

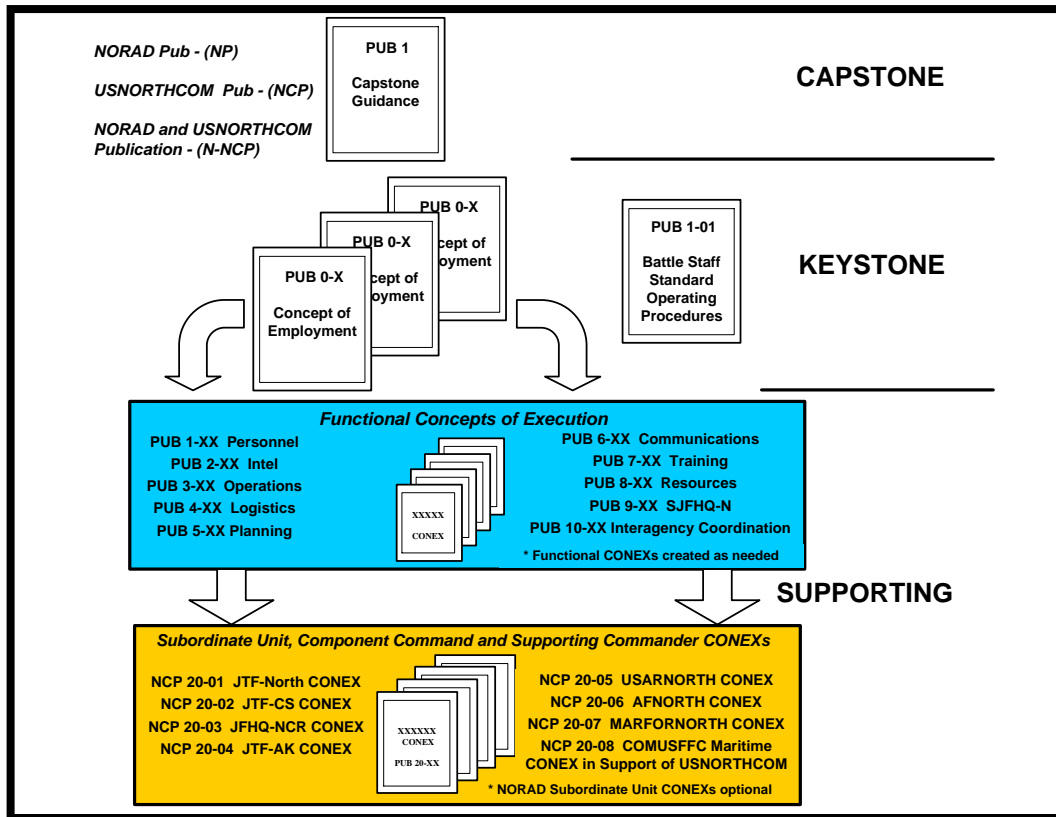
**UNITED STATES NORTHERN COMMAND
(USNORTHCOM)**



USNORTHCOM PUBLICATION 3-20

**TITLE 10 SUPPORT TO
DUAL STATUS COMMANDER LED
JOINT TASK FORCE
STANDARD OPERATING PROCEDURES**

31 JANUARY 2012



The **NORAD and USNORTHCOM Publication Series** is organized into a comprehensive hierarchy as shown in the chart above.

Capstone publications constitute the foundation for the Publication Series and provide the Commands' strategic-level guidance, direction and doctrine. These capstone publications link the series to the Secretary of Defense and Chief of Defence Staff and Chairman of the Joint Chiefs of Staff direction and joint doctrine

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LETTER OF PROMULGATION

United States Northern Command (USNORTHCOM [NC]) Standard Operating Procedures (SOP) on Title 10 (T10) Support to Dual-Status Commander (DSC) Led Joint Task Force (JTF) is part of the North American Aerospace Defense Command (NORAD [N]) and NC (N-NC) Publication Series, constituting the authoritative reference suite defining the Commands' missions and structure, force employment objectives, mission area planning considerations and operational processes from the strategic to the tactical level. The N-NC Publication Series also defines the Commands' doctrine, as well as their operational tactics, techniques and procedures (TTP). The N-NC Publication Series is authoritative because it defines the actions and methods implementing joint doctrine and describes how assigned and attached military forces will be employed in the Commands' joint and combined operations. The N-NC Publication Series consists of a capstone publication; keystone publications; and supporting publications. Supporting publications provide execution-level operational and tactical guidance, force employment direction and TTP. Supporting publications are called Concepts of Execution (CONEX). NORAD and USNORTHCOM Instruction (N-NCI) 10-154, *NORAD and USNORTHCOM Publication Series* provides further background.

This *Title 10 Support to Dual-Status Commander Led Joint Task Force Standard Operating Procedures* (long title) provides the detailed roles, responsibilities and processes/procedures for USNORTHCOM Staff, components, subordinates, and assigned/attached forces in supporting the DSC program. The *NC SOP on DSC (short title)* is the authoritative reference that defines the T10 support to DSC missions and structure, force employment objectives, mission area planning considerations and operational policy and processes from the operational to the tactical level. The *NC SOP on DSC* also defines the doctrine for support to the DSC program, as well as its TTPs.

The direction in this SOP will be used by Headquarters (HQ) USNORTHCOM, and their subordinate units, assigned component command headquarters and tasked supporting commanders (tasked by the *Forces For Unified Commands*) when augmenting or executing T10 support to DSC.

This SOP will be reviewed at a minimum annually by the USNORTHCOM J36 or following major operations. The reviews will be done to verify its currency and need for a major revision. Interim changes will be accomplished as needed. Recommendations for interim changes will be accomplished in accordance with N-NCI 10-154 and may be sent to NC/J36, 250 S. Peterson Boulevard Suite B032, Peterson AFB, CO 80914-3020; e-mail: NC.CDSCT10.OMB@northcom.mil.


Major General
Chief of Staff

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SUMMARY OF INTERIM CHANGES

CHANGE NUMBER	DATE OF CHANGE	DATE ENTERED	POSTED BY	REMARKS

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EXECUTIVE SUMMARY

The Council of Governors and the President of the United States have identified the need for Dual Status Commanders (DSC) to unify the response efforts within the 54 Territories and States of the United States of America. United States Northern Command (USNORTHCOM) has identified Title 10 Deputy Commanders (O-6 in grade) to lead a Joint Support Force Staff Element (JSF-SE) that will integrate with the State-Level DSC staff in order to provide unity of effort to the response of both Title 32/State Active Duty (SAD) and Title 10 forces. This Standard Operating Procedures document outlines the USNORTHCOM Staff support to the DSC Program, a template for a T10 Deputy Commander Handbook and the methods, procedures and best practices for the JSF-SE.

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CHAPTER 1 INTRODUCTION

This chapter provides an overview and background of the Dual Status Commander (DSC) program, and it provides an introduction to the *Title 10 Support to Dual-Status Commander Led Joint Task Force Standard Operating Procedures* which details the roles, responsibilities and processes/procedures for USNORTHCOM Staff, components, subordinates, and assigned/attached forces in supporting the DSC program.

1.1 Purpose

1.1.1. This standard operating procedure (SOP) outlines the Title 10 (T10) staff roles, responsibilities, and processes/procedures for support to a DSC during Defense Support of Civil Authorities (DSCA) operations (events/incidents requiring a Federal response).

1.1.2. This SOP consists of five chapters which provide: an overview of the DSC program (Chapter One); an outline of the roles, responsibilities, and processes/procedures for United States Northern Command (USNORTHCOM) Staff Support to DSC led Joint Task Forces (JTFs) (Chapter Two); T10 Deputy Commander (Chapter Three); the Joint Support Force Staff Element (JSF-SE) SOP (Chapter Four); and a recommended JSF-SE training curriculum (Chapter Five).

1.1.3. This SOP assumes that USNORTHCOM will provide a baseline JSF-SE that will integrate with the State JTF staff to support the T10 requirements. The JSF-SE will leverage support from the State JTF staff to meet the T10 requirements (e.g., reporting of JTF Situation Report (SITREP)/Storyboard, joint personnel status reports (JPERSTATs), logistical status reports (LOGSTATs), etc). While DSC led JTFs can organize with parallel and separate staff structures under a DSC, the best practice referenced within this SOP is the integrated staff model, where T10 staff are fully integrated with the State Active Duty/Title 32 (SAD/T32) staff.

1.1.4. All references to State within this SOP are used to refer to States, Territories, Commonwealths and the District of Columbia.

1.2 Background

1.2.1. In January 2009, the Secretary of Defense (SecDef) directed the development of options and protocols that allow Federal military forces supporting the Primary Agency to assist State emergency response personnel in a coordinated response to domestic disasters and emergency operations, while preserving the President's authority as Commander in Chief.

1.2.2. In February 2010, during the first Council of Governors meeting, the SecDef acknowledged mutually exclusive sovereign responsibilities of Governors and the President, and urged all participants to focus on common ground and build a consensus approach to coordinate disaster response.

1.2.3. In August 2010, the Commander, United States Northern Command (CDRUSNORTHCOM) hosted an orientation visit for the initial State DSC candidates (i.e., Florida, California, and Texas).

1.2.4. In December 2010, a Joint Action Plan for DSC was approved by the Council of Governors, Department of Defense (DOD), Department of Homeland Security (DHS), and Federal Emergency Management Agency (FEMA), stating that the appointment of a DSC is the "*usual and customary*

command and control arrangement” when State and Federal military forces are employed simultaneously in support of civil authorities in the United States.

1.2.5. In May 2011, CDRUSNORTHCOM assigned USNORTHCOM/J36 Domestic Operations (NC/J36) as office of primary responsibility (OPR) for DSC. NC/J36 will coordinate with NORAD-USNORTHCOM (N-NC) J5 and N-NC/J7 on doctrine and training, respectively.

1.2.6. This SOP is one of many documents which address the DSC integrated response to a DSCA event. Figure 1-1 lists the current DSC-related documentation and depicts how they are related.

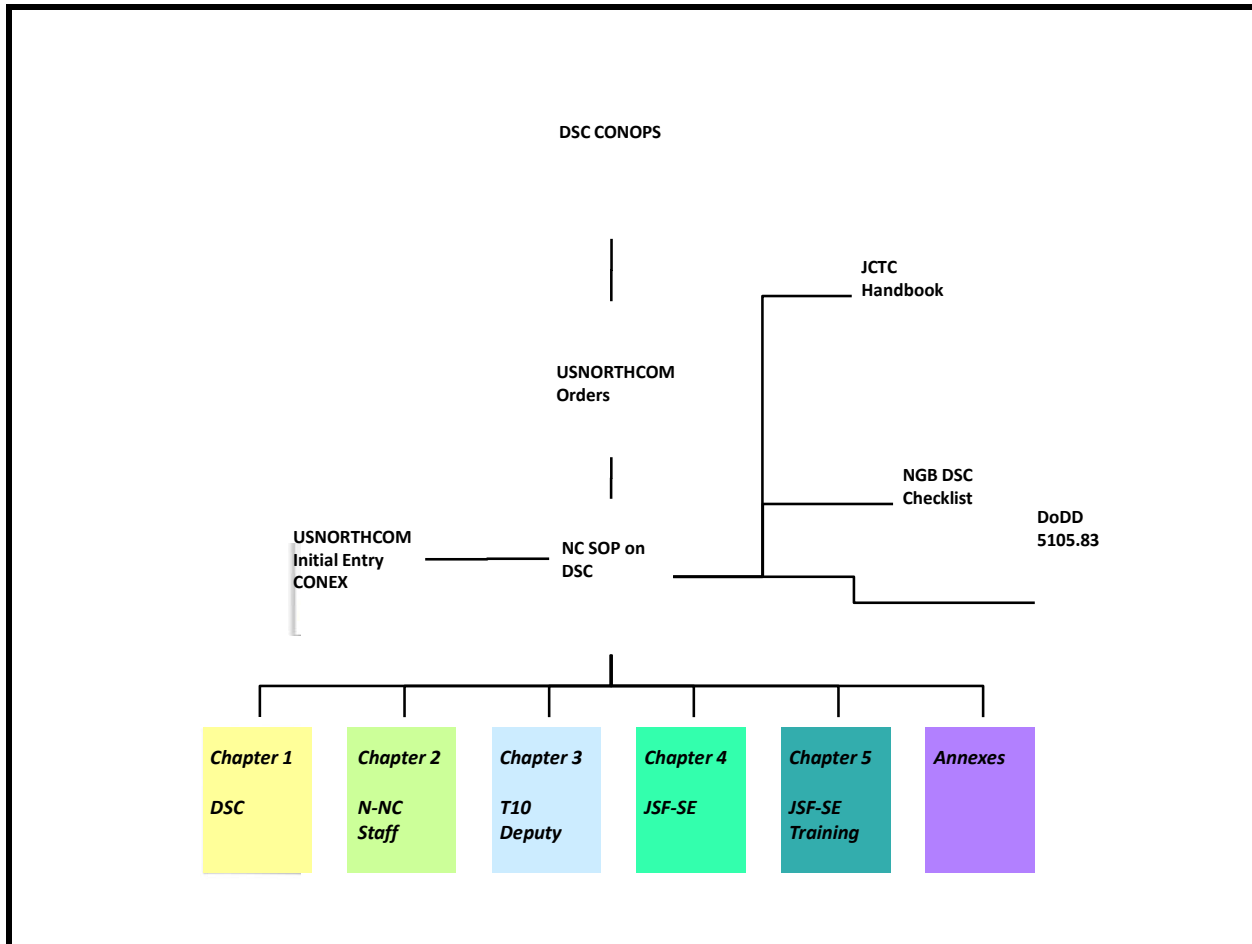


FIGURE 1-1 HIERARCHY OF DSC DOCUMENTATION

1.2.7. Figure 1-2 provides a hierarchy of DOD's DSCA-related documents. Links to these references can be found in Annex A.

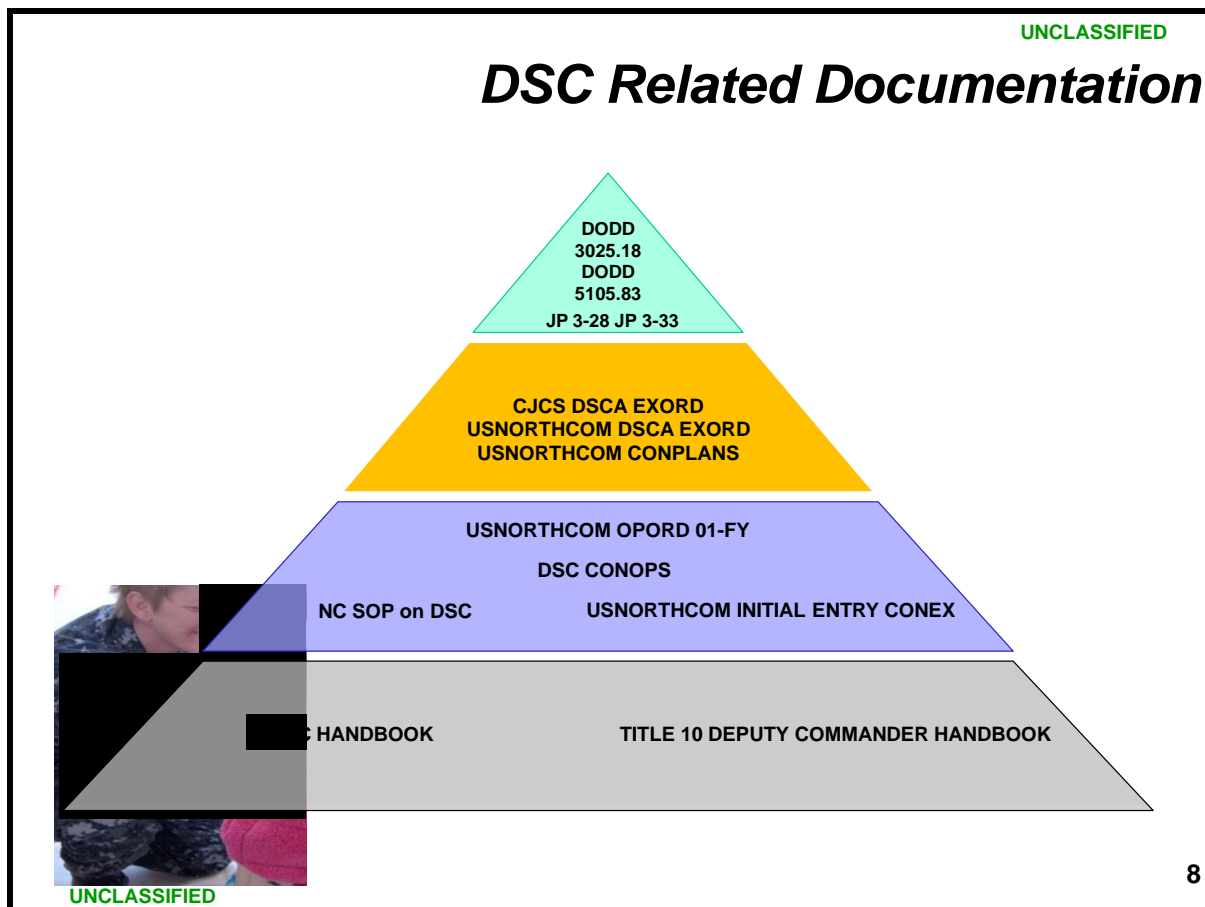


FIGURE 1-2 HIERARCHY OF DOD DSCA DOCUMENTATION

1.2.7.1. DOD Directive 3025.18 outlines the DOD roles in providing DSCA.

1.2.7.2. DOD Directive 5105.83 National Guard Joint Force Headquarters – State (NG JFHQs-State) establishes policy for and defines the organization and management, responsibilities and functions, relationships, and authorities of the NG JFHQs-State.

1.2.7.3. The Chairman, Joint Chiefs of Staff (CJCS) DSCA Standing Execution Order (EXORD) directs DSCA operations in support of the National Response Framework (NRF) and identified primary agencies in the USNORTHCOM and United States Pacific Command (USPACOM) domestic geographic areas of responsibility (AOR).

1.2.7.4. The CDRUSNORTHCOM Standing EXORD for DSCA operations outlines how USNORTHCOM will employ DOD forces in support of other federal agencies in the USNORTHCOM Operational Area (OA).

1.2.7.5. USNORTHCOM concept plan (CONPLAN) for DSCA is the Geographic Combatant Command (GCC) plan to support the employment of T10 forces providing DSCA in accordance with (IAW) the NRF, applicable federal laws, DOD Directives, and other policy guidance including those hazards defined

by the National Planning Scenarios that are not addressed by other Joint Strategic Capabilities Plan tasked plans.

1.2.7.6. USNORTHCOM operations order (OPORD) 01-11/01-12 provides direction on the conduct of military operations within the USNORTHCOM AOR. USNORTHCOM produces an OPORD annually to address planned/forecasted military operations in support of the USNORTHCOM Theater Campaign Plan.

1.2.7.6.1. Subsequent Fragmentary Orders (FRAGOs) provide specific guidance (or changes to previous guidance) on unique events to address unforecasted military support operations.

1.2.7.7. The DSC Concept of Operations (CONOPS) describes the terms, responsibilities, and procedures governing the qualification, certification, appointment, and employment of a DSC for designated planned events, or in response to an emergency or major disaster within the United States, or its territories, possessions, and protectorates.

1.2.7.8. The USNORTHCOM Initial Entry Concept of Execution (CONEX) provides USNORTHCOM doctrine and procedures for establishing Joint initial command and control (C2) and support capability for its Civil Support (CS), Homeland Defense (HD) and Department of State (DOS) support operations.

1.2.7.9. The JTF Commander Training Course (JCTC) Handbook serves as a working reference and training tool for individuals who will command and employ JTFs for HD and CS at the federal and/or state level.

1.3 DSC Nomination, Training, Certification and Exercises

1.3.1. DSC Nomination process. A State's Adjutant General (TAG) may nominate, with the Governor's approval, an Army or Air National Guard Officer (federally recognized O-6 or General Officer and eligible for "authority to command") as a DSC candidate to Chief, National Guard Bureau (CNGB) and CDRUSNORTHCOM.

1.3.1.1. CDRUSNORTHCOM may nominate a Regular Active Duty Army or Air Force General Officer as a DSC candidate in coordination with the CNGB to SecDef.

1.3.1.2. Although Title 32; Sections 325 and 315 permit only Regular Army and Air Force officers as Dual Status Commanders, officers of the US Army, US Air Force, US Navy, US Marine Corps, US Coast Guard (Title 14/10), and Title 10 Reserve Officers may serve as Title 10 Deputy Commanders.

1.3.2. DSC Training Requirements. N-NC/J7, in coordination with the National Guard Bureau (NGB), is responsible to conduct the DSC training program and will assist NC/J36 in tracking the certification status of appointed DSC officers.

1.3.2.1. Nominated DSC candidates will complete required training courses as part of the N-NC/J7 qualification process to include:

- USNORTHCOM Joint Domestic Operations Course (JDOC)
- USNORTHCOM JTF Commander Training Course

- DSC Orientation Visit Course to: USNORTHCOM / U.S. Army North (ARNORTH) / U.S. Air Force North (AFNORTH) / National Capital Region (NCR) (DHS, FEMA, Office of the Secretary of Defense (OSD), Joint Staff, and National Guard Bureau (NGB))

1.3.3. Exercises. USNORTHCOM, in coordination with the NGB, will leverage existing exercise programs at the state (when requested), regional, and national level, including VIGILANT GUARD (VG) Joint Regional Exercise Program in order to exercise DSC led JTFs. With early identification of an internal State-Level exercise, NC/J36 will seek T10 exercise support to ensure realistic and required T10 interaction.

1.4 DSC General Employment Conditions

1.4.1. DSC led JTFs are ideal C2 for pre-planned events [e.g., political conventions (Democratic National Convention (DNC)/Republican National Convention (RNC)), U.S. hosted multi-national security summits (G-20 Summit), and military support to approved non-profit youth organizations such as the Boy Scouts of America's National Scout Jamboree, etc], as well as no-notice events. DSC led JTFs work equally well for emergency conditions requiring commitment of both Title 32 as directed by the Governor and T10 forces as directed by the President of the United States (POTUS) with the consent of the Governor.

1.5 DSC Support Request Process

1.5.1. The typical DSC support request process is outlined in Figure 1-3 below. Prior to any support request of DSC there will be a standing memorandum of agreement (MOA) between the State and DOD. For the activation of a DSC, the support request process can begin with the State Governor providing his or her consent to have his pre-identified and qualified officer appointed as DSC. The process should be coordinated in the military chain from the State TAG to CDRUSNORTHCOM and CNGB. These two will provide a recommendation for approval of the DSC to the SecDef via the CJCS and Assistant Secretary of Defense Homeland Defense & America's Security Affairs (ASD-HD/ASA). With the Governor's consent and the SecDef's authorization, the DSC is activated. Upon notification (verbal or written), that a DSC has been authorized, Joint Force Headquarters – State, will release State Command Orders for the appointed DSC, if required. N-NC/J1 will provide the DSC with federal (T10) orders.

1.5.2. Requests for DSC activation are coordinated through the NGB at DSC.MOA@ng.army.mil and all requests for information should also copy the NGB Future Operations Cell at NGB.J35FOC@ng.army.mil, NORAD-NORTHCOM Command Center (N2C2) Current Operations at n2c2.current.ops.omb@northcom.mil, and NC/J36 at NC.CDSCT10.OMB@northcom.mil.

1.5.3. Due to the complexity of the information flow of the DSC request and in order to ensure the proper entities are informed during the process NC/J36 has outlined the specific points of contact throughout this process that should be informed (along with phone numbers and emails). Since this list is dynamic with the transfer of military personnel, organizational mailboxes are the preferred communication method. This information can be found within the at the following linked power point file:

<https://operations.noradnorthcom.mil/sites/NCJ3DOMOPS/J3DOMOPS%20CDSC/Shared%20Documents/DSC%20SOP%20Development%20Briefings/11-10-03%20Information%20Process%20for%20DSC%20Activation.pptx>

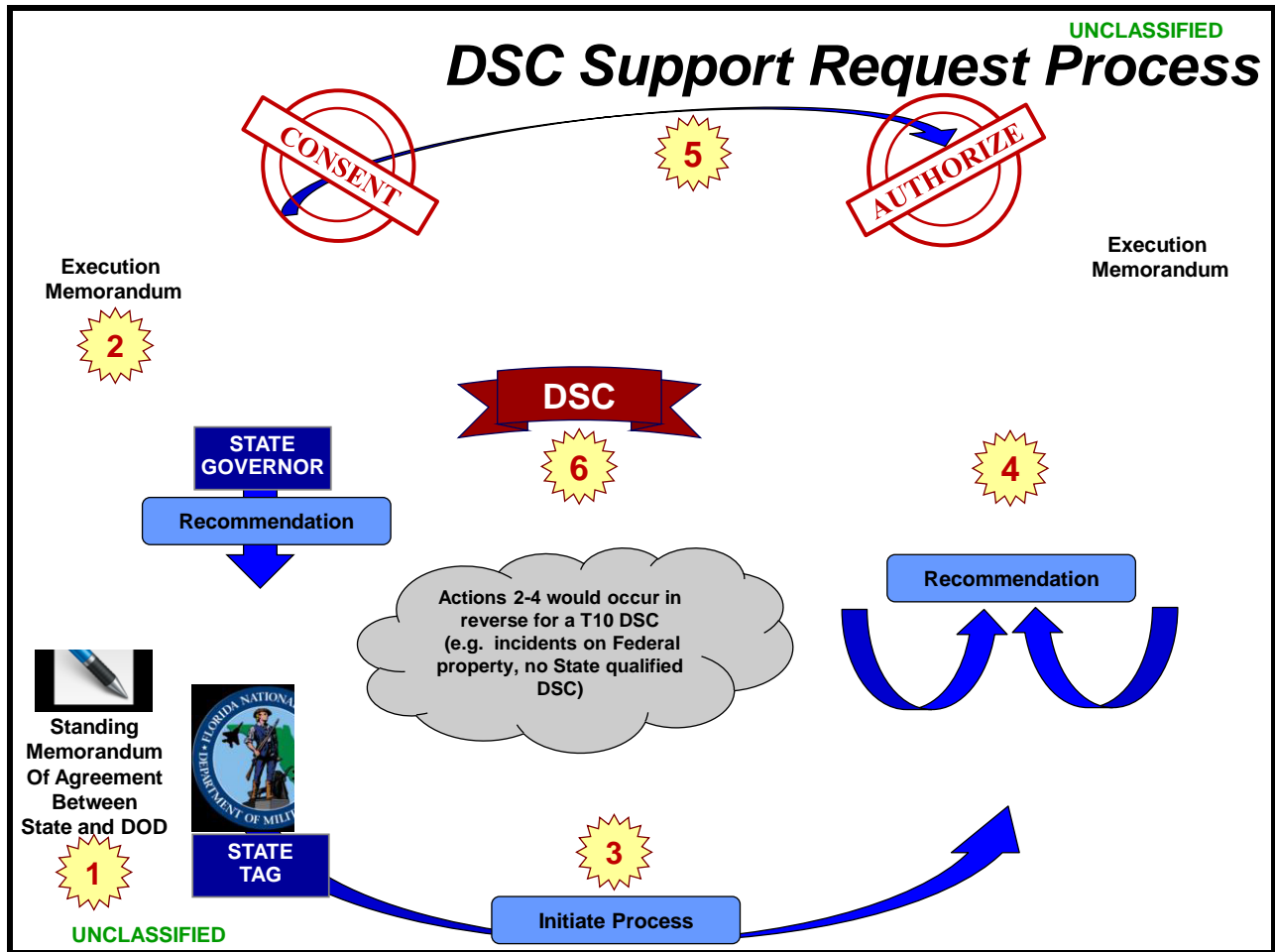


FIGURE 1-3 DSC SUPPORT REQUEST PROCESS

1.6 Request Process for JSF-SE Support

1.6.1. The request for activation of a DSC for a State is outlined in section 1.5. Figure 1-4 provides a visual representation of the JTF T10 staff support request process.

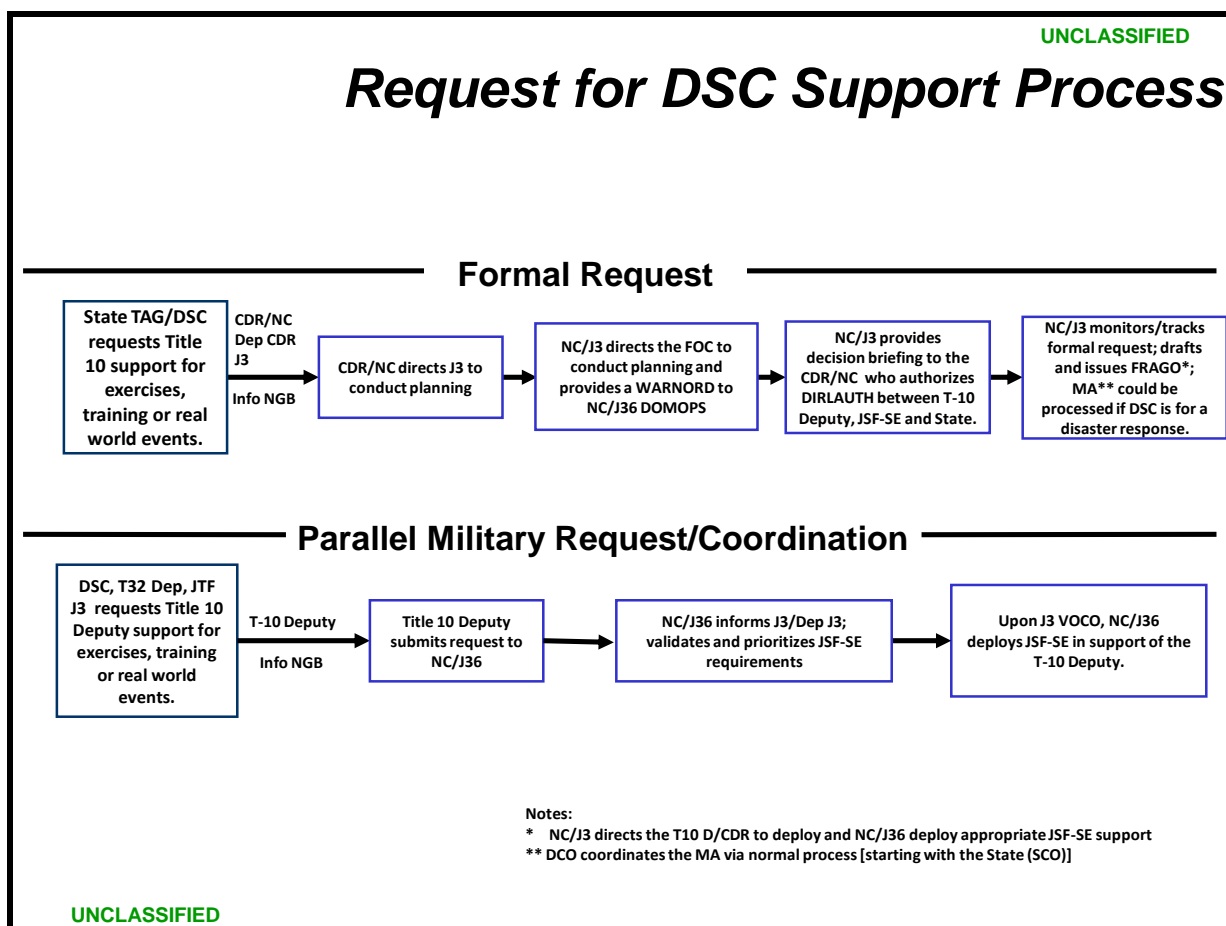


FIGURE 1-4 DSC LED JTF T10 STAFF SUPPORT REQUEST PROCESS

1.6.2. In anticipation of or in response to an incident/potential disaster, the State TAG may request CDRUSNORTHCOM to activate the T10 Deputy Commander for that state and send a baseline JSF-SE. The T10 Deputy Commander will, with direction from CDRUSNORTHCOM, coordinate a JSF-SE response team with NC/J36. The T10 Deputy Commander and JSF-SE will integrate with the State's TAG staff/JTF to assist in efforts prior to DSC activation, in coordination with (ICW) the Defense Coordinating Officer (DCO).

1.6.3. Once the DSC has been officially activated by the SecDef, the T10 Deputy Commander and JSF-SE can support the DSC in the C2 of T10 forces assigned by CDRUSNORTHCOM to the DSC led JTF.

1.7 Decision Points and Timeline for DSC Activation and Employment

1.7.1. While every response will vary, subject to the situation, Figure 1-5 illustrates the major decision points for executing a no notice response based on USNORTHCOM DSCA phases and outlined by supporting organizations/echelons. Figure 1-6 outlines the major decision points for executing an advanced notice/warning event.

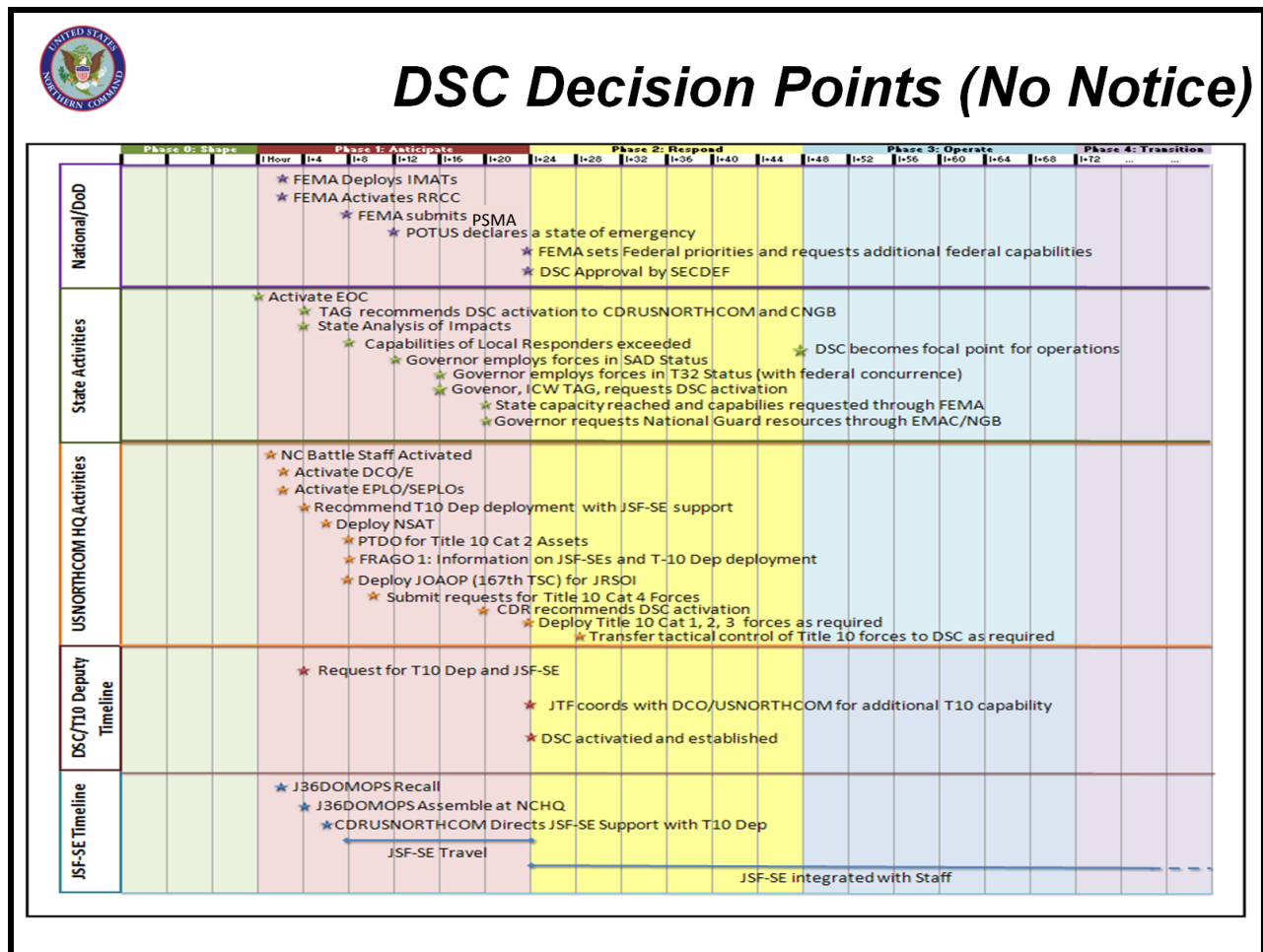
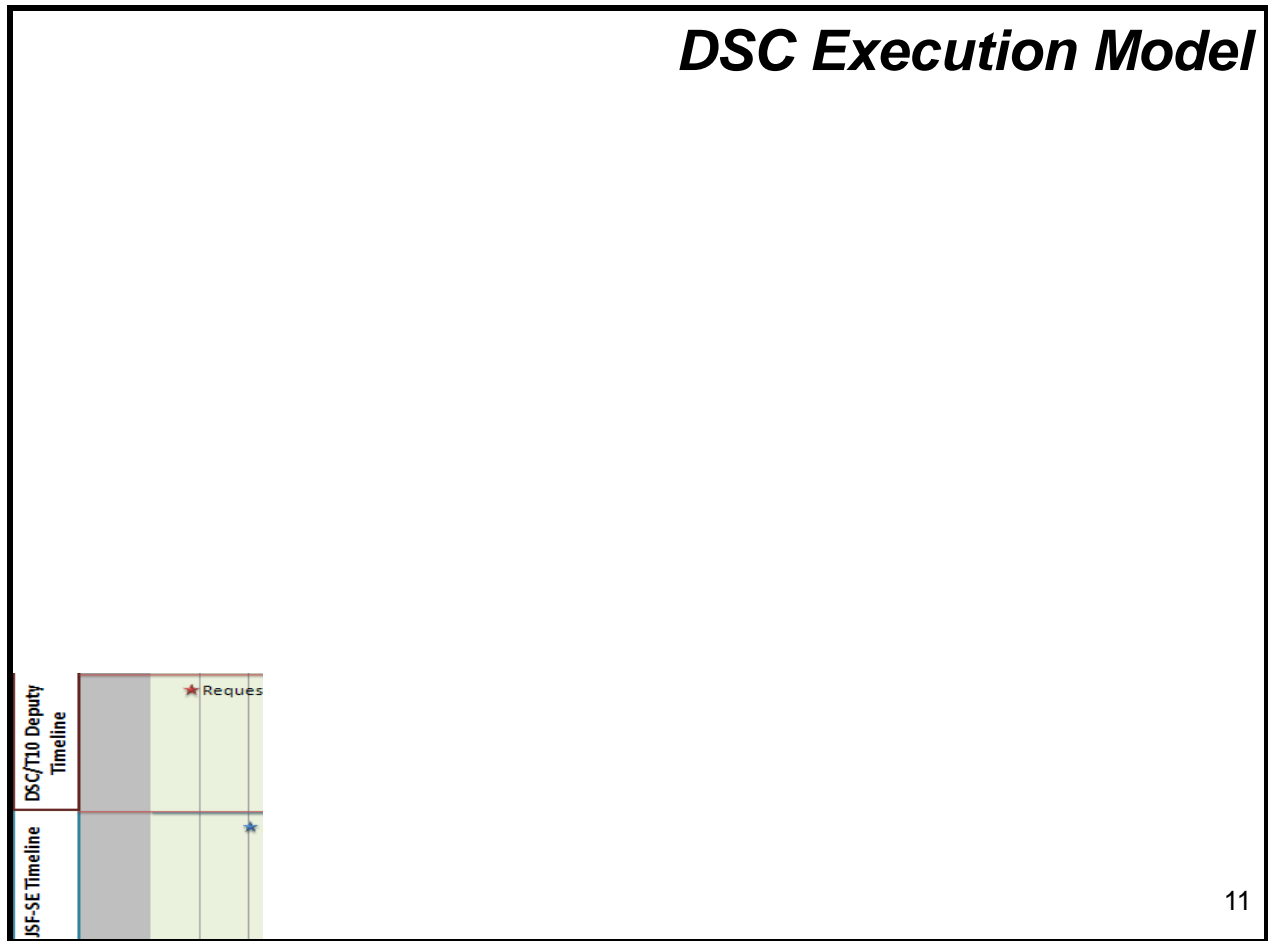


FIGURE 1-5 DECISION POINTS FOR A NO NOTICE DSC EXECUTION MODEL

**FIGURE 1-6 DECISION POINTS FOR ADVANCED NOTICE/WARNING DSC EXECUTION MODEL**

1.7.2. Although DOD supports all emergency support functions (ESFs), per the NRF, USNORTHCOM provides DSCA response along eight (logical) lines of operation: transportation, incident awareness & assessment (IAA), search and rescue (SAR), engineering support, medical, communications support, security, and support forces. In alignment with USNORTHCOM's CONPLAN for DSCA and the DOD CONOPS for DSC, DSC support will be conducted in six major phases (Figure 1-7): Phase 0 (Shape), Phase I (Anticipate), Phase II (Respond), Phase III (Operate), Phase IV (Stabilize), and Phase V (Transition).

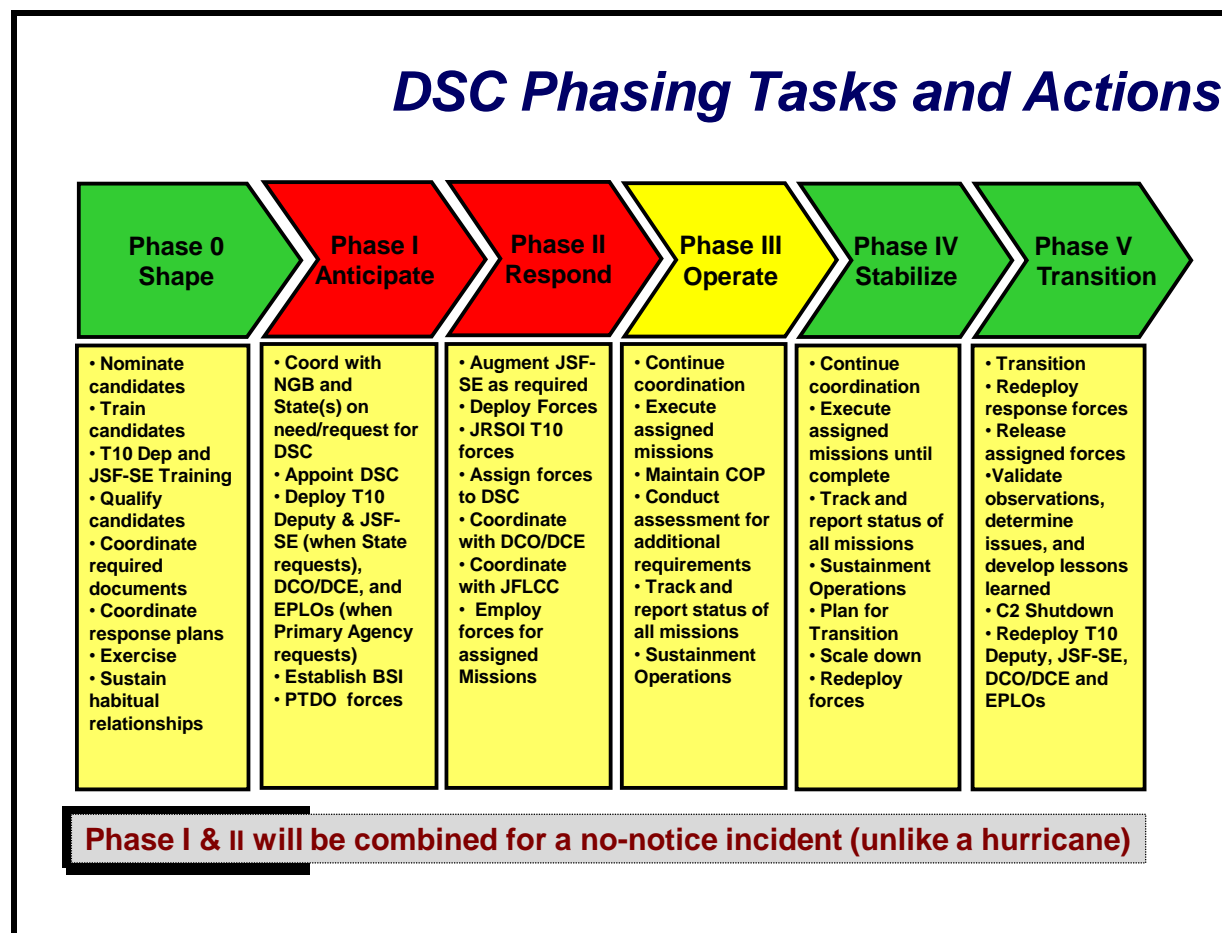


FIGURE 1-7 DSC PHASING TASKS AND ACTIONS

1.8 Supporting Commands

1.8.1. AFNORTH, as the USNORTHCOM Joint Force Air Component Command (JFACC) maintains situational awareness, is prepared to provide Search and Rescue support in concordance with the Air Force Rescue Coordination Center (AFRCC) to the Primary Agency, and is prepared to provide a Joint Air Component Coordination Element (JACCE) or air planner support.

1.8.2. When directed, ARNORTH, as the USNORTHCOM Joint Force Land Component Command (JFLCC), issues necessary prepare to deploy orders (PTDO) and conducts Joint Operating Area (JOA) opening operations to establish “setting the theater” requirements for deploying Federal military forces.

ARNORTH provides the personnel for JSF-SE Team 5, outlined within the DSC CONOPS, with augmentation as required for selected positions (e.g., Maritime Domain Ops/Plans).

1.9 Command and Control

The DOD CONOPS for the DSC provides the framework for employment of a DSC for Federal T10 and State National Guard T32/SAD military forces conducting civil support during single or multi-state incident or planned events. The DOD DSC CONOPS applies to operations within the construct of USNORTHCOM CONPLAN for DSCA. The DOD DSC CONOPS does not apply to homeland defense operations, civil disturbance operations, or to T10 forces responding under domestic immediate response authority. If operational necessity dictates, the NG JFHQ-State may communicate directly with NC, while informing the NGB (DOD Directive (DODD) 5105.83, Enclosure 5 paragraph 6), for any assistance required. Figure 1-8 provides an integrated model for military C2 structure for DSC led JTFs. This figure also depicts the Federal and State emergency management coordination structure and the parallel military C2 and coordination lines for a response effort.

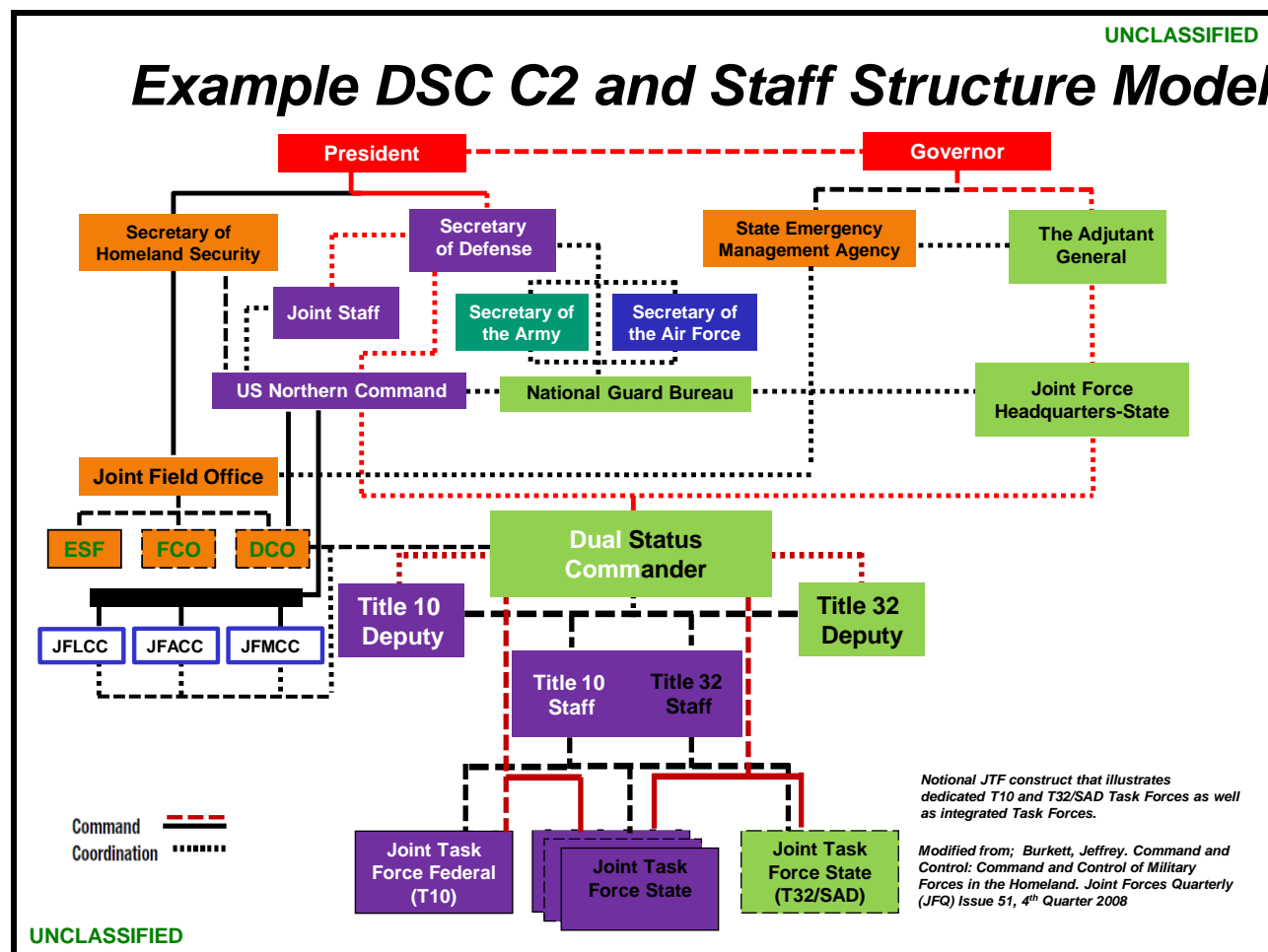


FIGURE 1-8 EXAMPLE DSC C2 AND STAFF STRUCTURE MODEL

1.10 Command Authority

1.10.1. Upon arrival in the JOA T10 forces are normally transferred Operational Control (OPCON) to the Geographic Combatant Commander in accordance with the CJCS standing DSCA EXORD.

1.10.2. When established, DSCs are OPCON to USNORTHCOM in accordance with the DSC CONOPS. DSCs also have a State chain-of-command, through The Adjutant General, to the Governor.

1.10.3. When attaching T10 forces to DSCs, the command authority can be in either an OPCON or Tactical Control (TACON) C2 relationship, IAW JP 1. The DSC will exercise either OPCON or TACON of Federal T10 military forces, in response to approved requests for assistance/mission assignments (RFA/MA) from the primary agency in accordance with the NRF (Department of Homeland Security, 2008) and consistent with the National Incident Management System (NIMS) (Department of Homeland Security, 2008).

1.10.4. For events or incidents that affect multiple States (or multiple areas within a State), a DSC led JTF may be established in each affected State (or area). The DSC will have OPCON or TACON of attached/assigned T10 response forces (not including Immediate Response forces) operating within their State (or JOA), and USNORTHCOM will coordinate the reallocation of T10 response forces between States (or areas), potentially through the use of the JFLCC.

1.10.5. In the event that the DSC is incapacitated, and while awaiting the designation of a new DSC for the JTF, command authority should fall to the two deputy commanders in accordance with higher headquarters direction. A parallel command structure would be temporarily established for the issuing and execution of orders. The succession of command instructions should be outlined in both higher headquarters and JTF orders.

CHAPTER 2 N-NC STAFF RESPONSIBILITIES TO DSC

2.0.1 This chapter outlines the N-NC staff tasks and responsibilities to support the DSC led JTF. The DSC CONOPS identifies in general terms a number of NC responsibilities to support the DSC led JTF. Through a series of working group meetings (in June and July 2011) hosted by NC/J36 and one-on-one coordination between NC/J36 staff officers and their staff counter-parts, the following SOP-level tasks were developed outlining each Directorate and Special Staff responsibilities to support the DSC program and during DSC employment for DSCA operations.

2.0.2 The N-NC Staff will support the DSC led JTF in a phased approach following the six phases outlined in the DSC CONOP (see figure 2-1, N-NC Staff Tasks and Actions).

2.0.3. Phase 0 Purpose: Trained and ready T10 Deputies and JSF-SE augmentation. Ensure plans are up to date and maintain close coordination with NC/J36 for emerging DSC requirements. The Chief of Staff for NC will designate and manage Title 10 Deputy Commander assignments from within NC HQ.

2.0.3.1. Key Tasks Include: Identifying required augmentation to the JSF-SE(s), augmentee training and equipping, maintaining situational awareness for possible contingency operations, updating plans and CONOPS to incorporate the DSC program, and standardization of training materials throughout the staff and state partners. Augmentees are encouraged to participate in NC/J36 JSF-SE exercises and training as available (see Chapter 5).

2.0.3.2. Phase 0 Endstate: The identification of a potential DSCA mission and request or anticipated request for DSC activation.

2.0.4. Phase I Purpose: Assist the T10 Deputy and JSF-SE(s) with specific support requirements and planning priorities as directed.

2.0.4.1. Key Tasks Include: Assist the T10 deputy and JSF-SE(s) with N-NC staff specific support when requested, provide augmentation to assist in deliberate and/or crisis action/contingency planning, and prepare products to assist with contingency assessments and decision making. Successful alert, assembly and deployment of T10 Deputy and JSF-SE, assist with initial assessment of the contingency.

2.0.4.2. Phase I Endstate: T10 Deputy and JSF-SE(s) deploy to assist with response operations.

2.0.5. Phase II Purpose: JTF integration of T32/SAD and T10 forces achieved in order to provide unity of effort in the response.

2.0.5.1. Key Tasks Include: T10 deputy and JSF-SE(s) have arrived and are integrating with the DSC led JTF staff, with required augmentation. Successful alert of response forces, assembly and deployment of required augmentation support, assist with movement plans for response forces, and track deployment and initial reporting requirements.

2.0.5.2. Phase II Endstate: N-NC staff has assisted the T10 response forces in deploying, integrating and sustainment establishment to conduct contingency operations in the JOA.

2.0.6. Phase III Purpose: Currently deployed NC capabilities are sufficient to support civil authorities with the N-NC staff providing reach-back assistance and SA on T10 response forces.

2.0.6.1. Key Tasks Include: Track and maintain situational awareness (SA) on T10 response forces, assist in the DSC activation process if required, assist with IAA planning and asset coordination, assessment and progress of MAs, and maintain coordination with IA partners to assist the DSC led JTF.

2.0.6.2. Phase III Endstate: N-NC staff have assisted the DSC led JTF in mission execution and no further requests for DOD support are anticipated from the civil authorities.

2.0.7. Phase IV Purpose: N-NC staff continue to maintain SA on the progress and completion of RFAs/MAs and scale down and redeployment of T10 response forces and providing assistance as required.

2.0.7.1. Phase IV Key Tasks: Continue to assist the DSC led JTF with assessments and completion of MA(s); maintain SA on T10 forces and they depart the JOA; assist the DSC led JTF with closeout of logistics as required; conduct mission assessments; assist with transition planning; and DSC closeout recommendations.

2.0.7.2. Phase IV Endstate: NC support is no longer required by civil authorities. N-NC staff has transitioned to assisting the T10 Deputy and JSF-SE(s) with closeout operations

2.0.8. Phase V Purpose: N-NC staff assists with transition operations and the safe redeployment of the T10 Deputy and the JSF-SE(s).

2.0.8.1. Phase V Key Tasks: Maintain SA on the demobilization timeline and track the departure of the T10 Deputy and JSF-SE(s), assist with primary agency strategy for redeployment, monitor transition tasks, transfer OPCON/TACON of T10 Forces as directed until they depart the JOA for home station, maintain SA on out processing T10 Forces, conduct after action reviews (AARs) to capture and record lessons learned.

2.0.8.2. Phase V Endstate: This phase ends when response forces have redeployed, and OPCON is transferred to their respective Service. N-NC Staff has completed required redeployment reporting, assessments/AARs. USNORTHCOM transitions back to Phase 0.

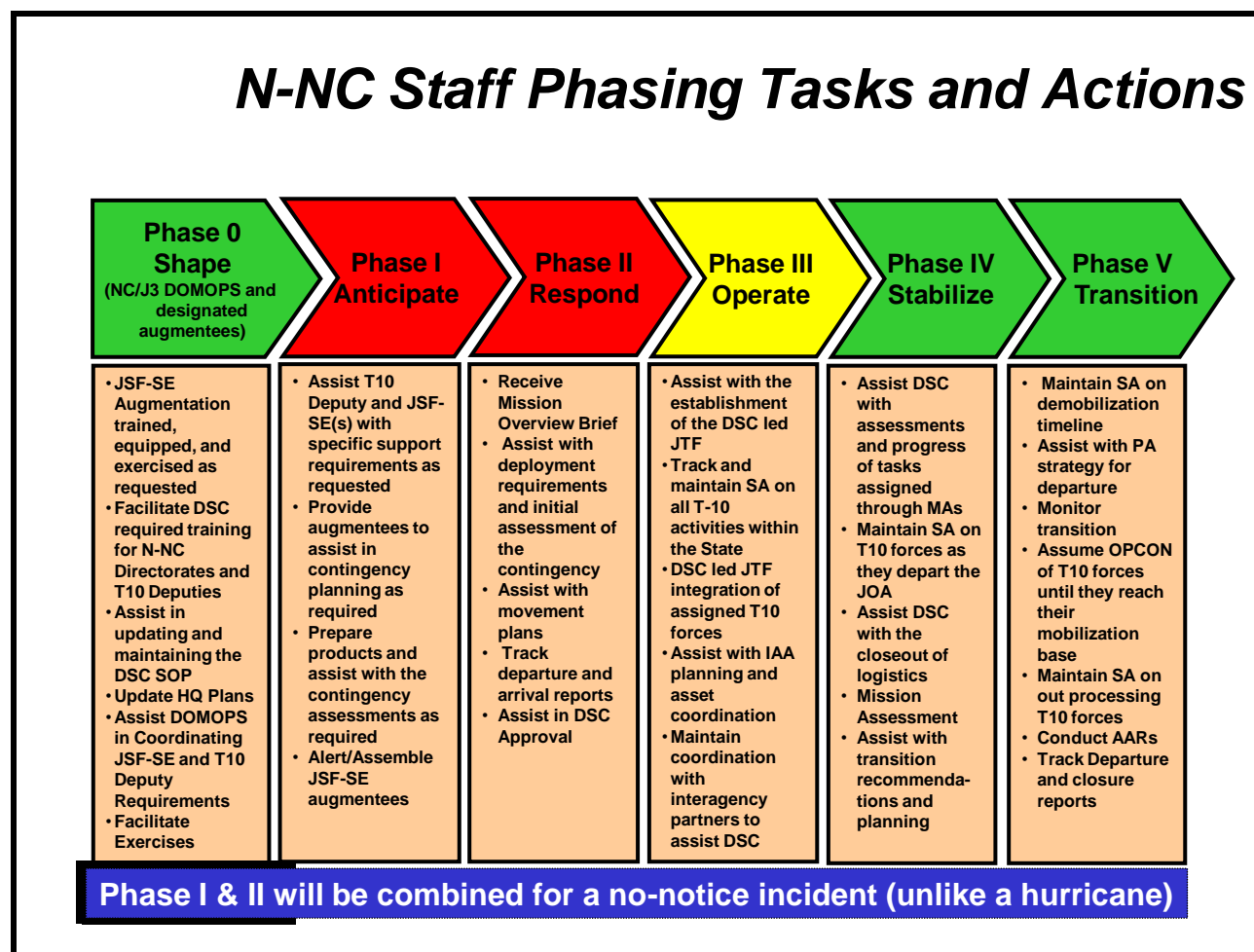


FIGURE 2-1 N-NC STAFF TASKS AND ACTIONS

2.1 N-NC/J1

2.1.1 The N-NC/J1 will maintain a battle roster of two primary and two alternate JSF-SE qualified members in order to augment JSF-SEs as required. These personnel will coordinate training and support requirements with NC/J36. N-NC/J1 will identify the personnel tracking requirements for JSF-SEs in coordination with NC/J36.

2.1.2. N-NC/J1 functions and responsibilities are further described below.

- Battle roster augmentees to JSF-SE teams IAW Table 2-1
 - Be prepared to deploy with JSF-SE to conduct J1 activities as outlined in *Joint Publication 1-0, Personnel Support to Joint Operations* (accountability, reception, casualty reporting, etc)
- Assist NC/J36 with the development of standardized personnel reports required for DSC-led JTF operations
 - Identify personnel reporting requirements for T10 forces supporting DSC operations

- Submit Joint Personnel Status (JPERSTAT) report to Joint Staff J1 IAW CJCSM 3150.13D, *Joint Reporting Structure - Personnel Manual* and OPORD 01-11 reporting requirements.
- Assist JSF-SE in conducting other J1 activities as outlined in Joint Publication 1-0, *Personnel Support to Joint Operations* (accountability, reception, casualty reporting, etc)
- Assist NC/J36 with maintaining and updating of the NC Staff Chapter of the NC SOP on DSC
 - Address personnel actions and processes to support DSC contingency operations
 - Upon notification (verbal or written) that a DSC has been formally requested and approved, N-NC/J13 will release Federal Command Orders for the appointed DSC utilizing the checklist at Annex B
- N-NC/J13 will submit all NC/J35 requests for Active Duty for Operational Support (ADOS) Active Component (AC) order funding to the Department of the Army Operations (G3) or Department of the Air Force Operations (A3) as applicable. Annual requests should be submitted NLT one month prior to the beginning of the fiscal year of which DSC mission execution will occur or immediately upon notification of planned event. Timely requests are required to ensure that services adequately program ADOS-AC funding in support DSC requirement.

2.2 N-NC/JIOC-N/J2

2.2.1. N-NC/JIOC-N/J2 will provide intelligence support to DSC-led JTF operations, and will be prepared to support JSF-SE augmentation as required to fill DSC requests.

2.2.2. Tasks for N-NC/JIOC-N/J2 will include:

- Battle roster JIOC-N/J2 augmentees to JSF-SE teams IAW Table 2-1
- Manage deployment readiness by enabling rostered JIOC-N/J2 augmentees to participate in NC/J36-required training and exercises
- Provide intelligence support to DSC-led operations as required, IAW all intelligence oversight regulations
 - Support development of IAA strategies
 - Develop Threat Assessments and monitor for changes to threats
 - Develop Priority Intelligence Requirements (PIRs)
 - Lead the Joint Collection Management Board (JCMB)
 - Support the NC/J35-led Situational Awareness Working Group (SAWG)
 - Support use of airborne imagery for IAA, through ongoing coordination with the Interagency Remote Sensing Coordination Cell (IRSCC), support to the NC/J3-led Joint Reconnaissance Center (JRC), and assisting with preparation of Proper Use Memoranda

- Provide DSCs and JSF-SEs with reach back to JIOC-N/J2 and the Intelligence Community
- Tasks for N-NC/JIOC-N/J2 members on temporary duty to a JSF-SE will include:
 - Provide intelligence support to the DSC through all phases of the operation, IAW all intelligence oversight regulations
 - Advise the DSC regarding JIOC-N/J2 capabilities and products, and provide reach back
 - Support development of Threat Assessments and synchronize with N-NC

Support development of PIRs and synchronize with N-NC

2.3 NC/J3

2.3.1. The NC/J3 will task, as required, the other NC Directorates to assist NC/J36 in the development of the DSC requirements and procedures. Battle roster augmentees to JSF-SE teams in accordance with (IAW) 2-1.

2.3.2. NC/J3 will be responsible for issuing orders to T10 Deputy Commanders and JSF-SE teams when capability is requested by States and approved by CDRUSNORTHCOM. NC/J36 will coordinate the notification process for the T10 Deputy Commanders and JSF-SE teams, based upon requests from each state or DSC. This process is outlined in section 4.0 of this SOP. The core elements for most JSF-SEs will be provided from the staff within the NC/J36.

2.3.3. N-NC/J30, Global Force Management (GFM)/Joint Operation Planning and Execution System (JOPES) is NC's single entry point for all GFM/JOPES issues relating to the Request for Forces (RFF) and the MA process. GFM uses the Joint Capabilities Requirement Manager (JCRM) software system to manage all rotational and emergent capabilities request. The JOPES software program manages the movement of military forces.

2.3.4. NC/J33 and N2C2 will coordinate with the T10 Deputy Commanders and NC Directorates, DSC-led JTF reporting requirements that build upon established State and NGB requirements. These reporting requirements will be detailed in Annex C of this SOP.

2.3.4.1. Within the DSC construct, most T10 forces are secured through the State-FEMA-DCO MA process. When a state exhausts a resource/capability, the State Coordinating Officer (SCO) submits a request to FEMA's Federal Coordinating Officer (FCO). The FCO turns to their staff within the Joint Field Office (JFO) for possible sourcing solutions.

2.3.4.2. The DCO represents the DOD within the JFO, and when tasked by the FCO, reviews the state's request, ensures it's a suitable request that DOD can fulfill, and provides a cost estimate to meet that request.

2.3.4.3. The FCO coordinates the DCO's response with the SCO for approval (the state normally has a cost share with FEMA). Once approved, the DCO will forward the request to the JFLCC for inclusion into JCRM.

2.3.4.4. This is the start of the MA process. The MA flows from the JFLCC through USNORTHCOM's J30/J35/J3 for approval, finally to the Joint Staff for sourcing the capability through one of the services'

force providers. Once identified, the unit/capability uses the JCRM data to build movement requirement into JOPES.

2.3.5. NC/J33 will coordinate with the DSC led JTF of each State to ensure that critical update briefs can be attended and viewed. Since most State NG JFHQs have limited access to secure video teleconference (VTC) setups, the preference for VTC briefs should be on the unclassified network utilizing Defense Connect Online (DCO) (see Annex R for more details).

2.3.6. Tasks for NC/J3 will include:

- J3 Support for DSC Operations
 - Develop/Coordinate the notification process for T10 Deputy Commanders and JSF-SE teams
 - Recall Standards (IAW NC Initial Entry CONEX)
 - Deployment Timelines (IAW NC Initial Entry CONEX)
 - Deployment Tracking (IAW this SOP Chapter 2, section 2.15)
 - Establish, in coordination with the T10 Deputy Commanders and all NC Staff Directorates, DSC-led JTF reporting requirements that build upon established state and NGB requirements
 - Deployment Reports (See Annex C)
 - SITREPs (See Annex C)
 - VTC Requirements (TBP)
 - Task Directorates to assist NC/J36 with DSC requirements
 - DSC SOP maintenance and updates
 - Reach back support
 - Issue orders for T10 Deputy Commanders and JSF-SE teams when capability is requested by states and approved by CDRUSNORTHCOM
 - Staff requests to gain CDRUSNORTHCOM's approval
 - Prioritize State requirements for multi-state contingency operations

2.3.7. NC/J30 will assist NC/J36 Support Branch with determining connectivity and information exchange requirements to state National Guard local area networks.

2.3.7.1. NC/J30, GFM/JOPES is NC's single entry point for all GFM/JOPES issues relating to the RFF and MA process. GFM uses the JCRM software system to manage all rotational and emergent capabilities request.

2.3.7.2. Tasks for N-NC/J30 will include:

- Publishes policies and standardizes procedures for NC GFM/JOPES
 - Maintains and publishes the NC JOPES Letter of Instruction (LOI)
 - Maintains and publishes GFM policies and procedures
- Manages the GFM process through the use of JCRM in coordination with the FOC, J35 and the J3 for USNORTHCOM and is the advocate for JCRM and JOPES when coordinating with Joint Staff J31 and the force providers
- Develops and publishes the Planning Identification Number (PID) and JOPES instructions in all FRAGOs for identified operations and exercises
- Manages the JOPES process through the use of NC identified JOPES Newsgroups
- Supports the approval process for JCRM and JOPES within the software system
- Develops processes to enhance JCRM and JOPES actions when SIPR is limited or unavailable within the DSC JTF

2.3.8. Tasks for NC/J33/N2C2 will include:

- NC J33/N2C2 will track the deployment and employment of T10 Deputies and JSF-SE IAW with Table 2-3. Tracking products are event specific and will be developed by J36 and transitioned to N2C2 during Phase 1.
- NC J33/N2C2 will receive and process departure, arrival, and closure reports, OPREPs, SITREPS, and other reports IAW Paragraph 2.15, Table 2-3 and NC Initial Entry CONEX.
- NC J33/N2C2 will coordinate additional JSF-SE augmentation with N-NC Directorates, Components, or Subordinates once J36 begins deployment operations

2.3.9. Tasks for NC/J35 will include:

- NC J35/Future Operations Cell (FOC) will coordinate orders with subordinates (DSC led JTFs represented by JSF-SE), to include DIRLAUTH as required
- NC J35/FOC will invite subordinates (DSC led JTF represented by JSF-SE) to FOC updates/coordination meetings
- NC J35/FOC will establish a DSC FOC planner to provide updates and be the center point for DSC specific related issues
- NC/J35 shall submit annual requests for Active Duty for Operational Support (ADOS) Active Component (AC) order funding for all planned dual-status commander missions to N-NC J13 for staffing with applicable service force provider. Annual requests will be submitted NLT one month prior to the beginning of the fiscal year of which DSC mission execution will occur or immediately upon notification of planned event. Timely requests are required to ensure that services adequately program ADOS-AC funding in support DSC requirement.

2.3.9.1. Tasks for NC/J35 SAR Plans Branch:

- Maintain ready roster of SAR experts including NC/J36, JPRC and NC Coast Guard SAR personnel able to deploy
- Maintain AOR Situational Awareness as it pertains to SAR
- Keep current NC SAR strategic doctrine
- Through assigned DCOs promote/support/enable SAR planning in each region/State
- Maintains strategy and plans for Inland SAR Coordinator (CDRUSNORTHCOM)
- Represents the Inland SAR Coordinator at National SAR Committee
- Coordinates with DoS and Foreign govts to ensure SAR Services provided
- Primary Agency representative to ESF#9, Prepared to assume OPA
- Develops Catastrophic Incident SAR CONOPS
- Upon DSC activation: contact State SAR Coordinator (SC) for initial SAR planning requirements to determine best location to place NC SAR expert (State EOC, JTF, AOB...)
- Engage State SC, NG and Region DCO/Defense Coordinating Element (DCE) to gain initial SAR needs and potential gaps
- Assist states with Catastrophic Incident SAR planning as requested
- Maintain deployment readiness of SAR experts to support a JSF-SE or SAR cell when directed
- Man FOC SAR desk 24/7 when required, augmented with pre identified non-deploying SAR expert as required
- Participate in ESF#9 teleconferences
- Identify and report to USNORTHCOM anticipated requirements for IAA, including prioritized SAR information requirements over time
- On order deploy SAR expert to DOD ESF#9 nodes and/or to supplement and support the JPRC/JFACC at regional, State, local, territorial and tribal levels
- Monitor and coordinate activity in the **nc sar** DCO XMPP chat room

2.3.10. Tasks for NC/J36:

2.3.10.1. Operations.

- Operational management to provide three JSF-SEs and the core element to additional JSF-SEs as required

- Training of JSF-SE designated personnel (see Chapter 5)
- Planning and doctrine of T10 operational support for DSC led JTFs
 - When a state makes a request for DSC planning, exercise or operational support that would involve more than just the T10 Deputy Commander, forward the request to NC.CDSCT10.OMB@northcom.mil for an assessment of our ability to support
 - Request must be valid and vetted through the appropriate levels of authority within the State National Guard chain of Command (at a minimum through the J3, T32 Deputy Commander or the DSC)
 - The T10 Deputy Commanders should forward the finalized support plan to NC NG office at nc.ng.om@northcom.mil
 - NC/J36 will validate request and approve or disapprove based on current operational activity scheduled during the requested time

2.3.10.2. Training and Exercises.

- Responsible for identifying and coordinating NC/J36 internal and external training
- Individual and collective training
- Training of JSF-SE designated personnel (see Chapter 5)

2.3.10.3. Support.

- Support provides internal support to NC/J36 and coordinates support for forces assigned to a DSC led JTF. Support provides NC/J36 with operational and tactical level expertise and strategic reach back for assistance in the functional areas of logistics operations and planning, movement planning and execution, budget tracking and planning, personnel planning and limited services, and communications support. This diverse expertise is not 24 hour capable due to the small size of Support. When deployed, Support provides joint augmentation to the following staff sections: J1, J4, and J6 with reach-back J8 support.
- Maintain the readiness of all deployable communications equipment/systems.
- Train NC/J36 JSF-SE personnel on the use of their issued deployable communications equipment as appropriate.
- Ensure communications technician proficiency on deployable communications equipment/systems as appropriate.
- Train communications planners on required DSC support tasks.

2.4 N-NC/J4

2.4.1. The N-NC/J4 will battle roster one primary and one alternate JSF-SE qualified member in order to augment JSF-SEs as required. In addition to the normal N-NC/J4 duties and responsibilities in support of

DSCA, they will ensure that the DSC concept of support is nested with 167th Theater Sustainment Command (TSC) and NC concept of support documentation.

- Battle roster augmentees to JSF-SE teams IAW Table 2-1
- The 167th TSC provides General Support logistics, and Base Support Installations provide that specific support coordinated between the COCOM and the Military Department/Service
- If required, the JFLCC can request additional logistics capabilities via RFF, including contracting capability, mobilization of the full 167th TSC, and follow-on sustainment capabilities

2.4.2. Designated BSI (normally Federal Installations outside the impacted area) will act as the logistics hub(s) to employed forces. Upon designation, the BSI provides general support for common user logistics (food, water, life support, contracting and fuels) to all proximate DOD forces. It supports JRSOI in coordination with the operational commanders and supports in-transit visibility and commodity distribution within the limits of existing capabilities, beyond the BSI, will be requested through the Global Force Management (GFM) process via RFF. BSI support is the responsibility of the senior Commander on the installation (see AR 600-20 for Army, Wing Commander for Air Force Bases, Commander Marine Corps Installation Command for Marine Corps, and Installation Commanders for Navy Bases). The BSI has DIRLAUTH with the JFLCC and the Theater Sustainment Command for reporting and logistics coordination. In the case of "Joint Bases" coordination with the effective Services will take place during the N-NC J4 JLOC BSI designation call. Refer to N-NC J4 JLOC BSI Portal Page for more details. Refer to N-NC J4 JLOC BSI Portal Page for more details. <https://operations.noradnorthcom.mil/sites/NNCJ4/BSI/default.aspx>

- Will monitor and provide guidance on transportation/deployment issues for Title 10 forces via the NORAD-NORTHCOM Deployment Distribution Cell (NDDOC).

2.4.2.1. The 167th TSC FWD (T10 elements), under the JFLCC, coordinates JOA opening on up to two BSIs by coordinating support to all DOD forces responding in the operational area with the BSI, Army Materiel Command, contracting elements, Defense Logistics Agency (DLA), General Services Administration (GSA) and State National Guard. The USTRANSCOM JTF-Port Opening capability, if employed, provides APOD support to receive forces and stage cargo moving by air ICW with the 167th TSC and BSI.

2.4.2.2. Logistics intent is to allow all units to take advantage of efficiencies, utilizing commodities from the nearest source whether T10 or NG, with minimal changes to habitual supply processes and ensuring logistics does not negatively impact response. Forces operating under the DSC will utilize the BSI as their GS logistics hub (back-up).

2.4.2.3. DS (primary) to units assigned to DSC includes organic support through the State National Guard logistics channels, to include the use of State commodity managers, State Directors of Logistics (DOL), and support provided through U.S. Property and Fiscal Offices (USP&FO).

2.4.2.4. Tertiary support is reach-back to home station and pushed forward by organic or commercial carrier (including FEDEX / UPS / DHL, etc) for all employed units.

2.5 N-NC/J5

2.5.1. N-NC/J5 will battle roster one primary and one alternate JSF-SE qualified member in order to augment JSF-SEs as required. N-NC/J5 will ensure that the DSC concept of operation is incorporated into applicable Civil Support Plans for NC.

2.5.2. Tasks for N-NC/J5 will include:

- Incorporate the DOD guidance for DSC into applicable USNORTHCOM DSCA Plans
 - Provide updates to the Joint Staff to maintain the accuracy of DOD guidance for DSC to reflect DSC operations
- Battle roster augmentees to JSF-SE teams IAW Table 2-1
- Provide Action Officers (AOs) to assist with maintaining the NC SOP on DSC
 - Assist in updating the SOP with AO support following exercises or contingency operations where changes to the SOP are required

2.6 N-NC/J6

2.6.1. Battle roster augmentees to JSF-SE teams IAW Table 2-1.

2.6.2. The N-NC/J6 will assist NC/J36 with determining connectivity and information exchange requirements to state National Guard local area networks in support of the DSC mission and T10 Deputy Commanders.

2.6.3. All other N-NC/J6 functions and responsibilities are further described in the N-NC Staff Support to the NC SOP on DSC.

- Assist NC/J36 with the development of communication requirements and standardized communication reports required to support DSC-led JTF operations, which build upon established state and NGB requirements
- Assist NC/J36 in the development of level I communications equipment to support the DSC staff. Assist in the development of unforecasted/unfunded requirements and POM submission for DSC communication requirements
- Assist NC/J36 with the development and maintaining of this SOP, addressing processes and procedures concerning the DSC led JTF T10 communication requirements and capabilities during Contingency Operations
- Support training of appropriate NC, component, and subordinate headquarters' personnel in preparation for deployment in a JSF-SE communications billet
- Assist NC/J36 with developing processes and procedures for integration and sharing of geospatial database sets/platforms enabling the establishment of a common user defined operational picture (UDOP)

2.7 N-NC/J7

2.7.1. N-NC/J7 will coordinate all DSC training schedules with the NGB as well as conduct the DSC qualification training. Updated training status of DSCs and T10 Deputy Commander qualifications will be provided to NC/J3. In addition, N-NC/J7 will incorporate the DSC concept into the DSCA Phase II course provided by ARNORTH.

2.7.2. The N-NC/J7 is responsible for the JLLP. As such, the N-NC/J7 will provide guidance on the training of observers for DSC events and coordinate with observers for the entry of observations into JLLIS.

- Issues identified as corrective action board issues will be injected into the N-NC CAB process by
- N-NC Chief of Staff direction or selection by directorate and command OPRs.

2.7.3. Tasks for N-NC/J7 will include:

- Coordinate DSC training schedules with the NGB IAW DODD 5105.83 T32 Deputy Commanders are encouraged to participate, but are not tracked)
- Conduct the JCTC and DSC orientation visit courses to facilitate DSC qualification training
 - Incorporate developing DSC doctrine into training
 - Track qualification and training of DSCs
- Monitor DSC-designee and T10 Deputy Commander completion of web-based training requirements.
- Develop a certificate of qualification for CDR, USNORTHCOM and the NGB to provide to DSC designees and T10 Deputy Commanders upon completion of training
 - Identify qualification requirements and frequency of training
 - Monitor qualification standards
- Provide USNORTHCOM J3 a quarterly updated qualification status at the completion of the JCTC and DSC orientation events
 - Maintain qualification records
 - Plan training and exercises to incorporate DSC qualification requirements
- Track NGB's training sequence roster for the completion of required DSC training by state nominees
- Incorporate the DSC concept into the DSCA phase II course
- Add event names for DSC events
- Serve as the duty expert on the JLLP

- Serve as the point-of-contact for guidance on the collection of observations
- Coordinate issue resolution with N-NC directorate/command
- Command Lesson Managers (CLM) for introduction of issues into the CAB process

2.8 N-NC/J8

2.8.1. N-NC/J8 will provide Combatant Command level advocacy for DSC funding and will provide JSF-SE augmentation as required.

2.8.2. Tasks for N-NC/J8 will include:

- Provide augmentation to JSF-SE teams as requested by NC/J36
 - Coordinate training support through NC/J36
 - The funding for T10 JSF-SE support does not change from current reimbursable DSCA operations
 - Each individual unit's owning component/organization is responsible for capturing costs and processing reimbursement per the DSCA EXORD
 - Directorate resource managers ICW T10 Deputy Commanders, submit budget estimates to support DSC and JSF-SE training and exercises
 - Submit budget estimates for DSC cost through existing prioritization process for funding
 - Assist the JSF-SE with large scale un-forecasted spending requirements
 - Provide reach-back support to assist with MA expenditure tracking that falls outside the DSC led JTF J8s expertise

2.9 N-NC/Judge Advocate (JA)

2.9.1. N-NC/Judge Advocate (JA) will battle roster two primary and two alternate JSF-SE qualified members in order to augment JSF-SEs as required. N-NC/JA is the advisor to CDRUSNORTHCOM on all legal issues related to DSC and DSCA. They will provide legal review of all DSC related documentations and provide direct legal support to deployed JAs attached to JSF-SEs.

2.9.2. Tasks for N-NC/JA will include:

- Battle roster augmentees to JSF-SE teams IAW Table 2-1
- Serve as advisor to CDRUSNORTHCOM on all legal issues related to DSC and DSCA
- Provide legal review of all DSC-related documentation
- Provide legal support to deployed JAs attached to JSF-SEs

- Provide legal counsel to DSC and T10 Deputy
- Provide legal aspects of DSCA/DSC led JTF chains of command as needed
- Act as link between DSC led JTF Staff and NC Office of the Staff Judge Advocate (SJA)
- Participate in daily NC-sponsored JAG meetings (online or by telephone)
- BPT augment additional JSF-SEs as required

2.10 N-NC/Deputy Chief of Staff for Communications (CSC) – Public Affairs

2.10.1. N-NC/Deputy Chief of Staff for Communication (CSC) office (Public Affairs) will battle roster three primary qualified members in order to augment JSF-SEs as required.

2.10.2. All other N-NC/CSC functions and responsibilities are further described in the N-NC Staff Support to the DSC SOP.

2.10.3. Tasks for N-NC/CSC will include:

- Battle roster augmentees to JSF-SE teams IAW Table 2-1
- Assist NC/J3 and T10 Deputies with the development of a public affairs template, addressing planning and T10 public affairs requirements and capabilities during Contingency Operations
- Support training of appropriate NC, component, and subordinate headquarters' personnel in preparation for deployment in a JSF-SE PA billet

2.11 N-NC/Surgeon General (SG)

2.11.1. The N-NC/Surgeon General (SG) office will battle roster one primary and three alternate JSF-SE qualified members in order to augment JSF-SEs. Due to staff reductions, alternate augmentees may need to be requested outside the N-NC/SG Directorate. The primary medical planners for the first two JSF-SEs are assigned to the NC/J36 on a regular basis and not from the SG Joint Table of Distribution (JTD). Follow on support may be leveraged from the Joint Regional Medical Plans Officer(JRMPOs), as required who are a part of the SG JTD.

2.11.2. Tasks for the N-NC/SG will include:

- Battle roster augmentees to JSF-SE teams IAW Table 2-1
 - Be prepared to deploy with JSF-SE to conduct Surgeon activities as outlined in the Joint Publication 4.02, Health Service Support (2006) and the JTF Senior Medical Leader Operations Guide (2006)
 - Manage deployment readiness within SG Directorate by enabling augmentees to participate in NC/J36 training and exercises
- BPT provide reach back medical subject matter expertise to the JSF-SE as requested

- Provide initial Force Health Protection guidance for JSF-SE deployments and T10 forces
- Provide medical intelligence products to the DSC and JSF-SE ICW J2, NCMI, USAPHC, and other sources
- Prescribe MCDM as required to JSF-SE
- Identify medical reporting data and establish procedures for inputting data into NC COP, currently available in N-NC Google Earth SAGE
- Assist medical planning and T10 medical support requirements and capabilities during contingency operations

2.12 Interagency Coordination Directorate (IC)

The Interagency Coordination (IC) will provide augmentation to JSF-SE as required and support DSC, T10 Deputy Commanders, and JSF-SE training, as required (in coordination with N-NC/J7 and NC/J36).

2.13 N-NC JSF-SE Augmentation Requirements

2.13.1. All N-NC Directorates and Staff sections shall comply with the following items:

- Battle roster augmentees to JSF-SE teams per Table 2-1
 - Coordinate training support through NC/J36
 - Receive deployment equipment from NC/J36 for primary members
 - Be prepared to deploy with JSF-SE to conduct operational joint task force staff duties and responsibilities in response to a DSCA event
 - Participate, when requested, with NC/J36 Joint Field Orientation – State training with state JFHQs
 - Maintain familiarity of NC OPORD, DSCA EXORD, NC CONPLAN 3500, NC CONPLAN for DSCA, DSC CONOPS, and this SOP.
- All Directorates and Staff sections BPT support augmentation of additional JSF-SEs as requested by NC/J36

TABLE 2-1 JSF-SE AUGMENTATION REQUIREMENTS FOR N-NC

Directorate/Staff	Number of Primary Augmentees to JSF-SE	Number of Alternate Augmentees to JSF-SE
N-NC/J1	2	2
N-NC/JIOC-N/J2	1	1
NC/J3	5	0
N-NC/J4	1	1
N-NC/J5	1	1
N-NC/J6	4*	2
N-NC/JA	2	2
N-NC/CSC (PA)	3	1
N-NC/SG	1	3

* Two senior communications officers and two communications technicians

2.13.2. All N-NC Directorates and Staff sections augmenting JSF-SEs to DSC led JTFs are encouraged to issue hand-held voice and data communication devices to primary members. Primary members must be prepared to transfer assigned equipment to their alternate if they are unavailable for deployment. Minimum level 1 communications equipment packages will have the capability to remotely access N-NC servers through the use of a laptop, air card; and have a mobile device capable of receiving NIPR e-mail from their directorates. Air cards will be issued by NC/J36 JSF-SE Teams Leads to the staff augmentees once deployed.

2.14 DSC Status Monitoring

2.14.1 Tracking the status of the DSC program for each State is a multi-layer and multi-staff effort within N-NC. NC/J36, as the OPR, will manage a Steady State tracker and the collection of all pertinent data on the status of the program within the DSC Portal on the NC External Portal (<https://operations.noradnorthcom.mil/sites/NCJ3DOMOPS/J3DOMOPS%20CDSC/Shared%20Documents/11-08-16%20Operational%20DSC%20Tracker%20Information%20Paper.pdf>). Designated N-NC Staff sections and the T10 Deputy Commanders for a State will have responsibility for maintaining the accuracy of this data as outlined in Table 2-2. The NGB uses a single email account for all DSC coordination, DSC.MOA@ng.army.mil. All information should be copied to the NGB FOC at NGB.J35FOC@ng.army.mil.

TABLE 2-2 STATE DSC DAILY TRACKER

Data Field	Responsible Staff Section
State Status	NC/J36
Memorandum of Agreement	NC/J36
Appointment Letter drafted	Title 10 Deputy for State
JTF-CDR (DSC)	Title 10 Deputy for State
Is the DSC Trained	N-NC/J7
Title 32 Deputy Commander (if designated)	Title 10 Deputy for State
Title 10 Deputy	NC/J36
Has the Title 10 Deputy been activated?	NC/J35
NC/J36 Primary POC	NC/J36
NC/J36 Secondary POC	NC/J36
Has a Title 10 Deputy familiarization visit been conducted?	Title 10 Deputy for State
Date of initial DSC planning visit	Title 10 Deputy for State
Date of DSC initial training exercise	Title 10 Deputy for State
Date of DSC validation event	Title 10 Deputy for State
Follow-on DSC planning visit	Title 10 Deputy for State
Follow-on DSC exercise visit	Title 10 Deputy for State
Next scheduled DSC event	Title 10 Deputy for State
Date of last JSTC	N-NC/J7
N-NC/J72 POC	N-NC/J7

2.14.1. Figure 2-2 is a depiction of the Status Tracking Dashboard. In order for the responsible Staff section to update their specific information they can select the “View/Edit States” link in the top left of the dashboard or go directly to the information database by following this link:
https://operations.noradnorthcom.mil/sites/NCJ3DOMOPS/J3DOMOPS%20CDSC/Lists/State_Tracker/AllItems.aspx

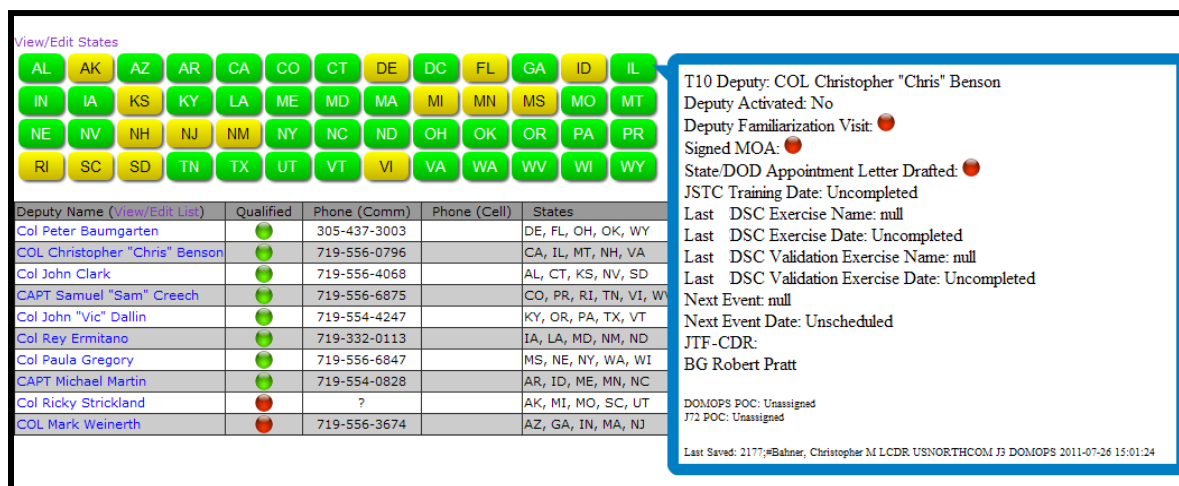


FIGURE 2-2 DSC STATUS TRACKING DASHBOARD

2.14.2. The Operational Tracker will monitor and track the status of the information outlined in Table 2-3 and be focused on actual real world events.

TABLE 2-3 DSC OPERATIONAL TRACKER

Information	Tracked by	Values	Information received from?
DSC Requested	N2C2 Land	Yes - Green No – Red (Default)	Phone or email request to chain of command from a State
DSC Requested By	N2C2 Land	(By who?)	Phone or email request to chain of command from a State
DSC Qualified	N-NC/J7	Yes - Green No - Red (Default)	N-NC/J72 Status Tracker
MOA Status	NC/J36	Drafted – Yellow Signed – Green None – Red (Default)	OSD
DSC Recommended	N2C2 Land	NC Recommends NGB Recommended N-NC/NG Recommended None (Default)	Phone or email request via chain of command
DSC Designated	N2C2 Land	None - Red (Default) VOCO - Green Signed - Green	OSD
G-Series T10 Orders	N-NC/J1	Yes - Green No – Red (Default)	Deputy Commander USNORTHCOM
ADOS Orders	N-NC/J1	Yes - Green No – Red (Default)	NGB
Title 10 Dep. Requested	N2C2 Land	Yes - Green No – Red (Default)	Phone or email request to chain of command from a State
Title 10 Deputy Approved by	N2C2 Land	(By who?)	Phone or email request via chain of command from a State
Title 10 Dep. Deployment Status	N2C2 Land	Not Deployed (Default) Deployed Integrated	Departure/Arrival/SITREP from Title 10 Deputy
JSF-SE Request	NC/J36	Yes - Green No – Red (Default)	Phone or email request to chain of command from a State
JSF-SE Approved By	NC/J36	(By who?)	Phone or email request to chain of command from a State
JSF-SE Deployment Status	N2C2 Land	Not Deployed (Default) Deployed Integrated	Departure/Arrival/SITREP from Title 10 Deputy or JSF-SE Team Lead
JTF Integrated	Title 10 Deputy	Yes – Green No – Red (Default)	SITREP from T10 Deputy
Last Modified	Input by last entry	DTG	

2.14.2.1. When a DSC or a T10 Deputy Commander is requested and the field in Table 2-3 is updated the display on the NC J3 Battle Command Display (BCD) button will change from grey to yellow indicating a change has occurred from Steady State to Operational. Figure 2-3 displays the graphical view of the data that would be displayed using the BCD when a DSC is requested for the State of Alaska and a T10 Deputy Commander has been requested by the State of California.



Dual Status Commande

State	DSC Req	DSC Re
OPR:	N2C2 Land Desk	N2C2 L Desk
AK		N/A
CA		N/A

FIGURE 2-3 DSC OPERATIONAL TRACKER GRAPHICAL USER INTERFACE (GUI)

2.14.2.2. The data within Table 2-2 and Table 2-1 will be maintained within the NC DSC Portal using a State_Tracker list. This list also includes additional data that is not detailed within the two tables. Figure 2-3 and 2-4 illustrate the State_Tracker list that currently exists and can be found at the following URL: https://operations.noradnorthcom.mil/sites/NCJ3DOMOPS/J3DOMOPS%20CDSC/Lists/State_Tracker/AllItems.aspx

2.14.2.3. Current information on all points of contact can be found in paragraph 1.5.3 of this SOP.

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CHAPTER 3 TITLE 10 DEPUTY COMMANDER RESPONSIBILITIES

3.1 Purpose

3.1.1. This chapter outlines the T10 Deputy Commander's roles and responsibilities and will reference T10 Deputy Commander's template for a handbook, which is a separate document provided to T10 Deputy Commanders. Each T10 Deputy Commander is encouraged to modify, update, and include reference material in their respective handbook that is unique to his/her roles and responsibilities. Understanding that each of the States and territories for which they support are sovereign entities; the T10 Deputy Commander will need to incorporate the specific reference material that is relevant to their assigned states or responsibilities.

3.1.2. Each T10 Deputy Commander is encouraged to pass their handbook to their relief and use it as a means to facilitate the hand-off of responsibility along with this SOP.

3.2 Background

3.2.1. NC created an initial cadre of ten T10 Deputy Commanders to support designated DSCs. The ten T10 Deputy Commanders were selected from Regular Army, Air Force, Navy, Marine Corps, Coast Guard O-6, or O-5 selected for O-6, officers from within NC, components and subordinates.

3.3 Training

3.3.1. T10 Deputy Commanders will train to the same standard as the designated DSCs, attend State aligned orientation visits, engage with senior State leaders, and develop close working relationships within their assigned states. Training will be offered on a quarterly basis and shall consist of:

- The JDOC on-line (waiverable with the National Incident Management System experience)
- NC's JCTC
- DSC Orientation Visit (engagement with senior leaders from key organizations to include: USNORTHCOM, ARNORTH, U.S. Fleet Forces Command (USFFC), AFNORTH, U. S. Marine Forces North (MARFORNORTH), DHS, FEMA, NGB, Joint Staff, and OSD)
- N-NC Dual Status Command Orientation Course
- Two-day DSCA Executive Course/DSCA Phase I/JDOC
- Three and a half day Department of Defense DSCA Phase II Course

3.4 Roles and Responsibilities

3.4.1. The T10 Deputy Commander's responsibility is to support the DSC. This includes ensuring execution of the DSC's orders to the Federal military forces and acting as an advisor to the DSC on Federal military matters. The T10 Deputy Commander also coordinates with the NG Deputy Commander, if appointed; to achieve unity of effort and purpose within the DSC led JTF's total force operations.

3.4.2. Each designated T10 Deputy Commander will be assigned and prepared to support five to six States/Territories, with each state/territory belonging to a different FEMA Region (figure 3-1). The purpose of this assignment strategy is to ensure that during a multi-state/regional incident, when multiple DSCs are used, the benefits of the established relationships are not lost due to overlap of assignments.

<i>Title 10 Deputy Commander Assignments</i>					
Title 10 Deputy Assignment	State Assignment/Region	State Assignment/Region	State Assignment/Region	State Assignment/Region	State Assignment/Region
1	Texas/VI	Pennsylvania/III	Vermont/I	Kentucky/IV	Oregon/X
2	California/IX	Virginia/III	New Hampshire/I	Illinois/V	Montana/VIII
3	Mississippi/IV	New York/II	Washington/X	Nebraska/VII	Wisconsin/V
4	Alabama/IV	Connecticut/I	South Dakota/VIII	Nevada/IX	Kansas/VII
5*	Tennessee/IV	Rhode Island/I	Colorado/VIII	West Virginia/III	Puerto Rico/II U.S. Virgin Islands/II
6	Georgia/IV	Massachusetts/I	Indiana/V	Arizona/IX	New Jersey/II
7	South Carolina/IV	Missouri/VII	Alaska/X	Utah/VIII	Michigan/V
8	North Carolina/IV	Maine/I	Arkansas/VI	Idaho/X	Minnesota/V
9	Delaware/III	Oklahoma/VI	Florida/IV	Wyoming/VII	Ohio/V
10	Maryland/III	Louisiana/VI	Iowa/VII	North Dakota/VIII	New Mexico/VI

*Proposed T10D for District of Columbia

FIGURE 3-1 TITLE 10 DEPUTY ASSIGNMENTS

3.4.3. T10 Deputy Commanders will establish relationships within their assigned States through the State NG to include the TAG, DSCs, T32 Deputy Commander (if appointed), appropriate State Emergency Management Operation managers, and FEMA regional representatives. Each cadre member will also establish relationships with key T10 stakeholders to include NC, NC component commands, N-NC/NG liaison office, and appropriate DCOs. T32 Deputy Commanders, if appointed by the State(s), will be offered the same training opportunity as the designated DSC and T10 Deputy Commander. The T32

Deputy Commander, if appointed, will be employed in accordance with State direction, and will be a key State leader with whom the T10 Deputy Commander will develop a habitual relationship.

3.4.4. T10 Deputy Commanders are responsible for their duties beginning in Phase 0 through Phase V. The range of responsibilities is outlined within the T10 Deputy Commander Handbook (and Annex G-L of this SOP) and includes:

- Conduct familiarization visits with assigned states, region DCO (Phase 0)
- In process with NC/J36 to receive Level I communications equipment and initial training (Phase 0)
- Establish working relationships with the DCO/DCE to facilitate DSC led JTF operations (Phase 0)
- Inform NC/J3 and N-NC/National Guard office of state training events as they are scheduled (Phase 0)
- Contact the T32 Deputy (if assigned) or DSC and coordinate the need for T10 Deputy Commander/JSF-SE support (Phase 0-II)
- Coordinate with NC/J36 for JSF-SE support (Phase 0-II)
- Provide T10 staff support to the DSC (Phase 0 – V)
- Scale the JSF-SE as required for the response (Phase I-II)
- Coordinate with the DCO/E to ensure visibility of DSC led JTFs T10 capabilities and capacity to inform DCE analysis and identify potential MAs for DSC led JTF execution (WARNO) (Phase I – V)
- Support, if requested, the DCO in the C2 of Title 10 forces prior to the request for DSC activation
- Ensure T10 higher headquarter requirements are being met by the DSC led JTF
- Coordinate Joint Airspace Command and Control Element (JACCE) support with the DSC
- Coordinate with the State NG on a common use chat system (recommend DCO XMPP)
- Coordinate for one to two work terminals in the State JTF JOC for T10 representation during an event response.

3.4.4.1. There is no specific training requirement for a DSC led JTF, however NC/J36 will provide opportunities to train on an as needed basis. These coordinated training opportunities during Phase 0 can include the following:

- One or two initial DSC planning visit(s) (up to 2 planners) leveraging existing State training, when possible
- One initial DSC exercise (JSF-SE up to 16 people)
- One DSC culminating event as envisioned by the State (JSF-SE up to 16 people)
- One biennial follow-up DSC planning visit (up to 2 planners)

- One biennial DSC exercise (JSF-SE up to 16 people)

3.4.5. The mission of the DCO remains unchanged when a DSC led JTF is established. The C2 for T10 forces will be established by the CDRUSNORTHCOM through the orders process. Transfer of T10 forces between DCO, DSC led JTF or Joint Support Force will be established by the CDRUSNORTHCOM. The DCO continues to be the single point of contact to validate Federal RFAs.

3.4.5.1. The T10 Deputy Commanders and JSF-SE personnel should coordinate with the DCO/E in as many efforts as possible to ensure unity of effort for the response. The JSF-SE should also utilize the information obtained from the DCO/E within the standard Region/State Battle Books for use while assisting the State JTF.

3.4.6. T10 Deputy Commanders should refer to the T10 Deputy Commander Handbook for more specific details on authorities, references, and checklists for operation.

3.4.7. The T10 Deputy Commander, in concurrence with the DSC, should consider the following baseline JSF-SE packages for varying response efforts.

- Initial Entry: A JSF-SE lead element deployed upon activation of the DSC and deployment of the T10 Deputy Commander (often 4-6 JSF-SE members)
- Baseline JSF-SE: A sixteen person team deployed when the number of T10 forces exceed the span of control of the initial and augmentation support teams
- Augmented JSF-SE: augmentation deployed when specialty skills are needed or additional staff are required to maintain 24/7 manning for an extended period
- JTF: Deploy all available NC/J36 personnel when tasked to establish a more robust DSC led JTF or when span of control exceeds the capability of a full JSF-SE

CHAPTER 4 JOINT SUPPORT FORCE STAFF ELEMENT RESPONSIBILITIES

4.1 JSF-SE

4.1.1. This chapter defines the T10 JSF-SE (see section 4.8 for the composition of a JSF-SE), offers a baseline organization, and outlines the JSF-SE roles, responsibilities, and processes/procedures (see Annexes G-L, and N) for supporting a DSC led JTF during DSCA operations. The JSF-SE is a scalable and tailorable T10 staff element that works directly for the DSC and supports the Federal military response. JSF-SE support to the DSC led JTF is the preferred method of initial DSC C2 capability. The DSC has the latitude to organize the JTF staff as required, to include integration of the JSF-SE into the existing JTFs staff in order to achieve unity of effort and purpose.

4.1.2. A DSC led JTF in a DSCA response is a joint force that is constituted and so designated by a JTF establishing authority (i.e., Governor of a State, State Adjutant General, the SecDef, or a Combatant Commander (CCDR)) to conduct military operations or support to a specific situation. It is usually part of a larger state or national effort to prepare for or react to a situation. A further doctrinal description of JTFs can be found in [Joint Publication 3-33, Joint Task Force Headquarters](#).

4.1.3. The baseline JSF-SE consists of 16 personnel (plus a T10 Deputy Commander) with the capability to provide T10 intelligence, operations and planning, logistics and personnel, communications, medical planner, public affairs, information management and knowledge management (IM/KM), and legal support to the T10 Deputy Commander and DSC. The first five JSF-SEs to respond to an event will be sourced primarily from within NC organizations (including Subordinate Commands). The DSC, in coordination with the T10 Deputy Commander, will determine the appropriate size and composition of the JSF-SE required to support specific incidents.

4.1.4. The baseline JSF-SE is cross-functionally organized to help the DSC led JTF staff perform five essential tasks:

- Conduct joint operational planning
- Maintain day-to-day situational awareness and understanding of T10 and SAD/T32 forces
- Fully leverage collaborative capabilities to enhance C2
- Build and maintain products that support planning and situational understanding
- Conduct and participate in training and exercises

4.1.5. JSF-SE members should refer to the N-NC Staff Support to DSC section (Chapter 2) for additional guidance on what support the N-NC Staff will provide and coordinate to the DSC led JTF.

4.1.6. The [JCTC Handbook](#), produced by N-NC/J7, provides additional information on providing Guardsmen with information to prepare them to be effective JTF Commanders. This document will provide JSF-SE personnel with additional consolidated and detailed information on general JTF operations within the DSCA environment.

4.1.7. The T10 Deputy Commander will coordinate all requests for staff support required for a state event (both pre-planned and no-notice) with the DSC. Once the State's needs are identified, the T10 Deputy Commander will contact NC/J36 (at NC.CDSCT10.OMB@northcom.mil) with the request for JSF-SE support, before committing to the DSC. NC/J36 will conduct mission analysis and coordinate the request with NC/J3, designating a JSF-SE team as required. Once cleared by NC/J3, the designated JSF-SE Team Lead will be given direct liaison authority (DIRLAUTH) to contact the T10 Deputy Commander for mission assignment. Once a support plan has been finalized forward it to the N-NC/NG office (at nc.ng.omb@northcom.mil) to inform NGB.

4.1.8. Figure 4-1 delineates the main tasks and actions of a JSF-SE within the NC CONPLAN for DSCA. Further detailed lists of JSF-SE tasks and actions are found in annexes G-L of this SOP.

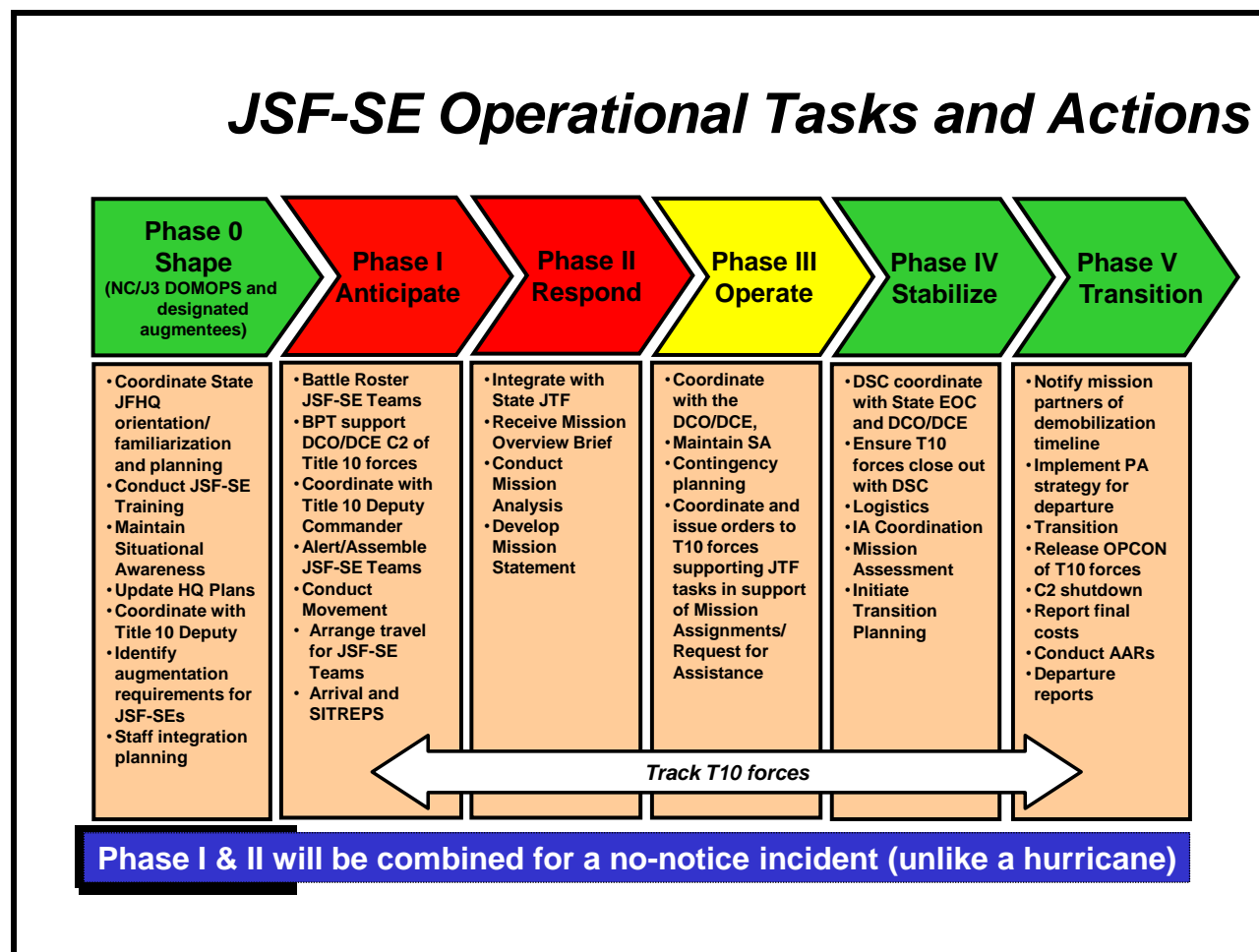


FIGURE 4-1 JSF-SE OPERATIONAL TASKS AND ACTIONS

4.2 Phase 0 - Shape

4.2.1. Phase 0 is a continuous period of maintaining situation awareness and includes planning and preparedness activities. The focus of phase 0 is on identifying and training multiple JSF-SEs and when feasible and requested, exercises the DSC concept. JSF-SE specific actions within this phase include, but are not limited to, DSC training of State JFHQ Staffs, State JFHQ Staff interaction, State level exercise support (such as VIGILANT GUARD exercises) and JSF-SE training.

4.2.2. JSF-SE designated members will be rotated through State training and exercises, as feasible, accounting for availability of funding and competing priorities in order to develop and maintain relationships with State National Guard Headquarters and Staff.

4.2.2.1. Each permanent JSF-SE member within the NC/J36 is responsible to be the JSF-SE liaison for a select group of States/Territories within the NC area of responsibility (AOR). As such, these AO will coordinate with their chain of command and the T10 Deputy Commander for their given states to coordinate requests and activities within the State. As a guideline, AOs should coordinate State interactions and support with the Title 10 Deputy Commander as outlined in section 3.4.4.1.

4.2.2.2. Information from these interactions and support should be historically preserved on the NC State Information Exchange Community portal page for the given state located at:

<https://operations.noradnorthcom.mil/sites/communities/DP/default.aspx>.

4.2.2.3. Each AO shall maintain situational awareness of activities within their assigned States by maintaining a relationship with the T10 Deputy Commander. Use of State National Guard and NC collaboration tools is highly recommended.

4.2.3. NC/J36 has the lead for coordinating all DSC training with N-NC/J7. Initial training of the DSC concept to State National Guard Headquarters should be performed during JSTCs for each state with the assistance of N-NC/J7. As required, specific training conducted by a JSF-SE with N-NC/J7 support, may be coordinated for each State.

4.2.4. NC/J36 personnel shall ensure that JSF-SE support information is updated and incorporated within NC plans and procedures.

4.2.5. The training of JSF-SE members is outlined in Chapter 5 of this SOP.

4.2.6. JSF-SE members should ensure that all personal equipment required for deployment operations is acquired and maintained. A list of items issued and recommended personal items can be found in Annex D and required communications equipment can be found in Annex E. Any issues with equipment should be addressed with the NC/J36 Support Branch. Operational requirements beyond initial issue will be vetted through NC/J36 and submitted to the NC/J36 Support Branch for procurement and distribution as needed. Any issued equipment will be accountable by the individual unless otherwise stated.

4.2.7. Level 1 communications equipment for JSF-SE members will be provided by members owning Directorate. NC/J36 members assigned to JSF-SEs are responsible for maintaining their own communications equipment; any issues should be addressed with the NC/J36 Support Branch. Communications equipment for augmentees and JSF-SE Team 4 will be provided by the NC/J36 Support Branch.

4.3 Phase I - Anticipate

4.3.1. Phase I begins with the identification of a potential DSCA mission and request, or anticipated request for DSC. The phase ends when a DSC is appointed, the T10 Deputy Commander and JSF-SE have deployed and are in place to support the DSC, and are able to coordinate/facilitate the conditions for T10 response forces and enablers.

4.3.2. JSF-SEs will be sourced from within the NC organizations (including Subordinate Commands) and will be a scalable and tailorable T10 staff element assigned to the DSC, if requested, to support the DSC's Federal military responsibilities. Until the DSC has been activated the JSF-SE may be deployed in anticipation of a T10 response under the command and control of the T10 Deputy Commander.

4.3.3. The DSC, in coordination with the T10 Deputy Commander, will determine the appropriate size and composition of the JSF-SE required to support specific incidents. Organization and integration of the JSF-SE into the DSC led JTF staff will be at the discretion of the DSC. The JSF-SE will deploy with appropriate communications package, and will coordinate with the DSC led JTF for access to established Local Area Networks. N-NC/J36 will alert/assemble JSF-SE members as required to support the requirements of the T10 Deputy Commander requests. As the JSF-SE deploys and begins integration efforts with the State JTF, reporting procedures within the NC Initial Entry CONEX should be followed.

4.3.3.1. The following are recommended tenets that the T10 Deputy Commander and DSC should consider when tailoring the JSF-SE to the response effort.

- Scalability – Staff must be scalable to meet the requirements of the emergency
- Interoperability – Staff must have the assets, depth and training to operate in T10, T32 and civilian environments
- Availability – Staff must be available for no-notice deployment and not otherwise committed to response
- Training – Staff must have appropriate training to facilitate success in emergency conditions
- Resourcing – Staff must have access to necessary vehicles, equipment and technology
- Rapid Deployability – Staff must and be able to deploy rapidly and retain mobility
- Self- Sufficiency – Staff must be able to operate with minimal external support

4.3.4. Prior to the JSF-SE deploying, the designated team lead will receive a mission overview brief from the appropriate entity within NC (J3/N2C2/T10 Deputy Commander). The JSF-SE will also develop and provide a mission statement, commanders intent, concept of operations, and assist NC/J35 in FRAGO development (basic 5Ws, include communications) as allowed within the timeline of response.

4.3.5. NC/J36 will establish a temporary current operations section (aka “Push Team”) to facilitate T10 Deputy and JSF-SE deployments and transition staff functions to other N-NC Directorates as required. This temporary section will be comprised of personnel not deploying immediately in response of the event.

4.3.5.1. This section will:

- Assist the JSF-SE in arranging flights and billeting required for the JSF-SE movement
- Facilitate the transition of NC/J36 operational and administrative tracking of steady-state/day-to-day processes to response processes monitored by other N-NC Staff Directorates
- Represent J36 in N-NC crisis action planning teams or other battle rhythm events as required
- Coordinate initial JSF-SE and T10 Deputy Commander requirements within the NC HQs
- Coordinate with NC/J30 for ULNs for deploying elements within JCRM
- Coordinate for immunizations/medical counter –measures as required

4.3.5.2. This temporary current operations section (aka “Push Team”) will be the last deploying NC/J36 members. Document templates for use by the Push Team can be found on the DSC portal page at the following link:

<https://operations.noradnorthcom.mil/sites/NCJ3DOMOPS/J3DOMOPS%20CDSC/Shared%20Documents/Forms/AllItems.aspx?RootFolder=%2fsites%2fNCJ3DOMOPS%2fJ3DOMOPS%20CDSC%2fShared%20Documents%2fPush%20Team%20Docs&View=%7b39AD93F4%2dCAFE%2d4E31%2d85EA%2d6C92FE4FF696%7d>

4.3.6. After receiving and coordinating DSC / TAG / Governor intent the T10 Deputy Commander will provide direction on how the JSF-SE will integrate with the existing the State NG JTF. The JSF-SE team lead will provide input to this decision and coordinate the individual JSF-SE member’s support. Individual JSF-SE members will coordinate with their NG counterparts to ensure all roles and responsibilities are addressed for their given areas. Figures 1-8 and figure 4-2 outline examples of the preferred method of organizing and integrating the staff sections for a unified command and control structure.

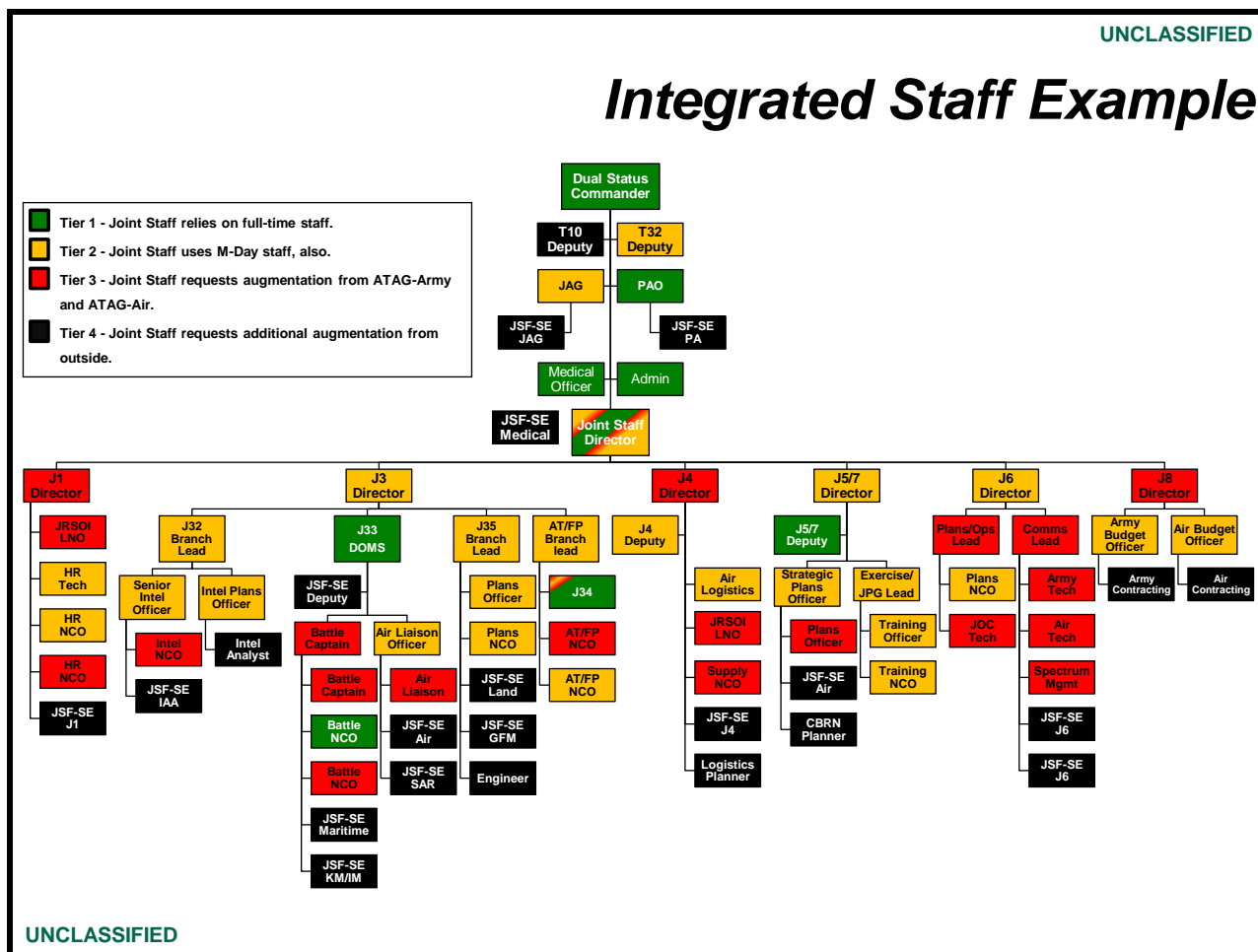


FIGURE 4-2 EXAMPLE DSC INTEGRATED DSC STAFF MODEL

4.3.6.1. Figure 4-2 provides one example of a method of staff integration and manning. As the DSC led JTF stands up there may be several triggers that flow new levels of staff augmentation into the JTF. This example illustrates the possible positions that are full time (Tier 1), M-Day staff (Tier 2), State NG augmentation (Tier 3) and outside staff augmentation (Tier 4). The NC JSF-SEs would most likely fill the Tier 4 positions in this JTF staff model and provide additional capability for planning and execution. This is only one example and it is understood that each State response will be different and subject to the needs and wishes of the DSC.

4.3.7. The NC/J36 Support Branch will prepare/coordinate the shipment of required communications equipment (ERV, JEMPRS, and/or support systems) as appropriate to support JSF-SE and DSC.

4.4 Phase II - Respond

4.4.1. Phase II begins with the deployment of initial T10 response capabilities. The phase ends with T10 response forces ready to conduct operations in the JOA. DSCA operations are based on RFAs and SecDef approved MAs provided to the DSC led JTF via NC FRAGOs. T10 forces will likely deploy into and out of the DSCA JOA for the entire length of the DSCA operation. All reporting will be IAW with Annex C of this SOP and the NC Initial Entry CONEX.

4.4.2. The JSF-SE will assist the State NG in conducting mission analysis as necessary to identify what T10 response forces are still required to respond to RFAs and MAs. The JSF-SE will coordinate with NC/J3, NC/J35 and the N2C2 to identify and coordinate all T10 response forces, while the Title 10 Deputy Commander coordinates with the DCO for all MA support. Refer to Annex F for more information on the MA sourcing process coordination for the DSC led JTF.

4.4.3. JSF-SE personnel responding to a DSC led event should utilize DCO Extensible Messaging and Presence Protocol (XMPP) chat and DCO Adobe Connect conferencing (see Annex R) in addition to NC/AKO/DKO portal to build situation awareness of events unfolding as available. DCO XMPP chat should be utilized to provide other JSF-SEs, T10 Deputy Commanders, DCO/Es and DSC led JTFs with regular updates of events and the response that is anticipated when connectivity allows.

4.4.4. The NC/J36 Support Branch will deploy communications systems (ERV/JEMPRS) required to support operations, as dictated by the Title 10 Deputy and DSC.

4.4.5. During a crisis action response it is critical to establish a synchronized battle rhythm with all stake holders. Figure 4-3 provides an example of what a synchronized battle rhythm might look like for an event that includes the DSC led JTF, USNORTHCOM, State EOC, FEMA and the DCO/E.

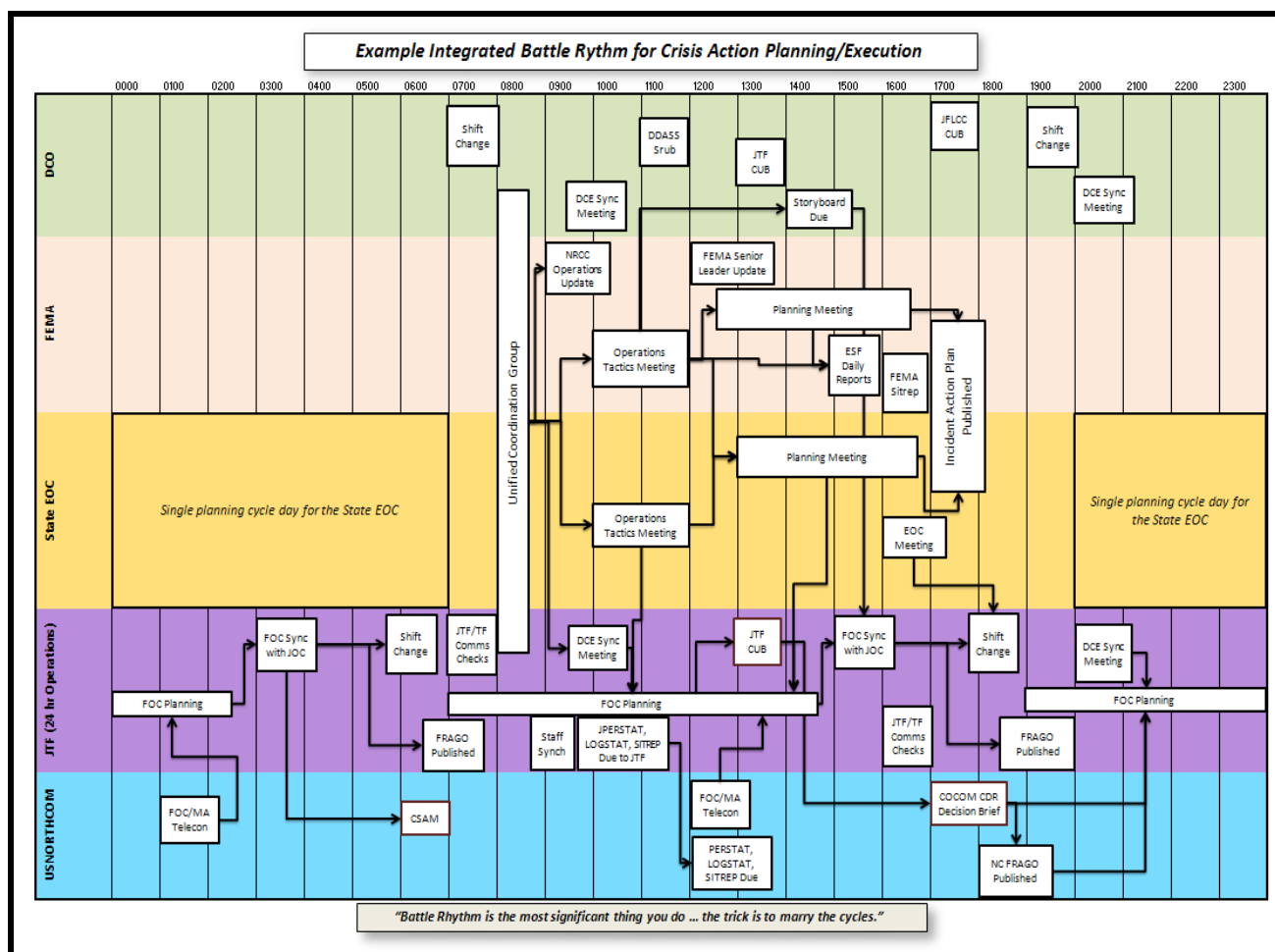


FIGURE 4-3 EXAMPLE INTEGRATED/SYNCHED BATTLE RYTHM FOR DSC

4.5 Phase III - Operate

4.5.1. Phase III begins when T10 DSCA response operations commence. Phase III ends when no further requests for DOD assistance are anticipated from civil authorities. Phase III success is achieved when currently deployed DOD capabilities are sufficient to support civil authorities.

4.5.2. JSF-SEs will integrate with the DSC staff in a way that will promote a unity of effort and support the end goal of T10 support to the event. The primary goal for the JSF-SE is to support the DSC in coordinating the use of T10 assets that are responding to MAs within the JOA of the JTF. The JSF-SE will work for the DSC and facilitate and expand the JTFs ability to coordinate its efforts with local, State, Tribal and Federal partners as necessary.

4.5.3. JSF-SE integration into the DSC led JTF will enable the JTF staff to coordinate T10 activities with the DCO/DCE and provide the necessary information/data required for tracking and assessment of MA status. The T10 Deputy Commander can enhance, facilitate, assist or provide additional communication with the DCO/DCE ICW with JFHQ/JTF/DSC to provide warning of potential future resourcing and tasking.

4.5.4. The DSC led JTF will assist the T10 Deputy Commander and DSC in maintaining situation awareness of USNORTHCOM activities and report all required information through both the State and DOD chains of command. The primary DCO XMPP chat room will be identified in Annex R or event collaborative information environment (CIE) guide. Through participation in the DSC led JTF FOC the JSF-SE supports the DSC to better coordinate and interact with the State and Federal emergency management offices in order to better anticipate potential requirements for T10 forces and helping coordinate requests with the DCO. Planning efforts should include future operations for DSC led forces as well as analyzing potential shortfalls within the state for contingency operations.

4.5.5. Through the assistance of the JSF-SE IM/KM support, force location and MA information should be integrated into the DSC led JTF Common Operating Picture (COP) wherever possible, to allow for a unity of effort. Information on the COP should be disseminated to all forces responding within the DSC led JTF JOA to allow all forces the situational awareness required to complete the mission.

4.5.6. In parallel with the State chain of command, the DSCs are OPCON to CDRUSNORTHCOM and will direct allocated Federal military forces under an OPCON or TACON relationship, in response to tasks supporting approved MAs as directed by USNORTHCOM orders. The DSC is responsible for reporting of assessments and situation reports along both chains of command to ensure all authorities are informed (see Annex C). The intent of unity of effort simplifies the reporting process; coordination will need to be performed by the DSC led JTF staff to ensure a single reporting format can be utilized for both chains. With this command and control structure in place, the T10 Deputy Commander/JSF-SE will interact directly with USNORTHCOM J3 for potential RFFs, while coordinating with the DCO/DCE. The battle rhythm for the response will be dictated by both the TAG and CDRUSNORTHCOM. Defense Connect Online meetings, reports, and coordination briefs for USNORTHCOM efforts will require the attention of the JSF-SE. The JFLCC and JFACC are supporting headquarters.

4.5.6.1. Orders from the DSC for T10 forces should be integrated with the Title 32 orders process, while maintaining all legal considerations for the DSC to exercise their command authority over assigned forces. Annex F provides examples of the preferred integrated orders process.

4.5.7. The DSC led JTF will provide the DCO/E SA on task execution, excess capability and capacity of assigned forces. The DCE should provide SA to the DSC led JTF on pending RFAs that will affect potential WARNOs to DSC led JTF assigned forces. The DSC led JTF will develop close-out and redeployment plans in coordination with the DSC and DCO/DCE; and begin to plan redeployment of forces no longer required, to include T10 Deputy Commander and JSF-SE.

4.5.8. JSF-SE personnel will employ deployed communications systems, and integrate JSF-SE personnel into state communications architecture as needed.

4.5.9. A best practice for a line of operation SME, such as SAR, LOG and MED, is to keep a current storyboard. Figure 4-4 and figure 4-5 are examples of a SAR and MED storyboard. The storyboard is not a CUB briefing slide but a detailed snapshot of the current situation. The storyboard should be updated as often as necessary for the operations and at a minimum daily. From the detailed storyboard a CUB slide may be produced as appropriate.

Arizona SAR Storyboard		
<u>ESF-9 AZ (SAR) Assets</u> <u>AZ Dept of Public Safety (HWY Patrol)</u> 4 Helos LE/ALS/Rescue/NVG Phoenix Tucson Flagstaff Kingman <u>National Park Service</u> 1 Helo LE/ALS/Rescue Grand Canyon <u>Maricopa County</u> 2 Helos 1 LE 1 Mt. Rescue <u>AZ Task Force 1</u> Urban SAR (80+ Pax) Luke AFB, Phoenix		<u>Federal Rescue Assets</u> <u>T-10</u> Davis-Monthan AFB, Tucson PJ Squadron (12-20 PAX) Active Duty and Reserve Unit on Alert <u>MCAS Yuma</u> 3 UH-1's (1 on Alert) <u>T32</u> 3 H-60 Helos (Non-Alert) <u>CBP</u> Many Helos Davis - Monthan AFB, Tucson LE/SAR/Border Patrol <u>CAP</u> 14 Aircraft - Electronic & Visual Search (6 aircraft in Phoenix) 2 Type-1 Ground Search Team (30+ Pax total)
<u>Neighbor State (SAR) Assets</u> Los Vegas, CA Nellis AFB, PJ Squadron CAP, Nellis AFB		<u>Challenges</u> PPE for responders in short supply Unable to search in red zone Roads blocked by debris
<u>SAR Activity</u> NG Helos continue to fly patients out from cold zones. Hot zone continues to shrink. Shelter in place orders are changing to evacuate orders as the RAD/hour exposure drops. SEOC using Eng Broadcast Systems & loud speakers to notify residents. USAR teams now able to get closer to ground zero with hot zone shrinking, conducting debris searches. Fire Dept continues to use rad limit of 5 (10 for life saving or extreme valuable property) 6 x HH-60 MEDEVAC to conduct JRSOI today		<u>Incident Totals</u> JTF Evac Total: 111/198 JTF Treated 258/414 Self Evac Total: 557,000 As of: 051500OCT11 POC: Chris Day, DOD SAR

FIGURE 4-4 EXAMPLE STORYBOARD FOR SAR

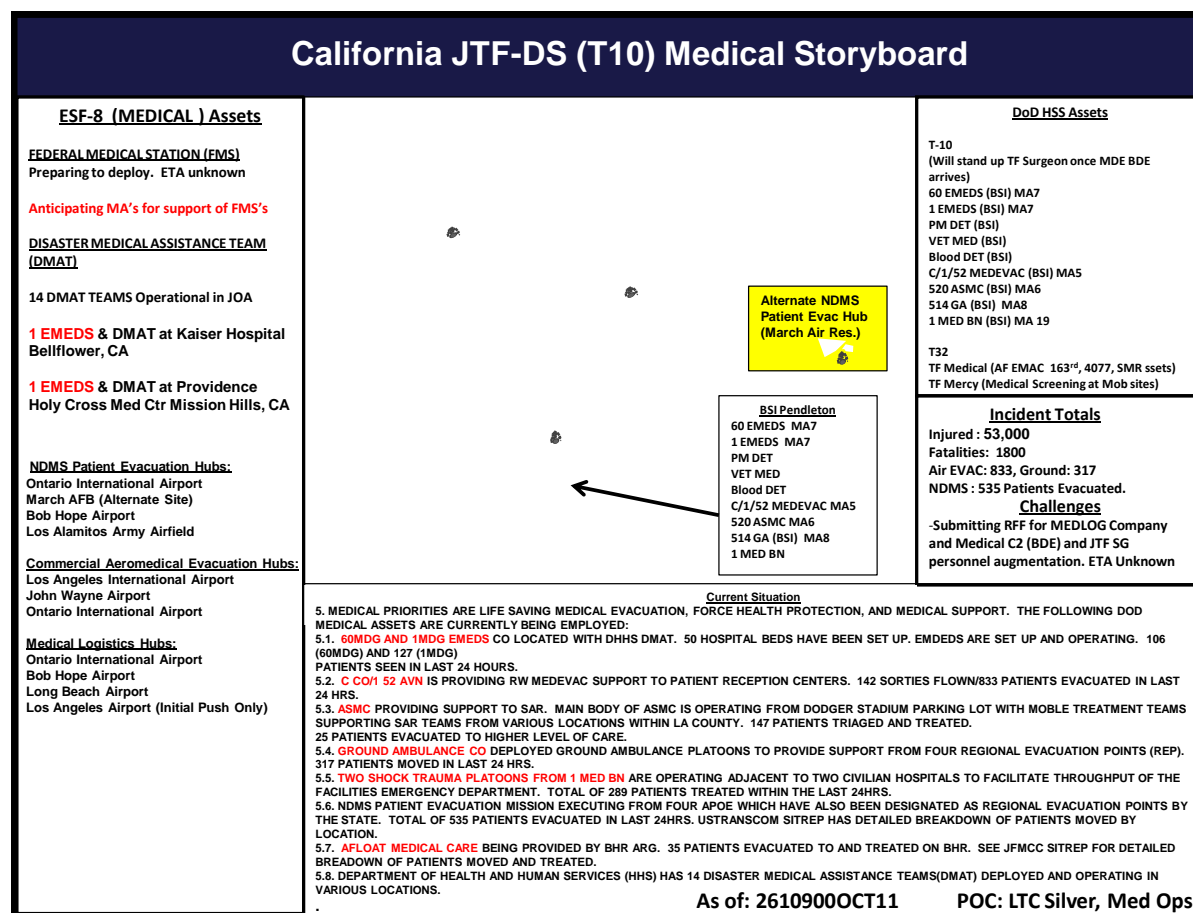


FIGURE 4-5 EXAMPLE STORYBOARD FOR MEDICAL

4.6 Phase IV - Stabilize

4.6.1. Phase IV begins when military and civil authorities decide that Federal military support will scale down. Phase IV ends when Federal military support is no longer required by civil authorities and transition criteria are established. Phase IV success is achieved when all operational aspects of MAs/RFAs are complete.

4.6.2. The DSC led JTF will continue to coordinate with the DCO/E throughout this phase of response, maintaining incident awareness and assessment of tasks supporting MAs. As response operations begin to stabilize and requests for Title 10 response forces scale down, the DSC led JTF will coordinate with the DCO to determine end-state conditions for T10 support to response operations.

4.6.3. The JSF-SE will continue to monitor all collaborative information environment tools in accordance with Annex R.

4.6.4. The DSC led JTF will inform relevant mission partners on the completion of tasks supporting RFAs and MAs, as well as the transition and redeployment plan. The DSC led JTF will track the redeployment of Federal military forces, ensuring that an orderly, and safe, transition of tactical operations occurs. The DSC led JTF will report the status of redeploying T10 forces to CDRUSNORTHCOM, JFLCC or DCO as required.

4.6.5. As response requirements scale down, the T10 Deputy Commander will release non-essential personnel and coordinate redeployment orders, travel, and transportation of JSF-SE personnel and equipment back to home station when directed. Logistics personnel will assist in the closing of contract support, turn-in of issued equipment, clearing staff facilities, and any remaining logistics issues.

4.6.6. The NC/J36 Support Branch will prepare JSF-SE deployed communications equipment/systems for redeployment.

4.7 Phase V - Transition

4.7.1. Phase V begins with the redeployment of remaining Federal military forces. The phase ends when response forces have been redeployed and OPLAN/TACON is transferred to their respective commands on departure from the JOA, AOR, or affected area as appropriate. Success in Phase V is achieved when Federal military forces have transitioned all operations back to civil authorities and transitioned back to Phase 0 operations.

4.7.2. The DSC led JTF will complete a demobilization timeline in coordination with the DSC, ensuring that all close-out activities are identified and operations are adequately transferred to the National Guard and civil authorities. The DSC led JTF, in support of the DSC, will track, out process (as required) and report status of redeploying forces to the DSC led JTF higher headquarters.

4.7.3. The DSC led JTF will coordinate with the Joint Information Center to develop a PA strategy for departure of Federal military forces that places civil responders in the forefront.

4.7.4. The DSC led JTF will coordinate with the DCO/DCE and BSI to consolidate, compile, and forward all data and costs associated with execution of DSCA MAs for reimbursement.

4.7.5. Each member of the JSF-SE will complete an after action report for lessons learned. All lessons learned will be consolidated, distributed and briefed to NC/J36 personnel. The [Joint Lessons Learned Information System \(JLLIS\)](#) will be used to capture all lessons learned for historical reference and to better prepare for future operations.

4.7.6. According to CJCSI 3150.25D (CJCSI 3150.25E forecasted for release in Mar 12), Joint Lessons Learned Program (JLLP) participants will contribute information, data and lessons learned that are germane to improving joint capabilities and readiness.

4.7.6.1. A lesson learned is the culmination of the JLLP which begins with the submission of an observation into the Joint Lessons Learned Information System (JLLIS). By definition, an observation contains information on specific events, activities, circumstances, or outcomes and includes sufficient factual and contextual information to support validation and analysis of the observation. Once validated by a Subject Matter Expert, an observation becomes a lesson and is integrated into the learning and/or the issue resolution processes. The products from the learning process or solutions from the issue resolution process are evaluated. It is here where the lesson becomes a lesson learned.

4.7.7. NC/J36 will redeploy JSF-SE deployed communications equipment/systems.

4.8 JSF-SE Composition

4.8.1. Table 4-1 outlines the baseline JSF-SE composition and capabilities.

TABLE 4-1 BASELINE COMPOSITION OF A JSF-SE

Element	Manning	Related Position Description
Personnel	1	Facilitates the Joint Reception Center (JRC) activities of JRSOI for accurate accountability and strength reporting. Ensures accountability and casualty status is tracked and provided to the DSC, JSF-SE and N-NC/J1.
Intelligence	1	Provides unique production/collection management and coordination for IAA with National level assets on behalf of the Commander (JTF) in accordance with Intelligence Oversight statutes, policies, and guidance. Supports J3 current/future operations and plans requirements; produces intelligence reports and graphics to ensure situational awareness is maintained throughout the force.
Logistics	1	Provides logistics coordination for JRSOI (ICW J1) of initial T10 response forces, to include transportation, maintenance, monitoring status for classes of supply/recommend cross-leveling as required, basing options (BSI), cost tracking etc. Assists to ensure T10 expenditures fall within the proper appropriation and brokers appropriate solutions where cost-sharing makes sense.
Medical Planner	1	Provides medical planning capability to the DSC-led JTF and serves as a medical operations officer to assist the JTF Surgeon in gaining/maintaining situational awareness, managing all military medical resources, and coordinating with medical partners at the local, state, and federal levels.
Communications Planner/Technician	2	Comm Planner (1): Coordinates/establishes interoperable communications and signal requirements for T10 response forces with JTF and other forces/supported organizations. Also serves communications lead for team. Comm Technician (1): Supports comm integration of JSF-SE personnel.
Operations/Plans		
Search and Rescue (SAR)	1	Maintains situational awareness of all current operations; Serves as the principal advisor on all T10 SAR operations. Provides subject matter expertise regarding SAR procedures to the JTF chain of command as required.
Land	2	Maintains situational awareness of all current operations; Serves as the principal advisor on all T10 ground operations. The Ground Operations Officer is responsible to the Current Operations Officer for tracking and reporting status of all ongoing JTF ground missions. He also provides subject matter expertise regarding ground operations to the JTF chain of command as required.
Air	2	The Air Operations Officer is responsible for tracking and reporting status of all T10 ongoing JTF air missions. He also provides subject matter expertise regarding air operations to the JTF chain of command as required
Maritime	1	Maintains situational awareness of all current operations; Serves as the principal advisor on all T10 maritime operations. The Maritime Operations Officer is responsible for tracking and reporting status of all ongoing JTF maritime missions. He also provides subject matter expertise regarding maritime operations to the JTF chain of command as required
Global Force Management	1	Manages the Request for Forces through JCRM and tracks T10 force movement
Legal Advisor	1	Provides legal advice to the CJTF on all orders, restrictions (rules for the use of force), policies, contracting, etc.
Information Management / Knowledge Management (IM/KM)	1	Facilitates the JTF in the use of the collaborative information environment tools and information management procedures. Assists/develops the Common Operating Picture, fused integration, and sharing with mission partners. T10 Friendly Force Tracker Manager in the JOA for the JTF.
Public Affairs	1	Coordinates the CJTF strategic communications with the primary agency and higher headquarters.

4.9 Functional Area Subject Matter Experts of a JSF-SE

The following section outlines the duties and responsibilities of each JSF-SE member in supporting the T10 Deputy Commander and DSC for any state or territory. Individual checklists for each positions duties are outlined by phase in Annexes G through L.

4.9.1 J1/Personnel

4.9.1.1. The J1/Personnel member of the JSF-SE will act as the team's liaison to N-NC/J1. In this capacity the J1/Personnel will integrate into the DSC J1 and in conjunction with the SAD/T32 staff develops accountability processes and products for T10 forces. The J1/Personnel will act as the primary point of contact for T10 joint reception center operations (JRC) and coordinate JRC efforts with the SAD/T32 counterparts.

4.9.2 J2/IAA

4.9.2.1. For DSC DSCA operations, NC/J3 will employ allocated DOD assets and personnel (JSF-SE/J2), IAW all intelligence oversight regulations, to provide intelligence and IAA products and support to a broad spectrum of customers from senior national leaders down to state and local responders. This section provides IAA planners, operators, and analysts with the critical information needed to execute the IAA mission irrespective of the specific scenario.

4.9.2.2. IAA generally is defined as the use of intelligence assets for non-intelligence purposes. In accordance with the DSCA EXORD, there are seven approved modules which may be requested to support first responders and decision makers in the following missions: Situational Awareness, Damage Assessment, Evacuation Monitoring, SAR, CBRNE Assessment, Hydrographic Survey, and Dynamic Ground Coordination. IAA is of greatest value when it contributes to or shapes the commander's decision-making process by providing reasoned insight into future conditions or situations. Failure to focus on relevant characteristics of the operational environment can lead to wasted time and effort, poorly-focused IAA can result in unnecessary information being collected and evaluated, and a failure to identify all relevant characteristics may lead to a commander being surprised and unprepared.

4.9.2.3. The JSF-SE/J2 will assist the respective DSC led JTF/J2 with collection, analysis, production and dissemination of intelligence and threat information. The JSF-SE/J2 will provide operations-level, mission focused intelligence and IAA support to DSC staff operations. The intelligence or IAA will be predictive and provide operational warnings, based on fused all-source intelligence and Federal and State derived information.

4.9.2.4. The most important role of the JSF-SE/J2 is to assist DSC staff in understanding and visualizing relevant aspects of the operational environment and potential or actual impact on JTF missions.

4.9.2.5. During heightened manmade crisis, contingencies and adversarial situations, the objective of the JSF-SE/J2 is to work with N-NC/JIOC-N/J2 and interagency partners to provide Indications and Warning (I&W) of emergence of threats and provide seamless integration of operations, plans, and intelligence to the DSC led JTF.

4.9.2.6. When deployed, the JSF-SE/J2 acts as the entry point for intelligence and IAA support to DSC staff elements. The JSF-SE/J2 relies heavily on T10 reach back support from higher headquarters J2. The JSF-SE/J2 is scalable and can be surged in both manpower and function during crises to support the DSC led JTF.

4.9.2.7. Within the context of IAA support to DSC operations, the DSC and JSF-SE/J2 SME must apply the term “adversary” broadly, to refer to those organizations, groups, decision makers, or even physical (e.g. natural disaster) factors that can delay, degrade, or prevent the joint force from accomplishing its mission. For example, during some crisis response and limited contingency operations, such as homeland defense, disaster response, and civil support, the “adversary” may actually be a condition or situation, such as a hurricane with its related flooding or the outbreak of a pandemic with associated vectors.

4.9.2.8. Based on lessons learned from past catastrophic disasters, information is fragile and susceptible to damage. In a disrupted information environment, what was valuable information before may not be afterwards.

4.9.2.9. Visualization of the operational environment requires a thorough understanding of the operational area’s characteristics and the current disposition and activity of the adversary (remember an adversary also can be a natural disaster). It requires knowing the adversary’s current and future capability to operate throughout the operational environment based on a detailed analysis of the impact of weather, geography, and other relevant considerations. Paramount to successful DSC led JTF operations is to focus IAA operations on illuminating the adversary’s ability to affect JTF operations and providing timely and usable information to all levels of command in order to save lives, reduce human suffering and protect property.

4.9.2.10. The JSF-SE/J2 will advise the DSC Commander on IAA capabilities and products, facilitate the production of the DSC led JTF J2 IAA Operations Plan; assist state personnel with IAA/DSCA operations, help prepare the PUM and defining Priority Intelligence Requirements (PIR).

4.9.2.11. IAA operations are focused on providing timely and usable information to all levels of command including local, State, Tribal and Federal leaders. In accordance with CJCS DSCA EXORD, Aug 2011, IAA resources may be requested to support first responders and decision makers in the following missions: situational awareness, damage assessment, evacuation monitoring, SAR, CBRNE assessment, hydrographic survey, and dynamic ground coordination.

4.9.2.11.1. Situational awareness refers to efforts aimed at establishing and maintaining a detailed and complete understanding of an evolving situation for key decision-makers.

4.9.2.12. The basis of the overall strategy for IAA is the named phases for a DSCA response (CONPLAN for DSCA). IAA actions will be ongoing throughout the phases in conjunction with the other staff and line processes. These phases often overlap and occur concurrently, which is particularly true for less predictable events such as earthquakes or consequence management of a terrorist incident. Reference to this SOPs phase checklists (Annex G-L) for tasks with regards to Pre-deployment, Deployment and Post Deployment actions.

4.9.2.13. The JSF-SE/J2 SME works at the minimum, with the following DSC force intelligence structures: N-NC/JIOC-N/J2, JFLCC, JFACC, NGB/J2, State JFHQ/J2, State Emergency Operation Center (EOC), Joint Collections Management Board, DHS’s Intelligence Divisions and IRSCC, as well as the FBI’s Intelligence Operations Cells.

4.9.3 J3/Operations

Section 4.9.3 outlines the specific duties and responsibilities of the J3 SMEs within the JSF-SE. It addresses the key sections of operations [the JOC (current operations) and FOC (future operations)] and the support they provide the DSC led JTF.

4.9.3.1 Joint Operations Center

4.9.3.1.1 The DSC led JTF will likely establish a JOC to serve as a focal point for all operational and intelligence (see para 4.9.2.) matters. The JOC is led by the chief of operations.

4.9.3.1.2. The JOC should be staffed and equipped to manage friendly and adversary information; maintain the tactical situation and status-of-forces; make recommendations; and promulgate JTF orders in the execution of current operations. The JOC monitors, assesses, and plans ongoing operations to allow effective modifications to exploit success or to avoid failure. The JOC also tracks CCIRs and makes recommendations to the DSC on decisions required.

4.9.3.1.3. Early JOC establishment may assist in the flow of information, since it provides a centralized point for the handling, tracking, and recording of information. The JOC (or current operations cell) establishes a formal process to communicate and gain guidance from the CJTF through the battle update assessment brief.

4.9.3.1.4. The JOC should be organized to perform and interface with each of the basic JTF functions to support the commander's decision cycle (see Figure IV-1) described in Chapter IV, "Joint Task Force Command and Control."

4.9.3.1.5. JOC Tasks include:

- Maintain situational awareness of the event(s) to include a common operational picture (COP) and log of operations
- Provide 24/7 situational awareness of ongoing operations
- Display of JOC information (e.g., CCIR, execution/synch matrixes, and significant event displays)
- Compilation and presentation of briefings (e.g., Commander's Update Briefing)
- Direct and orchestrate operations in the AOR/JOA
- Develop, coordinate, and disseminate orders (See Annex F for T10 orders process)
- Provide updates/required reports to leadership/ Higher Headquarters
- Requests for Information (RFIs) management and process
- Manage Battle Rhythm
- Transmission, receipt, and tracking of message traffic

4.9.3.2 Future Operations

4.9.3.2.1. The future operations staff is the core set of J3 planners that forms the nucleus of the planning teams focused on the near-term planning requirements. They conduct planning through the operational planning process. Based on the complexity of the planning problem and the time available, future operations planning teams interact with elements both internal to the JTF staff (e.g., other staff sections) and external to the JTF staff [other HQ (higher headquarters, supporting commands (parallel), subordinate

headquarters (TFs / Units), and inter-agencies (State/Federal)]. As the planning teams move through the operational planning process, they ultimately gain guidance, intent, or decision through designated decision boards or directly from the DSC.

4.9.3.2.2. The FOC will focus on future lines of operations (LOOs) that do not require same day execution and allow additional planning time—generally in the 24-96-hour timeframe. The FOC will either conduct crisis action planning to ensure transition to the next operational period or phase of an on-going operation, or will conduct mission analysis for branch planning. The concept is rapid assessment, development of appropriate actions toward the desired end state, and turnover of the operation to the JOC for implementation/execution. The orders (FRAGO) hand-off is key and must include a clear understanding of tasks and purpose for the JTF and subordinates. The hand-off should be done by a transition briefing, operator/planner integration [J33 (current ops rep) rotates into the FOC, assists in the drafting and takes the FRAGO to the JOC, or a combination (time available – battle rhythm may limit the option of a transition briefing).

4.9.3.2.3. JSF-SE personnel assigned to the DSC led JTF FOC will most likely focus on supporting the crisis action and contingency planning in response to the event. Typical FOC responsibilities may include planning operations occurring within 24-96 hours, based on the current situation; developing operational concepts; war gaming possible courses of action (COAs); validating the time-phased force and deployment data (TPFDD); drafting orders; and reviewing operation plans. Specific tasks for the FOC may include: anticipating and conducting branch planning during current operations, developing operational concepts, building force requirements, developing draft orders for J33, coordinate and receive plan hand-off of operations plans from the DSC led JTF J5, recommend Commander's Critical Information Requirements (CCIR's), and develop decision support matrix/templates.

4.9.3.2.4. FOC Tasks/Products include:

- Conduct Crisis Action and branch planning
- Lead the JOPP
 - Mission Analysis
 - Draft the Commander's Estimate and Intent
 - Recommend Concept of operations and Commander's critical information requirements
 - Identify Component/Subordinate tasks
 - Specify Coordinating Instructions (Risks, RUF, Plan synchronization, etc)
 - Develop a decision support matrix and template; Triggers
- Provide Time-Phased Force Development Data (TPFDD) requirements to HHQ
- Prepare future orders (or FRAGOs) and be prepared to turn over completed orders (after staffing through the approval process) to the JOC for dissemination and execution
- Coordinate planning with components and HHQs
- Develop Situational CCIRs (e.g., phase specific CCIR)

4.9.3.2.5. While the DSC led JTF FOC should be prepared to conduct traditional crisis action planning to develop a unified response they should also be the focal point for all coordination and tasking of Primary Federal Agency MAs. The DSC led JTF FOC should coordinate with the DCO/E, DSC led JTF J3 Current Ops, J5, J1, J4, and Task Forces (through their LNOs) to ensure that everyone has visibility on current and future MAs. A recommended battle rhythm for the DSC led JTF FOC is listed in Annex J, section J3.7. The DSC led JTF FOC should use the GFM SME to help maintain situational awareness on force flow and capability available as well as the IM/KM SME to ensure that information required by the DCO/E team is conveyed through situation reports and/or DDASS in an appropriate time line.

4.9.3.2.6. All drafted orders from the DSC led JTF can only be signed and issued by the DSC. During the draft and release process of the orders, the T10 JA and the T10 Deputy must review the T10 portions of the combined orders from the DSC to ensure the recipients of the orders are clearly delineated and authorities and command relationships are well defined.

4.9.3.2.7. The DSC led JTF J35 or the JSF-SE Ops/Plans member will plan operations and coordinate orders with higher headquarters (e.g., NC/J35 FOC) both continuously and by participating in scheduled meetings. Below are examples of typical meetings/information exchange and various means of communication:

- Participate in NC/J35 FOC updates via Adobe Defense Connect Online
- Coordinate NC orders via email from/to the NC/J35 FOC OMB prior to publishing
- Provide NC/J35 FOC with assessment of progress on mission assignments/tasks
- Monitor NIPRNET NC/J35 FOC Jabber chat room
- Provide NC/J35 FOC with appropriate contact info (Blackberry phone list and email addresses)

4.9.3.3 Air

4.9.3.3.1. The Air Operations SME is responsible for tracking and reporting status of all T10 ongoing JTF air missions and to gain/maintain situational awareness on all non-T10 air assets. Additionally, the Air Operations SME provides subject matter expertise regarding air operations to the DSC led JTF chain of command as required.

4.9.3.3.2. The Air Ops SME will establish communication with the Federal Aviation Administration (FAA) representatives to gain situational awareness of Temporary Flight Restriction (TFR) or other restrictions that may be forthcoming. They will establish communication with the NDDOC and/or the AFNORTH 601st AMD to gain situational awareness on strategic airlift missions in the system that are or will be flowing to/from the AOR/JOA.

4.9.3.3.3. They must maintain a close working relationship with the JSF-SE SAR SME. In the event of the SAR SME being deployed forward, the Air Operations SME will keep the DSC apprised of the SAR progress and situation.

4.9.3.3.4. In order to gain SA on non-T10 assets, they will establish communications with the State Air Coordination Group (ACG) or similar entity if one exists: SAD/T32, Federal Partners (Customs and Border Patrol (CBP), U.S. Forestry Service (USFS), etc), Police Department, and other civilian partners that may be flying aircraft in support of the contingency/operation.

4.9.3.3.5. The Air SME is also required to coordinate with the JACCE.

4.9.3.3.6. The Air SME will monitor AFNORTH 601st AMD website to gain visibility of all Strategic airlift missions at <https://operations.noradnorthcom.mil/sites/afnorth/601AOC/601AMD/default.aspx>.

4.9.3.4 Land

4.9.3.4.1. The Land Operations SME is responsible to the DSC led JTF J3 in the capacity of the Current Operations Officer (J3), Future Operations Officer (J35) or Joint Planning Group member (J5). The Land SME can serve in a myriad of positions but is responsible for the tracking of T10 forces, missions, force flow and future planning. Ideally, the T10 land operations SME assimilates him/herself as part of a blended staff to augment the DSC led JTF.

4.9.3.4.2. The Land Operations SME advises, plans, coordinates and supervises multi-functional land forces, planning, and training. As a member of the DSC led JTF, the SME is concerned with the planning and application of military capabilities, and development and implementation of land forces policy, roles, and missions.

4.9.3.4.3. The Land Operations SME is responsible for the planning of military operations. He prepares and reviews operations and concept plans. They participate in the Joint Operations Planning Process (JOPP), battle tracks the execution of operations, plans and training in support of DSCA. They are responsible for the reporting of land operations back to NC utilizing the daily SITREP.

4.9.3.4.4. The Land Operations SME determines the structure, composition, position, and equipment requirements/authorizations of active component land forces. They assist in arranging all components in the force structure in integrated organizations and units.

4.9.3.4.5. The Current Operations Land SME (J3) is responsible to the current operations-chief for tracking and reporting status of all ongoing DSC led JTF land missions. The current operations land SME is responsible for understanding the dynamic JOA, the DSC led JTF battle rhythm and the orchestration of any injects into standard briefings such as the Commander's Update Brief (CUB). They are also responsible for maintaining an accurate depiction of forces within the DSC led JTF COP. He/She also provides subject matter expertise regarding land based forces to the DSC led JTF chain of command as required.

4.9.3.4.6. The Future Operations Land SME (J35) is responsible to the future operations-chief for the inclusion of any T10 orders into DSC led JTF FRAGOs as well as the participation in any near term planning efforts within the DSC led JTF staff. The Future Operations land SME participates in the Joint Operations Planning Process, by preparing and reviewing operations and concept plans (see paragraph 4.9.3.2. for more FOC details).

4.9.3.4.7. The Joint Land Planner (J5) is responsible to the plans-chief for the development of long range plans to include branch or sequel plans stemming from existing joint plans. Joint planning group (JPG) responsibilities may include, but are not limited to, crisis action planning (to include course of action development and refinement), coordination of joint force operation order development, and planning for future operations (e.g., transition, termination, follow-on).

4.9.3.5 Maritime

4.9.3.5.1. The Maritime Operations SME is responsible to the T10 Deputy Commander and DSC for all maritime related activities within the JOA for the DSC led JTF. In a Joint Operations Center (JOC) role, the Maritime SME is responsible to the Current Operations Chief for tracking and reporting status of all ongoing maritime missions that affect ongoing missions or are within the JOA. The Maritime Officer also provides subject matter expertise regarding maritime operations to the DSC led JTF chain of command as required.

4.9.3.5.2. Typically, USFFC will provide TACON of assets to JTFs while maintaining OPCON of forces at the Maritime Command Element (MCE) level for each coast. Coordination with USFFC and the specific MCE should be conducted to gain situational awareness of assets and their missions as needed.

4.9.3.5.3. During responses to JOAs that do not have a significant maritime response, the Maritime Operations Officer will be utilized within the FOC for crisis action and contingency planning. Be prepared to support in all functional areas as required.

4.9.3.5.4. A Maritime Publication for DSCA has been developed to provide “Gouge” on what assets may be employed during DSCA in Continental United States (CONUS). The publication can be found under the JSF-SE Toolkit on the DSC Home portal page:

<https://operations.noradnorthcom.mil/sites/NCJ3DOMOPS/J3DOMOPS%20CDSC/Shared%20Documents/JSF-SE%20Toolkit/SME%20Folders/Maritime%20Operations/Maritime%20Publication%20for%20DSCA%20v4.pdf>

4.9.3.6 SAR

4.9.3.6.1. The SAR SME is responsible to the T10 Deputy Commander and DSC for all SAR related activities within the JOA for the DSC led JTF. In a JOC role, the SAR SME is responsible to the Current Operations Chief for tracking and reporting status of all ongoing all domain SAR missions within the JOA. The SAR SME also provides subject matter expertise regarding SAR operations to the DSC led JTF chain of command as required.

4.9.3.6.2. Depending on the needs of the State, the SAR SME may not be collocated at the JTF. NC/J36 will dictate the best location to place the SAR SME pre, during and post event. The ideal location of the SAR SME is often at the SAR center of gravity, that location where tactical decisions on the use of DOD SAR assets are being made. This could be at the DSC led JTF, but is more often at the State EOC or forward at the Combined Air/Maritime/Land SAR Operating Base. If the SAR SME is placed forward, the Air Operations SME assumes the role of keeping the T10 Deputy Commander and DSC apprised of ongoing SAR operations.

4.9.3.7 GFM/JOPES

4.9.3.7.1. The GFM/JOPES Operations SME is responsible for the tracking of the RFF process, the movement of assigned T10 forces, and the use and burn rates of T10 forces assigned to a FEMA MA.

4.9.3.7.2. They advise the DSC on the fulfillment of requirements as they are sourced throughout the RFF process by tracking the sourcing process using various tools such as the JCRM program, communication and products provided by NC/J30, NC/J35, and through websites controlled by Joint Staff.

4.9.3.7.3. Tracks and advises the DSC on the movement of T10 forces assigned to the JOA or AOR through the use of the JOPES system, Single Mobility System (SMS), and communication and products provided by N-NC/J30.

4.9.3.7.4. Tracks and advises the DSC on the use of T10 forces through the DOD DSCA Automated Support System (DDASS) relative to their burn rates (time/cost).

4.9.3.7.5. Reviews, advises and drafts applicable input into orders and FRAGOs that are pertinent to RFFs, T10 movement and MAs.

4.9.3.8 LNO

4.9.3.8.1. Liaison Officers (LNOs) facilitate the communication and coordination maintained between elements of a DSC led JTF to ensure mutual understanding and unity of purpose and action. The LNO is a DSC led JTF expert on the sending command's capabilities and limitations. The LNO must be able to advise the DSC led JTF Commander and staff on the optimum use of the command they represent. However, LNOs must always remember they only have authority to make decisions that its sending organization commander authorizes.

4.9.3.8.2. LNOs are the contact or intercommunications maintained between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action. LNOs, usually accomplished through direct communication, facilitates the effective flow of information between affected units and reduces the possibility of confusion. Exchanging LNOs is the most commonly employed technique for establishing and maintaining close, continuous, physical communications between organizations agencies and staffs. LNOs will help the parent and host organization exchange information to understand and anticipate operational and support requirements. LNOs will also be an integral part of the DSC led JTF should consequence or crisis management is required. LNOs perform several critical functions, the extent to which these functions are performed depends on the integration with either the hosting organization if a military member is deployed to liaise or how well the LNO from an outside organization is indoctrinated into the DSC led JTF staff operations. The JOC will receive LNOs, internal to the DSC led JTF, from the subordinate Task Forces. Should subordinate Task Force Commanders locate their headquarters in the JOC, LNOs would not be required. LNO duties include:

- Represent the views and desires of their organization
- Keep his/her organization/agency/staff informed of JTF activities and plans
- Maintain situational awareness of organization/agency/staff current and future operations
- Participates in JTF planning efforts and provides his unit's input to planning
- Keep his unit informed.
- Keep the JTF informed.

4.9.3.8.3. An ideal LNO from the JTF to the State EOC or the Incident Command Post is the Interagency Officer. Upon arrival to the AOR, the Interagency Officer or an appropriate officer from the JTF acting in the LNO role must immediately embed him or herself in the states meeting and planning cycle and relay all relevant battle rhythm items to the JTF. Obtaining the latest version of the states Incident Action Plan will allow the JTF to coordinate its planning cycle to best support the states requests. Once the states

planning cycle is known, the IA Officer or a representative from the JTF's FOC can attend and assist in the planning to ensure the available military assets are utilized to their fullest capabilities.

4.9.3.8.4. LNOs in the JOC could include:

- Subordinate Task Forces
- Interagency (State Emergency Management Agency (EMA), FEMA, other supported agencies)
- Air Command and Control Element (ACCE)
- Emergency Preparedness Liaison Officer (EPLO)/DCO rep

4.9.3.8.5. LNOs from the JTF could include:

- LNO to the JFO
- LNO to the State EOC
- LNO to the Incident Command Post (ICP)
- LNO to the DCO/E
- LNO to JTF-51
- LNO to JTF-CS

4.9.4 J4/Logistics

4.9.4.1. In conjunction with the SAD/T32 J4, the JSF-SE J4 SME will coordinate logistics and engineering support in support of DSC led JTF operations within the assigned Joint Operations Area (JOA). Specific support areas include: management of engineering (to include environmental support); deployment/redeployment of forces and cargo/equipment; brokerage of supplies and other logistics resources; execution of acquisition policy and cost tracking for T10 forces ICW Service and NGB. The JSF-SE J4 SME will support T10 Deputy Commanders in the establishment and sustainment of logistical support.

4.9.4.2. Source and maintain NC/J36 mobility equipment.

4.9.4.3. Source and issue deployment equipment to JSF-SE Teams 1-4 as required.

4.9.4.4. The JSF-SE J4 SME will provide the DSC led JTF J3, N-NC/J4, 167th TSC, and others as required an initial logistics capability report and concept of support brief to identify potential logistic requirements for T10 forces.

4.9.4.5. The JSF-SE J4 SME will coordinate for DS logistics to all DOD forces assigned to the DSC. In conjunction with N-NC/J4, the DSC led JTF will utilize a designated BSI as GS coordinated by the 167th TSC.

4.9.4.6. The JSF-SE J4 SME will submit daily LOGSTATs report to the 167th TSC, USNORTHCOM/J4, and ARNORTH/G4 in addition to attending the daily logistic coordination boards chaired by the 167th

TSC. LOGSTATs will at a minimum report on-hand stocks, burn rates, and forecasted requirements for T10 forces.

4.9.4.7. The DSC through the JSF-SE J4 will provide logistics requirements to the BSI and the 167th TSC FWD if Direct Support (DS) capability or capacity is exceeded.

4.9.4.8. The DSC through the JSF-SE J4 will provide forecasted common user logistics requirements to the 167th TSC.

- 167th TSC and JFLCC will compile reports to populate Operational Logistics Assessment Report (OLAR)

4.9.4.9. The JSF-SE J4 will use the AFNORTH 601st AMD website to gain visibility of all Strategic airlift missions at <https://operations.noradnorthcom.mil/sites/afnorth/601AOC/601AMD/default.aspx>.

4.9.5 Medical Planner

4.9.5.1. The Medical Planner is the medical SME to the JSF-SE and is the principal medical advisor to the DSC and T10 deputy commander on all medical issues regarding T10 forces and missions. Primary functions are to plan and develop the health service support (HSS) infrastructure to protect the health of DSC-led JTF forces and mitigate the effects of illness and injury within the JOA, and serve as the hub for achieving HSS situational awareness, by establishing a Joint Medical Operations Center (JMOC) for information management and the facilitation of HSS synchronization.

4.9.5.2. The medical planner alone cannot establish and operate a functional, medical section without significant augmentation with mission-specific “plugs and liaisons.” Unless the State JFHQ/DSC-led JTF National Guard staff contains these skill sets, a minimum of one additional medical planner and a force health protection officer must be requested to adequately cover current operations (CUOPS), future operations (FUOPS), and force health protection (FHP). Augmenting staff may include Medical Operations/Plans Officers, Medical Logistics Officers, Patient Movement (evacuation) Officer, Environmental Science Officer or Environmental Health Officer, Senior Medical Operations NCO or Chief Petty Officer. In addition, the medical planner must be prepared to plug into other organization’s medical structure as required. Ideally, the medical planner will integrate into a blended staff JTF Surgeon Cell/Medical Operations Center. In concert with J4 rep, the medical planner will monitor Aeromedical Evacuation (AE) missions using the 601st AMD website and provide JTF-CC with SA.

4.9.5.3. In support of Current Operations/JOC, the medical planner is responsible for DSC led JTF level medical planning, the synchronization, coordination, and supervision of medical support during DSCA operations and crisis action planning.

4.9.5.3.1. He is responsible for tracking and reporting status of all T10 ongoing JTF medical missions and to gain/maintain situational awareness of all non-T10 medical assets (i.e. National Guard, NDMS, Civilian) - CUOPS

4.9.5.3.2. He establishes and maintains communications with the HHS/ASPR rep, the JRMPO, states’ ESF-8 rep, USTRANSCOM Surgeon, AJBPO, BSI MTF, TLAMM, SIMLM, and the SAR SME – CUOPS.

4.9.5.3.3. He is responsible for submitting the N-NC MEDSITREP (Annex C) and completing the medical paragraph of the daily JSF-SE SITREP – CUOPS

4.9.5.3.4. He may be required to gain access to a state medical/patient tracking system as required and manage the DSC-led JTF MEDCOP - CUOPS

4.9.5.4. In support of Future Operations/FOC, the medical planner is responsible for DSC-led JTF level deliberate and crisis action military medical planning.

4.9.5.4.1. He participates in the Joint Operational Planning Process (JOPP) and develops the medical estimate, the concept of medical support and the associated OPORD/CONPLAN annexes. – FUOPS

4.9.5.4.2. He actively participates in the N-NC Medical Operations Center (MOC) teleconference and attends the DHHS ESF-8 teleconference - FUOPS.

4.9.5.5. In the absence of a dedicated force health protection officer, the medical planner will monitor medical readiness requirements and compliance, determine requirements for MCDM, and advise the Commander on all force health protection issues. – FHPO

4.9.6 J6/Communications

4.9.6.1. The JSF-SE communications personnel are responsible for coordinating, establishing and maintaining communications equipment and capabilities for the JSF-SE. The JSF-SE J6 Planner, in coordination with the state National Guard J6, will coordinate communications engineering and support on behalf of the DSC led JTF. Specific support areas include, but are not limited to, the following: request for Title 10 communications augmentation forces and equipment, the communications integration of any Title 10 forces, review and provide input of applicable operational plans and annexes, check integration with state emergency management ESF#2 team, communications systems situational awareness, as well as assist with communications engineering and recovery operations as needed.

4.9.6.2. Communications personnel will act as the subject matter expert regarding T10 communication capabilities to the DSC led JTF J6 and chain of command as required.

4.9.6.3. The JSF-SE communications lead prepares and reviews operations and concept plans to ensure the JSF-SE communications requirements are met by the JTF J6. They are responsible for the reporting of communications capabilities back to USNORTHCOM utilizing the daily COMSTAT and N-NC Communications Tasking Order (CTO).

4.9.6.4. The JSF-SE communications lead shall act as a liaison between N-NC/J6 and the DSC led JTF and advises the State J6 on N-NC communications capabilities, reporting requirements, standards, etc.

4.9.6.5. All communications personnel supporting the JSF-SE teams will need to retain their System Administrator rights enabling them to perform administrative maintenance to N-NC computers that have been deployed with the JSF-SE.

4.9.6.6. Communications personnel will need to operate and maintain deployable communications equipment, to include laptops, blackberries, air cards, and the NC/J36 deployable communications suites.

4.9.7 JA/Legal

4.9.7.1. The JSF-SE JA is the principal legal advisor to DSC and the T10 Deputy Commander on all legal issues regarding T10 forces and missions. The JA works closely with the state State JA to ensure that the

DSC is operating under proper authorities and missions are being accomplished in compliance with the appropriate statutes, regulations and policy guidelines.

4.9.7.2. The JA advises on the Rules for the Use of Force (RUF) as they apply to T10 forces, ensures T10 forces are trained on the RUF, and coordinates with the State JA to ensure there are no conflicts or confusion with state RUF. The JA must assist in developing briefings and training for JRSOI and read ahead packets for deploying forces.

4.9.7.2.1. Both JAs work together to ensure strict compliance with the Posse Comitatus Act (PCA) and other legal restrictions or requirements regarding the provision of assistance to civil authorities. They review all mission assignments, operations orders, plans, directives and policies to ensure that they are in compliance with both state and Federal laws and regulations. The JAs will work together to identify and resolve any legal issues or conflicts between state and DOD laws or guidance.

4.9.7.3. The JSF-SE JA will work with the JTF Public Affairs Officer to review proposed public statements for legal sufficiency and implications as directed by the DSC.

4.9.7.4. The JSF-SE JA advises the DSC on T10 related matters of military justice, contracting, administrative law, operational law, and legal assistance, as needed.

4.9.7.5. The JA serves as the direct link between the DSC and staff and the NC office of the SJA. The JA will participate in daily JAG meetings hosted by NC SJA to ensure the ongoing communication of information, identified legal issues and lessons learned throughout the operation.

4.9.8 IM/KM

4.9.8.1. The IM/KM SME on a JSF-SE will establish detailed IM/KM plans, policies, procedures, and training for the task force to ensure efficient and effective collaboration between all users and organizations involved with future and current missions. Refer to Annex R for the collaborative information environment CIE tools, processes, procedures, and best practices. The IM/KM SME's primary responsibility is to integrate the JSF-SE into the CIE of the supported organization, and may additionally serve in the following roles as required:

- Information Management Officer (IMO)
- Knowledge Management Officer (KMO)
- Information Exchange Broker (IEB)
- Common Operating Picture Manager (COP MGR)
- Friendly Force Tracker Manager (FFT MGR)

4.9.8.2. Specific duties of the IMO include:

- Analyzes supported agency processes and procedures for information flow and information management to facilitate the integration of the Commander and their staff

- Identifies to the JSF-SE Communications representative any conditions relative to the design and/or selection of management information systems and applications software technology that would enhance SA and information flow within the command
- Interact with a wide range of activities and operations of other agencies related to the agency's single centralized information technology operation and determines methods, software, or solutions to exchange information with the DSC led JTF
- Gathers facts so that an analysis of new or modified applications can be performed and works with organizational program analysts, and JSF-SE communications representative to identify and specify requirements, specific operations, processes, and work products which are adaptable to automation
- Analyzes data and compares alternatives in terms of time, quality, necessary equipment, and required staff and additionally examines and evaluates alternative means of satisfying the DSC and their staff requirements
- Recommends state-of-the art techniques and technology for the rapid and accurate dissemination of pertinent data/information to the JTF CDR and their staff to support operations
- Assists in the establishment of controls for data privacy and security in management information systems if requested

4.9.8.3. Specific duties of the KMO consist of:

- Integrates and synchronizes people, processes, and technology to enhance decision superiority
- Monitors the entire information flow process, to include information acquisition, and provides recommendations on the policy, processes and tools to ensure critical actionable information reaches leadership to develop situational awareness/understanding and to enable timely, informed decisions
- Serves as the DSC led JTF information sharing portal content manager by building and maintaining the portal structure and features, enforcing the defined taxonomy and file nomenclature, managing accounts and access permissions, and performing other administrative functions
- Supervises the COP MGR and provides oversight of the processes and tools used to create, maintain, and disseminate the COP to enable situational awareness and achieve situational understanding throughout the JTF
- Is the SME for information sharing, and participates in communities to enhance the organization's collective understanding
- Develops the DSC led JTF knowledge management plans and policy in coordination with all staff sections
- Is responsible for CIE modernization and implementation, and conducts operator training
- Coordinates CIE access for interagency mission partners and may provide operator training if requested
- Identifies software modernization necessary to meet operational requirements and Command priorities; oversees implementation and operator training

- Reviews and recommends system solutions for operational shortfalls and capability gaps
- Implements process improvements to information exchanges for DSC led JTF contingency planning and operations
- Identifies and recommends process improvements to the Chief of Staff
- Recommends roles & responsibilities for JOC members to collect, process, retain, disseminate, protect, and delete information based on information exchange requirements
- Establishes and enforces CIE business rules (i.e. digital Rules of Engagement)
- Assist communications specialists as necessary
- Coordinates with the DSC led JTF J6
- Collaborates with IEBs
- Participates in future operations planning sessions to enhance both the plan and the actual planning process through the application of knowledge management principles
- Assist with the assignment, tracking and assessment of progress for all MAs.
- Provide support to the DSC led JTF for DDASS logins and updates as required.

4.9.8.4. Specific duties of the IEB include:

- Maintain situational awareness across a broad field of operational information and ensure that all critical and relevant information is shared among and synchronized between organizations involved
- Systems and process experts concerned with information sharing and information synchronization
- Work with operators or the responsible onsite agency to enable better situational awareness
- Foster information flow and monitor processes that link between the assigned element and all others
- Ensure the best situational awareness possible and enhance the operational action officer
- Ensure that critical information is flowing, acknowledged when appropriate, and acted on as necessary
- Understand, train and use the full spectrum of collaborative processes, procedures, and tools of assigned organization
- Operate in a collaborative information environment and achieve enhanced information sharing
- Identify obstacles that obstruct information flow
- Focus on critical information requirements and on the organization's operational/tactical priorities

- Serve as the information conduit from the assigned organizational element to the remainder of the organization
- Stay familiar with assigned elements' tools and technologies
- Facilitate information throughout the organization, improve the information flow to decision-makers and operational officers and help accomplish missions
- Facilitate the placement of procedures and processes that will enable the organization to manage our critical knowledge resources
- Gather and edit knowledge, paving the way for establishing effective knowledge sharing networks, and managing knowledge technology infrastructures
- Identify and correct knowledge sharing seams and gaps, provide access to KM networks and technologies, establish procedures for knowledge retention, and implement metrics to measure the value of initiatives
- Facilitate the discovery, capture and refinement of information to allow the leadership to make faster and better informed decisions

4.9.8.5. Specific duties of the COP MGR are:

- The COP MGR is responsible for assisting in the establishment, fusing, integrating, maintaining, and publishing the DSC led JTF's COP, and developing a T10 COP and coordinating input / track data procedures and responsibilities
- Assists in the de-confliction of any DSC led JTF (Friendly) COP discrepancies which have been input by task forces or components
- If no DSC led JTF COP platform is operable, the COP MGR will recommend to the DSC a platform to host the T32 COP
- Will recommend to the DSC led JTF J3 the dissemination method of files and layers for shared integration of the COP: network feed or distributed files
- Ensures the protection of sensitive information
- Establishes the T10 COP taxonomy to organize the COP information, and assists T32 forces in the same (if requested)
- Recommends/establishes a set of standard icons for the T10 COP, and assists T32 forces in the same (if requested)
- Establishes procedures to disseminate the T10 COP; synchronize COP activities to ensure common, consistent information; and provide an input mechanism for staff planners and down-trace organizations to contribute input or make corrections to the T10 COP
- Establishes a means to communicate with other COP Managers and COP Operators to synchronize COP operations in near-real-time: (i.e. establish a XMPP COP chat room)

- Coordinates with IT support personnel for installation and operation of required copies of Google Earth or other COP display tools on JSF-SE computers (as deemed necessary)
- Monitors the operation and display of the COP in the JOC and elsewhere in the organization to enforce compliance with established COP procedures and ensure the accuracy and consistency of information in the COP
- Reports discrepancies and violations to the “Top COP” manager (if appointed). If designated as the “Top COP,” directs action to correct deficiencies in the COP information or management procedures to preserve information integrity
- Ensures the JOC T10 COP display is current and accurate, and that it effectively conveys situational awareness to the DSC led JTF to enable decision-makers’ situational understanding
- Supervises the COP Operators, or if required, serves as a COP Operator
- Operates the computer DSC led JTF T10 COP terminal that displays the T10 COP for the situational awareness of everyone working in the JOC or other staff section
- Ensures the T10 COP is consistently up-to-date. If receiving a network feed, monitors the feed and reports any issues to the COP MGR and/or IT support staff. If working with a local copy of a distributed COP file, ensures it is the correct and latest version IAW the established COP management procedures
- Builds locally relevant COP overlays and contributes them to the Top COP IAW established COP management procedures. Also, corrects any discovered discrepancies in existing COP information and contributes the corrections to the Top COP
- Monitors and participates in the COP XMPP chat room (if established) or other established COP management communication method

4.9.8.6 Specific duties of the FFT MGR consist of:

- Responsible for the maintenance and operability of the DSC led JTF Pallas B-1 Friendly Force Trackers
- Responsible for providing training on the use and employment of the Pallas B-1 FFT to JSF-SE personnel
- Responsible for the naming conventions of the devices employed by any JSF-SE element and updates the applicable SIPRNET and NIPRNET Mission Management portals
- Informs the N-NC Land desk of the device names that are deploying in support of any JSF-SE/DSC led JTF
- Issues FFT devices, extra batteries, 12v power cables, and quick operating instructions to deploying elements of the JSF-SE
- Provides guidance and instructions on the employment of FFT devices
- Troubleshoots / replaces any device that is not functioning

4.9.9 Public Affairs/Communication Strategy

4.9.9.1. The JSF-SE PAO is the principal PA adviser to DSC commander and the T10 Deputy on all public affairs issues and all internal and external public communication regarding T10 forces and missions. The PAO works closely with the state SAD/T32 PAO to ensure that the DSC is conducting public affairs operations in an efficient and timely manner to anticipate and respond to communications issues and support the DSC's communications goal and strategy.

4.9.9.2. The JSF-SE PAO advises on communications strategy and develops PA Guidance as they apply to T10 forces, and ensures T10 forces are aware of current PA Guidance, messaging, and posture for release of information.

4.9.9.3. The JSF-SE PAO, in coordination with the JTF PAO, should seek legal review by the JTF JA for release of sensitive or potentially controversial information. .

4.9.9.4. The JSF-SE PAO advises the DSC and T10 Deputy Commander on T10 forces media relations, community relations, internal communications, crisis communications, and employment of public affairs forces and the Joint Information System (JIS).

4.9.9.5. The JSF-SE PAO is the link between the DSC, T10 Deputy Commander, DSC led JTF staff, the N-NC/CSC(PA) and the State/FEMA Joint Information Center (JIC).

4.9.10 Team Lead

4.9.10.1. The JSF-SE Team Lead is the administrative orchestrator of the deployment of a JSF-SE in support of a T10 Deputy Commander. The team lead, once assigned, will coordinate directly with the T10 Deputy Commander and gain situational awareness as to the mission requirements. The Team Lead will be charged with the development of the pre-deployment coordination, administrative deployment coordination and post deployment responsibilities. The Team Lead will maintain his/her functional responsibilities with respect to the support to the DSC, however the Team Lead will be charged with these additional responsibilities in order to facilitate the successful deployment of the JSF-SE. The Team Lead will typically be a veteran military member of the JSF-SE and if possible the NC/J36 action officer assigned to the state during Phase 0 operations.

4.9.10.1.1. Pre-deployment: The Team Lead will be responsible for the development of an action plan that begins with the notification and concludes with the post deployment tasks. The Team Lead will coordinate with the T10 Deputy Commander in order to fully understand the mission requirements. The discussions should focus on the deployment requirements, timelines and deliverables. The Lead will establish a series of In Progress Reviews (IPRs) to ensure that there is a structured way in which to communicate with the team and pass updates. The Lead will develop the parameters for travel, lodging and rental cars and coordinate for any ancillary equipment that might be required. They will also ensure that the augmentees have the requisite equipment needed to facilitate their support to the mission. The Team Lead will also develop a pre-deployment briefing that will focus all team members towards the mission and administrative requirements for the deployment.

4.9.10.1.2. Deployment: The Team Lead will spearhead the administrative management of the team while deployed. Duties consist of ensuring that a mobility plan is put in place to get individuals to and from the operation, Situation Reports are sent back to NC/J36, usnorthcom.j36.omb@northcom.mil and serves as the second when the T10 Deputy Commander is not available.

4.9.10.1.3. Post Deployment: Upon completion of the mission, the Team Lead is charged with ensuring travel is coordinated for all team members and that the T10 Deputy Commander has released the entire team. The Team Lead is responsible for collecting and collating the lessons learned, producing the trip report, and posting the best practices, lessons learned and products to the State Information Exchange Portal.

4.9.11 T10 Deputy Chief of Staff

4.9.11.1. The T10 Deputy CoS is responsible to the T10 Deputy Commander as a synchronizer and coordinator of the JSF-SE staff in his absence. The T10 Deputy CoS position feeds the T10 Deputy Commander information throughout the work cycle to keep him/her situationally attuned to the operation to include MA tracking, Force Flow, Orders, CCIRs and SIGACTS to name a few. See annexes G-L for more detailed information on specific duties/tasks.

4.9.11.2. Lessons learned have identified that the T10 Deputy Commander is consumed with meetings and engagements. This fact has identified that a Deputy CoS for T10 needs to fill the void as the senior staff officer within the JSF-SE. The T10 Deputy CoS position acts in the capacity of a J3 in coordination between the J33 and J35 as well as the coordination arm between the operational and sustainment staff sections. The T10 Deputy CoS for the T10 Deputy Commander works with the JTF CoS to ensure that JSF-SE staff is aligned within their specialties to maximize their functional and subject matter expertise. Prepares and mentors the JTF-State staff with respect to the development of the Commander's Situational Awareness and Assessment Meeting (CSAM). The CoS prebriefs the DSC on the contents of the CSAM with the intent to off-ramp those responsibilities to the JTF-J3.

4.10 Augmentation of JSF-SEs

4.10.1. NC/J36 will establish the core of three permanent JSF-SEs. In the event of a multi-state incident which exceeds NCs ability to provide JSF-SEs in support of a DSC, NC may reduce the size of the JSF-SE; coordinate with USFFC, subordinates and component commands; and submit a RFF to source staff elements to provide a JSF-SE in order to provide Federal military support to DSCs in all affected States that request a JSF-SE.

4.10.2. NC augmentation requirements have been established by the number of simultaneously required DSCs. Figure 4-6 outlines the requirements for augmentation for a response to DSC of more than four states and identifies the pre-determined augmentees from each N-NC Staff section. Also see Table 2-1.

4.10.3. Team 4 is designed to be assembled in an adhoc manner with what personnel N-NC Directorates can support during an event. Battle rostering by N-NC Directorate will be completed for Teams 1, 2, and 3. No battle rostering will be completed for team 4. Primary augmentees for the first three JSF-SEs should make every effort to participate in JSF-SE training with NC/J36 as available. A current list of JSF-SE augmentees will be maintained by all N-NC Directorates and Staff Sections on the NC DSC portal page:

<https://operations.noradnorthcom.mil/sites/NCJ3DOMOPS/J3DOMOPS%20CDSC/Lists/Contacts/AllItems.aspx>

4.10.4. As part of the RFF process for additional JSF-SE personnel, the Joint Enabling Capabilities Command (JECC) will have personnel trained and familiar with DSCA and the DSC concept of operations. Requests for these augmentees should be coordinated through USTRANSCOM, the JECC parent command.

UNCLASSIFIED

**Augmentation Requirements
(>4 states)**

Element	Team 1	Team 2	Team 3	Team 4	Team 5	Team 6	Team 7	Team 8
J1								
J2								
J4								
Med								
J6	1/1	1/1	1/1	1/1	1/1	2	2	2
SAR								
Land	2	2	1/1	1/1	1/1	1/1	1/1	1/1
Air	1/1	1/1	1/1	1/1	1/1	2	2	2
Maritime								
GFM								
JA								
IM/KM								
PA								

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Legend: DOMOPS other J3 Pre-designated augmentee Non-designated augmentee

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FIGURE 4-6 AUGMENTATION REQUIREMENTS

CHAPTER 5 TRAINING AND READINESS

5.1 Training

5.1.1. This chapter outlines training and readiness procedures for the T10 JSF-SE. These procedures are applicable to the NC/J36 assigned JSF-SE personnel, and they are encouraged for use by the pre-identified NC staff JSF-SE augmentees. The primary means of sourcing a JSF-SE for NC will be with NC/J36 personnel. As such, the training outlined within this section is JSF-SE specific training that is a part of the overall NC/J36 training plan.

5.1.2. The training of JSF-SE personnel will be conducted using three different methods. The first is the use of USNORTHCOMs Learning Management System (LMS), a computer based learning environment that is self paced and will contain the most current information on the NC SOP on DSC. The second is through the use of classroom lectures taught by experienced NC/J36 personnel, N-NC/J7 personnel, and/or ARNORTH G7 personnel. The third method is the use of distributed exercises that use training in the field with actual equipment and processes/procedures intended during a real world response effort.

5.1.3. Training of JSF-SE personnel will be coordinated and conducted by NC/J36. Training required for JSF-SE members is outlined below, Table 5-1 (it is encouraged that the primary and alternate JSF-SE augmentees from N-NC complete this training as well).

5.1.4. Qualified JSF-SE members will be trained in the courses listed within Table 5-1. The DSCA Phase 1 course is the only course required to be an eligible member of a JSF-SE. Level 1 and 2 courses (outlined in Table 5-1) are required training for all NC/J36 members to be fully qualified to support a JSF-SE. Level 3 courses are advanced courses that will allow members of a JSF-SE to use all the communications and operational information tools and to have a full understanding of the Joint T10, NG and Federal, Local, State and Tribal processes.

TABLE 5-1 JSF-SE TRAINING REQUIREMENTS

Level 1 Training				
Course Name	Description	Frequency	Instruction Method	Time to Complete
DSCA – ARNORTH Phase 1	See LMS	Initial	LMS	8 hours

Level 2 Training				
Course Name	Description	Frequency	Instruction Method	Time to Complete
FEMA IS-100 Intro to Incident Management System	See LMS	Initial	LMS	90 min
FEMA IS-200 ICS for Single Resource and Initial Action Incidents	See LMS	Initial	LMS	15 min
FEMA IS-700 NIMS Introduction	See LMS	Initial	LMS	3 hours
FEMA IS-800 NRF Introduction	See LMS	Initial	LMS	30 min
DCO/DCE Module	See LMS	Initial	ARNORTH G7	30 min
NC/J36 Intro 101 Brief	See LMS	Initial	LMS	30 min
Collaborative Information Environment Overview	Overview of the CIE tools that NC/J36 employs during operations	Initial	Classroom	30 min
DSCA Phase 2	See LMS	Initial	Classroom	3.5 days
DSC CONOPS	Training on the approved DSC CONOPS	Initial	Classroom	30 min
NC SOP on DSC	Training on the approved SOP	Initial	Classroom	4 hrs
JSF-SE Battle Book Familiarization	Familiarization of documents and procedures contained within the JSF-SE Battle Book	Bi-Annual	Classroom	30 min
Joint Action Plan for Developing Unity of Effort	Brief on the Joint Action Plan	Initial	Classroom	15 min
FEMA Unified Area Coordination Group (UACG) Guide	Brief on the UACG concept	Initial	Classroom	30 min
JDOCS Executive Course	National Guard Focused online training for JTF-Staff	Initial	Online, LMS	13 hours

Level 3 Training				
Course Name	Description	Frequency	Instruction Method	Time to Complete
ICS-300		Initial	Classroom	2 days
ICS-400		Initial	Classroom	1 days
VPN/Air Card/Blackberry Training	Hands-on training for specific communications device or CIE tool	Initial	Distributed Exercise	30 min
Iridium Phone		Initial	Distributed Exercise	30 min
VPN/Air Card/Blackberry Utilization		Quarterly	Operational	30 min
DCO (Adobe Connect Conference) Utilization		Quarterly	Classroom, Distributed Exercise	60 min
AKO/DKO		Quarterly	Classroom, Distributed Exercise	30 min
GKO		Quarterly	Classroom	30 min
XMPP Chat		Quarterly	Classroom, Distributed Exercise	30 min
HSIN		Quarterly	Classroom	30 min
DDASS		Initial	Classroom	60 min
Share Point/Portal		Initial	Classroom, Distributed Exercise	30 min
JLLIS		Initial	Classroom	30 min
RASOR-EM		Initial	Classroom	30 min
SAGE/Google Earth		Quarterly	Classroom	60 min
JOPP Pre-requisite Reading		Initial	Online @ https://www.us.army.mil/suite/page/487808	2 days

5.1.4. The continued training of primary augmentees for JSF-SEs will be conducted through participation in NC/J36 distributed operations and NC support to exercises and training with NC/J36.

5.2 Training Readiness

5.2.1. The following operational (OP) tasks were taken from the Common Joint Task Force Headquarters document and are used by JSF-SEs to focus training and certification criteria.

5.2.1.1. **OP 5.5 Establish, Organize, and Operate a Joint Force Headquarters.** To establish, organize, and operate a headquarters for the command and control of designated and organized joint and multinational

forces under the duly authorized, single, joint force commander. This task includes establishing a joint task force and applies to all levels of war.

5.2.1.2. OP 5.5.1 Develop a Joint Force Command and Control Structure. To establish a structure for command and control of subordinate forces. This task includes assigning or establishing the range of responsibilities for the various boards, centers, cells, and bureaus that aid the commander in exercising command and control of a joint force.

5.2.1.3. OP 5.5.3 Integrate Joint Force Staff Augmentees. To integrate augmentees into existing staff structure to form a joint staff to support a joint force commander.

5.2.1.4. OP 5.5.4 Deploy Joint Force Headquarters Advance Element. To deploy elements of the headquarters into the operational area in advance of the remainder of the joint force. This activity includes collecting and updating information relevant to the predeployment site survey.

5.2.1.5. OP 5.5.5 Establish Command Transition Criteria and Procedures. To establish continuous, uninterrupted, and unambiguous guidance and direction for command transition. To ensure possession of adequate C4I capabilities, specific procedures, adequate communications, connectivity, manning, intelligence support, and C2 capability for command transitions.

5.2.1.6. OP 5.5.6 Establish or Participate in Task Forces. To establish, or participate in, a functional or single service task force established to achieve a specific limited objective. This task force may be single service, joint, or multinational.

5.2.1.7. OP 5.5.8 Provide Joint Force Staff Facilities and Equipment. To provide the facilities and equipment to conduct joint force staff operations. This task includes providing the communications equipment, computer systems, working spaces, and life support facilities necessary for the joint force staff to perform command, control, asset visibility, and planning tasks during all operations.

5.3 Deployment Readiness

5.3.1. JSF-SE personnel (as well as primary and alternate augmentees) will maintain the following pre-deployment requirements in order to be a deployable member of a JSF-SE.

- Military personnel must maintain their annual Service requirements for deployment
 - i.e. medical, dental, immunizations, legal, weapons
- Civilian personnel will adhere to their service requirements and checklists to prepare for deployment
- Valid government travel card
- Valid government and civilian passports
- Defense Travel System (DTS) access
- Collaborative information environment tools listed in Annex R

5.3.2. Once a JSF-SE has been activated, members should ensure that the following is completed for deployment as part of a team.

- Submit orders request in DTS when group orders are not completed
- Arrange temporary duty (TDY) lodging and transportation (coordinate with JSF-SE Team lead)
- Review JSF-SE planner and operations checklist (Annex G-L)
- Deploy with government laptop, BB, air card, and Friendly Force Tracker(s) kits
- Deploy with any special gear (i.e. communications) as needed

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ANNEX A REFERENCES

This annex provides a list of references useful to Joint Support Force Staff Elements in support of Dual Status Commanders during Defense Support of Civil Authorities (DSCA) Operations. If you cannot access any of the links on this page that are from USNORTHCOM, you will need to register on the N-NC portal and then be permitted access. Go to the following link and follow the directions if you are having access problems. <https://operations.noradnorthcom.mil/sites/NNCJ5/NCJ55/NCJ553/default.aspx>

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ANNEX B DSC ORDERS CHECKLIST J1

ESTABLISHMENT OF A DUAL-STATUS COMMANDER (DSC)

When the Governor of State X and the President of the United States/Secretary of Defense (SecDef) agree that it is necessary and proper to establish an Army National Guard or Air National Guard officer as the Dual-Status Commander in accordance with Title 32 U.S.C. §325, two sets of orders must be authorized: Bringing the member onto Title 10 status (ADOS) and the issue of G-series orders identifying him/her as a commander.

- ___ 1. CDRUSNORTHCOM, in conjunction with affected State TAG, will recommend the need for DSC.

NOTE: The governor of the state will provide an endorsement memo to the President/SECDEF. The state, in coordination OSD will prepare a Memorandum of Agreement (MOA) between the Governor and the SECDEF.

- ___ 2. The Governor of the impacted state will submit an Execution Memorandum (EM) permitting their nominee to be appointed a DSC. This will specify:

- (a) The name and grade of the nominee;
- (b) That this officer is qualified and certified to perform the duties of a DSC;
- (c) Consent for the nominee to serve in both State and Federal duty statuses;
- (d) The operation for which the DSC is being established;
- (e) The jurisdiction in which the DSC is permitted to perform his duties in a State status (i.e., State Active Duty status or in duty status pursuant to Title 32, U.S. Code); and
- (f) The duration for which the DSC is established, if known

- ___ 3. Request a copy of the EM from the nbg.j35foc@ng.army.mil; nbgjoccl1@ng.army.mil DSN 327-0038 (J1) or DSN 327-1924 (J35)

- ___ 4. Verify name provided is on the DSC trained and certified list, provided and updated by the N-NC/J7.

- ___ 5. President of the United States/SecDef (only ones that can approve DSC) will issue an Execution Memorandum (possibly pre-empted by a VOCO):

**** NOTE: Only the CDRUSNORTHCOM or Deputy CDRUSNORTHCOM can receive the VOCO from the SecDef.***

- (a) The name and grade of the nominee;
- (b) That this officer is qualified and certified to perform the duties of a DSC;
- (c) Consent for the nominee to serve in both State and Federal duty statuses;
- (d) The operation for which the DSC is being established;
- (e) The jurisdiction in which the DSC is permitted to perform his duties in a Federal status (i.e., Title 10, U.S. Code); and
- (f) The duration for which the DSC is established, if known

____ 6. Request a copy of the EM from the ngb.j35foc@ng.army.mil; ngbjoccj1@ng.army.mil DSN 327-0038 (J1) or DSN 327-1924 (J35) or SECDEF VOCO from an appropriate VTC/SVTC as relayed by USNORTHCOM leadership

____ 7a. If Nominee is a Title 32 member, contact State J1 to ensure they are working the Title 10 ADOS orders (get a copy as soon as they are available)

NOTE 1: Fund cite can be obtained from NGB/GOMO

NOTE 2: Phone to NGB/J1 is (703) 607-1924

State Orders POC: _____

____ 7b. If Nominee is a Title 10 member, contact State J1 to ensure they are working the Title 32 orders

State Orders POC: _____

____ 8. Prepare G-series orders for Title 10 Command authority

NOTE 1: Memo for ARNG; AFIMT 35 for ANG

NOTE 2: Templates located on J15 O:drive in DSC Folder

____ 9. Prepare a SSS with 5 tabs (see template on NIPR J15 O:Drive in the DSC folder)

Tab 1. G-Series Order to be signed by senior NC Army or AF Commander

Tab 2. MOA

Tab 3. Governor's Execution Memorandum

Tab 4. President/SecDef's Execution Memorandum

Tab 5. Nominee's ADOS orders (if available)

****Note if any action is VOCO, then indicate within body of SSS

____ 10. Hand carry hardcopy SSS through N-NC/JA, N-NC NG Advisor, CS, to either senior Army or Air Force Element Commander

____ 11. Provide signed copy of G-Series and ADOS orders (if available) to N-NC/JA (NORAD USNORTHCOM JA – OMB)

____ 12. Prepare a second copy with SSN blacked out to:

____ N-NC/J3 FOC (USNORTHCOM FOC - CAT – OMB)

____ Associated DCO (current list of DCOs is in the NIPR O:J15/DSC)

DCO _____ (confirm receipt-name, date, time).

____ 13. Provide signed copy of G-Series (with SSN) and ADOS orders (when available) to NGB J1, and NGB J35 and confirm receipt (ngb.j35foc@ng.army.mil; ngbjoccj1@ng.army.mil)

NGB J1 _____ NGB J35 _____

- ____ 14. Provide signed copy of G-Series to State J1, and TAG. State J1 should provide copy to the member. Confirm Receipts (name, date, time).

State J1 _____ TAG _____

State JOC _____ DSC _____

- ____ 15. Scan and file signed copy of this checklist, G-Series and ADOS orders in NIPR J15 O:Drive/ DSC folder - Ensure SSNs are blacked out prior to posting.

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ANNEX C SAMPLE REPORT FORMATS

This annex provides the NC Title 10 (T10) example of report formats that a Dual Status Commander (DSC) is responsible for when OPCON to USNORTHCOM during Defense Support of Civil Authorities (DSCA) Operations. As required, the Joint Support Force Staff Elements (JSF-SE) personnel will assist the DSC in the preparation and submission of the following reports, as required.

C1.0 General

Use the Initial Entry Report (25JAN11) to provide an initial status of the situation to USNORTHCOM. **Submit within 2 hours of reaching destination.** Depending upon content, this report may be classified. Appropriate handling requirements must be followed. Refer to the USNORTHCOM Initial Entry CONEX for any updates to this format.

The following report formats are outlined in the USNORTHCOM Initial Entry CONEX within the listed appendices below:

Appendix 1: USNORTHCOM Initial Entry Report

Appendix 2: USNORTHCOM Joint Personnel Status and Casualty Report (JPERSTAT)

Appendix 3: USNORTHCOM NSAT Situation Report (SITREP)

Appendix 4: USNORTHCOM After Action Report (AAR)

Appendix 5: USNORTHCOM Periodic Information Summary

Appendix 6: USNORTHCOM NSAT Operation Report (OPREP)

Appendix 7: USNORTHCOM Environmental Condition Report (ECR)

Appendix 8: USNORTHCOM Media Contact Report

Appendix 9: USNORTHCOM Intelligence Information Report (IIR)

C1.1 Initial Entry Report

The Initial Entry Report shall be sent to the N2C2 at nnc.cmdctrland.omb@northcom.mil, NC/J33 Current Ops at nc.j33ops.omb@northcom.mil, NC/J35 at nnc.j35land.omb@northcom.mil, and NC/J36 at usnorthcom.j36.omb@northcom.mil.

LINE 1 – CLASSIFICATION _____

LINE 2 – (classification) DATE AND TIME _____ (DTG)

LINE 3 – (classification) UNIT _____ (Unit Making Report)

LINE 4 – (classification) LOCATION _____
(Incident Site)

LINE 5 – (classification) LIAISON

_____ (Does Federal or State
have operations center or Joint Field Office [JFO] in incident area?)

LINE 6 – (classification) NARRATIVE

_____ (Free Text for Information
Required Clarification of Report)

LINE 7 – (classification) EVACUATION

_____ (Discuss information needs,
which are located in APPENDIX E, in this life saving response area)

LINE 7a – (classification) Self Evacuation

- Do you require any assistance to enable general population self evacuation? YES / NO
- Do you anticipate large pockets of citizens that are not able to self evacuate? YES / NO
- Do you need assistance? YES / NO

What is the anticipated location(s)? _____ (location)

LINE 7b – (classification) Assisted Evacuation

- Do you anticipate patient evacuation? YES / NO
- Can you handle them with local/state resources? YES / NO
- If not, do you require assistance or National Disaster Medical System (NDMS) activation? YES / NO
- How many patients, what categories and from where (Aeromedical Marshalling Points/Aerial Ports of Embarkation [APOE]) will you evacuate from? _____ (total number)
- Can you transport the patients to the APOEs? YES / NO
- When will you make the decision? _____ (date and time)
- Do you require any other assistance for “special needs” evacuation? YES / NO
- Who is the Lead/Incident Commander for Evacuation? _____ (name)

LINE 8 – (classification) SEARCH AND RESCUE _____ (Discuss information needs, which are located in APPENDIX E, in this life saving response area)

- Based on the anticipated size of the impacted area, population density and time are you able to perform:
 - Hasty and Special Medical Augmentation Reaction Team (SMART) searches within 24 hours? YES / NO
 - Primary searches within 72 hours? YES / NO
- What airborne capabilities (day/night) do you need to accomplish Hasty searches within 24 hours and support Primary searches within 72 hours? _____ (List recommended resources)

- What ground or amphibious capabilities (day/night) do you need to accomplish Hasty, SMART and Primary searches within 72 hours? _____ (List recommended resources)
- Do you need enabling capabilities or support such as hot refueling to enable the searches? YES / NO
- Do you need assistance with Lily Pad manning, resources or transport to the final Place of Safety? YES / NO
- Who is the Primary Agency/Incident Commander for Search and Rescue (SAR)? _____ (name)

LINE 9 – (classification) EMERGENCY MEDICAL RESPONSE _____ (Discuss information needs, which are located in APPENDIX E, in this life saving response area)

- How many casualties do you anticipate? _____ (estimated number)
- Do you have resources within your mass casualty (MASCAL) plan to handle the expected number of casualties? YES / NO
- What is the preponderance of the type of casualties you anticipate? _____ (type of casualties)
- What do you need to set up aid stations? YES / NO
- Do you anticipate NDMS activation? YES / NO
- Who is the Emergency Medical Response Incident Commander? _____ (name)

LINE 10 – (classification) INITIAL DAMAGE ASSESSMENT _____ (Discuss information needs, which are located in APPENDIX E, in this life saving response area)

- What capabilities do you need to support initial damage assessment? _____ (list recommended capabilities)
- Do you have Standing Information Requirements? YES / NO
- What information (strategic, operational, tactical) is required? _____ (type)
- What is the size of the incident? _____ (describe size)
- What is the level of devastation? _____ (describe devastation)
 - What are the borders/boundaries of the incident? _____ (describe boundaries)
 - Is it spreading? YES / NO
 - Where are the (potential) survivors located? _____ (describe locations)
 - What tools do you use to build a Common Operating Picture (COP)? _____ (describe tools)

- Who needs access to your COP? _____ (list recipients)
- Who does it need to get to (Incident Commander)?
 - In what format (e.g., still photo, full motion video, situation reports, Infrared [IR] imaging, etc.)?

LINE 11 – (classification) PRIORITIES

_____ (If known, discuss State and Primary Agency priorities)

LINE 12 – (classification) RECOMMENDATIONS

_____ (Narrative Summary and Recommendations Concerning the Status of Activities)

LINE 13 – (classification) AUTHENTICATION

_____ (Report Authentication)

C1.2 Situation Report

[USNORTHCOM Instruction 10-211](#) provides detailed descriptions of the required USNORTHCOM Situation update reports (SITREP) and reporting procedures. The SITREP should be sent to the N2C2 at nnc.cmdctrland.omb@northcom.mil, NC/J33 Current Ops at nc.j33ops.omb@northcom.mil, NC/J35 at nnc.j35land.omb@northcom.mil, and NC/J36 at usnorthcom.j36.omb@northcom.mil. The following is the outline of the required SITREP:

- Situation overview
- Own situation, disposition, and/or status of forces
- Last 24 Hours:
 - o Operations. (Subdivided into domains or mission areas, (i.e., Land, Maritime, Aerospace, and Interagency))
 - o Incident Awareness & Assessment
 - o Logistics
 - o Medical
 - o Communications
 - o Personnel
 - o Information Operations (if applicable)
 - o Mission Assignments
 - o Public Affairs
- Next 24 Hours:
- Point of Contact (POC), Name, Phone, Email
- Commander's evaluation and/or Combatant Commander's assessment
- Other – as required

Note: An additional paragraph titled “Remarks” containing information not easily included in the SITREP standard subparagraphs as described above, or unique to a particular command, may be added, as necessary.

C2.0 JSF-SE Departure Report

The departure report is to be submitted when the JSF-SE departs for assignment. Reports should be sent to the N2C2 (nnc.cmdctrland.omb@northcom.mil), NC/J33 Current Ops at nc.j33ops.omb@northcom.mil, NC/J35 at nnc.j35land.omb@northcom.mil, all NC/J36 Division Chiefs, and NC/J36 at usnorthcom.j36.omb@northcom.mil.

Element Title: NC/J36 VG-12 JSF-SE, etc

Departure DTG: Time and date of initial element departing NC or other location

Estimated Duration: Length that you will be at the Operation/Exercise

Support Summary: Sentence of what you are doing, i.e. Supporting JTF-AK for VS-07 by providing personnel for their JTF HQ.

Location of Operation/Exercise: Location(s) where element will be working. If split, list multiple sites.

Number and Names of People: Number in the deployable element (include last names of PAX deploying)

Misc: Miscellaneous comments here (e.g. ERV and Comms support equipment departed on 30 Oct, anticipated arrival by line haul to JOA of 1 Nov)

POC: Name, email and phone for submitter of the report

C3.0 JSF-SE Arrival Report

The arrival report is to be submitted when the last element for a JSF-SE has arrived at work location. Reports should be sent to the N2C2 (nnc.cmdctrland.omb@northcom.mil), NC/J33 Current Ops at nc.j33ops.omb@northcom.mil, NC/J35 at nnc.j35land.omb@northcom.mil, all NC/J36 Division Chiefs, and NC/J36 at usnorthcom.j36.omb@northcom.mil.

Element Title: NC/J36 VG-12 JSF-SE, etc

Arrival DTG: Time and date of last person in element arriving at work city location

Misc: Miscellaneous comments here, i.e. if ERV is supporting or This is the ADVON arrival and our main body Arrival Report will be submitted tomorrow evening when main body arrives in Anchorage, AK.

POC: Name, email and phone for submitter of the report

C4.0 JSF-SE Closure Report

The closure report is to be submitted when the last person for a JSF-SE is back at Home Station. Reports should be sent to the N2C2 (nnc.cmdctrland.omb@northcom.mil), NC/J33 Current Ops at nc.j33ops.omb@northcom.mil, NC/J35 at nnc.j35land.omb@northcom.mil, all NC/J36 Division Chiefs, and NC/J36 at usnorthcom.j36.omb@northcom.mil.

Element Title: NC/J36 VG-12 JSF-SE etc

Closure DTG: Time and date of last person arrives at NC or other mission complete location

Support Summary: Paragraph of what we did. Example, NC/J36 VG-07 JTF-AK provided support to JTF-AK. We filled out their JTF with 24-hour operations that responded to an Earthquake in Anchorage, etc.

Location of Operation/Exercise: Location(s) where element worked. If split, list multiple sites.

Number and Names of People: Number in the deployable element (include last names of PAX redeploying)

Misc: Miscellaneous comments here

POC: Name, email and phone for submitter of the report

C5.0 JPERSTAT

The Joint Personnel Status report is to be submitted daily to the DSC and N-NC/J1 nnc.cmdctrj1.omb@northcom.mil. The format is displayed below and the current version will be maintained in the JSF-SE toolkit located on the USNORTHCOM portal here:

<https://operations.noradnorthcom.mil/sites/NCJ3DOMOPS/J3DOMOPS%20CDSC/Shared%20Documents/Forms/AllItems.aspx?RootFolder=%2fsites%2fNCJ3DOMOPS%2fJ3DOMOPS%20CDSC%2fShared%20Documents%2fJSF%2dSE%20Toolkit%2fReports&View=%7b39AD93F4%2dCAFE%2d4E31%2d85EA%2d6C92FE4FF696%7d>

FIGURE C-1 EXAMPLE JPERSTAT FORM

The Logistics Status report is to be submitted daily. The current format is maintained within the JSF-SE Toolkit folder located here on the USNORTHCOM portal:

C-7

[%20Documents%2fJSF%2dSE%20Toolkit%2fReports&View=%7b39AD93F4%2dCAFE%2d4E31%2d85EA%2d6C92FE4FF696%7d](#)

C7.0 Briefing Format (JTF to NC Commander)

C7.1 Figure C-2 and Figure C-3 illustrate the preferred method of conveying the following required information to CDRUSNORTHCOM during the daily Commander's Situational Awareness Meeting (CSAM). The most current version of the CSAM electronic file can be found here: <https://operations.noradnorthcom.mil/sites/NCJ3DOMOPS/J3DOMOPS%20CDSC/Shared%20Document/s/Forms/AllItems.aspx?RootFolder=%2fsites%2fNCJ3DOMOPS%2fJ3DOMOPS%20CDSC%2fShared%20Documents%2fJSF%2dSE%20Toolkit%2fCSAM&View=%7b39AD93F4%2dCAFE%2d4E31%2d85EA%2d6C92FE4FF696%7d>

- Assessment of the directed JTF objectives by the CDRUSNORTHCOM and the Governor.
- Force protection level
- Threat assessment
- EMACs currently being executed or expected
- Force lay down, provided graphically on a simple map graphic
- Current Command and Control (C2) structure, to include SAD/T32 and T10 forces
- Overall assessment of capacity/capability of each task force
- Significant events
- Current operations within the last 24 hours
- Future operations within the next 24 hours
- Issues and/or unmet requirements
- Assessment on whether additional authorities are required
- The overall DSC assessment of operations
- The current status of State National Guard capacity by Emergency Support Function (ESF)
- Current and future mission assignments (MAs) being executed or expected
- Current and future State assignments being executed or expected
- Current Public Affairs (PA) messaging
- Current personnel status (SAD, T32, and T10 numbers, casualties, and shortfalls)
- DSC's current intelligence requirements (IRs)

- The status of Base Support Installations (BSIs), Air Points of Debarkation (APOD), and Sea Points of Debarkation (SPOD)

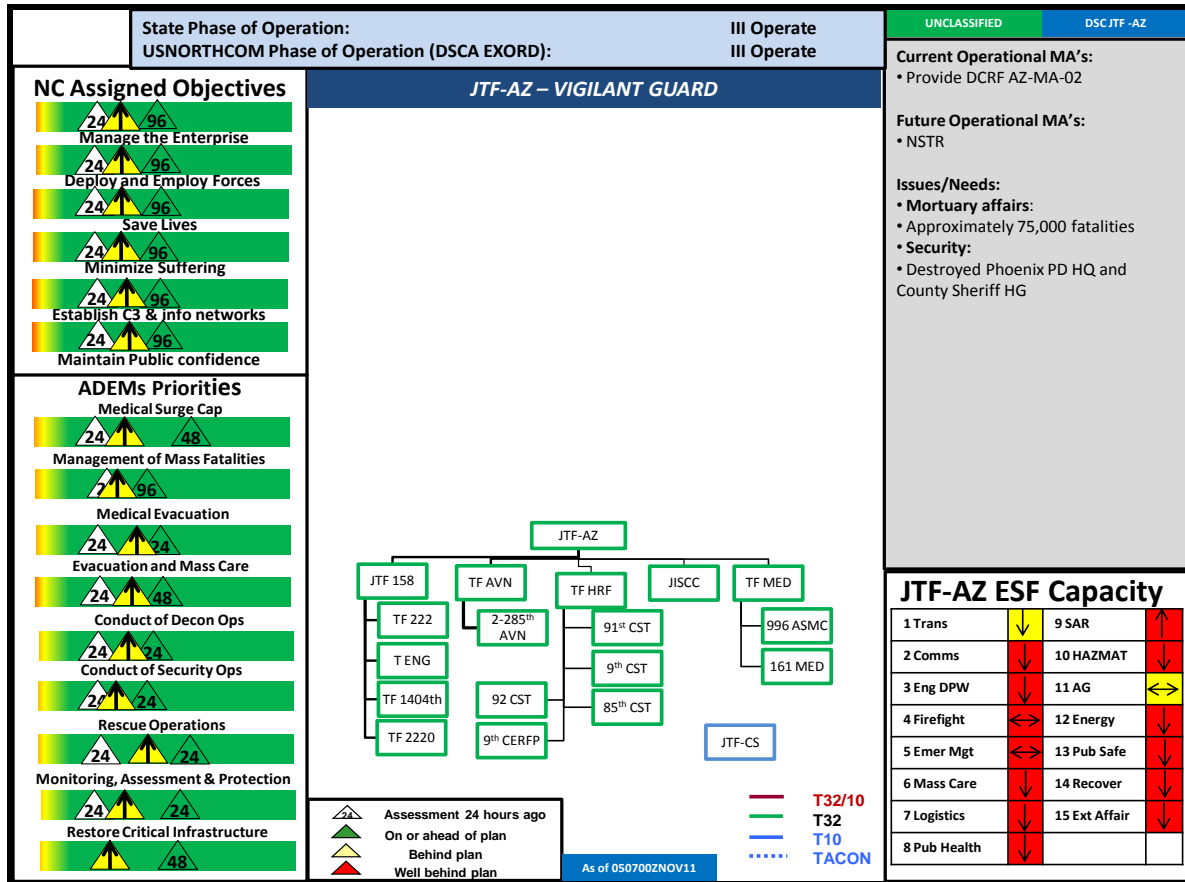


FIGURE C-2 EXAMPLE BRIEFING FORMAT FROM THE DSC LED JTF

As of 260001OCT11				UNCLASSIFIED		JTF-DS -CA																
<p>FEMA MA:</p> <ul style="list-style-type: none"> •Currently executing: <ul style="list-style-type: none"> • 3 MA's to conduct emergency route openings IVO I-5, I-15 Cajon Pass, and I-10. • 7 MA's to provide medical support including MEDEVAC, triage and Treatment, and Hospital Services •Next 24 Hours: <ul style="list-style-type: none"> • 1 MA for potable water, 419th CSSB. Pending a VOCO to meet MATO requirement with a follow on in the next FRAGO. 																						
<p>State MA (MRT): Open/Closed/Pending</p> <ul style="list-style-type: none"> • Security Forces: 8/1/9 • Mutual Aid: 6/5/10 • Transportation Air: 2/3/4 • Transportation Ground: 2/1/1 • Search & Rescue: 1/0/0 																						
<p>PA Messaging</p> <p>Continued support to the civilian authorities to save lives, reduce human suffering and mitigate further property damage</p> <p>Social Messaging</p> <p>Twitter feed: @JTFCFA</p> <p>Facebook Page: JTF-CA</p>	<table border="1"> <thead> <tr> <th></th> <th>Total #</th> <th>Casualties</th> <th>Shortfalls</th> </tr> </thead> <tbody> <tr> <td>T10</td> <td>1279</td> <td></td> <td>NSTR</td> </tr> <tr> <td>T32</td> <td>11,955</td> <td></td> <td>NSTR</td> </tr> <tr> <td>SAD</td> <td>1167</td> <td></td> <td>NSTR</td> </tr> </tbody> </table>				Total #	Casualties	Shortfalls	T10	1279		NSTR	T32	11,955		NSTR	SAD	1167		NSTR	<p>Logistics</p> <p>BSIs</p> <ul style="list-style-type: none"> • Pendleton USMC • Coordinating with NC/J4 for additional BSI <p>APODs</p> <ul style="list-style-type: none"> • March ARB <p>SPODs</p> <ul style="list-style-type: none"> • NSTR 		<p>EMAC</p> <ul style="list-style-type: none"> •AZ/NV/OR C-26s IAA •1xRW Med Evac Co •1xMed Evac Sq •3xBCEMC, 1xTCEME, 1xRECEMC •AZ/NV Staff Officers •9xBSB •1xMobile Field Hospital •8xHH-60 •10xCH-47 •2xCERFPs •30xUH-60s
		Total #	Casualties	Shortfalls																		
	T10	1279		NSTR																		
	T32	11,955		NSTR																		
SAD	1167		NSTR																			
<p>FPCON:</p> <p>Bravo</p> <p>Threat Assessment:</p> <p>NSTR</p> <p>DSC's IR's</p> <p>Sewer capacity</p>																						

FIGURE C-3 EXAMPLE OF BRIEFING FORMAT FROM THE DSC LED JTF

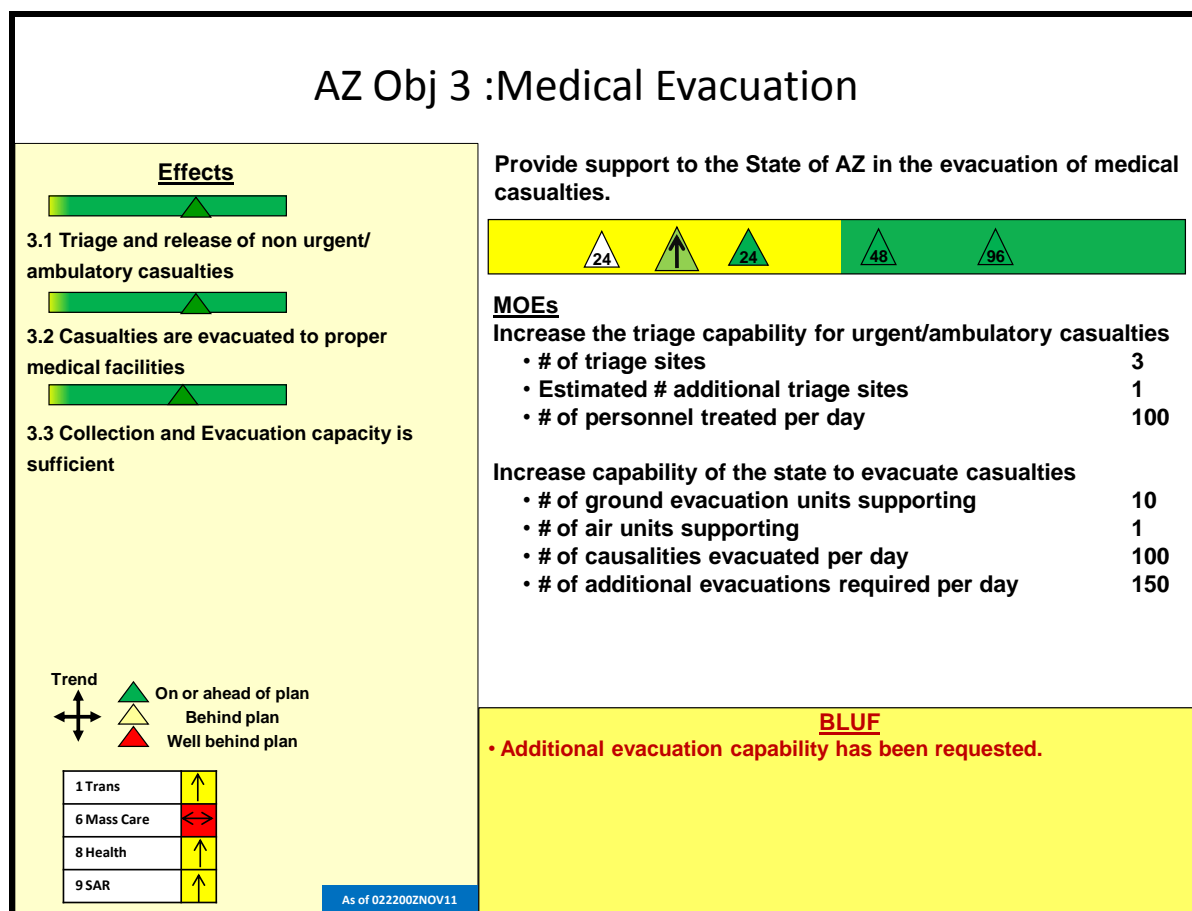


FIGURE C-4 EXAMPLE STATE OBJECTIVE AND LINE OF OPERATION ASSESSMENT

C8.0 Medical Situation Report (MEDSITREP) Format

The Medical Situation Report is submitted daily to the N-NC Medical Operations Center. The current format is maintained in the JSF-SE Toolkit folder located here on the USNORTHCOM portal.

<https://operations.noradnorthcom.mil/sites/NCJ3DOMOPS/J3DOMOPS%20CDSC/Shared%20Documents/Forms/AllItems.aspx?RootFolder=%2fsites%2fNCJ3DOMOPS%2fJ3DOMOPS%20CDSC%2fShared%20Documents%2fJSF%2dSE%20Toolkit%2fMEDICAL&View=%7b39AD93F4%2dCAFE%2d4E31%2d85EA%2d6C92FE4FF696%7d>

C9.0 Communications Status Report (COMSTAT) Format

The Communications Status Report is submitted daily to the N-NC/J6. The current format is maintained in the JSF-SE Toolkit folder located here on the USNORTHCOM portal.

<https://operations.noradnorthcom.mil/sites/NCJ3DOMOPS/J3DOMOPS%20CDSC/Shared%20Documents/JSF-SE%20Toolkit/Reports/COMSTAT.docx>

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ANNEX D - PERSONAL EQUIPMENT CHECKLIST

This annex provides a checklist of personal equipment for Joint Support Force Staff Element (JSF-SE) personnel. This checklist is intended for use by NC/J36 personnel. USNORTHCOM JSF-SE augmentees will not be issued all the equipment on this checklist, but are encouraged to refer to this list when packing for a JSF-SE deployment.

NC/J36 Issued Rolling Duffle or equivalent	NC/J36 Issued Backpack* or/equivalent carry-on	NC/J36 issued Laptop Bag or equivalent
Sleeping bag	1 change of civilian clothes	Laptop
Mattress thermarest	1 change of duty uniform	Power supply
Gerber/Leatherman*	Day pack hydration/hydration insert*	Mouse
Work gloves/Nomex gloves	Hearing protection	Air card, if issued
TYVEC coverall	Sunglasses/Protective lenses	LAN cable
Draegar hood/mask*	Small first aid kit*	Blackberry cable to laptop
Chemical gloves	Flashlight*	Blackberry
Chemical boots	Reflective belt*	CAC, GTC, GPC as required
Cold Weather gear as required:	Water bottle	Passport (if required)
Thermal gear		Headphones with Mic
Gortex jacket or civilian equivalent		CAC reader
Gortex pants or civilian equivalent		
Watch cap/fleece cap or civilian equivalent		
Fleece jacket or civilian equivalent		
* = issued to JSF-SE augmentees		
Recommended items		
Insecticide	Shower shoes	
Baby wipes	Towel (large)	
Toilet paper	1pr shoes/boots	
Hand sanitizer	PT gear	
Chap stick	Personal hygiene items (5-10 days)	
Extra belt	Civilian clothes and shoes	
Laundry bag	Medications - personal (10-30 day supply)	
Sewing kit	Spare duty uniforms	
\$100.00 cash		
Small note book		
Pens/Pencils		
Highlighters		
Sun block		

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ANNEX E JSF-SE COMMUNICATIONS EQUIPMENT CHECKLIST

This annex provides a checklist for communications equipment to support a Joint Support Force Staff Element (JSF-SE) deployment. The communications equipment may vary based upon mission and equipment availability. The JSF-SE Team Leader (in coordination with the JSF-SE communications specialists) will develop a plan for redundant communications capabilities following the PACE principle (i.e., Primary, Alternate, Contingency, and Emergency communications means).

JSF-SE Team members (Level 1 Capability):

- ☐ Blackberry with charger
- ☐ NC laptop w/air card and/or Blackberry that is configured for tethering capabilities
- ☐ Laptop bag w/laptop power supply, mouse and 25' CAT 5 cable, CAC reader, headset with microphone
- ☐ JSF-SE Communications Team Small (Level 2 Capability): A highly mobile transit cased capability, with secure and non-secure data/voice and VTC, that supports 4 workstations. JEMPRS Kit w/IPT
- ☐ Iridium phone
- ☐ 2 SIPR Laptops
- ☐ Networking kit
- ☐ Communications spares kit
- ☐ VTC
- ☐ JSF-SE Communications Team Heavy (Level 3-4 Capability): a rapidly deployable, robust capability designed to support 200 personnel with secure and non-secure voice/data through satellite reach-back, radio bridging, and VTC. This capability can be road hauled or is air transportable on a C-130 or C-17. Emergency Response Vehicle (ERV)
- ☐ Comm Support Trailers
- ☐ Comm Support Vehicle
- ☐ NIPR/SIPR Outriggers
- ☐ 100 Laptops

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ANNEX F ORDERS AND MISSION ASSIGNMENTS

F1.0 General

F1.1.1. This paragraph provides process flow and overview of the FEMA National Mission Assignment (MA) and Mission Assignment Tasking Order (MATO) process. The source for this information is the DRAFT Mission Assignment Program Standard Operating Procedures Version 3, May 2011 (granted permission to cite this document by FEMA Plans on 28 NOV 2011 by Mr. Arnie Gonzalez (Arnie.Gonzalez@fema.dhs.gov) and FEMA Mission Assignments for Managers courses unless otherwise cited.

- **Mission Assignment (MA):** An MA is a work order issued by FEMA to a Federal agency directing completion by that agency of a specified task (44 CFR §206.2). IAW CFR 44 Sec 206.208 (Emergency Management and Assistance) <http://emilms.fema.gov/IS293/assets/44CFR2008.pdf>, the assigned Federal Approving Official (FAO) and the FEMA Project Manager will identify how the work will be accomplished, prepare a SOW, perform a cost estimate and ensure the direct Federal assistance is completed within 60 days of the President's declaration of emergency (or exception required).
- **Mission Assignment Task Order (MATO):** A MATO provides specific instruction to a federal agency under a mission assignment directing it to perform work of certain quantity or in a certain area under that mission assignment. In addition to issuing Mission Assignments, the FEMA Operations Section Chief may also determine a request falls within the SOW of an existing MA. That request then results in the development of a MATO by the FEMA Project Manager and Office of Federal Assistance (OFA) Action Officer. The FEMA Project Manager is responsible for tracking MATOs. MATOs are generally used to provide specifics for a broad SOW (e.g., delivery sites for water) (FEMA IS-293 Course). An example MA Task Order Form is located at this link: <http://emilms.fema.gov/IS293/assets/SampleMATaskOrderForm.pdf>.

F1.1.1.1. **FEMA Mission Assignment Responsibilities.** Throughout the course of a major disaster or an emergency, a number of key officials and staff may be involved directly or indirectly in the mission assignment process. This section describes the major roles and responsibilities of some of the key players in the mission assignment process to help the Dual Status Commander's staff understand the underlying interagency MA/MATO process.

F1.1.2. **Action Tracker (AT).** An individual assigned to maintain information in the Request Action Tracking System (RATS) for tracking requests. The AT creates various reports and disseminates information pertaining to specific actions/tasks, retrieves information and reports from the Operations Section Chief and Branch Chiefs as required, maintains a log of all ARFs and the filing system to ensure recordkeeping for supporting response elements, and generates and updates Action Tracking Reports as requested. The AT is assigned to the Ordering Unit in the Logistics Section. The AT will coordinate with the MA Manager in the Operations Section to update and maintain the MA Log.

F1.1.3. **Comptroller.** The Comptroller serves as the senior financial advisor to the Federal Coordinating Officer (FCO), RRCC Director or NRCC Director. As such, the Comptroller is responsible for ensuring

the availability of funds to support operations and the obligation of funds to support issued mission assignments. The Comptroller also provides policy guidance related to the expenditures of the DRF. The Comptroller ensures that the obligated mission assignment form will be provided to the FFC. The Comptroller monitors obligations and advises disaster managers regarding the status of funds.

F1.1.4. Disaster Recovery Manager (DRM). Pursuant to 44 CFR 206.41, the FEMA Regional Administrator (RA) shall designate a DRM to exercise FEMA RA authority during a major disaster or emergency. Usually DRM authority is granted to the Federal Coordinating Officer (FCO), but may be delegated beyond the FCO.

F1.1.5. Federal Approving Official (FAO). Relevant to mission assignments and financial management, the FAO is a function as opposed to a position within one of the operational organizations. The FAO is a FEMA employee who is delegated the authority to approve and obligate funds for the mission assignment. The NRCC and RRCC Directors are delegated FAO signature authority as well as the Operations Section Chiefs at each location active in the response.

F1.1.6. Federal Coordinating Officer (FCO). For Stafford Act incidents (i.e., emergencies or major disasters), upon the recommendation of the FEMA Administrator and the Secretary of Homeland Security, the President appoints an FCO. The FCO is a senior FEMA official who is trained, certified, and well experienced in emergency management and specifically appointed to coordinate Federal support in response to and recovery from emergencies and major disasters. The FCO executes Stafford Act authorities, including commitment of FEMA resources and the mission assignment of other Federal departments or agencies. The FCO initiates action immediately to ensure that Federal assistance is provided in accordance with the declaration, applicable laws, regulations and the FEMA-State Agreement. The FCO provides the overall operational objectives to the Joint Field Office (JFO) through the Incident Action Plan (IAP). The FCO sets the priorities for the Operations Section Chief who establishes the tactics and defines resource requirements to meet the operational objectives through the mission assignment.

F1.1.6.1. The FCO may also serve as the Disaster Recovery Manager (DRM) when delegated authority by the FEMA Regional Administrator (RA) to administer the financial aspects of assistance authorized under the Stafford Act per FEMA Directive 008-1 dated 3 December 2008, in accordance with 42 USC §5143. The FEMA RA should grant DRM authority to the FCO as soon as possible following a declaration. The FEMA RA may transfer DRM authority to a regional staff member upon closing the JFO.

F1.1.7. FEMA Project Manager (PM). A FEMA PM is assigned to a mission assignment and is responsible for coordinating with the Federal agency being tasked to prepare the statement of work, timelines, and the initial cost estimate. Once the mission assignment is issued, the FEMA PM monitors the status of the work, conducts site visits as needed to verify the status of work completed, and coordinates any amendments to the mission assignment. The FEMA PM also drafts MA Task Orders to further direct statements of work (SOWs) and coordinates, provides, and documents the necessary approval to purchase accountable property under the MA.

F1.1.8. Governor's Authorized Representative (GAR). The person empowered by the Governor to execute, on behalf of the State, all necessary documents for disaster assistance, and to administer Federal disaster assistance programs on behalf of the State and local governments and other grant or local recipients. The Governor designates the GAR in the FEMA-State Agreement, and the GAR is responsible for the State's compliance with that agreement.

F1.1.9. Mission Assignment (MA) Manager: The MA Manager is responsible for the administration and technical processing of mission assignments and reports to the Operations Section Chief.

F1.1.9.1. The MA Manager is responsible for the following: (1) Organizing, preparing, and maintaining the mission assignment documentation; (2) Checking and verifying the completeness of all the related mission assignment information and approvals; (3) Coordinating information with all involved parties; (4) Tracking the mission assignment activity throughout the entire mission assignment process; (5) Coordinating with other MA Managers for the event at the NRCC, RRCC, and JFO; (6) Managing Operations Action Trackers and Mission Assignment Specialists; (7) Processing the financial close-out of mission assignments; and (8) Receiving and reviewing mission assignment bills received from the FFC.

F1.1.9.2. The MA Manager maintains copies of the President's declaration letter, declaration notification, Federal Register and subsequent amendments. MA Managers within the NRCC, the RRCC and the JFO and coordinate issuance of all mission assignments (e.g., sharing MA Logs) to avoid duplication of effort and expenditures.

F1.1.9.3. The MA Manager maintains a list of the names of the State Approving Officers (SAOs) who have been delegated the authority to request disaster assistance and agree to State cost share.

F1.1.10. Mission Assignment (MA) Specialist. The MA Specialist is assigned to the Operations Section and assists the MA Manager and the AT (if directed by the MA Manager) with tracking and monitoring ARFs as well as processing and issuing mission assignments.

F1.1.11. Other Federal Agencies (OFA). A term used to refer to another Federal agency or department that FEMA may direct to perform work or services to provide assistance authorized in the Stafford Act.

F1.1.11.1. **OFA Action Officer (AO).** Other Federal departments and agencies responsible for the execution of mission assignments assign an AO for each mission assignment. The AO works with the FEMA PM in developing statements of work, cost estimates, and completion dates, in addition to action plans and timelines and performs similar functions in monitoring the status of the mission assignment through completion and closeout.

F1.1.12. Operations Section Chief. The Operations Section Chief coordinates with the MA Manager to manage mission assignment activities at the NRCC or RRCC. The Operations Section Chief is responsible for determining the eligibility of the work to be performed and coordinating with other organizational elements (e.g., Logistics, Admin/Finance) to confirm the need for the mission assignment or other avenues of fulfilling the ARF. The Operations Section Chief also designates a FEMA PM for each MA issued to ensure the work being performed supports overall operations.

F1.1.13. Regional Administrator (RA). The executive (formerly known as the Regional Director) in charge of a Regional Office of FEMA or his/her designated representative. According to the Code of Federal Regulations, the term Regional Administrator also means the Disaster Recovery Manager who has been appointed to exercise the authority of the FEMA Regional Administrator for a particular emergency or major disaster.

F1.1.14. State Approving Official (SAO). The State Representative with budgetary signature authority to request assistance and commit the State to the applicable cost share for mission assignments. The SAO is the State equivalent of the FAO. This is a function as opposed to a position that is normally performed by the State Coordinating Officer (SCO) and/or the Governor's Authorized Representative (GAR).

F1.1.15. **State Coordinating Officer (SCO).** 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.

F1.2. The following describes the key policies and procedures governing the FEMA National MA process.

F1.2.1. *DOD will not accept sub tasking from another federal agency.* Federal agency subtasking is not further discussed in this annex.

F1.2.2. Overview of Mission Assignment Process: An Incident or Area Commander (IC/AC) determines requirements at the incident site. If unable to fulfill the requirement from local resources, the IC/AC will turn to the State Emergency Management Agency. When the State has determined that inter/intrastate resources are insufficient, the State may turn to the Federal Government for assistance. The need for Federal assistance exists when an incident is of such severity and magnitude that State and local resources are unavailable. A FEMA Action Request Form (ARF) is the FEMA form used for requesting Federal assistance. If the Federal request is for DOD support, the written request is vetted by the DCO and must be approved by the SecDef prior to federal military resources being employed for the MA.

F1.2.3. Mission assignments may be issued by the NRCC, RRCC and JFO as needed. Coordination among the locations on issuing mission assignments is essential to avoid duplication and expedite the delivery of needed assistance.

F1.2.4. States may not receive DFA and TA until after the Presidential Emergency (EM) or Disaster (DR) declaration.

F1.2.5. If a State request results in the issuance of a MA for direct Federal assistance, the State is responsible for a cost share of up to 25 percent, unless a State cost-share waiver has been granted by the President. The SAO must approve all mission assignments that are for direct Federal assistance (DFA).

F1.2.6. The time limit for completing work under a mission assignment for direct Federal assistance is 60 days after the President's declaration (see 44 CFR 206.208). The FEMA RA may extend this time limit depending on the circumstances or project requirements. Generally, an expired mission assignment shall not be converted into an interagency agreement under the authority of the Economy Act. Notwithstanding the foregoing, should the assistance provided under the mission assignment continue as an ongoing need at the expiration of the mission assignment (60 days unless extended), FEMA may execute an interagency agreement under the authority of the Stafford Act to address such need (e.g. long-term recovery assistance) or transfer the work to an applicant under the Public Assistance (PA) program. Not all expired MAs will transition to an interagency agreement or the PA program.

F1.2.7. FEMA may issue mission assignments to the primary agency or directly to support agencies for an ESF.

F1.2.8. Primary agencies may be responsible for "sub tasking" and managing the work of support agencies. Support agencies may also subtask primary agencies. It is critical that the FEMA PM is aware of the sub tasking.

F1.2.9. FEMA will not issue mission assignments or reimburse other Federal departments and agencies for work accomplished under their own statutory authorities. Only actual, eligible costs (as defined in 44 CFR, Part 206) may be reimbursable.

F1.2.10. The FEMA Administrator, Assistant Administrator of Response, or Regional Administrator shall not approve reimbursement of costs incurred by another Federal agency that deploys without an approved mission assignment in anticipation of or in response to a declaration of major disaster or emergency. Self-deployments are created when a Federal agency other than FEMA deploys its resources to provide supplemental major disaster or emergency mission assignment assistance to states or local governments without first adhering to FEMA's process for issuance and approval of mission assignments.

F1.2.11. Federal agencies that receive mission assignments are responsible for maintaining full accountability for completing work and documenting expenses, providing updates to the quarterly unliquidated obligations (ULO) reports, and submitting bills for reimbursement to the FFC in accordance with the provisions of the Stafford Act, 44 CFR and this document.

F1.2.12. Figure F-1 (below) depicts the FEMA Mission Assignment Process Flow (Derived from FEMA MAs for Managers Course)

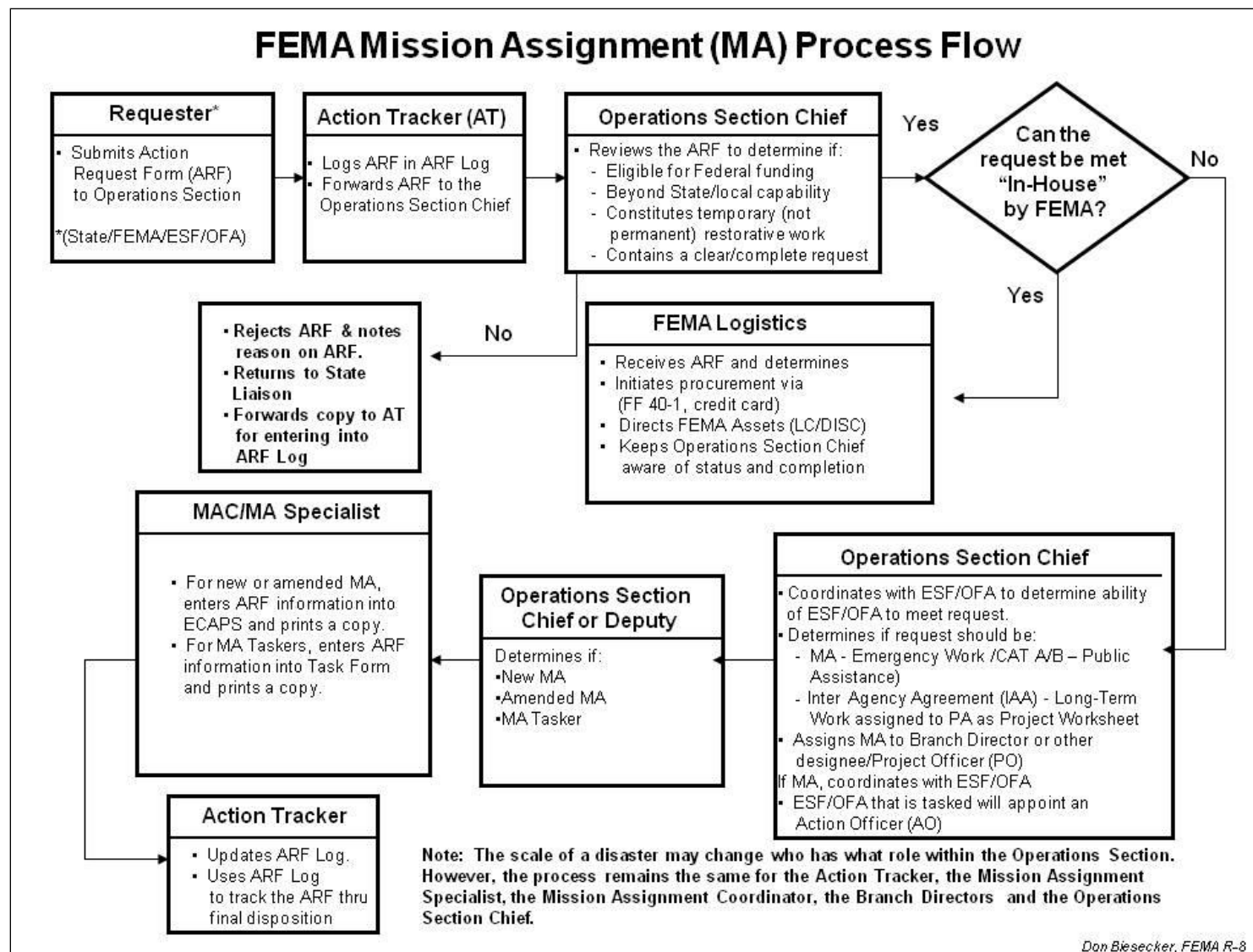


FIGURE F-1 FEMA MA FLOW PROCESS

F1.3. Mission Assignment Tasking Orders. Mission Assignment Task Orders (MATOs) prevent the issuance of multiple Mission Assignments (MAs) for the same Statement of Work (SOW). A Task Order will be prepared to direct specific activities within the scope of a Mission Assignment. Task Orders may include personnel, resource movement, and locations for delivery and duty stations (FEMA IS-293 Course <http://emilms.fema.gov/IS293/MAO0103000.htm>). A Primary Agency, as defined in the NRF, can amend a MA to obligate or de-obligate funds, extend a completion date or change a Project Officer. The Primary Agency may subtask the ESF supporting agencies. Assigned agencies may only perform activities that are clearly within the SOW cited in the MA. An MA cannot be amended for a change in the SOW; changes to the SOW require a new MA (FEMA IS-293 Course).

F1.3.1. If the Operations Section Chief determines that a request falls within the original SOW of an existing MA, then the FEMA PM and OFA AO will prepare an MA Task Order (or Tasker) to direct specific activities within the scope of the mission assignment already issued. The Mission Assignment Task Order does not change the overall funding of the mission assignment and the work must be within the original SOW.

F1.3.2. The FEMA PM and OFA AO are responsible for tracking MA Task Orders. Task Orders may include personnel, resource movement, and locations for delivery and duty stations. Task Orders are issued under two circumstances:

F1.3.3. Prevent the issuance of multiple MAs for the same SOW (when the work falls under an existing SOW).

F1.3.4. Provide specifics for a broad SOW (e.g., delivery sites for water). 1. During the immediate aftermath of a significant disaster or emergency, the exact requirements for providing assistance may not be known. FEMA may issue “general” (or broad) mission assignments to the OFA in order to expedite the delivery of assistance. For a “general” mission assignment, language is included in the SOW that states, “as directed by FEMA through MA Task Orders.”

Example: FEMA may issue a mission assignment to the USACE to provide potable water. A Mission Assignment Task Order Form would be used to detail specific amounts and delivery locations.

F1.3.5. The following steps are used by FEMA to process a MATO:

Step 1: Both the FEMA PM and OFA AO approve and sign the MA Task Order. The FEMA PM is responsible for ensuring that the MA Task Order is accurate and compliant with mission assignment policies.

Step 2: The FEMA PM submits a copy of the MA Task Order to the MA Manager.

Step 3: The MA Manager ensures that the MA Task Order is included in the Mission Assignment File.

- Multiple MA Task Orders may be issued under one mission assignment.
- The MA Manager ensures that all are filed in the Mission Assignment File.

Step 4: The FEMA PM, MA Manager and the OFA AO jointly monitor the status of open Mission Assignment Task Orders to ensure the completion of the work in a timely manner.

Step 5: Upon completion of the mission assignment, the MA Manager must submit the entire file, including all copies of MA Task Orders, to the FFC for their information and recordkeeping. Table F-1 (below) depicts when to amend an MA, prepare a MATO or when to prepare a new MA.

TABLE F-1: WHEN TO AMEND AN MA, PREPARE A MATO OR PREPARE A NEW MA

<i>Amend</i>	<i>MA Task Order</i>	<i>New MA</i>
Obligate/de-obligate funds	Additional Directions	Change in Stmt. Of Work
Extend Completion Date	Document cost breakdown	
Change in Project Officer		

F1.4. Exceptions to the typical MA process. There are a few exceptions to the typical FEMA MA processes. These exceptions are mentioned because of the necessity for the DSC staff to expedite these requests and to recognize the urgent and specific nature of these mission assignments:

- ESF-#5 Emergency Management
- ESF-#9 Search and Rescue
- National Disaster Medical System (NDMS)
- Federal Occupational Health (FOH)
- Long Term Studies

F2.0 DOD MA Process Flow

Figure F-2 illustrates the DOD MA process flow and provides the process flow for how a Dual Status Commander (DSC) and staff gain and use USNORTHCOM Title 10 forces for Mission Assignment (MA) fulfillment within the DSC Joint Operations Area (JOA).

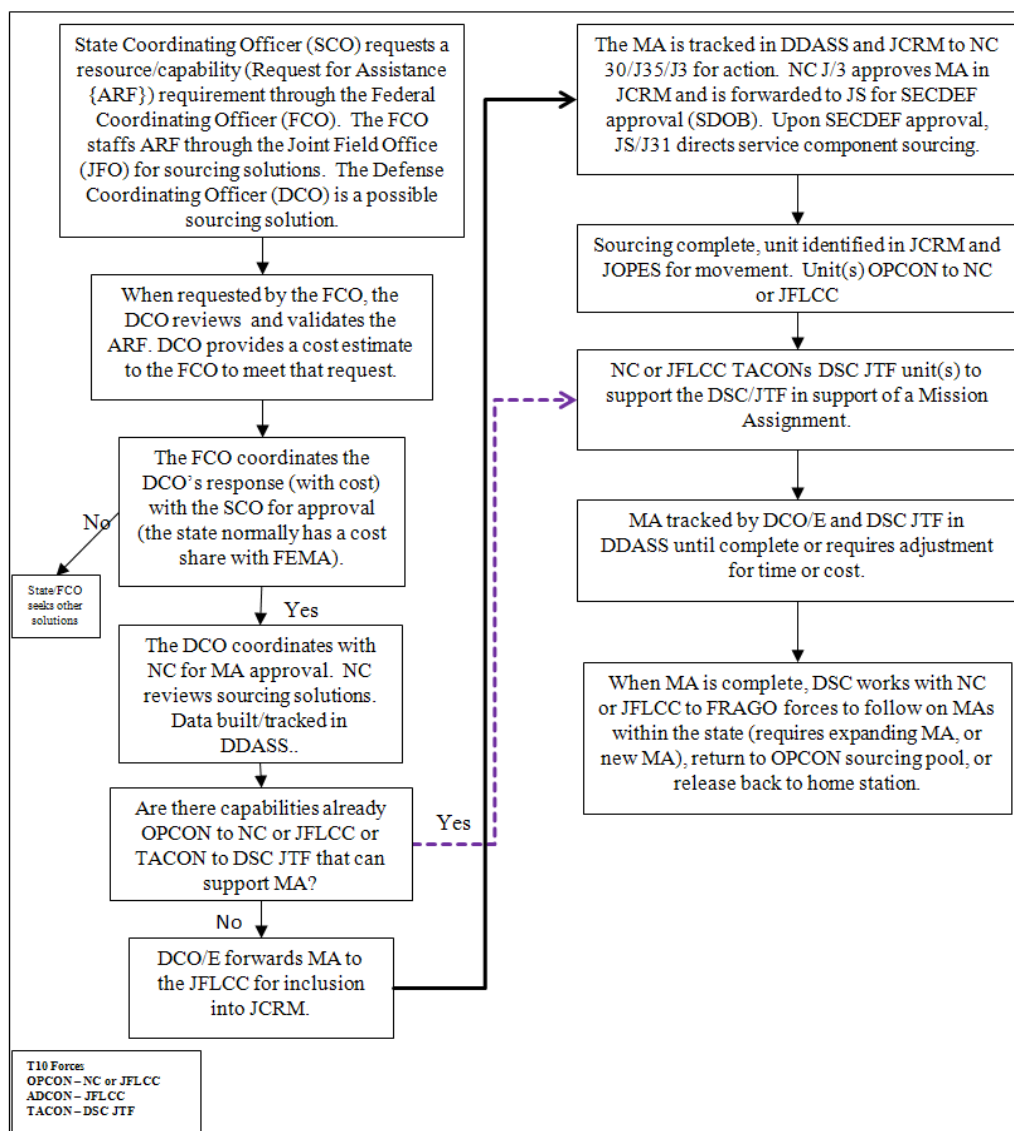


FIGURE F-2 MA PROCESS FLOW

F3.0 DDASS

F3.1. The DOD DSCA Automated Support System ([DDASS](#)) is the approved tool for collaboration, tracking and assessing the status of all Federal Emergency Management Administration (FEMA) mission assignments (MAs). Figure F-3 illustrates the mission assignment view of DDASS. Each mission assignment is selectable and additional information can be viewed. The DSC led JTF is responsible for the following items of a mission assignment within DDASS:

- Verify the “sourcing required” status in DDASS is accurate
- If sourcing is required ensure that there is a RFF submitted by USNORTHCOM

- Identify the “unit” tasked to accomplish an MA
- Update the “task” column with the percentage completed and OP status of the unit
- Attached unclassified Orders and FRAGOs to an MA as they are issued on the Tasking tab
- Ensure the geo-reference of an MA is kept up-to-date
- List all organizations that are engaged in support of an MA with POC information (email and phone #) on the Tasking tab

MA Summary											Validation/Approval							Mission		
SrcRqd	AOR	Region	State	Start Date	MA Number	Amend	Description	Unit(s)	PRI	IR	FCO	DCO	JTF	CC	JS	OSD	NGB	END	TASK	FUND
NO	NC	V	OH	27Aug2011	1923DR-OH-DOD-04.49	0	Recon Bldg 108/109	-	2					APP	ACK	ACK		-13	0	0
NO	NC	V	OH	27Aug2011	1923DR-OH-DOD-04.15	0	MCD DCRC	-	1					Y	APP	ACK	ACK	-13	0	0
NO	NC	V	OH	27Aug2011	1923DR-OH-DOD-05.59	0	Aerial Assessments	-	3					Y	APP	ACK	ACK	-13	0	0
NO	NC	V	OH	27Aug2011	1923DR-OH-DOD-05.48A	0	Tranport Medical Supplies	-	2									-13	0	0
NO	NC	V	OH	27Aug2011	1923DR-OH-DOD-05.23	0	Transport Water POD	Cancelled	2					Y	APP	ACK	ACK	-13	0	0
NO	NC	V	OH	27Aug2011	1923DR-OH-DOD-04.50	0	Water Analysis	-	2						APP	ACK	ACK	-13	0	0
NO	NC	V	OH	27Aug2011	1923DR-OH-DOD-04.29	0	Recon Decon Vic Bldg 5,2	-	1						APP	ACK	ACK	-13	0	0
NO	NC	V	OH	27Aug2011	1923DR-OH-DOD-05.47A	0	Pod Transport	51/TF AVN	2					Y	APP	ACK	ACK	-13	0	0
NO	NC	V	OH	26Aug2011	1923DR-OH-DOD-06.40	0	Set Up of DCRC &Trans Port RC	51/TF OPS/329	2						APP	ACK	ACK	-14	0	0
NO	NC	V	OH	26Aug2011	1923DR-OH-DOD-06.31	0	Conduct Evac of Nursing Home	51/TF MED	1					Y	APP	ACK	ACK	-14	0	0
NO	NC	V	OH	26Aug2011	1923DR-OH-DOD-05.19	0	Transport 24 Pallets	51/TF SUST/32	2					Y	APP	ACK	ACK	-14	0	0
NO	NC	V	OH	26Aug2011	1923DR-OH-DOD-04.48	0	Conduct CBRN Recon of Hospital	51/TF OPS/370	1					Y	APP	ACK	ACK	-14	0	0
NO	NC	V	OH	26Aug2011	1923DR-OH-DOD-04.56	0	Conduct Tech Chem Recon	51/TF OPS/329	1					Y	APP	ACK	ACK	-14	0	0
NO	NC	V	OH	26Aug2011	1923DR-OH-DOD-04.47	0	MCD	51/TF OPS/329	1					Y	APP	ACK	ACK	-14	0	0
NO	NC	V	OH	26Aug2011	1923DR-OH-DOD-05.58	0	Aerial Transportaion	51/TF AVN/2-224	2					Y	APP	ACK	ACK	-12	0	0
NO	NC	V	OH	26Aug2011	1923DR-OH-DOD-05.57	0	Aerial Assessments	51/TF AVN/1-224	2					Y	APP	ACK	ACK	-14	0	0

FIGURE F-3 DDASS MISSION ASSIGNMENT DATABASE VIEW

F4.0 Current Operations Tracking

Once the FRAGO has been issued, the DSC led JTF current operations staff section becomes responsible for tracking the completion of the mission by the Task Force unit. DDASS provides an Execution Info tab (Figure F-4) within for MA that should allow the JTF to convey important information, such as unit check-in time with the incident commander (IC), estimated completion level of the mission by the unit, estimated time to completion of the MA, issues with equipment or personnel, etc. The DSC led JTF current operations staff section responsible for DDASS updates should make every effort to coordinate the required information with the DCO/E team so that all stake holders are represented.

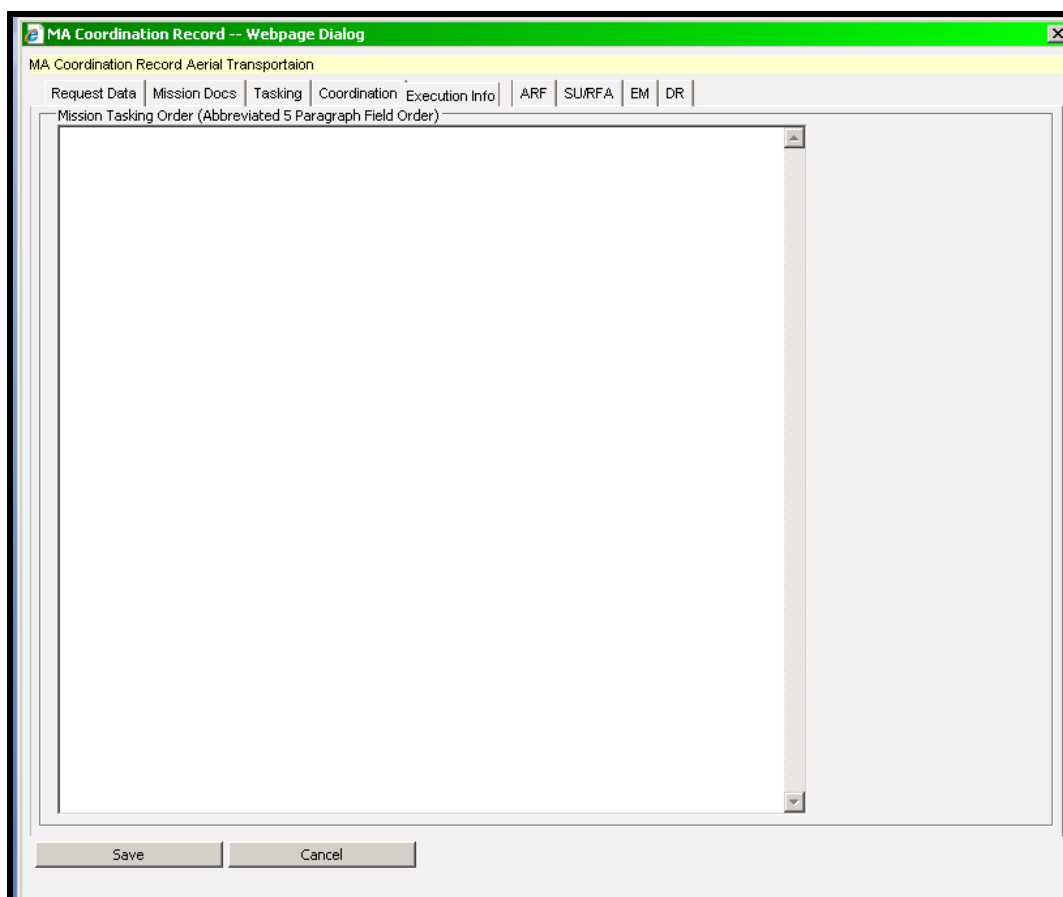


FIGURE F-4 EXECUTION INFO TAB OF MISSION ASSIGNMENT IN DDASS

F5.0 Writing orders from a DSC

F5.1. There are several ways that a JTF will determine what tasks a T10 unit will undertake and accomplish in support of the Primary Federal Agency. The task can come through the DCO/E from FEMA directly to support, a request directly from the State/FEMA coordination at the State EOC that falls within the overarching mission assignment, or from within the DSC led JTF as a key task (that complies with the Primary Federal Agency mission assignment) required to support the effort of operations. No matter how the task is determined, an order will have to be written and issued by the DSC led JTF.

F5.1.1. The DSC is the only individual that will be authorized to sign an order to an assigned T10 unit. This authority cannot be delegated to the JTF J3 or any other individual; however the T10 Deputy and the T10 JA should review all orders to T10 units prior to release by the DSC. Orders to a T10 unit assigned to a Task Force (TF) will be specific and the TF Commander will only relay the orders from the DSC. No orders to the T10 unit will be made by a T32/SAD TF Commander; however they may coordinate all activities required with the T10 commanders to provide a better unity of effort.

F5.2. The following example is provided only to give a scenario to discuss the orders process for the DSC, it may not be an actual valid T10 DSCA scenario.

F5.2.1. Scenario: A 7.8 earthquake has occurred in the Portland Oregon area. The SecDef and the Governor of Oregon have determined that the Oregon DSC will be designated and lead the combined

military response effort to the Primary Federal Agency (FEMA). The DCO and DCE for region X have been activated and are in place in Bothell, WA. A Naval Mobile Construction Battalion (NMCB) from Point Mugu, CA has been ordered to respond to the incident under the FEMA MA 1923DR-OR-DOD-02 and NC FRAGO 3 has placed the 4th NMCB TACON to JTF-OR (the DSC led JTF). The assistance requested in FEMA MA 2 is to provide emergency engineering support to the city of Portland. The 4th NMCB has arrived, conducted JRSOI and is established on the outskirts of Portland to begin response efforts.

F5.2.2. The DSC has determined that he will place the 4th NMCB in coordination with the 1191st Engineer Company (responding under EMAC from Ohio) within Task Force Engineering (TF ENG). By placing the 4th NMCB within TF ENG for coordination, the DSC is enabling the T32 TF Commander to coordinate efforts with the 4th NMCB Commander (T10), while maintaining the 4th NMCB under TACON to JTF-OR (Figure F-5).

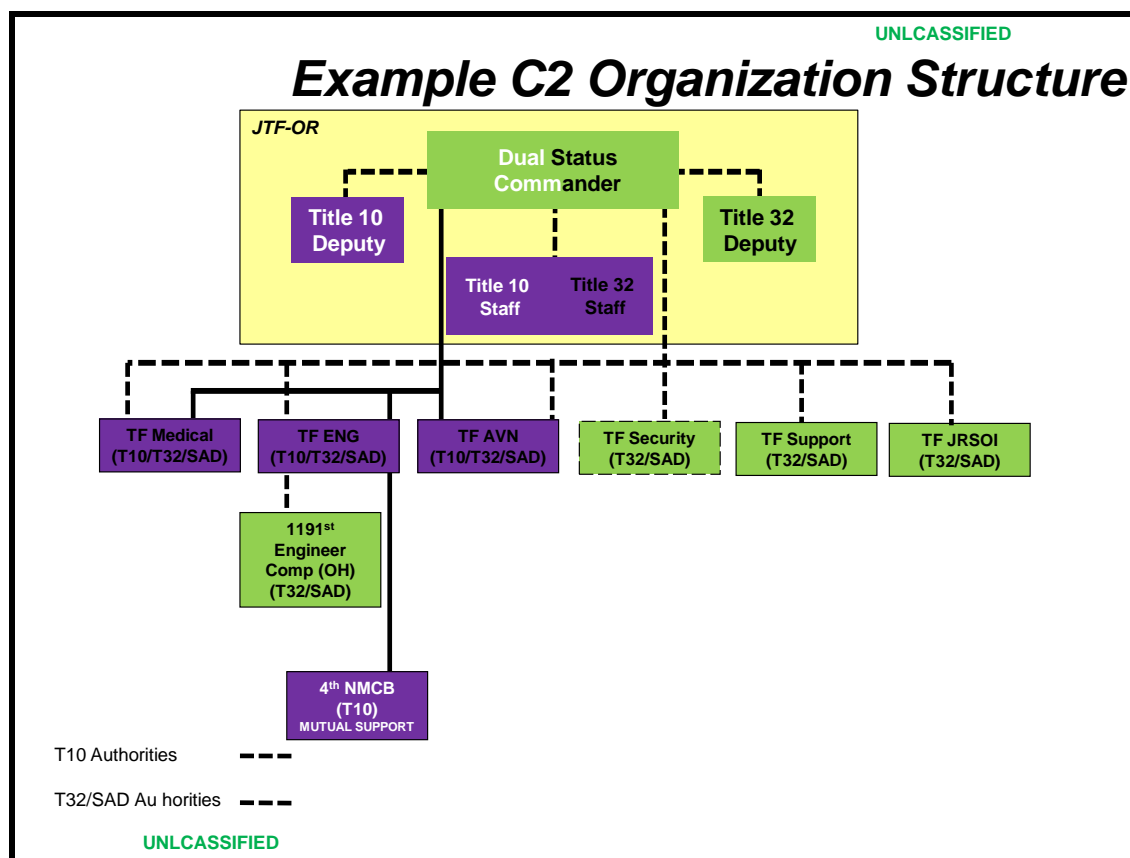


FIGURE F-5 EXAMPLE C2 ORGANIZATION STRUCTURE FOR SCENARIO

F5.2.3. Through the planning and coordination effort with the State EOC, it has been determined that the city of Portland does not possess the capability and requires emergency route clearance along three of the seven main bridges in downtown Portland so that critical lines of support can be maintained. TF ENG has been tasked with supporting the city engineer (the incident commander for this request) for the next seven days. TF ENG has determined that the 1191st can assist with two of the three bridges and has requested authorization to coordinate with the 4th NMCB to respond to the efforts on the third bridge. The DCO has concurred that the support requested falls within the bounds of MA 2 and has started processing the documentation required to capture the specifics of the request through FEMA. The DSC is issuing orders to TF ENG (Figure F-6) to provide support to the city engineer and to 4th NMCB to

coordinate emergency route clearance efforts with TF ENG in support of the city engineer. TF ENG has determined that the 1191st Engineer Company will assist with the NW Fremont Bridge and E Burnside St bridge, while the 4th NMCB has the capacity to assist with the Marguam Bridge. The following FRAGO examples (Figure F-6 and F-7) are provided to illustrate the best practice verbiage for the orders from JTF-OR and TF ENG.

JTF-OR FRAGO 5

Paragraph 3

b. Tasks to Units.

(1) TF ENG:

(a) Provide emergency route clearance to the City of Portland along the NW Fremont Bridge, Marguam Bridge, and E Burnside St Bridge. The Incident Commander for this operation is the City Engineer, Mr. Bob Hallow, 503-532-1234.

i. **4th NMCB (T10):** Provide emergency route clearance to the City of Portland Engineer in coordination with TF ENG of task 1 above. This support falls within FEMA MA 1923DR-OR-DOD-02, emergency engineering support. Expect to support the route clearance effort for no longer than 7 days, any anticipated extension should be requested through JTF-OR. Daily situation reports should include the number of linear feet cleared along the route requested.

(b) Provide transportation support for 3 days to the Incident Commander at Laurelhurst Park. IC is Mrs. Jane Ryan, 503-532-1245.

(2) TF Security:

(a) Provide/coordinate security support as requested to the 4th NMCB. DIRLAUTH authorized.

c. Coordinating Instructions.

(1) T10:

(a) TF Commanders are not authorized to issue orders to T10 units, this authority resides with the Dual Status Commander, Brig Gen Prunk. Coordination and planning DIRLAUTH is authorized between all TF units.

(b) All T10 units will submit daily situation reports in accordance with the USNORTHCOM standard, Tab 1, through their TF to JTF-OR by 1600 local.

(c) Rules of Force for T10 personnel are in accordance with the Chairman of the Joint Chiefs of Staff standing rules of force. T10 units will coordinate security requirements with TF Security.

(2) T32/SAD:

(a) TF Commanders are not authorized to give order to T10 units, this authority resides with the Dual Status Commander, Brig Gen Prunk. Coordination and planning DIRLAUTH is authorized between all TF units.

(b) Rules of Force for T32/SAD personnel are in accordance with the Oregon National Guard standing rules of force, Tab 2.

FIGURE F-6 EXAMPLE JTF-OR FRAGO TO TASK FORCES

TF ENG FRAGO 3

Paragraph 3

b. Tasks to Units.

(1) **1191st EN CO (T32):**

(a) Provide emergency route clearance to the City of Portland along the NW Fremont Bridge and E Burnside St Bridge. The Incident Commander for this operation is the City Engineer, Mr. Bob Hallow, 503-532-1234.

(b) Provide transportation support for 3 days to the Incident Commander at Laurelhurst Park. IC is Mrs. Jane Ryan, 503-532-1245.

(2) **4th NMCB (T10):** Provide emergency route clearance to the City of Portland Engineer in coordination with TF ENG. This support falls within FEMA MA 1923DR-OR-DOD-02, emergency engineering support. Expect to support the route clearance effort for no longer than 7 days, any anticipated extension should be requested through JTF-OR. Daily situation reports should include the number of linear feet cleared along the route requested

(a) TF ENG requests support along the Marguam Bridge in coordination with the IC, Mr. Bob Hallow, 503-532-1234.

c. Coordinating Instructions.

(1) **T10:**

(a) Per JTF-OR FRAGO 5, TF Commanders are not authorized to issue orders to T10 units, this authority resides with the Dual Status Commander, Brig Gen Prunk. Coordination and planning DIRLAUTH is authorized between all TF units.

(b) Per JTF-OR FRAGO 5, all T10 units will submit daily situation reports in accordance with the USNORTHCOM standard, Tab 1, through their TF to JTF-OR by 1600 local.

(c) Per JTF-OR FRAGO 5, Rules of Force for T10 personnel are in accordance with the Chairman of the Joint Chiefs of Staff standing rules of force. T10 units will coordinate security requirements with TF Security.

(2) **T32/SAD:**

(a) Per JTF-OR FRAGO 5, TF Commanders are not authorized to give order to T10 units, this authority resides with the Dual Status Commander, Brig Gen Prunk. Coordination and planning DIRLAUTH is authorized between all TF units.

(b) Per JTF-OR FRAGO 5, Rules of Force for T32/SAD personnel are in accordance with the Oregon National Guard standing rules of force, Tab 2.

FIGURE F-7 EXAMPLE FRAGO FROM TF ENG

F6.0 MA to FRAGO Process

F6.1. The process of taking a MA and translating the required information into a FRAGO or an OPORD is most often performed by the JTF FOC with inputs from the DCO/E team and Task Force Liaisons (LNOs). The DSC led JTF Future Operations Cell (FOC) can obtain the original documentation and specific information for execution of the MA from DDASS. (See figures F-8 and F-9).

MA Coordination Record -- Webpage Dialog

MA Coordination Record Aerial Transportation

Request Data | Mission Docs | Tasking | Coordination | Execution Info | ARF | SURFA | EM | DR

Assistance Requested
Time Received or Entered:

Requesting Organization: FEMA-R5 (Derived From) Immediate Response: ☐

Sourcing Required: NO Area Of Responsibility: NORTHCOM (NC)

Support Type: Direct Federal Assistance Priority: 2-Life Sustaining

Description: Aerial Transportation Location Name:

Location:

Address:

Tracking Information

Incident: VR12 FTX (Aug11)

Program Code/Event No.: 1923DR-OH State: OH Region: V

Remarks

Past remarks:
251315Z AUG 2011-05 - NODEA - ARNDST
Provide Aerial transportation of displaced citizens, welfare specialists from K169, Radiological sensor sets between 26-28 Aug.

New remarks:

FIGURE F-8 REQUEST DATA TAB OF A MISSION ASSIGNMENT IN DDASS

MA Coordination Record -- Webpage Dialog

MA Coordination Record Aerial Transportation

Request Data | Mission Docs | Tasking | Coordination | Execution Info | ARF | SURFA | EM | DR

Mission Assignment Attachment

Filename	Description	User	Attaching Node
MATO 5_58 Trans Personnel Supplies.doc		ARNDST	NODEA

FIGURE F-9 MISSION DOCS TAB OF MISSION ASSIGNMENT IN DDASS

F6.1.1. The MA document itself (Figure F-9), provides a great deal of information which can be used to create the FRAGO, including the original action request form (ARF) filed by FEMA. The DSC led JTF's purpose is to ensure that the unit assigned the mission understands the mission, is resourced to complete

the mission, and has adequate time to plan for the mission. While the desire will be to conduct detailed planning at the operational-level DSC led JTF FOC, the detailed planning should be performed by the executing unit at the tactical level. The DSC led JTF FOC should coordinate with the DCO/E to determine which MAs require DOD support and if there are any changes to the written MA that haven't been updated in DDASS. Remember that the MA as written has been approved by the Office of the Secretary of Defense (OSD) and is effectively already an order by itself.

F6.1.2. Each Title 10 unit that enters the JOA will have been sourced against a specific MA for funding purposes. While DDASS may not specifically indicate what unit was assigned by the Joint Capabilities Requirements Manager (JCRM) process, the Global Force Manager (GFM) subject matter expert (SME) that is provided to the DSC led JTF as part of a Joint Support Force Staff Element (JSF-SE) can provide the force-flow information that will allow the DSC led JTF FOC to make this connection. The DSC led JTF FOC should coordinate with this GFM SME, and if not available, directly with the USNORTHCOM FOC for this information. (This process should be captured in the force -flow process of the DSC led JTF.)

F6.1.3. With the coordination of the DCO/E team, the DSC led JTF FOC should plan out the MA tasking in four distinct tiers. Tier 1 should be those MAs that are currently being executed. Tier 2 should be those MAs starting within the next 24 hours. Tier 3 should be those MAs starting 24-48 hours out. Tier 4 should be those MAs starting 48 hours and beyond.

F6.1.4. Once the force flow has been cross checked with the MAs to be accomplished, the DSC led JTF FOC should coordinate with the Task Force LNOs on which unit has the capability and capacity available to accomplish the mission. The DSC led JTF FOC can plan and then craft FRAGOs that detail specific units against MAs. The preferred method is to VOCO the MA task assignment to the Task Force LNOs as soon as the assignment has been determined and publish one FRAGO per day for all newly assigned missions. However, if a critical assignment, the DSC led JTF should issue a FRAGO for that mission and wait for the daily FRAGO.

F6.1.5. Once a unit has been assigned to execute MA tasks, the DSC led JTF FOC, in coordination with the DCO/E team, should update the "Unit Assigned" field on the tasking tab. The DSC led JTF FOC should use the standard format of DSC led JTF/Task Force/Unit, as seen in Figure F-10. The DSC led JTF FOC should also update, in coordination with the chief of operations (based on the issued FRAGO), the Order # field, and upload a soft copy of the FRAGO in the Mission Documents section of the Tasking tab (Figure F-10).

The screenshot shows a web application window titled "MA Coordination Record -- Webpage Dialog". The window has a green header bar and a yellow sub-header bar labeled "MA Coordination Record Aerial Transportation". Below the header is a navigation bar with tabs: "Request Data", "Mission Docs", "Tasking" (selected), "Coordination", "Execution Info", "ARF", "SURFA", "EM", and "DR".

The "Tasking" tab contains the following elements:

- Execution section:**
 - Status: A dropdown menu showing a green square.
 - Unit Assigned: A text box containing "51/TF AVN/2-224".
 - ORDER #: A text box containing "FRAGO 38".
 - % Complete: A dropdown menu showing "Not Started".
- Tasking Status Color Legend:**
 - Green square: No Issues
 - Yellow square: Degraded Mission Capability
 - Cyan square: Awaiting Forces
 - Red square: Mission Incapable
- Description section:**
 - A table with two columns: "ORDER No." and "Description".
 - Buttons: "Add", "Modify", and "Delete".
- Issues/Comments section:**
 - Past comments: A text area containing "260148Z AUG 2011-34 - NODEA - STUDENT2", "SIMULATED MISSION", and "FRAGO SENT 0950R 25AUG11".
 - New comments: An empty text area.
- Buttons:** "Save" and "Cancel" at the bottom.

FIGURE F-10 TASKING TAB OF MISSION ASSIGNMENT IN DDASS

F6.1.6. The DSC led JTF FOC should also post the time the FRAGO was issued and sent to the Task Forces along with any specific notes or issues for the MA on this same tab. At a minimum, the FRAGO should include the assignment of the MA to a unit and specific reporting instructions in the coordinating instructions of the FRAGO.

ANNEX G PHASE 0 JSF-SE SME CHECKLISTS

The following tasks should be completed by all JSF-SE members during this phase:

- ☐ Be prepared to deploy with JSF-SE.
- ☐ Maintain familiarity with the NC family of plans, to include NC OPORD, DSCA EXORD, CONPLAN for DSCA, DOD DSC CONOPS and this SOP.
- ☐ Foster professional contacts with primary agencies, assigned states and DCO/Es.
- ☐ Maintain situational awareness.
- ☐ Complete and maintain JSF-SE training requirements Level 1-III.
- ☐ Participate in NC/J36 training.
- ☐ Participate in JFOs and JSTCs as required.
- ☐ Maintain deployable equipment (logistics and communications).
- ☐ Maintain currency and accounts for all CIE tools.

G1.0 J1

- ☐ Review N-NC/J1 JPERSTAT report and process.

G2.0 J2/IAA

- ☐ Review corrective actions from Lessons Learned process.
- ☐ Establish liaison with NC/FOC SAWG, N-NC/JIOC-N/J2, NGB J2, DHS I&A, FEMA Region JFHQ/J2s, and state JFHQ/J2.
- ☐ Review JFLCC J2, JFACC J2/601 AOC ISR, NGB JOC, FEMA Region JFHQ/J2s existing plans for Intelligence and IAA.
- ☐ Coordinate development of PIRs with N-NC/JIOC-N/J2.
- ☐ Participate in preparatory exercises.
- ☐ Identify state CCIRs/PIRs and become familiar with key points of areas of interests (off-the-shelf IAA Deck).

NIPRNET WEB RESOURCES

- ☐ NGB JIT IAA
<https://www.intelink.gov/sites/ngb-j2/JIT/Battle%20Book%20and%20Templates/Forms/AllItems.aspx>
- ☐ 601st ISR
https://operations.noradnorthcom.mil/sites/afnorth/601AOC/601_ISR/ISROPERATIONS/default.aspx
- ☐ NC/J23M
<https://operations.noradnorthcom.mil/sites/NNCJ2/NNCJ23/NNCJ23M/default.aspx>

G3.0 Operations

Operations of a JTF include both current and future operations. This section outlines the responsibilities of the subject matter experts for each of these areas.

G3.1 Air

- ☐ Coordinate with USNORTHCOM J35 on potential Air support to States.
- ☐ Coordinate with the NC/J35 on potential issues for Air response to DSCA.
- ☐ Review current plans for DSCA support.
- ☐ Establish working relationships with organizations requiring Air SME representation. (AFNORTH, JACCE, NDDOC, etc.)
- ☐ Train with AFNORTH for DSCA air planning and execution.
- ☐ Establish communication with the NDDOC and/or the AFNORTH 601st AMD to gain situational awareness on strategic airlift missions in the system that are or will be flowing to/from the AOR/JOA.

G3.2 Land

- ☐ Coordinate with USNORTHCOM J35 on potential Land support to States.
- ☐ Establish working relationships with organizations requiring Land SME representation. (ARNORTH, MARNORTH, NDDOC, etc.)

G3.3 Maritime

- ☐ Coordinate with USNORTHCOM J35 on potential Maritime support to States.
- ☐ Coordinate with the Maritime Warning and Control FAST on potential issues for Maritime response to DSCA.

G3.4 SAR/Interagency

NC/J35 SAR Office:

- ☐ Maintain ready roster of SAR experts including NC/J3/J36, JPRC and NC Coast Guard SAR personnel able to deploy.
- ☐ Identify 1 non-deploying Bldg 2 SAR expert to assist in FOC manning.
- ☐ Maintain AOR Situational Awareness as it pertains to SAR.
- ☐ Keep current NC SAR strategic doctrine.
- ☐ Through assigned DCOs promote/support/enable SAR planning in each region/State.
- ☐ Maintains strategy and plans for Inland SAR Coordinator (CDR USNORTHCOM).
- ☐ Represents the Inland SAR Coordinator at National SAR Committee.
- ☐ Coordinates with DoS and Foreign govts to ensure SAR Services provided.
- ☐ Primary Agency representative to ESF#9, Prepared to assume OPA.
- ☐ Develops Catastrophic Incident SAR CONOPS.

SAR SME:

- ☐ Maintain AOR Situational Awareness as it pertains to SAR.
- ☐ Assist states with Catastrophic Incident SAR planning as requested.
- ☐ Maintain deployment readiness to support a JSF-SE or SAR cell when directed.

G3.5 GFM/JOPEs

- ☐ Coordinate with USNORTHCOM J30 on potential GFM/JOPEs issues.
- ☐ Maintain access to JCRM, JOPEs and DDASS.

G3.6 LNO

No tasks during this phase.

G3.7 Future Operations

No tasks during this phase.

G4.0 J4/Logistics

- ☐ Communicate with and engage State NG / JFHQ J4s and Federal Partners to build and sustain relationships while maintaining situational awareness of federal and state sustainment resources and capabilities.
- ☐ Source and maintain mobility bag equipment requirements for JSF-SE assigned teams and issue mobility bags as required to matrixed individuals.
- ☐ Source and maintain additional deployment equipment as required including vehicles, trailers, pallets, nets, and containers.
- ☐ Maintain currency with collaborative logistic tools for deployed communications situational awareness.
- ☐ Sustainment planning is conducted in coordination with the JFLCC, 167th Theater Sustainment Command (TSC), USNORTHCOM and other DOD and federal agencies.
- ☐ Coordinate with JSF-SE personnel in the development of orders, reports, presentations, and other documentation for the JSF-SE and DSC programs.
- ☐ Coordinate with the NC/J8 and GFM Division the resource requirements and advocate for necessary sourcing.

G5.0 Medical

- ☐ Engage State NG / JFHQ SG and Federal Partners to build and sustain relationships while maintaining situational awareness of federal and state medical resources, capabilities, and gaps.
- ☐ Maintain liaison and coordination between USNORTHCOM and its component SG Offices, Joint Regional Medical Planners, N-NC JTF(s) SG, Service SGs, USTRANSCOM SG, and the Armed Services Joint Blood Program Office.
- ☐ Understand current joint medical doctrine, processes, and capabilities.
- ☐ Maintain currency with collaborative medical tools for deployed communications situational awareness.
- ☐ Understand and provide input to N-NC Medical Annex.
- ☐ Provide monthly medical readiness data on NC/J36 personnel and all JSF-SE augmentees to NC/J36 Division Chief.
- ☐ Be prepared to provide medical planning advice; crisis action planning, mission analysis, decision-making process, and other documentation for the JSF-SE and DSC programs.

G6.0 J6/Communications

- ☐ All JSF-SE personnel to include augmentees shall ensure their deployable communications equipment is fully mission capable i.e. laptops, black berries, air cards, etc.
- ☐ NC/J36 shall ensure all deployable communications equipment is fully mission capable, i.e. JEMPRS kits, Iridium Phones, ERV, etc.
- ☐ JSF-SE communications personnel to include all augmentees, shall maintain their system administrator rights on NC computers.
- ☐ JSF-SE communications personnel shall stay current with their training on the operation, setup and troubleshooting capabilities of the NC/J36 JEMPRS equipment.
- ☐ Communicate with and engage State NG / JFHQ J6s and Federal Partners to build and sustain relationships while maintaining situational awareness of their communications resources, capabilities, and gaps.
- ☐ Establish and maintain communications document templates or best practices required for use during operations (Annex K, COMSTAT, briefs, reports, etc...).
- ☐ Coordinate as needed with NC/J6.

G7.0 JA/Legal

- ☐ Develop and maintain a working relationship with the Title 10 Deputies. Assist them in planning and identifying potential legal issues that may arise during a DSC-led event.
- ☐ Establish and maintain contact with State Judge Advocates, with primary focus on states that are most likely to request a DSC.
- ☐ Share information and collect relevant state statutes and regulations, such as State National Guard RUF to establish a JSF-SE database/library of State laws and regulations.
- ☐ Coordinate with State JAs to identify and resolve potential legal issues and/or conflicts in advance of a contingency operation.
- ☐ In coordination with State JAs, participate in advance planning and review standing orders for future events and missions, to include JRSOI, RUF Training, DSC activation procedures, etc.
- ☐ Work closely with JSF-SE staff to anticipate and resolve legal issues, review orders, directives and policies.
- ☐ Develop and maintain a template JRSOI brief and SRUF card.

G8.0 IM/KM

- ☐ Develop training for JSF-SE personnel on Information Management / Knowledge Management (IM/KM) best practices, familiarization with N-NC collaborative information environment (CIE) tools' and Friendly Force Tracker (FFT) devices' configuration, and use.
- ☐ Stay abreast of changing & emerging CIE and social media tools while considering potential use for DSC mission partners, and maintain awareness of JSF-SE policies and procedures.
- ☐ Create and maintain critical collaboration capabilities, policies and procedure as required to support the DSC program.
- ☐ Coordinate with JSF-SE personnel in the development of orders, reports, presentations, and other documentation for the JSF-SE and DSC programs.
- ☐ Maintain dialogue with N-NC Common Operating Picture (COP) personnel.
- ☐ Establish communication with States to determine their existing information environment in preparation for Phase 1.

G9.0 PA

- ☐ Communicate / Engage State NG / JFHQ PAOs for T32/T10 DSC awareness, initial messaging if JSF-SE is deployed and follow-on messaging as T10 forces deploy.
- ☐ Familiarize JSF-SE and T10 Deputies with N-NC PA DSCA / DSC PA Strategies.

G10.0 Team Lead

- ☐ Ensure the requisite JSF-SE training has been accomplished.
- ☐ Understand how to access the USNORTHCOM N2C2.
- ☐ Understand how to access the USNORTHCOM FOC.
- ☐ Submit Departure and Arrival Reports ICW T10D/Chief of Staff to N2C2 and NC/J36 leadership, IAW Annex C, para C.2.0. and C3.0.
- ☐ Submit Initial Entry Report ICW T10D/Chief of Staff to N2C2 IAW Annex C, para C.1.1.

G11.0 Title 10 Deputy/Chief of Staff

- ☐ DSC Support Requests:
 - ☐ When engaging your states, ensure that there are no actual or implied commitments made with respect to future NC/J36 support. As the only standing source pool of JSF-SEs, we have the mission to support your efforts but need the opportunity to conduct mission analysis against the States' requirements to prioritize a constrained resource.
 - ☐ When a state makes a request for DSC planning, exercise or operational support that would involve more than just the T10 Deputy, forward the request to NC.CDSCT10.OMB@northcom.mil for an assessment of our ability to support. This request should come from someone of sufficient authority in the State NG, such as the J3, Chief of Staff or higher. The T10 Deputy should forward the finalized support plan to [the](#) National Guard Integrator at nc.ng.omb@northcom.mil, to inform NGB.
 - ☐ What we have seen so far is that as a state comes on board with DSC, they desire a couple of planning events with 1-2 NC/J36 members followed by some type of exercise, such as a Command Post or Table Top Exercise, and a "validation" exercise (preferably a Vigilant Guard). Once a state has accomplished whatever initial planning and exercising they have deemed necessary, we will need to manage expectations regarding how often we can return to update plans and exercise with them. We will be balancing these requirements with NC/J36 visits we conduct to states as part of our state engagement program. For our first version guidance, we anticipate the maximum amount we could support a state, if requested, is:
 - ☐ T10 Deputy familiarization (no planners)
 - ☐ 1 or 2 initial DSC planning visit(s) (2 planners) leveraging existing state training, when possible
 - ☐ 1 initial DSC exercise (JSF-SE up to 16 people)
 - ☐ 1 DSC validation event as envisioned by the state (JSF-SE up to 16 people)
 - ☐ 1 follow-up DSC planning visit every other year (2 planners)
 - ☐ 1 DSC exercise (JSF-SE up to 16 people) every other year
- ☐ These are guidelines. If a state forgoes (or re-categorizes) a previously forecast visit scheduled within the state engagement program, there may be room for an additional visit under the DSC program.
- ☐ Our mission analysis may conclude that we need to adjust these guidelines, but for now we can use these as our best-guess left and right limits. Establish relationships and conduct initial mission briefs with:
 - ☐ DSC (JTF CDR) and T32 Deputy
 - ☐ NORTHCOM Directorates
 - ☐ DCO / DCE
 - ☐ US Army Corps of Engineers
 - ☐ Interagency & Intergovernmental (FEMA, DHS, Coast Guard, FBI, etc.)

- ☐ LNOs
- ☐ EPLOs
- ☐ Gather contact information for State JFHQ and other personnel, see outline on
- ☐ Page 3 of this document.
- ☐ Review and Understand: Authorities, Declarations, EMAC Agreements, etc.
 - ☐ Immediate Response Authority
 - ☐ Presidential Disaster Declaration State (Economy Act vs. Stafford)
 - ☐ DHS Secretary Declaration of Catastrophic Incident
 - ☐ Mission Assignments (MA) process
- ☐ Review (update if needed) State Response Plan
 - ☐ Develop pre-positioning plans for essential medical and general supplies. These plans must include plans for purchasing, storing, managing, and distribution
 - ☐ Identify resource and commodity shortfalls (military/civilian in AOR)
 - ☐ Does All Hazards Plan include JRSOI process and/or locations?
- ☐ Understand Tactical Communications Plan
 - ☐ Interview J6, utilize questions on page 4 of this document

ANNEX H PHASE I JSF-SE SME CHECKLISTS

The following tasks should be completed by all JSF-SE members during this phase:

- ☐ Continue appropriate Phase 0 tasks as required.
- ☐ Review T10 Deputy's initial guidance and battle roster.
- ☐ Review NC/J36 state-specific information packages.
- ☐ Establish coordination and communication.
- ☐ Foster professional contacts with primary agencies (NGA, DHS I&A).
- ☐ Review existing State and USNORTHCOM plans / Standing Intelligence Requirements.
- ☐ Establish liaison between JSF SE and state JFHQ.
- ☐ Be prepared to deploy.
- ☐ Exercise with states.
- ☐ Gain / maintain situational awareness.
- ☐ Identify potential type, scale, and nature of operations to be conducted.

H1.0 J1

- ☐ Familiarize JSF-SE and T10 Deputies with personnel accountability reporting strategies.

H2.0 J2/IAA

- ☐ Maintain liaison with NC/FOC SAWG, N-NC/JIOC-N/J2, JFLCC J2, JFACC J2/601 AOC ISR, NGB JOC, FEMA Region JFHQ/J2s, and state JFHQ/J2.
- ☐ If possible, review existing State and USNORTHCOM plans and PIRs.
- ☐ Establish liaison between JSF-SE and state JFHQ/J2.
- ☐ Monitor NC and state CCIRs for indications and warnings and execute IAA operational plan to provide situational awareness.
- ☐ Identify and facilitate mission specific state PIRs and become familiar with key points of areas of interests (IAA deck).
- ☐ Develop Mission Specific PIRs.
- ☐ Coordinate with USNORTHCOM / NGB J2 pertaining to:
 - IAA asset availability
 - IAA strategy
 - PUM
 - JCMB (DSC)
 - Reports

H3.0 Operations

Operations of a JTF include both current and future operations. This section outlines the responsibilities of the subject matter experts for each of these areas.

H3.1 Air

- ☐ Have all regional options been passed to the JTF commander?
- ☐ Plan and coordinate with the AFNORTH JACCE as required.
- ☐ Has there been a requirement for assistance?

H3.2 Land

- ☐ Continue operations set in Phase 0.
- ☐ Has there been a requirement for assistance?

H3.3 Maritime

- ☐ Has there been a requirement for maritime asset assistance?

H3.4 SAR/Interagency

NC/J35 SAR Office:

- ☐ Upon activation: contact State SAR Coordinator (SC) for initial SAR planning requirements to determine best location to place NC SAR expert (State EOC, JTF, AOB...).
- ☐ Engage State SAR Coordinator, NG and Region DCO/E to gain initial SAR needs and potential gaps.
- ☐ Assist states with Catastrophic Incident SAR planning as requested.
- ☐ Maintain deployment readiness of SAR experts to support a JSF-SE or SAR cell when directed.
- ☐ Man FOC SAR desk 24/7 when required, augmented with pre identified non-deploying SAR expert as required.
- ☐ Participate in ESF#9 Teleconference.
- ☐ Identify and report to USNORTHCOM anticipated requirements for incident, awareness and assessment (IAA), including prioritized SAR information requirements over time.
- ☐ On order deploy SAR expert to DOD ESF#9 nodes and/or to supplement and support the JPRC/JFACC at regional, State, local, territorial and tribal levels.

SAR Expert:

- ☐ Establish SAR points of contact in State.
- ☐ Coordinate state outreach with DCO.
- ☐ Has there been a requirement for assistance?

H3.5 GFM/JOPES

- ☐ Coordinate with J30 on training opportunities.
- ☐ Attend J30 conferences.

H3.6 LNO

Identify the potential required LNOs.

H3.7 Future Operations

- ☐ Assist the USNORTHCOM J35 in FRAGO development.

H4.0 J4/Logistics

- ☐ Upon activation: contact DSC T10 Deputy for initial guidance, battle-roster and integrate into JSF-SE to conduct mission analysis.
- ☐ Engage State NG J4 and Region DCO/E to gain initial logistics and engineer situation and capability assessment.

- ☐ Identify potential JSF-SE supply requirements and shortfalls and develop sourcing and issuing CONOPS.
- ☐ Coordinate for line haul requirements and availability for potential movement of equipment.
- ☐ J36 POC begin coordination w/N-NC J47 as the POC for MILAIR and/or line haul requirements.
- ☐ Review NC/J36 state specific information packages.
- ☐ Recommend in coordination ICW component BSI and APOD/SPOD designations.

H5.0 Medical

- ☐ Upon activation: contact DSC T10 Deputy for initial guidance, battle-roster and integrate into JSF-SE to conduct mission analysis.
- ☐ Pull FHP guidance from NC SG.
- ☐ As required, assist with the preparation of potential medical Request for Forces (RFF's) and additional medical staff augmentation.
- ☐ Gain / maintain situational awareness through N-NC Medical Operations Center upon activation, the Essential Support Function 8 (Health and Human Services) teleconferences and portals, and other DOD medical information systems.
- ☐ Engage State NG / JFHQ SG, Region DCO/E, and Joint Regional Medical Planners to gain initial medical situation, capability assessment and processes.
- ☐ Develop Requests for Information (RFI). RFI for operational information will be forwarded through the NC/J36 RFI Manager with a copy furnished to USNORTHCOM Surgeon.
- ☐ Review NC/J36 state specific information packages and State disaster medical plans when available.

H6.0 J6/Communications

- ☐ Communications lead shall prep and coordinate all communications equipment for shipment.
- ☐ JSF-SE communications team leads will ensure their communications equipment is ready for shipment.
- ☐ JSF-SE communications lead will ensure their team has SA of the AOR and the mission.
- ☐ JSF-SE communications lead will coordinate with the supported State J6 for activation of communications "dirty internet" lines and ensure that all required ports and protocols have been opened up.
- ☐ JSF-SE communications lead will contact State J6 and ensure the States communications requirements are met so that if there are any shortfalls that need to be brought can be done so in advance.
- ☐ JSF-SE will coordinate with NC/J6 if any additional communications capabilities are needed to support the JSF-SE.
- ☐ Upon activation: contact DSC T10 Deputy for initial guidance, communications requirements, battle-roster, and integrate into JSF-SE to conduct mission analysis.
- ☐ JSF-SE communications lead will engage the State J6 for to gain initial communications situational awareness and capability assessment, as well as any immediate requirements. In addition, request copies of Annex K and other pertinent documentation.
- ☐ Coordinate with IM/KM personnel on JSF-SE integration and any technical issues regarding DSC support.

H7.0 JA/Legal

- ☐ Coordinate with the State JA to anticipate and prepare for a DSC request.
- ☐ If not completed during Phase 0, coordinate with State JA to identify and resolve potential legal issues or conflicting State-DOD statutes and directives, review plans and orders, etc.
- ☐ Plan Title 10 mission specific RUF training for deploying federal forces.

- ☐ Gather relevant resources and be prepared to answer questions and provide legal advice as needed.
- ☐ Coordinate with N/NC SJA office to identify support requirements, POCs, JAG Chat plans, etc.
- ☐ Identify specific UCMJ authority for an event and discuss procedures for investigating, dispositions, etc.
- ☐ Identify orders-writing process and players to ensure JA review is part of the process.

H8.0 IM/KM

- ☐ Identify potential collaboration tools to be used by the task force.
 - ☐ Tool options include:
 - Portal (AKO/DKO, NORTHCOM SharePoint, ARNORTH SharePoint, HSIN, Intelink, other SharePoint)
 - Chat (DCO XMPP, AKO/DKO XMPP, HSIN XMPP, an XMPP server, other COTS)
 - COP (Google Earth, SAGE, RAZOR-EM, Web-EOC, TRITON, other)
 - Conferencing (Adobe Connect on DCO)
 - OMB's (AKO/DKO, local Exchange server)
 - Knowledge wall (local/national news, chat, COP, rolling PowerPoint)
 - Other options (VTC, network folders)
 - Develop a solution for information security.
 - If the JTF has already established CIE tools, take required actions to enable smooth incorporation of JSF-SE forces into the JTF.
- ☐ Monitor applicable N-NC and component CIE rooms (DCO Adobe Connect, DCO XMPP, portals, DSEL...).
- ☐ Coordinate with NC/J37 IMO to establish an event page on N-NC operations portal. If required, build and maintain the portal page.
 - Ensure the task force's mission and commander's intent is prominently displayed.
 - Make common links readily available. As much as possible, link collaboration tools together.
 - Establish and enforce security policy and file/folder taxonomy.
- ☐ Contribute to the creation of the Joint Manning Document. Consider requesting personnel as Information Exchange Brokers (IEBs), COP Operators in headquarters and in each task force, RFI/I Managers, and KM Help Desk.
- ☐ Prepare to deploy as a member of the JSF-SE with applicable knowledge repository, COP workstations, and external file storage.
- ☐ Configure the FFT's for deployment and issue them to JSF-SE (as required).

H9.0 PA

- ☐ Upon activation: contact DSC T10 Deputy for initial guidance, battle-roster and integrate into JSF-SE.
- ☐ Gain / maintain situational awareness through National Incident Communications Conference Line (NICCL) and N-NC PA Conference Call. Monitor N-NC PA Running Estimate.
- ☐ Provide current PA messaging / information to JSF-SE personnel.
- ☐ Engage State NG PAO to discuss DSC/DSCA PA posture. Communicate initial messaging if JSF-SE is deployed and follow-on messaging as T10 forces deploy. Help State NG PAO with media expectation management as forces deploy.
- ☐ Review NC/J36 state specific information packages.
- ☐ Ready / Inspect deployment kit, communication set, collaborative tools.

H10.0 Team Lead

- ☐ When obtaining rental vehicles, diesel fueled vehicles should be considered.
- ☐ Ensure that all teams moving forward into an affected area are equipped with 3 days of Class I equipment required (bottled water, MREs/non perishable food, etc.).
- ☐ Gain situational awareness from USNORTHCOM staff (N2C2, FOC, etc.).
- ☐ Establish communications with Title 10 Deputy Commander and seek guidance.
- ☐ Work with NC/J36 leadership to determine size and composition of staff.
- ☐ Account for all members of the team.
- ☐ Issue a warning order to the team to include the 5Ws (Who, What, Where, When and Why).
- ☐ Identify the times at which major planning and preparation must take place.
- ☐ Develop work assignments and allocate resources based upon requirements.
- ☐ Develop the parameters for travel, lodging and rental cars and coordinate for any ancillary equipment that may be required.
- ☐ Develop a deployment scheme of maneuver and be prepared to brief the team, the NC/J36 leadership and the USNORTHCOM command.
- ☐ Send a departure report to USNORTHCOM; Include the N-NC Command Center Land Desk at nnc.cmdctrland.omb@northcom.mil.
- ☐ Keep the Title 10 Deputy Commander apprised of all team movements and decisions
Obtain the State requirements and procedures for gaining access to their LAN. Provide this information to the IM/KM and J6 reps on the team.
- ☐ Contact the DCO/E for notification of deployment of the JSF-SE and to establish the team on the DCE product distribution list.
- ☐ Submit Departure and Arrival Reports ICW T10D/Chief of Staff to N2C2 and NC/J36 leadership.

H11.0 Title 10 Deputy/Chief of Staff

- ☐ Communicate and Coordinate with:
 - ☐ DSC (JTF CDR) and T32 Deputy
 - ☐ NORTHCOM
 - ☐ DCO / DCE
 - ☐ Interagency & Intergovernmental
 - ☐ Special Staff considerations
 - ☐ LNOs
 - ☐ NC/J36 composition and size of JSF-SE Issue
- ☐ Authorities declarations, EMAC agreements
 - ☐ Immediate Response Authority
 - ☐ Presidential Disaster Declaration State (Economy Act vs. Stafford)
 - ☐ DHS Secretary Declaration of Catastrophic Incident
 - ☐ Anticipate receipt of Mission Assignments (MA) from DCO
 - ☐ Dual Status Command Authorization completed
- ☐ Deployment considerations
 - ☐ SA on specialized units
 - ☐ Task ORG
 - ☐ JRSOI (to include: location, staffing, T10/T32 requirements, BSI)
 - ☐ Issue OPOD
 - ☐ LNOs
- ☐ Obtain/Maintain Situation Awareness (SA)
 - ☐ Integrate T32/T10 Common Operating Picture (COP)
 - ☐ Information passed from civilian, State, and Federal agencies

- ☐ Incident Awareness and Assessment (IAA) Coordination
- ☐ Open source reporting
- ☐ Recommend/Review RUF.
- ☐ Establish Force Protection(FP)/Force Health Protection(FHP) requirements and capabilities, MOPP level considerations.
- ☐ Understand Critical Infrastructure/Key Resources (CI/KR) issues/concerns.
- ☐ Verify Tactical Communications Plan.
- ☐ Leave, duty status guidance.
- ☐ Capture costs and support funding of response forces (Stafford Act/Economy Act/EMAC/Title 302f).
- ☐ Identify Reports, Processes, and Timelines.

ANNEX I PHASE II JSF-SE SME CHECKLISTS

The following tasks should be completed by all JSF-SE members during this phase:

- ☐ Continue appropriate Phase 0-I tasks as required.
- ☐ Deploy within prescribed timeline.
- ☐ Have the composition and disposition of assigned T10 air assets been reviewed?

I1.0 J1

- ☐ Provide initial accountability of JSF-SE personnel.
- ☐ Establish communications with T10 Joint Reception Centers at JRSOI sites.
- ☐ Provide initial accountability of all T10 forces in the JOA.” and “Integrate into JTF J1 staff.
- ☐ In conjunction with T32 J1 counterparts develop accountability processes and products and coordinate with State, N-NC, and ARNORTH G1 as required.
- ☐ In conjunction with T10 Deputy and JTF J3 discuss overall DSC force structure required to support mission.
- ☐ Identify DSC T10 J1 augment requirements.

I2.0 J2/IAA

- ☐ Identify and become familiar with the state JFHQ IAA Operational Plan.
 - Identify JTF shortfalls in IAA collection capabilities
 - Identify the status (such as number, type, and readiness condition) of state JTF’s organic IAA collection and production assets
 - Identify and become familiar with the state JFHQ IAA Process, Assess/Exploit, and Distribute (PAD/PED) requirements
 - Identify and become familiar with any state JFHQ IAA/Intelligence contingencies checklist
- ☐ Coordinate with NGB J2 for increase situational awareness concerning availability of NG capabilities/assets.
- ☐ Identify state IAA assets (not just NG assets but state departmental assets, law enforcement, Civil Air Patrol, etc).
- ☐ Determine if a PUM has been submitted; if not, facilitate its development.

I3.0 Operations

Operations of a JTF include both current and future operations. This section outlines the responsibilities of the subject matter experts for each of these areas.

I3.1 Air

- ☐ Have composition and disposition of T32, Federal, State and civilian air assets been reviewed for SA?
- ☐ Have COAs been evaluated and prioritized?
- ☐ Has the risk assessment been developed and submitted to the JTF commander?
- ☐ Has the JTF commander’s tasking and guidance been analyzed?
- ☐ Integrate with the AFNORTH JACCE LNO.
- ☐ Coordinate, monitor and resolve any issues for all strategic airlift missions via the J47 and/or NDDOC. Work directly with NDDOC and/or 601st AMD to monitor execution of strategic airlift missions via their website.

I3.2 Land

- ☐ What centers, groups, bureaus, cells, offices, elements, boards, working groups, and planning teams require J3 representation?
- ☐ Have personnel recovery (PR) capabilities and limitations been addressed in COA development?
- ☐ Is the joint operations center (JOC) staff trained or experienced?
- ☐ Consolidate and develop the deliverables for the JTF-State Commanders Update Brief
- ☐ Is there a necessity to establish a JOC or portions thereof during the crisis action planning (CAP) process?
- ☐ If established during the CAP process, what role does the JOC play?
- ☐ If directed by the Commander, Joint Task Force (CJTF) (based on J3 recommendation):
- ☐ Has a joint personnel recovery center (JPRC) been established?
- ☐ Has a weather cell been formed?
- ☐ Has an Incident Awareness Assessment cell been formed?
- ☐ Has the CJTF (or designee) provided initial guidance concerning the functions and responsibilities of the above organizations?
- ☐ Have these organizations been properly staffed?
- ☐ Have these organizations analyzed all phases of the operation (deployment through redeployment)?
- ☐ Is there a requirement to establish a interagency operations cell?
- ☐ If directed by the CJTF, is the J3 properly staffed to plan, monitor, and direct execution of joint air operations?
- ☐ If directed by the CJTF, is the J3 properly staffed to coordinate and integrate the use of airspace in the JOA?
- ☐ Have recommendations been provided to the J3 pertaining to the organization, use and integration of attached interagency representatives?
- ☐ Has AFNORTH 601st AMD and DIRMBOFOR been contacted?

I3.3 Maritime

- ☐ Coordinate with the Navy EPLO.
- ☐ Contact USFFC or appropriate Maritime Command Element (MCE) for command and control coordination of assets responding to an event.

I3.4 SAR/Interagency

NC/J35 SAR Office:

- ☐ If not done in Phase 1, deploy SAR experts to DOD ESF#9 nodes and/or to supplement and support the JPRC/JFACC at regional, local, State, Tribal and territorial levels.
- ☐ Facilitate requirements of DOD SAR forces with FEMA, DCO and State.

SAR SME:

- ☐ If not done in Phase 1, Deploy as directed.
- ☐ Establish SAR points of contact in State.

I3.5 GFM/JOPES

- ☐ Coordinate and build JFS-SE movement within JOPES.
- ☐ Review N-NC/J30 JOPES Newsgroups for information and actions.
- ☐ Review JS SDOB for any VOCO deployments.
- ☐ Coordinate with J30 on emergent taskings that may already be in the RFF process.

- ☐ Contact gaining DSC state for T32/SAD deployment updates, on-going EMACs, JPAS requirements, and accessibility of SIPR for JCRM, JOPES, and SDOB access.
- ☐ Coordinate with J4 on the nomination/designation of BSIs, APOEs, SPOEs, and JRSOI staging areas.

I3.6 LNO

- ☐ Has liaison been established between the JTF and JFHQ/State EOC/Local/Tribal emergency management?
- ☐ Have procedures and processes been established to share IAA and other information from the JTF to emergency management organizations?

I3.7 Future Operations

- ☐ How are orders passed to subordinate commands? (Daily FRAGO, As missions dictates?)
- ☐ The action agent for representing Title 10 interests during the mission analysis process.
- ☐ Coordinate with the USNORTHCOM N2C2 and J35 to identify and coordinate Title 10 response forces.
- ☐ Report to the USNORTHCOM J35 as per USNORTHCOM battle rhythm.
- ☐ Read the State all hazards plan.
- ☐ Establish and issue the Title 10 forces JRSOI package.
- ☐ Establish communication with incoming forces and request information on the unit as required (capability, LNOs, etc).

I4.0 J4/Logistics

- ☐ Deploy and employ personnel in most expeditious transportation manner possible to include auto, commercial airlift, MILAIR, etc.
- ☐ Deploy and employ additional equipment in most expeditious manner possible to include line haul, commercial air, MILAIR, etc.
- ☐ Coordinate with 167th Theater Sustainment Command (TSC) BSI to provide general support...prepare to operate in austere environment.
- ☐ Provide a logistics estimate and provide a concept of support to the DSC J3 with copies to the N-NC/J4 JLOC, 167thTSC SPO, JFLCC J4 and NC/J36 Support Division.
- ☐ Prepare initial LOGSTAT information and provide to N-NC/J4 JLOC, TSC SPO, JFLCC J4 and NC/J36 Support Division for inclusion in the update of running estimate.
- ☐ Identify DSC T10 J4 augment requirements.
- ☐ Participate in daily 167th TSC Logistics Coordination Board N-NC/J4 Logistic Synchronization DCO meeting and other sustainment community synchronization boards as required.
- ☐ Coordinate for initial sustainment requirements for Title-10 JRSOI as determined by Operational Commander.
- ☐ Coordinate with Services and NGB to capture costs and report as required.
- ☐ Coordinate, monitor and resolve any issues for all strategic airlift missions via the J47 and/or NDDOC. Work directly with NDDOC and/or 601st AMD to monitor execution of strategic airlift missions via their website.

I5.0 Medical

- ☐ Assist and develop the Health Service Support Estimate, Medical Concept of Support, and the Medical Common Operating Picture. Focus on medical areas that are time sensitive (i.e. tasks to be completed during JRSOI, tasks with a long lead time).
- ☐ Acquire the state and ESF-8 Health Service Support plan.

- ☐ Determine BSI's medical capabilities and concept of support.
- ☐ Submit Request for Forces for medical gaps.
- ☐ Coordinate for reach-back support and staff augmentation as required.
- ☐ Monitor USNORTHCOM Surgeon's health threat assessment, indications, and warnings.
- ☐ Provide initial Force Health Protection guidance and the Medical Rules of Engagement (ROE) to the Title 10 Deputy Commander and JSF-SE.
- ☐ Prepare the Medical SITREP and other required reports daily or as needed.
- ☐ Provide medical guidance through the orders process.
- ☐ Participate in required, meetings, teleconferences, boards, centers, and cells and monitor IM/KM systems to include (at a minimum): FEMA Teleconference, ESF#8 Teleconference, MOC Teleconference, NC MOC Chat Room.

I6.0 J6/Communications

- ☐ JSF-SE communications lead in coordination with the JSF-SE Team Lead determine how to ship the communications equipment, i.e. either by FEDEX overnight to the hotel or the State HQ/JTF location or as baggage on commercial/mil air.
- ☐ JSF-SE communications lead shall ensure all communications equipment has been packed and shipped.
- ☐ Upon arrival coordinate with the JSF-SE Team Lead/T10 DSC Deputy where the team will be located.
- ☐ Setup and maintain communications equipment as required.
- ☐ Contact and coordinate with the State J6 to find out what other assistance they may need, pass on all contact/travel info, and prepare for J6 staff integration.
- ☐ Contact NC/J6 and notify them the JTF is on site and up and operational, supply all reports as directed by the NC CTO and contact info.

I7.0 JA/Legal

- ☐ Deploy with JSF-SE to support the DSC.
- ☐ Integrate with State JA to establish battle rhythm and ensure DSC receives well coordinated and seamless legal advice on legal advice from the appropriate JA on all legal issues.
- ☐ Ensure daily JAG chats are incorporated into the JA battle rhythm and encourage State JA participation.
- ☐ Make contact with subordinate CDRs to whom T10 units will/may be sent. Ensure they understand the command and control structure and working relationship in a DSC environment.
- ☐ Review T10 orders.

I8.0 IM/KM

- ☐ Fully test the collaborative tool suite. Find the most common problems and make solutions to those problems readily available. If required, provide training or instructions for the setup, use, and solving common problems of the collaboration tools. Examine the information flow in to, within, and out of the task force. Find areas that can be improved upon and present your suggestions to the involved parties.
- ☐ Determine what collateral duties the IM/KM SME will need to fill: managing the knowledge wall, COP Manager, DDASS tracking, portal administrator, FFT administrator, KM Help Desk, Information Management Officer, and Information Exchange Broker.
- ☐ Disseminate to JSF-SE personnel and mission partners an initial IM/KM plan; including specific conference rooms, chat rooms, portals, COP, or other collaboration tools that will be used for the event (see format Annex R).

- ☐ Work with J3, Chief of Staff and all task force staff to develop the battle rhythm and list the expected important documents and reports. Determine the best method to share those documents and reports.
- ☐ If not already developed, build the base layer for the shared COP on NC SAGE. Ensure the COP uses HSWG and MILSTD 2525 icons.

I9.0 PA

- ☐ Alert / Assemble / Deploy within prescribed timeline.
- ☐ Integrate into DSC PA Organization.
- ☐ Communicate / Develop messaging specific to deployment area, event.
- ☐ Continue to monitor NICCL / N-NC PA Conference Call / Running Estimate.
- ☐ Provide initial N-NC PA situational awareness of DSC operations, initial assessment for potential T10 PA operations, submit information for update of Running Estimate.
- ☐ Identify T10 PA augments required, discuss overall DSC force structure required to support mission with DSC PAO.
- ☐ Review, implement N-NC PA Strategy, familiarize with State Specific PA Strategy.

I10.0 Team Lead

- ☐ Send an arrival report to USNORTHCOM.
- ☐ Keep the Title 10 Deputy Commander apprised of all team movements and decisions.
- ☐ Coordinate with Title 10 Deputy Commander for functional/positional assignments of the JSF-SE team.
- ☐ Execute administrative support on behalf of team members.
- ☐ Ensure that the JTF concept of operations is disseminated to the JSF-SE.

I11.0 Title 10 Deputy/Chief of Staff

- ☐ Communicate and Coordinate with:
 - ☐ DSC (JTF CDR) / T32 Deputy / Deployed CDRs
 - ☐ DCO / DCE
 - ☐ NORTHCOM
 - ☐ Interagency & Intergovernmental
 - ☐ Special Staff considerations (SJA, PA)
 - ☐ LNOs
 - ☐ RFI, RFA, RFF as required
 - ☐ JVB
 - ☐ Elected Officials
- ☐ Authorities declarations, EMAC agreements
 - ☐ Immediate Response Authority
 - ☐ Presidential Disaster Declaration State (Economy Act vs. Stafford)
 - ☐ DHS Secretary Declaration of Catastrophic Incident
 - ☐ EMAC agreements, implementation
 - ☐ Receive/anticipate Mission Assignments (MA) from DCO
- ☐ Public Affairs - updates messaging with press releases, and coordinates message with State Joint Information Center (JIC), Supporting States, and USNORTHCOM PA
- ☐ Determine/ Allocate Mission Sets
 - ☐ Plan for sustainment of T10 forces
 - ☐ Respond to State requests for assistance
 - ☐ Identify requirements against OPLAN for DSCA lines of operation
- ☐ Obtain/Maintain Situation Awareness (SA), monitor:

- ☐ Common Operating Picture (COP)
- ☐ Information passed from civilian, State, and Federal agencies
- ☐ Incident Awareness and Assessment (IAA) Coordination
- ☐ Open source reporting
- ☐ Maintain contact w/ LNOs at Incident Response Coordination Center (IRSCC)
- ☐ Full motion video
- ☐ Expand Force Protection(FP)/Force Health Protection(FHP) measures as necessary (MOPP level considerations)
- ☐ Establish/Review/Approve RUF
- ☐ JRSOI Operations
- ☐ Anticipated/planned T10 forces Health and Welfare Concerns:
 - ☐ Medical Treatment Facilities (MTF) locations and capabilities
 - ☐ Plan to surge medical capabilities
 - ☐ HAZMAT
 - ☐ Plan/Coordinate transportation, lodging, meals, and other support services

ANNEX J PHASE III JSF-SE SME CHECKLISTS

J1.0 J1

- ☐ Coordinate with State JTF, N-NC, and 167th TSC, and subordinate J1s assigned as required.
- ☐ Facilitate Joint Reception Center operations for both in- and out-processing personnel.
- ☐ Execute all pertinent J1 activities as outlined in Joint Publication 1-0 *Personnel Support to Joint Operations*.

J2.0 J2/IAA

- ☐ Create Mission Specific Collection Decks.
- ☐ Task and Track DSC IAA Forces.
 - Dynamic Re-tasking (as required)
- ☐ Conduct IAA Operations IAW DSC IAA Operational Plan.
 - Conduct daily IAA Assessments

J3.0 Operations

Operations of a JTF include both current and future operations. This section outlines the responsibilities of the subject matter experts for each of these areas.

J3.1 Air

- ☐ Are current air assets adequate to accomplish objectives?
- ☐ Have replacement units been identified or shortfalls forwarded to the JTF commander for resolution?
- ☐ Have completed COAs been developed?
- ☐ Have the air asset slides for the Commander's Update Brief (CUB) been completed?
- ☐ Has AFNORTH been contacted to initiate coordination with FAA?
- ☐ Monitor strategic airlift missions via 601st website.

J3.2 Land

- ☐ Have component and supporting commanders been tasked to analyze the situation and begin tentative planning to support proposed COAs?
- ☐ What is the extent of adjacent state participation and resolve?
- ☐ Has guidance been developed for components/JTFs?
- ☐ Have supported command execution planning instructions been developed?
- ☐ Has an execute order been received?
- ☐ Has the OPORD or campaign plan been adjusted for the superior commander's execute order before issuing the commander, joint task force (CJTF) execute order?
- ☐ Are plan objectives being met?
- ☐ Is a reassessment of objectives required?
- ☐ Do current conditions indicate the need for re-planning actions?
- ☐ Does the situation call for termination of operations?
- ☐ Does the situation call for redeployment planning?
- ☐ Can the JTF J3 continue to monitor and evaluate the crisis event and issue status reports to the superior commander as directed?

- ☐ Have the effects of potential CBRN hazards been evaluated and the appropriate technical operations components been notified?
- ☐ In coordination with the staff judge advocate, has the CJTF been advised of legal and moral obligations incurred from the long- and short-term effects (economic, environmental and health) of JTF operations on civilian populations?
- ☐ Has the JTF's critical information been identified?
- ☐ How is strategic communications addressed in planning the process and battle rhythm?
- ☐ What is the INFOCON level? What additional measures are in effect?
- ☐ What are the CCIR, are they posted and what is their status?
- ☐ Have key stakeholders been identified, and has a method been developed for their inclusion into J3 planning, operations and assessment?

Forces

- ☐ Has the JTF legal officer been consulted concerning applicable agreements or special requirements of the rules of force?
- ☐ Have the disposition and location of assigned and attached forces been reviewed, and, if needed, has an increased force posture and force readiness been directed within established authority? (Respond as necessary within existing rules of engagement [ROE] or rules for the use of force [RUF], requesting modification if necessary.)
- ☐ Are current force levels adequate to accomplish objectives?
- ☐ What is the deployment status of National Guard units?
- ☐ Have replacement units been identified or shortfalls forwarded to the superior commander for resolution?
- ☐ Can the shortfalls be resolved using organic resources, or do they require elevation to the superior commander?
- ☐ Are situations developing that require additional force and sustainment resources, or redirection of allocated force and sustainment resources?
- ☐ Have procedures to facilitate movement, provide security and control funds to subordinate units been identified?
- ☐ Identify the immediate response forces that are operating.

J3.3 Maritime

- ☐ Have additional Maritime capability requests been made to the NORAD USNORTHCOM FOC?
- ☐ Provide inputs to the J3 on current and future operations of Maritime forces.
- ☐ Have the maritime asset slides for the CUB been completed?
- ☐ Are maritime assets responding to the event displayed on the Common Operation Picture (COP)? (Update as needed.)
- ☐ Are all DCO meetings on maritime activities being monitored?
- ☐ Has the maritime force tracking information been updated and coordinated with LNOs?

Phone books:

N2C2 –

<https://operations.noradnorthcom.mil/sites/battlestaff/Lists/Command%20Center%20Directory/AllItems.aspx>

USFFC –

<https://operations.noradnorthcom.mil/sites/battlestaff/PhoneBooks/Phonebook%20Related%20Documents/N-NC%20Components%20and%20Subordinates/USFF%2020%20Oct%202009.htm>

J3.4 SAR

NC/J35 SAR Office:

- ☐ Monitor operations
- ☐ Maintain SA, support SAR Expert in the field

SAR SME:

- ☐ Act as DOD SAR expert for planning and execution of SAR mission as required.
- ☐ Act as the SAR expert advisor for the DSC commander if located at JTF.
- ☐ Keep JTF Air Planner up to date on SAR operations if not working out of the JTF.
- ☐ Continue conducting PR and friendly forces SAR as Civil SAR diminishes.

J3.5 GFM/JOPEs

- ☐ Track T10 movement within JOPEs.
- ☐ Review NC/J30 JOPEs Newsgroups for information and actions.
- ☐ Review JS SDOB for approved deployments.
- ☐ Track RRFs.
- ☐ Track EMAC, SAD, T32 and T10 force movements using available tools and contacts.
- ☐ Track burn rate of T10 forces assigned to a MA.
- ☐ Plan for redeployment of T10 forces.
- ☐ Identify additional T10 forces that a request for forces needs to be made.

J3.6 LNO

- ☐ Have government agencies and relief organizations been contacted to ensure maximum support of interagency operations?
- ☐ Have interagency priorities been coordinated with the JTF component staffs?
- ☐ Have specific plans, policies and programs been developed to further the relationship between the JTF and the civil agencies in the JOA?
- ☐ Has the CJTF been advised on the effect of civilian populations on JTF operations?
- ☐ Has coordination been established for the integration of civil inputs to the CJTF common operational picture?
- ☐ Are coordination procedures in place between Civilian Agencies and Public Affairs (PA)?
- ☐ Have coordination lines with other U.S. Government agencies, IOs and NGOs been established?

J3.7 Future Operations

- ☐ Participate in daily State ESF meetings and coordinate with the State EOC LNOs.
- ☐ Coordinate a reoccurring meeting between the DCO/E, Task Force LNOs, IC personnel, National Guard and State partners to assess, evaluate and task current and future mission assignments.
- ☐ Develop a capability and capacity matrix to track assigned and future mission assignment tracking.
- ☐ Develop and produce FRAGOs to the guiding OPORD that details the mission assignment tasking to each unit. If developing a combined NG (SAD and T32) and T10 FRAGO ensure that T10 tasking is deliberate, detailed and within the authorization of the mission assignment.
- ☐ Has coordination with the DCO/DCE been initiated on Mission Assignment (MA) tracking? Identify the required coordinating instructions for T10 units within the orders process, as well as any information that the DOC has requested be reported for cost tracking.
- ☐ Have the T10 JA and T10 Dep Commander review and authorize all T10 portions of the orders to be issued.

- ☐ Recommended Battle Rhythm for a DSCA focused FOC:
 - ☐ Review the MA taskings to date against the TF/Units assigned (12-96 hours).
 - ☐ Review the incoming forces to the JOA (TPFDD).
 - ☐ Synchronize the new MAs with the DCO/E team, TF LNOs, Current Ops and Future Ops.
 - ☐ Task MAs to TF/Units based on agreed decisions from synchronization meeting. Update DDASS to reflect (identify FP, medical and logistics needs required for each mission).
 - ☐ Evaluate what needs could not be met and what RFFs should be issued.

J4.0 J4/Logistics

- ☐ Support T10 Deputy and T32 J4 staff with solution sets to fulfill sustainment requirements to include, common user logistic (CUL) support requirements, distribution and mobility.
- ☐ Establish, coordinate and synchronize other than CUL support requirements, capabilities and sourcing solutions within JOA and with state and federal partners.
- ☐ Report LOGSTAT to 167th Theater Sustainment Command (TSC), NC/J4, and ARNORTH/G4 on mission critical items coordinated via DMC.
- ☐ Coordinate with the BSI for current and future requirements.
- ☐ Coordinate and facilitate necessary Title-10 contracting requirements through the 167th TSC and BSI.
- ☐ Participate in daily 167th TSC Logistics Coordination Board, N-NC/J4 Logistic Synchronization DCO meeting and other sustainment community boards as required.
- ☐ Coordinate with JSF-SE GFM, N-NC/J47 and/or NDDOC for ITV of personnel, units and equipment.
- ☐ In conjunction with 167th TSC, coordinate logistics support for JRSOI of T10 forces.
- ☐ ICW JTF J3, assist with redeployment planning of T10 forces; Initiate redeployment planning.
- ☐ ICW the Service and/or NGB, assist the JTF comptroller to capture costs and report as required.
- ☐ Gain connectivity as per Annex R.
- ☐ Gather and disseminate information from sources that the T32 personnel either can't or don't have access to.
- ☐ Coordinate with NC JLOC on gaps and seams in support (i.e. BSI, APOD, Port-Opening, etc.)
- ☐ ICW JTF J3, 167th TSC, and any BSI, submit requests for forces needed to perform/augment JRSOI/sustainment of the force.
- ☐ Monitor strategic airlift missions via 601st website.

J5.0 Medical

- ☐ Support T10 Deputy and T32 SG staff with solution sets to fulfill medical requirements.
- ☐ Synchronize, coordinate, and monitor the Health Service Support System. Develop mitigation strategies when problems or issues occur.
- ☐ Receive, staff, track and respond to medical related Mission Assignment (MA) and Requests for Information (RFI).
- ☐ Prepare the Medical SITREP and other required reports daily or as needed.
- ☐ Participate in required, meetings, teleconferences, boards, centers, and cells and monitor IM/KM systems to include (at a minimum): FEMA Teleconference, ESF#8 Teleconference, MOC Teleconference, NC MOC Chat Room.
- ☐ Monitor USNORTHCOM Surgeon's health threat assessment, indications, and warnings. Review all Serious Incident Reports (SIR) for medical issues.
- ☐ Provide medical guidance through the orders process.
- ☐ Coordinate with ESF #3 (Public Works), ESF #6 (Mass Care), ESF #8 (Medical), ESF #9 (Search & Rescue), ESF #10 (Oil & HAZMAT), ESF #11 (Agriculture), and ESF #13 (Public Safety) on medical-related issues.

J6.0 J6/Communications

- ☐ Integrate with the State JFHQ or JTF J6 and assist as required.
 - ☐ Assist with military and commercial communications infrastructure assessment and recovery efforts, as well as influence most appropriate solution (state, government, commercial).
 - ☐ Assess organic state government and National Guard communications capabilities and gaps.
 - ☐ Assess EMAC and Federal communications support and integration to date.
 - ☐ Determine any Title 10 communications requirements.
 - ☐ Check National Guard J6 integration with state emergency management ESF#2 team.
 - ☐ Check all operational communications requirements are met.
- ☐ Receive, staff, track and respond to comm related Mission Assignment (MA) and Requests for Information (RFI).
- ☐ Support the T10 Deputy and JSF-SE staff with solution sets to fulfill communications requirements and/or resolve communications issues.
- ☐ Closely coordinate with the IM/KM staff in the establishment of processes and resolution of any technical issues.

J7.0 JA/Legal

- ☐ Continue to work with State JA to provide legal advice to DSC.
- ☐ Keep N-NC/JA informed of ongoing events and legal issues being worked.
- ☐ Continue daily JAG Chat and share lessons learned through JAG channels with JSF-SE and DSC staff.

J8.0 IM/KM

- ☐ Monitor the information flow and data paths to the commander and their staff to ensure effectiveness. If practical, provide recommendations for faster information flow facilitate the staff processes as requested.
- ☐ Validate the shared COP and ensure FFTs are displaying properly.
- ☐ Perform collateral duties (as defined in Phase II).
- ☐ Maintain communication with the N-NC, NGB, and COCOM/component IEBs.
- ☐ Monitor and enforce compliance with the IM/KM plan.

J9.0 PA

- ☐ Support T10 Deputy and National Guard T32 PA staff in mission completion.
- ☐ Coordinate PA messaging through lead state and federal agencies, JIC, support DSC efforts to integrate messaging with local, state, tribal agencies.
- ☐ Identify T10 PA augments required, discuss overall DSC force structure required to support mission with DSC PAO.
- ☐ Upon DSC activation, coordinate all T10 PA operations in support of DSC within the Joint Operations Area for DSC Commander / T10 Deputy.
- ☐ Ensure N-NC PA situational awareness of DSC and T10 PA operations.
- ☐ Support the National Guard and State in contingency planning efforts.
- ☐ Develop and coordinate messaging for close-out and redeploy of T10 forces with DSC Commander, T10 Deputy, National Guard T32 PAO, local, state, and federal agencies, N-NC PAO.

J10.0 Team Lead

- ☐ Send administrative SITREPS back to NC/J36 leadership.

- ☐ Keep the T10 Deputy Commander appraised of all team movements and decisions.
- ☐ Coordinate with T10 Deputy Commander for functional/positional assignments of the JSF-SE team.
- ☐ Execute administrative support on behalf of team members.
- ☐ Assist the T10 Deputy in synchronizing the multiple battle rhythms' the DSC is required to support.

J11.0 Title 10 Deputy/Chief of Staff

- ☐ Communicate and Coordinate with:
 - ☐ DSC (JTF CDR) / T32 Deputy / Deployed CDRs
 - ☐ DCO / DCE
 - ☐ NORTHCOM
 - ☐ Interagency & Intergovernmental
 - ☐ Special Staff considerations (SJA, PA)
 - ☐ LNOs
 - ☐ RFI, RFA, RFF as required
 - ☐ JVB
 - ☐ Elected Officials
- ☐ Maintain Situation Awareness (SA), monitor:
 - ☐ Common Operating Picture (COP)
 - ☐ Information passed from civilian, State, and Federal agencies
 - ☐ Incident Awareness and Assessment (IAA) Coordination
 - ☐ Open source reporting
 - ☐ Maintain contact w/ LNOs at Incident Response Coordination Center (IRSCC)
 - ☐ Full motion video
- ☐ Support activities to civil authorities
- ☐ End State visualization and Redeployment Planning
- ☐ Public Affairs
- ☐ JRSOI
- ☐ Adjust security posture as needed
- ☐ On order execute phase 3 missions
- ☐ Receive/anticipate Mission Assignments (MA) from DCO
- ☐ Capture key expenses and resources used
- ☐ Maintain logistics for Personal Protective Equipment (PPE) and other critical supplies
- ☐ Review and update Lessons Learned
- ☐ Track and ensure the T10 inputs are included in the daily CUB, CSAM and other State products.

ANNEX K PHASE IV JSF-SE SME CHECKLISTS

K1.0J1

- ☐ Maintain daily accountability and casualty tracking through redeployment day-to-day through redeployment of T10 forces.

K2.0J2/IAA

- ☐ Develop an exit strategy (Identify Triggers).
- ☐ Conduct operational assessment for continued employment of IAA.

K3.0 Operations

Operations of a JTF include both current and future operations. This section outlines the responsibilities of the subject matter experts for each of these areas.

K3.1 Air

- ☐ Assess Title 10 air asset utilization.
- ☐ If T32 air assets are able to satisfy all requirements, recommend redeployment of Title 10 assets.
- ☐ Title 10 assets may be redeployed in phases, coordinate with JTF commander.

K3.2 Land

- ☐ Does the situation call for termination of operations?
- ☐ Has an execute order been received for the redeployment of Title 10 forces??
- ☐ Has the OPORD or campaign plan been adjusted for the superior commander's execute order before issuing the commander, joint task force (CJTF) execute order?
- ☐ Have planned objectives being met?
- ☐ Is a reassessment of objectives required?
- ☐ How is strategic communications addressed during redeployment of Title 10 Forces?
- ☐ Is there a requirement for a phased withdrawal of Title 10 forces?
- ☐ Are current force levels adequate to accomplish objectives?
- ☐ What is the deployment status of National Guard units?

K3.3 Maritime

- ☐ Does the situation call for termination of maritime operations?
- ☐ Have planned objectives being met?
- ☐ Coordinate with USFFC and MCE the transition of maritime assets out of the JOA.

K3.4 SAR/Interagency

NC/J35 SAR Office:

- ☐ Monitor redeployment plans of T10 SAR forces and SAR experts.

SAR SME:

- ☐ Facilitate redeployment triggers and scale down of SAR forces when appropriate.

K3.5 GFM/JOPEs

- ☐ Track T10 movement within JOPEs or through J30 products.
- ☐ Review NC/J30 JOPEs Newsgroups for information and actions.
- ☐ Review JS SDOB for approved deployments.
- ☐ Track RRFs.
- ☐ Track EMAC, SAD, T32 and T10 force movements using available tools and contacts.
- ☐ Track burn rate of T10 forces assigned to a MA using DDASS.
- ☐ Plan for redeployment of T10 forces.

K3.6 LNO

- ☐ Have emergency management organizations been notified of the transition plans for Title 10 forces?
- ☐ Have emergency management organizations been provided the tools and methods to transition from Title 10 support?

K3.7 Future Operations

- ☐ Develop/issue FRAGO for transition from task execution to redeployment.
- ☐ Have all support annexes been incorporated in the operation plan (OPLAN), operation order (OPORD), or All Hazard plan?
- ☐ Has the time-phased force and deployment data (TPFDD) been validated by the supported combatant commander and sent to US Transportation Command (USTRANSCOM) for redeployment?
- ☐ Assist the USNORTHCOM J35 in FRAGO development for redeployment
- ☐ Have completed COAs, including validated forces and sustainment, been developed?
- ☐ Have current plans been evaluated?
- ☐ Is unit redeployment status being reported after departure?

K4.0 J4/Logistics

- ☐ Work with GFM/JOPEs and NDDOC to determine the transportation feasibility of the redeployment plan for T10 forces.
- ☐ Work with J47/NDDOC to coordinate transportation of JSF-SE equipment back to home station.
- ☐ ICW JTF and/or BSI Contracting personnel (if available), initiate closing of any contracts and other account support.
- ☐ ICW the JTF J4 personnel, clear any remaining logistics issues to include equipment turn-in and hand receipts, captured costs, and close accounts.
- ☐ Develop redeployment sustainment plan as required.
- ☐ Prepare for the transfer of sustainment support back to civil authorities.
- ☐ Reduce logistics footprint, draw down stock levels and plan/prepare for redeployment.
- ☐ Conduct reconciliation of purchased items with other funds; prepare for turn in.

K5.0 Medical

- ☐ Develop the medical annex to the T10 redeployment medical plan.
- ☐ Assist in coordinating the transfer of medical support back to civil authorities or National Guard forces.
- ☐ Reduce the medical footprint by scaling down medical capabilities and plan/prepare for redeployment.
- ☐ Collect AAR information.
- ☐ Participate in required, meetings, teleconferences, boards, centers, and cells and monitor IM/KM systems to include (at a minimum): FEMA Teleconference, ESF#8 Teleconference, MOC Teleconference, NC MOC Chat Room.

K6.0 J6/Communications

- ☐ JSF-SE communications lead will maintain contact with the State J6 and ensure the States communications requirements have been met and that the States communications capabilities are at a desired state and no longer require T10 assistance.
- ☐ Determine end state conditions in coordination with State J6, DSC led JTF and DCO.
- ☐ Develop close out and redeployment plan in coordination with State J6, DSC led JTF and DCO.
- ☐ Ensure that all T10 communications assets have closed out with the DSC, and DCO before departing JOA.
- ☐ JSF-SE communications personnel will ensure all final communications reports as directed by the NC CTO are sent in the proper format to NC TNCC and JFLCC as required.
- ☐ Delete/release JSF-SE staff accounts on NGB networks.
- ☐ Begin coordination for JSF-SE communications equipment redeployment.

K7.0 JA/Legal

- ☐ Continue to work with State JA to provide legal advice to DSC.

K8.0 IM/KM

- ☐ Work with records manager to develop and promulgate plans for archiving the portal and all other information created during the operation.
- ☐ Develop a transition plan to return all IM/KM/COP functions over to T32 forces in the JOA.
- ☐ Prepare for the re-deployment of all IM/KM equipment and personnel.

K9.0 PA

- ☐ Implement PA messaging for redeploy of T10 forces.
- ☐ Close-out and transfer T10 PA functions, media response to National Guard T32 PAO and N-NC PAO.
- ☐ Collect information for AAR preparation.

K10.0 Team Lead

- ☐ Send administrative SITREPS back to NC/J36 leadership.
- ☐ Keep the Title 10 Deputy Commander apprised of all team movements and decisions.
- ☐ Coordinate with Title 10 Deputy Commander for decisions on reduction to the JSF-SE footprint.
- ☐ Execute administrative support on behalf of team members.

K11.0 Title 10 Deputy/Chief of Staff

- ☐ Communicate and Coordinate with:
- ☐ JTF CDR / T32 Deputy / Deployed CDRs
- ☐ NORTHCOM
- ☐ DCO / DCE
- ☐ Interagency & Intergovernmental
- ☐ Special Staff considerations (SJA, PA)
- ☐ LNOs
- ☐ JVB
- ☐ Elected Officials Interactions
- ☐ Principal and Special Staff, anticipate Congressional and GAO inquiries
- ☐ Facility improvements
- ☐ Redeploy forces upon completion of MAs
- ☐ Public Affairs
- ☐ Transition support activities to civil authorities
- ☐ Reverse JRSOI
- ☐ Resolve financial transactions and challenges
- ☐ Personnel Issues (Pay, LOD, family, ESGR)
- ☐ Awards and Recognition (i.e. personnel and employers)
- ☐ Preserve and safeguard key documents
- ☐ After action reviews and reports completed (internal and external)
- ☐ Restock Personal Protective Equipment (PPE) and other critical supplies
- ☐ Update plans based on best practices, issue solutions, and lessons learned

ANNEX L PHASE V JSF-SE SME CHECKLISTS

The following tasks should be completed by all JSF-SE members during this phase:

- ☐ Redeploy.
- ☐ Capture and validate observations.

L1.0 J1

- ☐ Complete closure personnel accountability.
- ☐ Resolve remaining open action items.

L2.0 J2/IAA Operations

- ☐ Submit lessons learned and data collection to DSC and NC/J36 DOMOPS

L3.0 Operations

Operations of a JTF include both current and future operations. This section outlines the responsibilities of the subject matter experts for each of these areas.

L3.1 Air

- ☐ Redeploy any remaining T10 air assets through the JRSOI process.
- ☐ Gather after action comments from departing units and distribute to appropriate JTF POC.

L3.2 Land

- ☐ What is the recommended redeployment flow of the JSF-SE?
- ☐ Monitor execution of redeployment of Title 10 forces.

L3.3 Maritime

- ☐ Continue to monitor the event for potential resurgence of T10 Maritime needs.

L3.4 SAR

NC/J35 SAR Office:

- ☐ Capture lessons learned and validate observations.
- ☐ Monitor Redeployment.

L3.5 GFM/JOPES

- ☐ Track T10 movement within JOPES.
- ☐ Review NC/J30 JOPES Newsgroups for information and actions.
- ☐ Track EMAC, SAD, T32 and T10 force movements using available tools and actions.
- ☐ Track burn rate of T10 forces assigned to a MA.

- ☐ Plan/execute redeployment of T10 forces.

L3.6 LNO

- ☐ Transition back to parent organization and maintain communication with State National Guard JFHQ.

L3.7 Future Operations

- ☐ Collate and send lessons to the JTF commander.

L4.0 J4/Logistics

- ☐ Logistics operations transferred to civilian authorities or follow-on military forces.
- ☐ Help arrange transportation of JSF-SE personnel if needed.
- ☐ Units continue to utilize reach back logistics capability for resupply.
- ☐ Monitors BSI recovery support.
- ☐ Capture and report all costs.

L5.0 Medical

- ☐ Medical operations transferred to civilian authorities or follow-on military forces. Ensure adequate transfer of logistical support, evacuation information, and personnel support prior to transfer of responsibility to civilian Medical Treatment Facility and redeployment. Provide wounded/illness trend patterns as part of the hand-off.
- ☐ Supervise medical support provided to redeploying forces.
- ☐ Plan and conduct post-deployment health evaluations and reassessments.

L6.0 J6 Communications

- ☐ Notify State J6, DSC, DCO and N-NC/J6 TNCC/JFLCC of redeployment timeline.
- ☐ Upon approval of State J6, DSC and DCO implement and complete close out and redeployment plan.
- ☐ JSF-SE communications personnel will ensure all final communications reports as directed by the NC CTO are sent in the proper format to N-NC/J6 TNCC and JFLCC as required.
- ☐ Redeploy equipment

L7.0 JA/Legal

- ☐ Continue to work with State JA to provide legal advice to DSC.

L8.0 IM/KM

- ☐ Follow the previously established timeline for archiving all data, disestablishing rooms and portals, and track completion until all unnecessary rooms and portals are deleted.
- ☐ Delete “HOST” permissions of JSF-SE members assigned during Phase I in the DSCJSFSE DCO Adobe Connect conference room.

L9.0 PA

- ☐ Ensure National Guard T32 PAO, N-NC PAO have responsibility for on-going public communication upon deactivation of DSC and re-deployment of JSF-SE.

L10.0 Team Lead

- ☐ Send a closure report to USNORTHCOM; Include the N-NC Command Center Land Desk at nnc.cmdctrland.omb@northcom.mil, IAW Annex C, para C.4.0.
- ☐ Validate that all Team members and equipment are accounted for prior to movement and subsequently after closure.

L11.0 Title 10 Deputy/Chief of Staff

- ☐ Communicate and Coordinate with:
- ☐ DSC (JTF CDR) / T32 Deputy / Deployed CDRs
- ☐ NORTHCOM
- ☐ DCO / DCE
- ☐ Interagency & Intergovernmental
- ☐ Special Staff considerations (SJA, PA)
- ☐ LNOs
- ☐ JVB
- ☐ Elected Officials Interactions
- ☐ Principal and Special Staff, anticipate Congressional and GAO inquiries
- ☐ Facility improvements
- ☐ Redeploy forces
- ☐ Transfer C2 of remaining T10 forces (JFLCC, DCO, etc)
- ☐ Public Affairs
- ☐ Transition support activities to civil authorities
- ☐ Reverse JRSOI
- ☐ Resolve financial transactions and challenges
- ☐ Personnel Issues (Pay, LOD, family, ESGR)
- ☐ Awards and Recognition (i.e. personnel and employers)
- ☐ Preserve and safeguard key documents
- ☐ After action reviews and reports completed (internal and external)
- ☐ Restock Personal Protective Equipment (PPE) and other critical supplies
- ☐ Update plans based on best practices, issue solutions, and lessons learned.

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ANNEX M LEGAL GUIDANCE FOR JSF-SE SUPPORT TO TITLE 10 DEPUTIES AND DSC

This annex provides a list of legal guidance to assist Joint Support Force Staff Element (JSF-SE) personnel in the planning and conduct of Defense Support of Civilian Authorities (DSCA) operations for Title 10 forces. This list is not all inclusive, and staff members must always consult with the JSF-SE legal advisor on planning and operations.

KEY REFERENCES:

18 U.S.C. § 1385 - The Posse Comitatus Act (PCA);

http://www.law.cornell.edu/uscode/18/usc_sec_18_00001385----000-.html

10 U.S.C. § 371-381 - Permissible Military Support to Civilian Law Enforcement;

http://www.law.cornell.edu/uscode/usc_sup_01_10_10_A_20_I_30_18.html

DODD 3025.12 - Military Assistance for Civil Disturbances (February 4, 1994);

<http://www.dtic.mil/whs/directives/corres/pdf/302512p.pdf>

DODD 5240.1 - DOD Intelligence Activities (August 27, 2007);

<http://www.dtic.mil/whs/directives/corres/pdf/524001p.pdf>

DODD 5200.27 - Acquisition of Information Concerning Persons and Organizations not Affiliated with the Department of Defense (January 7, 1980); <http://www.dtic.mil/whs/directives/corres/pdf/520027p.pdf>

SECNAVINST 5820.7C - Cooperation with Civilian Law Enforcement Officials (26 January 2006);

<http://hqinet001.hqmc.usmc.mil/pp&o/PS/psl/corrections/References/5820.7C.pdf>

DOD 5240.1-R - Procedures Governing the Activities of DOD Intelligence Components that Affect U.S. Persons (December 1, 1982) <http://www.au.af.mil/au/awc/awcgate/dod/d52401p.htm> (Unofficial Source)

18 U.S.C. § 231 - Civil Disorders; http://www.law.cornell.edu/uscode/10/usc_sec_10_00002667----000-.html

31 U.S.C. § 1535 - Agency Agreements ("Economy Act");

http://www.law.cornell.edu/uscode/usc_sec_31_00001535----000-.html

DODD 5525.5 - DOD Cooperation with Civilian Law Enforcement Officials (January 15, 1986);

<http://www.dtic.mil/whs/directives/corres/pdf/552505p.pdf>

NGR 500-1/ANGI 10-8101 - Military Support to Civil Authorities (13 June 2008);

http://74.125.47.132/search?q=cache:ZmrVBMnRA9cJ:www.ngbpdc.ngb.army.mil/pubs/10/ANGI10_8101.pdf+%E2%80%A2+NGR+500-1&cd=1&hl=en&ct=clnk&gl=us

CJCSI 3121.01B, Standing Rules of Engagement/Standing Rules For the Use of Force for US Forces (S), 13 JUN 2005

CJCSI 3110.07C, Guidance Concerning Chemical, Biological, Radiological, and Nuclear Defense and Employment of RIOT Control Agents and Herbicides (S), 22 NOV 06

ASD Memo - Implementation Guidance Regarding the Office of the Assistant Secretary of Defense for Homeland Defense, 25 MAR 03; superseded by DODD 5111.13 (January 16, 2009) available at <http://www.dtic.mil/whs/directives/corres/pdf/511113p.pdf>

Joint Pub 3-28 - Civil Support (14 September 2007);
http://www.dtic.mil/doctrine/jel/new_pubs/jp3_28.pdf

Army Regulation 700-131 - Loan and Lease of Army Materiel (23 AUG 04);
http://www.apd.army.mil/pdffiles/r700_131.pdf

National Guard Regulation 500-1/ANGI 10-8101 - National Guard Domestic Operations (13 JUN 08);
http://www.ngbpdn.ngb.army.mil/pubs/10/ANGI10_8101.pdf

FM 3-07 - Stability Operations and Support Operations (6 OCT 08);
<http://usacac.army.mil/cac2/repository/FM307/FM3-07.pdf>

FM 3-19.15 - Civil Disturbances (18 APR 2005) ;
<https://rdl.train.army.mil/soldierPortal/afia/adlsc/view/public/12370-1/FM/3-19.15/CONTENTS.HTM;jsessionid=gffLJ7NfyJ4Gyp8rpGHcgR1RQ2jcTFnpsV42z8rSD4KVYxrtMyl1!99557122>

10 U.S.C. § 2012 - Support and Services for Eligible Organizations and Activities Outside the Department of Defense; <http://codes.lp.findlaw.com/uscode/10/A/III/101/2012>

10 U.S.C. § 2554 - Provision of Support for Certain Sporting Events;
http://www.law.cornell.edu/uscode/usc_sec_10_00002554----000-.html

PDD 62 - Protection Against Unconventional Threats to the Homeland and Americans Overseas; Fact sheet available at <http://www.fas.org/irp/offdocs/pdd-62.htm>

DODD 1100.20 - Support and Services for Eligible Organizations and Activities Outside the Department of Defense (April 12, 2004); <http://www.dtic.mil/whs/directives/corres/pdf/110020p.pdf>

DODD 2000.15 - Support to Special Events (November 21, 1994);
<http://www.dtic.mil/whs/directives/corres/pdf/200015p.pdf>

PDD 62 - Protection Against Unconventional Threats to the Homeland and Americans Overseas (22 May 1998); <http://www.fas.org/irp/offdocs/pdd-62.htm>

HSPD 7 - Critical Infrastructure Identification, Prioritization, and Protection (December 17, 2003);
<http://www.fas.org/irp/offdocs/nspd/hspd-7.html>

DODD 1100.20 - Support and Services for Eligible Organizations and Activities Outside the Department of Defense (April 12, 2004); <http://www.dtic.mil/whs/directives/corres/pdf/110020p.pdf>

DODD 3025.13 - Employment of Department of Defense Resources in Support of the United States Secret Service (September 13, 1985); <http://www.dtic.mil/whs/directives/corres/pdf/302513p.pdf>

NGR 500-1/ANGI 10-8101, National Guard Domestic Operations (13 June 2008);
http://www.ngbpdn.ngb.army.mil/pubs/10/ANGI10_8101.pdf

DODD 5240.1 - DOD Intelligence Activities, 27 August 2007;
<http://www.dtic.mil/whs/directives/corres/pdf/524001p.pdf>

DOD 5240.1-R - Procedures Governing the Activities of DOD Intelligence Components That Affect U.S. Persons, Dec 82; <http://www.defenselink.mil/atsdio/documents/5240.html>

AR 190-14, Carrying of Firearms and the Use of Force for Law Enforcement and Security Duties (12 Apr. 1993); http://www.army.mil/usapa/epubs/pdf/r190_14.pdf

DODD 3025.18 Defense Support of Civil Authorities (DSCA), December 29, 2010
<http://www.dtic.mil/whs/directives/corres/pdf/302518p.pdf>

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ANNEX N JSF-SE TOOLKIT

This annex provides a recommended tool kit for use by Joint Support Force Staff Element (JSF-SE) personnel.

NC/J36 has developed and maintained a set of documents and presentations from previous responses and events that are designed to enable a JSF-SE to deploy with a doctrinally based set of tools to offer to a new or existing JTF. While each DSC will have their own personal preferences and desires for their products, the JSF-SE can provide these items as example of things that have worked in the past.

Due to the fluid nature and constant updates from lessons gained in continuing exercises, this Toolkit has been posted in digital format on the NC/J36 DSC Home portal. The link to this Toolkit is provided here: <https://operations.noradnorthcom.mil/sites/NCJ3DOMOPS/J3DOMOPS%20CDSC/Shared%20Documents/Forms/AllItems.aspx?RootFolder=%2fsites%2fNCJ3DOMOPS%2fJ3DOMOPS%20CDSC%2fShared%20Documents%2fJSF%2dSE%20Toolkit&View=%7b39AD93F4%2dCAFE%2d4E31%2d85EA%2d6C92FE4FF696%7d>

Please make recommendations on additional information required or changes needed to the NC/J36 OMB: NC.CDSCT10.OMB@northcom.mil

If you need access to this portal and cannot gain access through the USNORTHCOM portal system please contact the NC/J36 Support Division at: usnorthcom.j36.supt.omb@northcom.mil, (719-556-8020)

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ANNEX O USEFUL INTERNET LINKS

This annex provides a list of useful internet links for use by Joint Support Force Staff Element (JSF-SE) personnel. This list includes both public and private (media) links that will aid in gaining and maintaining situational awareness during response to disasters.

NC/J36 DSC page

<https://operations.noradnorthcom.mil/sites/NCJ3DOMOPS/J3DOMOPS%20CDSC/default.aspx>

T10 Deputies DCO Meeting Room

<https://connect.dco.dod.mil/cdsc>

601 AOC ISR IAA

https://operations.noradnorthcom.mil/sites/afnorth/601AOC/601_ISR/ISROPERATIONS/default.aspx

AFNORTH 601st AOC/601st AMD Airlift Missions Website

<https://operations.noradnorthcom.mil/sites/afnorth/601AOC/601AMD/default.aspx>.

AKO

<http://www.us.army.mil>

Army Publications and Forms:

<http://www.army.mil/usapa/index.html>

CBS Disaster News

<http://www.cbsnews.com/digitaldan/disaster/disasters.shtml>

The Disaster Center

<http://www.disastercenter.com/index.html>

DCO POC information

<https://operations.noradnorthcom.mil/sites/communities/DP/Documents%20Library/DCO%20and%20RD%20POC%201%20May%2011.pptx>

DHS Daily Open Source Infrastructure Report

http://www.dhs.gov/files/programs/editorial_0542.shtm

DSCA Handbook – Tactical Level Commander and Staff

<http://publicintelligence.net/dod-defense-support-to-civil-authorities-handbook/>

EMAC Site

<http://www.emacweb.org/>

FEMA Emergency Management Institute:

<http://emilms.fema.gov>

FEMA Lessons Learned Information Sharing

<https://www.llis.dhs.gov/index.do>

GKO:

<https://gko.ngb.army.mil/Login/welcome.aspx>

HSIN

<https://government.hsin.gov/default.aspx>

IAA Tools

<https://operations.noradnorthcom.mil/sites/NNCJ2/NNCJ23/NNCJ23M/default.aspx>

Joint Forces Staff College:

<http://www.jfsc.ndu.edu/>

Joint Qualification Self-Nomination Website:

https://www.dmdc.osd.mil/jqs_web_display.login

JKO/JFCOM Common JTF HQ, SOPs v1.5

<https://jdeis.js.mil/jdeis/jel/cjtfso/index.htm>

JSTC:

<https://lms.noradnorthcom.mil/sumtotal/data/jstc/index.htm>

National Defense University:

<http://www.ndu.edu/>

National Response Framework Site

<http://www.fema.gov/emergency/nrf/mainindex.htm>

Naval Post-Graduate School:

<http://www.nps.edu/>

NEPLO Intranet

<http://dsca.info/neplo/>

NIMS Site

<http://www.fema.gov/emergency/nims/>

NGB General Officer Biographies

<http://www.ng.mil/ngbgomo/library/default.aspx>

NGB J2 JIT IAA

<http://www.intelink.gov/sites/ngb-j2/JIT/default.aspx>

NOAA

<http://www.nhc.noaa.gov/>

RASOR-EM

<http://www.rasorem.org/LoginPage.aspx?ReturnUrl=%2fProtected%2fDefault.aspx> or
<http://rasor.ctc.com/> or <http://rasor.jsrts.org>

The Federalist Papers

<http://www.foundingfathers.info/federalistpapers/fedi.htm>

USACE

<http://www.nwd-mr.usace.army.mil/rcc/>

USACE Mississippi River Valley

<http://www.mvd.usace.army.mil/>

USGS Emergency Management

<http://www.usgs.gov/emergency/>

USNORTHCOM:

<https://operations.noradnorthcom.mil>

USNORTHCOM DSC Dashboard – List of T10 Deputies

https://operations.noradnorthcom.mil/sites/NCJ3DOMOPS/J3DOMOPS%20CDSC/WebPage/DSC_Buttonboard.aspx

USNORTHCOM JSF-SE Tool Kit

[https://operations.noradnorthcom.mil/sites/NCJ3DOMOPS/J3DOMOPS%20CDSC/Shared%20Documents/Forms/AllItems.aspx?RootFolder=%2fsites%2fNCJ3DOMOPS%2fJ3DOMOPS%20CDSC%2fShared%20Documents%2fJSF%2dSE%20Toolkit&View=%7b39AD93F4%2dCAFE%2d4E31%2d85EA%2d6C92FE4FF696%](https://operations.noradnorthcom.mil/sites/NCJ3DOMOPS/J3DOMOPS%20CDSC/Shared%20Documents/Forms/AllItems.aspx?RootFolder=%2fsites%2fNCJ3DOMOPS%2fJ3DOMOPS%20CDSC%2fShared%20Documents%2fJSF%2dSE%20Toolkit&View=%7b39AD93F4%2dCAFE%2d4E31%2d85EA%2d6C92FE4FF696%2d)

USNORTHCOM J553 DSCA portal

<https://operations.noradnorthcom.mil/sites/nncj5/NCJ55/NCJ553/DSCA/default.aspx>

USNORTHCOM J723 National Guard JTF-JHQ Training Branch

<https://operations.noradnorthcom.mil/sites/nncj7/nncj72/NGTraining/default.aspx>

USNORTHCOM State Information Exchange Community

<https://operations.noradnorthcom.mil/sites/communities/DP/default.aspx>

USAF MEFPK Tool

<https://www.my.af.mil/gcss-af/USAF/ep/browse.do?programId=t6925EC2E64F80FB5E044080020E329A9&parentCategoryId=-2018632>

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ANNEX P GLOSSARY OF TERMS

This annex provides a glossary for terms used within the USNORTHCOM *Dual-Status Commander (DSC) Title 10 Standard Operating Procedures (SOP)*.

Administrative Control (ADCON) - Direction or exercise of authority over subordinate or other organizations in respect to administration and support, including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations.

Civil Support (CS) – Department of Defense support to US civil authorities for domestic emergencies, and for designated law enforcement and other activities.

Direct Support (DS) – A mission requiring a force to support another specific force and authorizing it to answer directly to the supported force's request for assistance.

DOD DSCA Automated Support System (DDASS) – The web based interface system that allows the validation tracking and completion tracking of a FEMA assigned mission assignment.

Dual Status Commanders (DSC) - Title 32 U.S. Code, § 325, as amended by the FY04 National Defense Authorization Act, allows a National Guard Officer to serve in both a federal and state status while serving on Active Duty in command of a National Guard unit if the President authorizes such service in both duty statuses and the Governor, or the Commanding General of the District of Columbia National Guard, as the case may be, consents to such service in both duty statuses. (National Guard Domestic Operations Manual, May, 2008)

Defense Support of Civil Authorities (DSCA) – Support provided by US Federal military forces, Department of Defense civilians, Department of Defense contract personnel, Department of Defense component assets, and National Guard forces (when the Secretary of Defense, in coordination with the governors of the affected states, elects and requests to use those forces in Title 32, United States Code, status) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events. (JP 1-02, DOD Dictionary, 8 November 2010 (As Amended Through 15 May 2011))

Domestic Emergencies - Emergencies affecting the public welfare and occurring within the 50 states, District of Columbia, Commonwealth of Puerto Rico, US possessions and territories, or any political subdivision thereof, as a result of enemy attack, insurrection, civil disturbance, earthquake, fire, flood, or other public disasters or equivalent emergencies that endanger life and property or disrupt the usual process of government. Domestic emergencies include civil defense emergencies, civil disturbances, major disasters, and natural disasters. (JP 1-02, DOD Dictionary, 8 November 2010 (As Amended Through 15 May 2011))

Federalism - Federalism is defined as a system of government in which sovereignty (and hence powers) are divided between a central authority and constituent political units. America's Constitutional foundations of federalism and limited government place significant trust and responsibility in the capabilities of State and Local governments to help protect the American people. Local, State, and Tribal governments, which best understand their communities and the unique requirements of their citizens, provide our first response to incidents through law enforcement, fire, public health, and emergency

medical services. They will always play a prominent, frontline role in helping to prevent terrorist attacks as well as in preparing for and responding to a range of natural and man-made emergencies. (National Strategy for Homeland Security, 2007)

Homeland Defense (HD) - HD is the protection of United States sovereignty, territory, domestic population, and critical defense infrastructure against external threats and aggression or other threats as directed by the President. (JP 1-02, DOD Dictionary, 8 November 2010 (As Amended Through 15 May 2011))

Homeland Security (HS) – HS is a concerted national effort to ensure a homeland that is safe, secure, and resilient against terrorism and other hazards where American interests, aspirations, and way of life can thrive.

Incident Command System (ICS) - The ICS is a widely applicable management system designed to enable effective, efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. (National Incident Management System, Dec, 2008)

Joint Operations Area (JOA) - An area of land, sea, and airspace, defined by a geographic combatant commander or subordinate unified commander, in which a joint force commander (normally a joint task force commander) conducts military operations to accomplish a specific mission. (JP 3-0)

Joint Reception, Staging, Onward Movement, and Integrations (JRSOI) - A phase of joint force projection occurring in the operational area. This phase comprises the essential processes required to transition arriving personnel, equipment, and materiel into forces capable of meeting operational requirements.

Joint Support Force Staff Element (JSF-SE) - The JSF-SE is a scalable and tailorable Title 10 staff element that works directly for the DSC and supports the Federal military response. The DSC has the latitude to organize the JTF staff as required, to include integration of the JSF-SE to achieve unity of effort and purpose. The baseline JSF-SE consists of 16 personnel (plus a Title 10 Deputy) with the capability to provide Title 10 intelligence, operations and planning, logistics and personnel, communications, medical planner, public affairs, Information Management and Knowledge Management (IM/KM), and legal support to the Title 10 Deputy and DSC. The first five JSF-SEs will be sourced primarily from within USNORTHCOM organizations (including Subordinate Commands). The DSC, in coordination with the T10 Deputy Commander, will determine the appropriate size and composition of the JSF-SE required to support specific incidents. (USNORTHCOM DSC CONOPS)

Mission Assignment (MA) - The vehicle used by the Department of Homeland Security/Emergency Preparedness and Response/Federal Emergency Management Agency to support federal operations in a Stafford Act major disaster or emergency declaration that orders immediate, short-term emergency response assistance when an applicable state or local government is overwhelmed by the event and lacks the capability to perform, or contract for, the necessary work.

National Incident Management System (NIMS) - The NIMS provides a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment. NIMS works hand in hand with the National Response Framework (NRF). NIMS provides the template for the management of incidents, while the NRF provides the structure and mechanisms for national level policy for incident management. (National Incident Management System, Dec, 2008)

National Response Framework (NRF) – The National Response Framework (NRF) [or Framework] is a guide to how the Nation conducts all-hazards response. It is built upon scalable, flexible, and adaptable coordinating structures to align key roles and responsibilities across the Nation. It describes specific authorities and best practices for managing incidents that range from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters. The NRF provides the coordinating framework for support provided under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (PL 93-288) (Title 42 United States Code Section 5121, et. Seq.). (National Response Framework, Jan, 2008)

Operation - 1. A military action or the carrying out of a strategic, operational, tactical, service, training, or administrative military mission. 2. The process of carrying on combat, including movement, supply, attack, defense, and maneuvers needed to gain the objectives of any battle or campaign. (Joint Pub 3-0)

Operational Control (OPCON) - Command authority that may be exercised by commanders at any echelon at or below the level of combatant command. Operational control is inherent in combatant command (command authority) and may be delegated within the command. Operational control is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. Operational control should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions; it does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. (JP 1-02, DOD Dictionary, 8 November 2010 (As Amended Through 15 May 2011))

Operational Environment - DOD defines the operational environment as “A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander.” In the context of this course, the domestic operational environment is that which is contained within the 54 United States, Territories, Commonwealths, possessions, and District of Columbia, and governed by the US Constitution. (JP 1-02, DOD Dictionary, 8 November 2010 (As Amended Through 15 May 2011))

Push Team – A team of individuals within the NC/J36 Support Division, supported by the NC/J36 Operations Division, that assists in the deployment process of a JSF-SE. These duties may include transportation arrangement, DTS group orders setup, lodging arrangement, etc.

Standard Operating Procedure (SOP) - A set of instructions covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness. The procedure is applicable unless ordered otherwise. (JP 3-31)

State Active Duty (SAD) – Those State National Guard forces activated to full-time duty by the Governor of a State.

Tactical Control (TACON) - Command authority over assigned or attached forces or commands, or military capability or forces made available for tasking, that is limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish missions or tasks assigned. Tactical control is inherent in operational control. Tactical control may be delegated to, and exercised at any level at or below the level of combatant command. Tactical control provides sufficient

authority for controlling and directing the application of force or tactical use of combat support assets within the assigned mission or task. . (JP 1-02, DOD Dictionary, 8 November 2010 (As Amended Through 15 May 2011))

Title 10 (T10) Forces – Those forces that are full-time duty and under the direction of the U.S. Army, U.S. Navy and Marine Corp, U.S. Air Force, and Reserve Components as outlined in U.S. Code Title 10.

Title 32 (T32) Forces – Those National Guard forces that are activated to Federal duty by the President of the United States under U.S. Code Title 32.

ANNEX Q ACRONYMS

This annex provides a list of abbreviations used within the *Title 10 Support to Dual Status Commander (DSC) led Joint Task Force (JTF) Standard Operating Procedures*.

A

AAR	After Action Review
ACCE	Air Command and Control Element
ACG	Air Coordination Group
ADCON	Administrative Control
AFNORTH	U.S. Air Forces Northern
AFRCC	Air Force Rescue Coordination Center
AO	Action Officer
AOR	Area of Responsibility
ARNORTH	U.S. Army North

B

BAC	Broad Area Coverage
BCD	Battle Command Display
BSI	Base Support Installation

C

C2	Command and Control
CBP	Customs and Border Patrol
CCDR	Combatant Commander
CCIR	Commander's Critical Information Requirements
CDRUSNORTHCOM	Commander U.S. Northern Command
CIE	Collaborative Information Environment
CJCS	Chairman, Joint Chiefs of Staff

CJTF	Commander Joint Task Force
CNBG	Chief, National Guard Bureau
COA	Course of Action
CONEX	Concept of Execution
CONOPS	Concept of Operation
CONPLAN	Concept Plan
CONUS	Continental United States
COP	Common Operating Picture
COP MGR	Common Operating Picture Manager
CNGB	Chief, National Guard Bureau
CS	Civil Support
CSC	Chief of Staff of Communications
CTO	Communications Tasking Order
CUB	Commanders Update Brief

D

DA	Damage Assessment
DCE	Defense Coordinating Element
DCO	Defense Coordinating Officer; also Defense Connect Online
DDASS	DOD DSCA Automated Support System
DHS	Department of Homeland Security
DIRLAUTH	Direct Liaison Authority
DLA	Defense Logistics Agency
DNC	Democratic National Convention
DOD	Department of Defense
DODD	Department of Defense Directive
DOL	Directors of Logistics

DOS	Department of State
DS	Direct Support
DSC	Dual Status Commander
DSCA	Defense Support of Civil Authorities
DTS	Defense Travel System

E

EMA	Emergency Management Agency
EOC	Emergency Operation Center
EPLO	Emergency Preparedness Liaison Officer
ESF	Emergency Support Functions
EXORD	Execution Order

F

FAA	Federal Aviation Administration
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
FFT MGR	Friendly Forces Tracker Manager
FOC	Future Operations Cell
FRAGO	Fragmentary Order

G

GFM	Global Force Management
GS	General Support
GSA	General Services Administration

H

HQ	Headquarters
HD	Homeland Defense

HSS Health Services Support

I

I&W Indications and Warning

IAA Incident Awareness Assessment

IAW In Accordance With

IC Interagency Coordination

ICP Incident Command Post

ICW In Coordination With

IEB Information Exchange Brokers

IM/KM Information Management and Knowledge Management

IMO Information Management Officer

IPR In Progress Review

IRSCC Interagency Remote Sensing Coordination Cell

J

JA Judge Advocate

JACCE Joint Air Coordination Center Element

JCRM Joint Capabilities Resource Management

JCTC Joint Task Force Commanders Training Course

JDOC Joint Domestic Operations Course

JECC Joint Enabling Capabilities Command

JFACC Joint Force Air Component Commander

JFHQ Joint Force Headquarters

JFLCC Joint Force Land Component Commander

JFMCC Joint Force Maritime Component Commander

JFO Joint Field Office

JIOC-N Joint Information Operations Center North

JIPOE	Joint Intelligence Preparation of the Operational Environment
JIS	Joint Information System
JLLIS	Joint Lessons Learned Information System
JMOC	Joint Medical Operations Center
JOA	Joint Operating Area
JOC	Joint Operations Center
JOPES	Joint Operation and Planning Execution System
JOPP	Joint Operation Planning Process
JPERSTAT	Joint Personnel Status
JPG	Joint Planning Group
JRSOI	Joint Reception, Staging, Onward Movement, and Integration
JS	Joint Staff
JSF-SE	Joint Support Force Staff Element
JTF	Joint Task Force
JUOE	Joint Understanding of the Operational Environment

K

KMO	Knowledge Management Officer
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L

LMS	Learning Management System
LNO	Liaison Officer
LOGSTAT	Logistics Status
LOI	Letter of Instruction

M

MA	Mission Assignment
MARFORNORTH	Marine Forces North
MCE	Maritime Command Element

MHQ	Maritime Headquarters
MOA	Memorandum of Agreement
MOC	Maritime Operations Center

N

N2C2	NORAD-NORTHCOM Command Center
NCR	National Capital Region
NGB	National Guard Bureau
NIMS	National Incident Management System
N-NC	NORAD and USNORTHCOM
NRF	National Response Framework

O

OA	Operational Area
OP	Operational
OLAR	Operational Logistics Assessment Report
OPCON	Operational Control
OPR	Office of Primary Responsibility
OSD	Office of the Secretary of Defense

P

PA	Public Affairs
PAO	Public Affairs Officer
PCA	Posse Comitatus Act
PID	Planning Identification Number
PTDO	Prepare to Deploy Order
POTUS	President of the United States
PUM	Proper Use Memorandum

R

RFA	Request for Assistance
RFF	Request for Forces
RNC	Republican National Convention

S

SA	Situational Awareness
SAD	State Active Duty
SAR	Search and Rescue
SC	Search and Rescue Coordinator
SCO	State Coordination Officer
SecDef	Secretary of Defense
SG	Surgeon General
SITREP	Situation Report
SJA	State Judge Advocate
SME	Subject Matter Expert
SMS	Single Mobility System
SOP	Standard Operating Procedure
SRUF	Standard Rules of Force

T

T10	Title 10
T32	Title 32
TACON	Tactical Control
TAG	The Adjutant General
TDY	Temporary Duty
TFR	Temporary Flight Restriction
TNCC	Theater Network Coordination Center

TPFDD	Time-Phased Force and Deployment Data
TSC	Theater Sustainment Command
TTP	Tactics, Techniques and Procedures
TTX	Table Top Exercise

U

UACG	Unified Area Coordination Group
UDOP	User Defined Operational Picture
USFFC	United States Fleet Forces Command
USFS	United States Forestry Service
USNORTHCOM	United States Northern Command
USP&FO	United States Property and Fiscal Office

V

VTC	Video Teleconference
VG	Vigilant Guard

W

WMD	Weapons of Mass Destruction
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X

XMPP	Extensible Messaging and Presence Protocol
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ANNEX R IM/KM ANNEX

R1.0 Introduction

R1.1. This Joint Support Force Staff Element (JSF-SE) Information Management and Knowledge Management (IM/KM) Annex serves as a quick reference for the Title 10 JSF-SE processes that distribute, access, use, and share information/knowledge to higher headquarters (USNORTHCOM and/or ARNORTH), the Dual Status Commander and their staff (DSC), and designated mission partners, subordinate and component commands, external agencies, and other organizations as designated by the DSC.

R1.2 As members of the JSF-SE, all personnel must be able to access and exchange information across multiple systems using a wide variety of Collaboration Information Environment (CIE) tools to accomplish the mission of the DSC led Joint Task Force (JTF). Each state and territory has their own system in place to share data and information with their state mission partners and with other National Guard forces. In order for the JSF-SE personnel to integrate seamlessly into the DSC led JTF, they must be proficient in the N-NC CIE tools and processes, have reliable points of contact, and have the flexibility to learn new T32 systems and processes on the fly.

R1.3. In the initial stages of forming the JSF-SE to deploy to a state(s), the IM/KM Officer will develop an initial plan for the Primary, Alternate, Contingency, and Emergency (PACE) collaboration tools and disseminate it to JSF-SE personnel.

R2.0 Requirements and Recommendations

R2.1. Required and Recommended CIE Hardware and Software:

Hardware:	Software:
<ul style="list-style-type: none">✓ <u>N-NC laptop computer</u>✓ Carrying case❖ USB mouse✓ Headset✓ Power supply ✓ <u>N-NC BlackBerry</u>❖ USB tethering cable❖ Travel charger	<ul style="list-style-type: none">✓ N-NC baseline image (productivity and security software)✓ DCO XMPP Desktop Client (configured with DCO account)✓ Cisco Systems VPN Client (configured for remote access to N-NC network)✓ Tethering software for issued BlackBerry (depends on commercial phone carrier)❖ AT&T Communications Manager (for use if issued a NC/J36 Air Card)❖ Google Earth and/or ArcGIS Desktop (for Common Operating Picture visualization)❖ Jabber MomentIM (for use with alternate XMPP server)❖ Mozilla Firefox (more effective than Internet Explorer for some websites)

- ✓ = Required
 ❖ = Recommended

Required and Recommended CIE Accounts:

	CAC Registration	Username & Password
N-NC NIPR account with VPN and Outlook Web Access (OWA) enabled	✓	
N-NC SIPR account with OWA enabled		✓
Army Knowledge Online/Defense Knowledge Online (AKO/DKO)	✓	✓
Defense Connect Online (DCO)	✓	✓
Defense Connect Online – Secure (DCO-S)		✓
Homeland Security Information Network (HSIN)		✓
N-NC Situation Awareness Geospatial Environment (SAGE)		❖
ARNORTH SharePoint	❖	
Guard Knowledge Online (GKO)	❖	
Intelink Passport		❖
Intelink Remote Access		❖
Joint Lessons Learned Information System (JLLIS)	❖	

- ✓ = Required
 ❖ = Recommended

R2.2. Every JSF-SE member has individual responsibility for establishing and maintaining required collaboration capabilities. The NC/J36 IM/KM Team will periodically conduct Cyber Patrols to assist JSF-SE with regularly checking and exercising these capabilities. The following instructions are provided to help JSF-SE members establish their accounts and configure their software:

- N-NC Accounts (including VPN and OWA):
 - Contact the N-NC/J6 Help Desk at 554-6538 for assistance with any issues
 - You will have to test your VPN and OWA access from outside the N-NC network
 - From the Start Menu, click “Undock Computer”

- Disconnect from the docking station and connect your BlackBerry via the USB cable
- Connect through your BlackBerry's data connection using the tethering software
- Remember to use your CAC EMAIL certificate for NIPR OWA
- Configuration settings for VPN:
 - Name and Description: N-NC VPN
 - Host: 164.236.0.21
 - Certificate Authentication: Select your CAC certificate from the dropdown list. You may have to experiment with several until you find the one that works
- Outlook Web Access:
 - NIPR: <https://owa.noradnorthcom.mil/Exchange/>
 - SIPR: <https://owa.northcom.smil.mil/Exchange/>
- AKO/DKO Account:
 - Register with your CAC ID certificate at <https://www.us.army.mil>
- DCO Account, Adobe Connect, and XMPP Client:
 - Register with your CAC at <https://www.dco.dod.mil>
 - Remember your username and password. You will need it to configure the XMPP Desktop Client
 - Request a SIPR DCO account from within your NIPR account settings. Remember that username and password, too.
 - Test Adobe Connect in your browser: <https://connect.dco.dod.mil/dscjsfse/>
 - Run the Audio Setup Wizard to test your headset or speakers and microphone
 - You may Install the Acrobat Connect Add-In, but it is not required. If you have issues joining conferences, you may have to uninstall it using the Windows Control Panel
- Setup the DCO XMPP Desktop Client:
 - Configure the Default Profile with your DCO username and password. Click the profile to connect
 - Once connected, click the little “door” icon in the toolbar to join conference rooms.
 - Set your Nickname to the N-NC naming convention:
Organization, Position (Name)

Example: JSF-SE, Land Ops (PFC Joe Snuffy)

- Copy & Paste (do not type) or Browse for the following conference room name:
dscjsfse
- Ensure you have your nickname configured properly, then right-click in the room and Bookmark Conference Room
- Repeat for any other conference rooms you want to add as bookmarks
- HSIN Account:
 - o Send an email from your NORTHCOM account to noc.hsin@dhs.gov
 - Include your Rank/Title, Full Name, Phone Number, and J-Code Position
 - Ask for access to the Federal Operations and Emergency Management communities
 - o You will get an email response in a few days with instructions. Create your account and remember your username and password
- The following are recommended but not required:
 - N-NC SAGE Account, Google Earth, and/or ArcGIS Desktop:
 - o Register for a SAGE account at <https://sageearth.northcom.mil>. Remember your username and password
 - o Contact the N-NC/J6 Help Desk to get Google Earth and/or ArcGIS Desktop installed on your computer
 - o If needed, coordinate with the NC/J36 IM/KM Team for informal training.
 - ARNORTH SharePoint Account:
 - o You will have to fill out a digital form and send it to the ARNORTH portal manager in a digitally signed email from your NORTHCOM account. Contact the NC/J36 IM/KM Team for assistance
 - o Once you have your account, use your CAC EMAIL certificate to connect at <https://portal1.arnorth.army.mil/>
 - GKO Account:
 - o Register with your CAC EMAIL certificate at <https://gko.ngb.army.mil>
 - Intelink Passport and Intelink Remote Access Accounts:
 - o Go to <https://www.intelink.gov> from a military network. Click the Passport icon
 - o Register for an account. Remember your username and password

- Send an email from your NORTHCOM account to dni-ices-accounts@ugov.gov
 - Ask for a Remote Access (RA) application.
- You will get an email response in a few days with instructions. Create your account and remember your username and password. It will be different from your Intelink Passport account. You will need both to access Intelink resources from civilian networks.
- JLLIS Accounts:
 - Register using your CAC EMAIL certificate at <https://www.jllis.mil>.

R3.0 Baseline JSF-SE CIE Plan

R12.1. The following document template is the baseline collaborative information environment plan for update and distribution to the JSF-SE. The IM/KM SME should update all highlighted areas based on the event and State responding to.



Collaborative Information Environment Quick Reference



USNORTHCOM Joint Support Force – Staff Element **Baseline Template (IM/KM will update upon deployment)**

	Primary	Alternate	Contingency	Emergency
Messaging	XMPP Chat	Email	BB Messenger/SMS	Announcement
Conferencing	Adobe Connect	SVTC	Teleconference	Huddle
File Exchange	Local Portal	N-NC Portal	Email	Sneakernet

DCO XMPP Chat Rooms:

DSC JSF-SE Internal	dscjsfse
MA Coordination	n-nc mission assignments coordination
NC Current Operations	n-nc current operations
NC Future Operations	nc foc
Support Unit Operations	sample ops

Email:

N-NC Outlook Web Access	https://owa.noradnorthcom.mil/Exchange/
AKO/DKO Webmail	https://webmail2.us.army.mil

Portals:

DHS Event Page	https://government.hsin.gov/sites/FedOperations/sample.aspx
N-NC Event Page	https://operations.noradnorthcom.mil/sites/sample/default.aspx
Supported Unit Portal	https://portal.state.mil/sample

Telephone Conference Bridges:

as needed	(123)45-6789, PIN: 123456
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Connect Conferences:

DSC JSF-SE Internal	https://connect.dco.dod.mil/dscjsfse/
N-NC CSAM	https://connect.dco.dod.smil.mil/nncurrentops/
Supported Unit BUB/CUB	https://connect.dco.dod.mil/sample/

Situation Awareness Displays:

COP on DCO	https://connect.dco.dod.mil/sample/
COP on SAGE	https://sageearth.northcom.mil/uploadkmls/sample.kmz
DDASS	https://ddass.iec.belvoir.army.mil/DSCA/DDASS/DDASS.jsp
NGB JIEE	https://jieeeexercise.ngb.army.mil/protected/Default.aspx
State WebEOC (if any)	http://webeoc.sample.gov/eoc7

Battle Rhythm: <https://portal.state.mil/docs/sample/battlerhythm.pptx>

Phone Book: <https://portal.state.mil/docs/sample/phonerooster.xlsx>