log and keeps a copy of all documentation electronically

Position	Resource Request or MA Process Step	Tasks
		<ul style="list-style-type: none"> Sends the original reimbursement request to the FFC with copies of any new supporting documentation that was received After reviewing the final billing package, prepares an MA amendment in eCAPS to de-obligate remaining funds on the MA Ensures that the performing Federal agency receives a copy of the de-obligating MA. A copy should also be provided to the SAO, if the mission is DFA.
	4	<ul style="list-style-type: none"> Creates an amendment in eCAPS to close the MA, and de-obligate any excess funds remaining Sends a notification to the OFA of FEMA's intent to close the MA within 60 days. If FEMA has not received a response from the OFA within 60 days, the MAMG will notify the agency has 30 days to respond or FEMA will de-obligate the remaining funds. Reviews and documents the status of each assigned open obligation in the UDO Report. The status of UDOs will be designated as "valid," "under review," or "identified to be de-obligated." Sends a list of open obligations with an updated status for each of their UDOs to the OCFO within ten working days, or on a schedule provided in the supplemental guidance from OCFO
FEMA Project Manager	1	<ul style="list-style-type: none"> Identifies a need for an MA
	2	<ul style="list-style-type: none"> None
	3	<ul style="list-style-type: none"> None
	1	<ul style="list-style-type: none"> PM and the OFA's AO meet to determine how the task will be accomplished, prepare the SOW needed to accomplish the task, and develop a period of performance and cost estimate FEMA's PM and the OFA detail the SOW, using Section IV of the request in the Resource Request Board Reviews, verifies, and evaluates the assigned agency's work, and provides the information to the MAMG to include in the MA electronic file Coordinates with the MAMG to de-obligate excess funds identified Maintains documentation and monitors any MA related costs, including contractor support, as well as property, personnel, and administrative costs Maintains visibility on pre-positioned goods and services initiated under an FOS MA, through close coordination with Logistics and tracks what is requested and received by the State When a FOS MA becomes a DFA MA: initiates a DFA mission, upon State request for pre-positioned goods and services and de-obligates remaining funds from the FOS MA Tracks funding requirements and coordinates with the Comptroller and MAMG to incrementally fund mission based on burn rate analysis In coordination with Logistics, ensures management and oversight of commodities trailers to ensure transportation costs associated with goods and services are controlled in such a way that trailers are

Position	Resource Request or MA Process Step	Tasks
		<p>tracked and returned timely to minimize detention charges</p> <ul style="list-style-type: none"> • Works with Logistics to provide documentation for the MA file of the tracking of resources delivered to the State in order to support final State cost share billing • Coordinates with the APMG in Logistics to ensure that accountability of property is maintained. Works closely with the OFA AO to track and monitor property throughout the life cycle of the MA • Conducts regular progress meetings with assigned Federal agency representatives, and conducts site visits to collect and verify this information • Coordinates any MA amendments and issues MATOs as necessary to carry out detailed work under the MA • Maintains project files on Federal agency performance, costs incurred, and changes to the MA (including copies of the MATO Forms and amendments) • Approve and sign the MATO • Submits a copy of the MATO to the MAMG or MAUL • The FEMA PM and the OFA AO jointly monitor the status of open MATOs to ensure the completion of the work in a timely manner
	2	<ul style="list-style-type: none"> • <i>None</i>
	3	<ul style="list-style-type: none"> • Ensures that all details of the MA are complete, and the work was done correctly and in a satisfactory manner, before approving the bill • Performs a program review to ensure the bill reflects that the goods and services received were in accordance with the requested work, and should coordinate with the MAMG, as required • Determines, in coordination with the APMG, if there are any outstanding issues with the disposition of accountable property that was purchased in the performance of the MA • Makes a recommendation to the FAO as to disposition of the property if property management issues remain unresolved. Transfer or disposition of reimbursed property is discussed in the Property Management Manual
	4	<ul style="list-style-type: none"> • Reviews and accepts de-obligating amendments in eCAPS
	1	<ul style="list-style-type: none"> • Can identify a need
	2	<ul style="list-style-type: none"> • <i>None</i>
	3	<ul style="list-style-type: none"> • <i>None</i>
Mission Assignment Specialist (MASP)	1	<ul style="list-style-type: none"> • Inputs RRF information into eCAPS
	2	<ul style="list-style-type: none"> • Duties as assigned
	3	<ul style="list-style-type: none"> • Duties as assigned
	4	<ul style="list-style-type: none"> • Duties as assigned

443 **Incident Support**

444 **Table 10: Incident Support Positions and Tasks**

Position	Resource Request or MA Process Step	Tasks
Resource Support Section Chief (RSSC)	1	<ul style="list-style-type: none"> Can identify the need for an MA
	2	<ul style="list-style-type: none"> Can submit a request for an MA using the RRF in WebEOC
	3	<ul style="list-style-type: none"> Gives final approval once the solution is determined
	1	<ul style="list-style-type: none"> If acting as FAO – approves recommendations by the RCBD
	2	<ul style="list-style-type: none"> <i>none</i>
	3	<ul style="list-style-type: none"> Approves submitted expenditures
	4	<ul style="list-style-type: none"> If acting as FAO, approves de-obligating amendment in eCAPS
Resource and Capability Branch Director (RCBD)	1	<ul style="list-style-type: none"> Can identify a need
	2	<ul style="list-style-type: none"> Can submit a request for an MA using the RRF in WebEOC
	3	<ul style="list-style-type: none"> Reviews and determines the source for the request and completes Section III (Sourcing the Request) of the RRF Directs the accepted request to the appropriate Group Supervisor to identify and provide a solution to the request Determines whether the requested work falls within the scope of an existing MA and if it can be accomplished by issuing a MATO Determines whether an amendment to an existing MA (e.g., adding additional funds) is appropriate Determines whether a new MA is needed or Determines whether multiple MAs are required to fulfill the resource request. <i>E.g., one agency could be tasked to provide a resource and another agency could be tasked to provide the necessary transportation.</i> If the request is denied the RCBD or Group Supervisor can provide comments and status updates.
	1	<ul style="list-style-type: none"> <i>None</i>
	2	<ul style="list-style-type: none"> <i>None</i>
	3	<ul style="list-style-type: none"> <i>None</i>
	4	<ul style="list-style-type: none"> <i>None</i>
Mission Assignment Unit Leader (MAUL)	1	<ul style="list-style-type: none"> Can identify a need for an MA
	2	<ul style="list-style-type: none"> Can submit a request for an MA using the RRF in WebEOC
	3	<ul style="list-style-type: none"> <i>None</i>
	1	<ul style="list-style-type: none"> Enters obligated amounts in an MA Log, a report used to track all MAs Ensures that copies of the FEMA-State Agreement, all delegation memoranda, and the original copy of any manually signed MAs are sent to the FFC to be maintained in the FFC's files Establishes an electronic filing system for each issued MA. The electronic folder is maintained with up-to-date documentation throughout the “life-cycle” of the MA. Can assist with the creation of the MA SOW

Position	Resource Request or MA Process Step	Tasks
		<ul style="list-style-type: none"> May develop and maintain OCFO Spend Plan MATOs and Amendments: <ul style="list-style-type: none"> Ensures that the task is appropriate to submit as a MATO Multiple MATOs may be issued under one MA Ensures that MATOs are filed in an MA Folder
	2	<ul style="list-style-type: none"> Compares charges against the mission SOW, task orders, and the IAP 204s. Determines if the work being billed is within the SOW Determines if costs incurred are eligible for reimbursement Reviews and investigates any FFC notes regarding questionable items Annotates the billing package regarding actions taken Recommends to the FAO payment or non-payment (including chargebacks) Signs the MA Reimbursement Request Form or supporting documentation and forwards it to the FEMA PM Updates an MA Billing Log and keeps a copy of all documentation electronically Sends the original reimbursement request to the FFC with copies of any new supporting documentation that was received
	3	<ul style="list-style-type: none"> After reviewing the final billing package, prepares an MA amendment in eCAPS to de-obligate remaining funds on the MA Ensures that the performing Federal agency receives a copy of the de-obligating MA. A copy should also be provided to the SAO, if the mission is DFA If approved, the FAO (as the DRM) authorizes the reimbursement and returns the complete package to the MAMG Updates an MA Billing Log and keeps a copy of all documentation electronically Sends the original reimbursement request to the FFC with copies of any new supporting documentation that was received After reviewing the final billing package, prepares an MA amendment in eCAPS to de-obligate remaining funds on the MA Ensures that the performing Federal agency receives a copy of the de-obligating MA. A copy should also be provided to the SAO, if the mission is DFA.
	4	<ul style="list-style-type: none"> The MAMG creates an amendment in eCAPS to close the MA, and de-obligates any excess funds remaining Reviews and documents the status of each assigned open obligation in the UDO Report. The status of UDOs will be designated as “valid,” “under review,” or “identified to be de-obligated.” The MAMG shall return the open obligations list with an updated status for each of their UDOs to the OCFO within ten working days, or on a schedule provided in the supplemental guidance from OCFO
FEMA	1	<ul style="list-style-type: none"> Can identify a need for an MA

Position	Resource Request or MA Process Step	Tasks
Project Manager	2	<ul style="list-style-type: none"> None
	3	<ul style="list-style-type: none"> None
	1	<ul style="list-style-type: none"> PM and the OFA's AO meet to determine how the task will be accomplished, prepare the SOW needed to accomplish the task, and develop a period of performance and cost estimate FEMA's PM and the OFA AO detail the SOW, using Section IV of the request in the Resource Request Board Reviews, verifies, and evaluates the assigned agency's work, and provides the information to the MAMG to include in the MA file Identifies excess funds available for the MA Manager to de-obligate Maintains and monitors any MA related costs, including contractor support, as well as property, personnel, and administrative costs Identifies pre-positioned resources and available services initiated under an FOS MA, and closely coordinates with Logistics to track what is requested and received by the State. Initiates a new DFA mission, upon State request for pre-positioned goods and services. Works with the MAMG to initiate a DFA MA with cost share to the State, and de-obligates remaining funds from the FOS MA Tracks funding requirements and coordinates with the Comptroller and MAMG to incrementally fund mission based on burn rate analysis In coordination with Logistics, ensures management and oversight of commodities trailers to ensure transportation costs associated with goods and services are controlled in such a way that trailers are tracked and returned timely to minimize detention charges Works with Logistics to provide documentation for the MA file of the tracking of resources delivered to the State in order to support final State cost share billing Coordinates with the APMG in Logistics to ensure that accountability of property is maintained. Works closely with the OFA AO to track and monitor property throughout the life cycle of the MA Conducts regular progress meetings with assigned Federal agency representatives, and conducts site visits to collect and verify this information
	2	<ul style="list-style-type: none"> None
	3	<ul style="list-style-type: none"> Ensures that all details of the MA are complete, and the work was done correctly and in a satisfactory manner, before approving the bill Performs a program review to ensure the bill reflects that the goods and services received were in accordance with the requested work, and should coordinate with the MAMG, as required Approves reimbursement requests
	4	<ul style="list-style-type: none"> Determines, in coordination with the APMG, if there are any outstanding issues with the disposition of accountable property that was purchased in the performance of the MA Makes a recommendation to the FAO as to disposition of the property if property management issues remain unresolved. Transfer or

Position	Resource Request or MA Process Step	Tasks
		disposition of reimbursed property is discussed in the Property Management Manual
Mission Assignment Specialist (MASP)	1	• Can identify a need
	2	• <i>None</i>
	3	• <i>None</i>
	1	• Inputs request information into eCAPS
	2	• Duties as assigned
	3	• Duties as assigned
	4	• Duties as assigned

445

OPERATIONAL DRAFT

APPENDIX E: EXAMPLES OF DIRECT FEDERAL ASSISTANCE MISSION ASSIGNMENTS

This appendix contains commonly used DFA MAs.

Corporation for National Community Service

- Provide personnel in support of shelter, feeding, and debris activities

Customs and Border Protection

- Conduct search and rescue operations
- Perform K-9 search and rescue duties

Department of Defense

- Provide communications support to State and local first responders
- Provide airlift/ground transportation to conduct movement of commodities and supplies to State and local first responders
- Provide mortuary affairs assistance to local medical examiner/coroner
- Provide deployable temporary medical treatment facilities to treat disaster victims/survivors
- Provide emergency route clearance for commercial vehicles
- Provide airlift to conduct search and rescue operations
- Provide transportation to move cargo and/or passengers by air, rail, marine, or ground for medical evacuation

Environmental Protection Agency

- Conduct technical analysis of potential impacted areas for oil and hazardous materials, to mitigate actual and potential threats to public health and safety
- Clean up and disposal of hazardous materials as necessary to mitigate immediate threats to public health and safety

Department of Health and Human Services

- Provide public health services personnel to augment and assist State and local health authorities
- Provide Technical Assistance consultation and scientific expertise to assist State and local public health authorities
- Set up Federal Medical Stations to augment State and local medical response resources for immediate and short-term medical needs

- Assist State and local staff in providing mental health and substance abuse support services to disaster survivors
- Provide medical care and support capabilities (personnel, equipment, and supplies) to augment State and local medical response resources
- Provide medical evacuation of patients in disaster-impacted areas
- Provide veterinary medical care to assist State and local staff
- Provide assistance in performing victim identification and mortuary operations in support of the State/local Medical Examiner/Coroner(s)
- Assist the State and local staff in evaluating environmental conditions and impacts on human health in disaster-affected areas

National Park Service

- Provide search and rescue teams or personnel.

U.S. Army Corps of Engineers

- Deploy and provide Temporary Emergency Power Technical Assistance to State, Commonwealth, territory, and/or local jurisdictions to aid in accomplishing their emergency power mission
- Activate elements to provide Technical Assistance to State, Commonwealth, territory, and/or local jurisdictions to aid in accomplishing their emergency power mission
- Provide Technical Assistance to States for priority missions at FEMA's direction
- Activate the National Planning and Response Teams to acquire, transport, and distribute bottled water
- Provide Planning and Response Teams, support personnel and contractor resources to coordinate and execute all necessary actions associated with debris clearance and removal
- Provide critical public facilities support and assistance
- Provide assessments, evaluation, and design/build response and recovery activities for drinking water and wastewater systems
- Provide Type (1, 2, or 3) temporary emergency power generation to the affected area as directed by FEMA
- Deploy the Temporary Roofing Planning and Response Teams to provide temporary roofing support

U.S. Coast Guard

- Provide hazmat and oil spill Technical Assistance to States and local jurisdictions
- Provide aircraft transportation for medical evacuation

511 **U.S. Department of Agriculture**

- 512 • Provide Technical Assistance to States and/or local jurisdictions to aid them in
513 accomplishing priority food safety and food defense missions

514 **U.S. Forest Service**

- 515 • Provide available resources (cots, blankets, sleeping bags, etc.) for shelters
516 • Provide Emergency Road Clearing (chainsaw crew or equivalent)

517

OPERATIONAL DRAFT

APPENDIX F: EXAMPLES OF FEDERAL OPERATIONAL SUPPORT MISSION ASSIGNMENTS

FOS MAs can be used to staff the JFO, NRCCs, and RRCCs. FEMA also uses FOS MAs for the surge capacity force, which is a supplemental workforce comprised of DHS agency personnel that are deployed to an incident. Examples of FOS MAs for this support are below:

- To [any Federal agency] to support FEMA [pre/post] declaration disaster activities at the FEMA [NRCC/RRCC/JFO]
- To [Federal agency] to provide FEMA with additional staff as members of the Surge Capacity Force

Other commonly used FOS MAs:

Corporation for National Community Service

- Provide personnel in support of warehousing, donations management, and call centers

Customs and Border Protection

- Provide armed Federal officers to perform force protection duties for FEMA

Department of Defense

- Provide air/ground transportation of personnel and supplies to FEMA Incident Support Bases
- Complete site preparations for temporary housing sites.
- Provide Air Component Coordination Element to assist Joint Air Operations Center
- Provide airborne command and control
- Provide airspace (air traffic) control from ground locations
- Provide public affairs broadcast transmission support to Joint Information Center
- Provide communications support to Federal first responders
- To DOD to provide [military installation/facility name] as a FEMA Incident Support Base to support forward distribution of supplies
- Provide [military installation/facility name] as a FEMA Federal Teams Staging Area to support staging of Federal response teams
- Provide aerial imagery of affected areas in support of FEMA's damage assessment efforts.
- Provide full motion video capability for incident awareness

Department of Energy

- Conduct environmental radiological testing, which may include establishment and operation of a Federal Radiological Monitoring and Assessment Center
- Activate the National Atmospheric Release Advisory Center to develop maps of predicted radiological airborne and ground hazards
- Activate the Radiation Emergency Assistance Center/Training Site to provide medical advice, consultation and training to responding organizations regarding radiation exposure and contamination

Department of Interior

- Deploy Bureau of Indian Affairs personnel to the FEMA [NRCC/RRCC/JFO] to serve as, and assist, ESF 15 Tribal Affairs specialists

Department of Transportation

- Identify, monitor, and coordinate status, damage, restoration and recovery of transportation systems and infrastructure
- Provide a Federal Aviation Administration liaison to the FEMA [NRCC/RRCC/JFO] to provide air navigation services subject matter expertise
- Provide an Federal Aviation Administration operations liaison to the FEMA Air Operations Branch or equivalent structure at the FEMA [NRCC/RRCC/JFO] to provide air navigation services subject matter expertise
- Provide Federal Aviation Administration “Hangar 6” aircraft to transport FEMA personnel and/or material

Federal Communications Commission

- Assess the impact to public safety and the FEMA Emergency Alert System communication systems, and identify all surviving and non-working communication systems

Federal Protective Service

- Provide contract security officers to FEMA Security Manager to provide physical security to FEMA facilities.

Department of Health and Human Services

- Establish a base of operations to provide reception, staging, and movement of logistical and medical assets
- Deploy subject matter experts and Technical Assistance experts to support ESF 6 and provide guidance on the delivery of human service programs

National Geospatial Agency

- Provide geospatial and imagery analysis support to FEMA

National Weather Service

- Deploy meteorologists to provide meteorological and hydrological on-site expertise, coordination, and analysis in support of the FEMA Hurricane Liaison Team

Occupational Safety and Health Administration

- Provide safety and health Technical Assistance in support of Federal agency employees and supporting Federal contractors

U.S. Army Corps of Engineers

- Provide design, site development, and construction, including installation of utilities, at a Manufactured Housing Unit group site
- Haul, install, and recover Manufactured Housing Units or other readily fabricated dwellings
- Provide Type (1, 2, or 3) Commodities Planning and Response Teams to support staging areas
- Activate and pre-position management element of the Debris Planning and Response Teams
- Activate and pre-position identified members of a Housing Planning and Response Teams
- Activate and pre-position Infrastructure Assessment Planning and Response Teams
- Activate and pre-position subject matter experts in water and wastewater systems.
- Activate and pre-position Type (1, 2, or 3) elements associated with a Temporary Emergency Power mission
- Pre-position National Water Planning and Response Teams
- Pre-position Commodities Planning and Response Teams to provide mission planning, training and management support to FEMA
- Provide Infrastructure Assessment Planning and Response Teams assets and support personnel to execute rapid structural assessments of affected infrastructure unrelated to preliminary damage assessments
- Provide water sector experts to assist FEMA Public Assistance Program
- Provide FEMA with support for oversight of State and/or local entities' debris operations
- Procure generators to augment existing FEMA inventory
- Activate and deploy U.S. Army Corps of Engineers NRF teams and initial response resources to prepare for the execution of missions
- Activate and deploy to FEMA [NRCC/RRCC/JFO] to perform duties in support of post-declaration recovery planning functions

- 617 • Deploy the Type 1 or 2 Temporary Roofing Planning and Response Teams, Right of
618 Entry Collectors and Data Entry Clerks to provide temporary roofing support to FEMA
- 619 • Pre-position logistics personnel necessary to provide event-specific planning and
620 preparation for FEMA Federal operations
- 621 • Activate and deploy Deployable Tactical Operations Systems to provide emergency
622 communications to Federal first responders
- 623 • Activate and pre-position certified National Local Government Liaison Cadre
- 624 • Provide Logistics Planning and Response Teams /planning personnel to support FEMA
625 operations
- 626 • Provide U.S. Army Corps of Engineers Urban Search and Rescue (US&R) Structures
627 Specialists Strike Team and specialized equipment to the FEMA US&R Incident Support
628 Team (IST) Engineering Cell
- 629 • Deploy the RS/GIS Planning and Response Teams to assist the Remote Sensing
630 /Geographic Information Systems Coordinator at the FEMA [NRCC/RRCC/JFO]
- 631 • Pre-position the management element of the Temporary Roofing Planning and Response
632 Teams and subject matter experts to provide event-specific planning and preparation for
633 the temporary roofing mission
- 634 • Pre-position Contracting Officer's Technical Representative and/or Technical Monitors at
635 FEMA's [NRCC/RRCC/JFO] to provide construction contracting and management
636 support
- 637 • Pre-position elements of the Housing Mission Planning Team to provide event-specific
638 planning and preparation for the housing mission

639 U.S. Forest Service

- 640 • Provide a Radio Starter System to Federal first responders
- 641 • Provide Fire Assistance and Suppression Planning

642

APPENDIX G: EXAMPLE STATEMENT OF WORK

Title: Force Protection – General – State/Local

Type: **DFA**

ESF: #13 – Public Safety and Security

Block II: Description of Requested Assistance

Provide Armed Federal Law Enforcement Officers/Agents to support State and local agencies in performing force protection including; site security, asset protection, and on-site law enforcement or other safety and security duties as requested, in support of disaster operations in response to <insert DR#/Incident name and State>.

Block IV: Justification/Statement of Work

As requested by and in coordination with FEMA, the ESF #13 National Coordination Center will supply Federal Law Enforcement Officers, with vehicles, to provide site security, asset protection, and on-site law enforcement in support of disaster response operations for (insert DR#/Incident name and State).

MATOs will be issued for specific personnel requirements, location(s), dates, and duration of assignment(s).

Equipment purchases not authorized.

Type of Assistance: <specify number> of Federal Law Enforcement Officers.

Total Cost Estimate: \$ _____

Cost for one FLEO for 14 days

Table 11: Example of a Cost Estimation for one Federal Law Enforcement Officer

Item	Daily Cost	Hourly Cost	Number of Hours	Number of Personnel	Number of Days	Total Cost
Per Diem	\$61			1	14	\$854
Lodging	\$125			1	14	\$1750
Over Time	\$200	\$50.00	4	1	14	\$2800
Travel Costs	\$750			1	2	\$1500
Gas	\$50			1	14	\$700
Miscellaneous Expenses	\$75			1	14	\$1050
Satellite Phone Usage	20 minutes	\$6 per minute			14	\$1680
TOTAL						\$10334

Cost Estimation for scaling of response: \$631 per day per officer/agent, plus \$1500 travel to and from incident.

APPENDIX H: ADDITIONAL SOURCES

- Enterprise Coordination and Approvals Processing System
- (eCAPS), Quick Reference Guide eCAPS Version 3.00, April, 2007 –The Quick guide is available within eCAPS to provide a simple walkthrough to initiate and process an MA.
- The PSMA Database is a collection of all the approved PSMA's coordinated with FEMA Interagency partners to help support disaster response activities.
- WebEOC Resource Request Board Training site. The Resource Request Training site was developed to provide a self-training guide on the Resource Request Board and its functionality. <https://training.femacms.webeoc.us/eoc7/default.aspx>.

For samples of the forms and templates listed in this MA Process Guide, please visit the MA SharePoint site at <https://esw.fema.net/esw/ORR/Response/OMD/RCB/MA/default.aspx>.

Available forms include:

- Mission Assignment Task Order Form
- Mission Assignment Form (FF 010-0-8) (Formerly FF 90-129)
- Resource Request Form (FF 010-0-7) (Formerly FF 90-136)
- Mission Assignment Financial Reporting Tool

APPENDIX I: MISSION ASSIGNMENT REPORTING TEMPLATE

Region	Program	State	Agency	MA Number	Days Aged (since Last Trans)	FEMA Cumulative Obligations	FEMA Expenditure Total	FEMA UDO Amount	Is Work Physically Complete (Y/N)	OFA Obligations	Cost Incurred - Billed (IPAC)	Cost Incurred - Not Billed	(AUTO CALC) Total Cost Incurred (L+M)	Estimated Additional Cost to Complete MA	(AUTO CALC) Funding Excess or (Shortfall) (G-N-O)	UDO AMOUNT VALIDATED By OFA	(AUTO CALC) AMOUNT to DE-OB or CLOSE (=Funding Excess)	COMMENTS
													0.00		0.00		0.00	
													0.00		0.00		0.00	
													0.00		0.00		0.00	
													0.00		0.00		0.00	
													0.00		0.00		0.00	
													0.00		0.00		0.00	
													0.00		0.00		0.00	
													0.00		0.00		0.00	
													0.00		0.00		0.00	
													0.00		0.00		0.00	
													0.00		0.00		0.00	
													0.00		0.00		0.00	
													0.00		0.00		0.00	
													0.00		0.00		0.00	

APPENDIX J: REFERENCES

- Office of Management and Budget Circular No. A-87, Cost Principles for State, Local and Indian Tribal Governments, relocated to 2 CFR Part 225 (http://www.whitehouse.gov/omb/circulars_a087_2004)
- FEMA's Logistics Management Process for Responding to Catastrophic Disasters (http://www.oig.dhs.gov/assets/mgmt/oig_10-101_jul10.pdf)
- Interagency Integrated Standard Operating Procedures Joint Field Activation and Operations (Draft, May 2006)
- FEMA Interim Directive 2600-008, Managing Open Obligations (June 2009).
- FEMA Interim Directive 2600-016, Disaster Relief Fund (DRF) – Pre-Disaster Declaration (Surge) Funding (September 2009)
- Incident Management Handbook (2012 Edition)
- Department of Homeland Security, Office of Inspector General (OIG), Federal Emergency Management Agency's Management Letter for FY 2011 DHS Consolidated Financial Statements Audit, OIG-12-46 (March, 2012) (http://www.oig.dhs.gov/assets/Mgmt/2012/OIG_12-46_Mar12.pdf)
- Enterprise Coordination and Approvals Processing System (eCAPS), Quick Reference Guide, Version 4.00 (July 2012)
- FEMA MANUAL 119-7-1, Personal Property, August 2012
- National Incident Management System (2013)
- National Incident Support Manual (January 2013)
- Regional Incident Support Manual (January 2013)
- National Response Coordination Center (NRCC) Standard Operating Procedures (May 2013)
- National Response Framework, 2nd edition (May 2013)
- National Disaster Recovery Framework (May 2013)