1927-DR-ID Improvement Plan as of 12-22-2011

Priority	OBSERVATION	RECOMMENDATION	ACTION	POC	START DATE	FINISH DATE	VALIDATION
1	***1.*** In anticipation of a DR Declaration and the standup of a VJFO, it appears the Standard Operating Procedure (SOP) for JFO stand up was not followed and differences between a standard JFO and VJFO operation were not clearly defined, causing confusion in "how-to" stand up a VJFO.	***1.1*** Refine existing section/branch checklists and guidelines for the stand-up, management, support, and daily operations of a Virtual JFO and expectations regarding regional assets vs. out-sourced staffing and resources . Checklists should include the processes and actions of the pre-disaster declaration phase and addresses actions that should be taken before the actual stand up of a Virtual JFO and how it integrates with the Region. This checklist would include -An explanation about the differences between Branch reports to the planning section for an IAP and a Sitrep. -a "Site Map" diagram and explanation of the common drive. -In the absence of a VJRO SOP, follow the SOP for a normal JFO startup and follow-on operations	1.1.1 Pre-designate FCO and Response/IMAT Team Leader (or Division Director) to take the lead ensuring proper stand-up.	1.1.1. FCO Cadre		1.1.1 Complete	
			1.1.2 FCO Cadre has completed a checklist for VJFO coordination and set up.	1.1.2.FCO Cadre		1.1.2 Complete	
			1.1.3 Response Division/Logistics Branch completed a checklist as part of RRCC Response guidelines. Checklist exists to address individual actions i.e., PA movements.	1.1.3 Response Logistics John Burke		1.1.3 Completed 3rd Qtr 2010	
2	2. Lack of continuity in IT TELECOMM staff to address VTC and other communications software/hardware technical issues caused critical meetings to stop midstream or continuously start late. (SEE NUMBER 1)	2.1 Assign a Subject Matter Expert (SME) Point of Contact (POC) to the disaster organization under Logistics Section that handles and understands these communication systems and needs at Virtual JFO and Area Field Offices (AFOs).	2.1.1 Subject Matter Experts have been identified and future SMEs and POCs are being cross-trained.	2.1.1 Mission Support Thom Hall	2.1.1 11/3/2010	2.1.1 Complete	

Priority 1=High - Mission Critical
Priority 2=Medium - Mission Essential
Priority 3=Non-Mission Essential

1927-DR-ID Improvement Plan as of 12-22-2011

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		2.2 Identify communications systems/equipment/software used in support of Virtual JFO operations. Initiate coordination through Disaster Operations Logistics Section who will coordinate with MS POC's	2.2.1 Procedure currently in place. The process for obtaining support equipment is to complete form 143-0-1 (60-1) or the Action Request form (ARF). One or both forms should be completed ASAP so there is no delay in receiving your equipment.	2.2.1 Mission Support Thom Hall & Tony Morea 2.2.1 Response Gretchen Martinsen	2.2.1	2.2.1 Complete	
		2.3 Brown-bag lunch training hosted by Mission Support regarding communications capabilities, shortfalls and solutions for future meetings (especially the amount of notice required for VOC notifications and the limitations on set up times for participants outside the firewall or outside of the State EOCs).	2.3.1 Mission Support working on setting up informal briefings.	2.3.1 Mission Support Thom Hall	2.3.1	2.3.1 Complete	

1927-DR-ID Improvement Plan as of 12-22-2011

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		2.4 Users and disaster logistics IT/Comms staff need training. Create Cheat Sheets and supporting documentation for all users for the systems in use (hardware, software and room configuration) at the FRC: • FEMA Teleconferencing VTC (VOC) (Polycomm) • Conference (Audio Only) Bridge (Mount Weather) • PPC (People Plus Content – VOC/VTC capability for document sharing with video on at least two screens) • Adobe Connect (document sharing/live editing capability for host) • State of Idaho Teleconferencing Systems (Tandberg) Users/systems outside the VTC location(s) (outside firewall and outside State that needed audio and document viewing capabilities).	2.4.1 IT is currently working on updating their user guides for these systems.	2.4.1 Mission Support Thom Hall	2.4.1	2.4.1 Complete 12/15/10	

1927-DR-ID Improvement Plan as of 12-22-2011

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2	2. Lack of continuity in IT TELECOMM staff to address VTC and other communications software/hardware technical issues caused critical meetings to stop midstream or continuously start late. (SEE NUMBER 1)	2.4 Users and disaster logistics IT/Comms staff need training. Create Cheat Sheets and supporting documentation for all users for the systems in use (hardware, software and room configuration) at the FRC: • FEMA Teleconferencing VTC (VOC) (Polycomm) • Conference (Audio Only) Bridge (Mount Weather) • PPC (People Plus Content – VOC/VTC capability for document sharing with video on at least two screens) • Adobe Connect (document sharing/live editing capability for host) • State of Idaho Teleconferencing Systems (Tandberg) Users/systems outside the VTC location(s) (outside firewall and outside State that needed audio and document viewing capabilities).	2.4.2 Explore all states VTC capabilities.	2.4.2 Mission Support Thom Hall	2.4.2	2.4.2 Ongoing	Cheat sheets are complete but internal to the IT Personnel. If needing assistance with any of these items, contact the Helpdesk or visit the FEMA Enterprise Helpdesk http://on.fema.net/employee_tools/it_tools/esd/Pages/home.aspx.
2	3. VTC scheduling requirements limit the staff's ability to add or modify VTC's with less than 24 hours notice or after c.o.b. east coast time on Fridays. (SEE NUMBER 1)	3.1 Options are needed for direct dial to state VTC connection or revert to audio-only teleconference line. Continue to use previously set up 24-hour teleconference line, allowing for the ability to conference as the need arises. Establish VTC requirements, if possible, after heavy or busy times. (Tues-Tues or Wed-Wed not Monday-Monday or Friday-Friday because of VOC load).	3.1.1 IT working with State & VOC on issue. Ongoing	3.1.1 Mission Support Thom Hall	3.1.1 11/3/2010	3.1.1 04/08/2011	

1927-DR-ID Improvement Plan as of 12-22-2011

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2	4. DAE administrative support was lacking in the Area Field Office (AFO) resulting in operational delays. (SEE NUMBER 1) 4. DAE administrative support was lacking in the Area Field Office (AFO) resulting in operational delays. (SEE NUMBER 1)	4. 1 Cadre Managers monitor personnel and maintain list that tracks the issue/date of expiration of DAEs badging. DAEs need to routinely update their badges, and SOP should be created to standardize process. Need IT support for password reset (NEMIS). Administrative Support at the AFO needs to be identified early, as part of the pre-planning process. Work-around is cycle everyone through closest Regional office prior to field deployment. Require personnel to cycle past an admin who can ensure he/she is ready to be deployed to limited-support AFO environment. Checks should include: timekeeper (WebTA passwords), badging, travel and Virtual JFO staff (misc DR-specific chores). Bringing personnel to Region addresses the badging issue yet it is not always tactically efficient (ie. need personnel at incident ASAP).	4.1.1 An SOP is in the works for tracking badges. In the interim, a check list is being created to identify needs are met before a deployment (i.e. those who don't have an updated badge or those who have travel card issues). This will help identify who can deploy right away and those that can't.	4.1.1 Mission Support Melissa Spain, Michael Kundu & Chris Andersen	4.1.1 11/3/2010	4.1.1 4/01/11	All Hands email sent on 7/29/11 http://on.fema.net/components/msb/ocso/support%20operations%20Division/Pages/Applicantprocess.aspx
2	5. Lack of effective staff tracking capability lead to confusion in terms of number of personnel assigned to disaster. (SEE NUMBER 1)	5.1 Ensure the virtual JFO is properly staffed to fulfill requirements. Possibly develop a pre-planned VJFO staffing plan. Develop, document and publicize the a Line of succession when staff is demobed/replaced to track replacements and recurring rotations.	5.1.1 FCO recommended Corrective Action: Follow NIMS-ICS processes and procedures.	5.1.1 FCO Cadre	5.1.1 11/3/2010	5.1.1 Complete	

1927-DR-ID Improvement Plan as of 12-22-2011

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2		5.2 Publicize effective handoff procedures for line of succession.. Procedures should support organizational responsibilities (e.g. FCO, DFCO, Ops Chief). Program areas should not be left to supervise other section's staff.	5.2.1 FCO checklist must address management of V/JFO responsibilities and functions @ Area Field Office(s) and @ V/JFO.			5.2.1 Complete	
2	6. Overall unfamiliarity with the new VJFO Concept of Operations lead to confusion over appropriate POC for facilities, staffing, and resources/supplies requests. (SEE NUMBER 1)	6.1 As part of the Virtual JFO SOP, establish list of POCs at the Region in advance of establishment of the Virtual JFO. List should include a POC and contact information in the areas of Human Resources (HR), Finance, Information Technology (IT), Mission Support, Logistics, Communications, Safety and Office of Regional Administrator (ORA). Always get appropriate buy-in from all key Region 10 staff for their support to VJFO prior to (preferably) or at the start of VJFO operations.	6.1.2 IMAT Deployment Mobilization Plan DRAFT completion.	6.1.2 IMAT Logan Monroe		6.1.2 Complete	

1927-DR-ID Improvement Plan as of 12-22-2011

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2	7. Staff awareness of the different types of disaster go-kits available was missing which lead to confusion over what level of support to order, which POC to contact and some kits were not updated.	7.1 The Region should develop an SOP on Disaster "Go-Kit" to include procedures on the storage, re-stocking, maintenance, and movement of Region 10 go-kits. This should include the development of a uniform checklist for Go-kits which should include an inventory list on the outside of each kit (standard across all Divisions and disaster functions). The SOP should also address the maintenance/storage/re-stocking of supplies, kinds of Go-Kits available and Go-Kits POCs. Develop a pre-planning process; training on 40-1 and potential other forms; Pre-Declaration decision process/checklist; and identify anticipatory items/actions.	7.2 .1 Logistics Branch is doing a briefing to leaders in the Region.	7.2.1 Response John Burke	7.2.1 11/3/2010	7.2.1 Complete 12/31/2010	
2	8. IT issues (hardware, software and interoperability issues) negatively impacted the ability to accomplish mission by creating workflow slowdowns and inefficient task completions. (SEE NUMBER 1)	8.1 Publicize list of IT POCs at the Region for Virtual JFO and AFO operators.	8.1.1 V/JFO staff should consult the IAP for names of assigned IT personnel to disaster. Use V/JFO procedures/checklist for contacting responsible disaster IT support. If part of problem was a local server issue, separate servers may be needed for V/JFO operations.	8.1.1 Mission Support Thom Hall FCO Cadre	8.1.1 11/3/2010	8.1.1 Complete	

1927-DR-ID Improvement Plan as of 12-22-2011

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2	8. IT issues (hardware, software and interoperability issues) negatively impacted the ability to accomplish mission by creating workflow slowdowns and inefficient task completions. (SEE NUMBER 1)	8.2 Ensure equipment functions before shipping it. Regional IT/APO should ensure that laptops issued for a Virtual JFO are not fragmented and make sure all updates are current, and have source for backup equipment that can replace poorly functioning equipment to help reduce workload slowdowns, support deadlines and reduce delays in response time.	8.2.1 HQ Issue: DISC Kits which MERS maintains but DISC is responsible for providing and refurbishing the kits. (Ongoing) DISC Kits are the responsibility of the DISC. When MERS store forward located kits the computers are updated by MERS IT. HQ needs to ensure only the best equipment is sent to the field for operational use.	8.2.1 Mission Support Thom Hall MERS/HQ/V/JFO IT	8.2.1	8.2.1 Complete	
			8.2.2 In the interim, additional IT staff can be deployed to assist with equipment issues.	8.2.2 Mission Support Thom Hall		8.2.1 Complete	
		8.3 FEMA Region 10 Logistics create an SOP to address equipment needs for disaster recovery operations.	8.3.1 IMAT LOG Chief, Regional Deputy Log Chief and Region COML are develping prepositioning plan for Updated cache of equipment with current software installed.	8.3.1 Response John Burke and Laura Goudreau	8.3.1 3/31/11	8.2.2 3/31/11	

1927-DR-ID Improvement Plan as of 12-22-2011

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		8.4 A TIMACS POC needs to be clearly identified and deployed to field, as part of the pre-declaration process. HQ Issue: DISC Kits which MERS maintains but DISC is responsible to for providing and refurbishing the kits. HQ needs to develop a process for refurbishing the DISC kits and publicize that process. The overall responsibility of DISC kits is with HQ IT Mt. Weather. FEMA Region X must always conduct the Post-Disaster Declaration Conference call with all player post-declaration. HQ Issue: HQ needs to fix the issue of who gets TIMACS accounts. (Obtain a recommendation from Comm/Terry Knight as to who he recommends for TIMACS accounts and how R10 thinks the issue should be fixed).	8.4.1 TIMAC POCs have been identified and will be provided as part of the pre-declaration process. (Note from DEC: The TIMACS Accounts are clearly defined and adequate at this stage. The true limiting factor here is the absence of phone calls and coordination between the field IT Lead and the Regional IT personnel. Recommendation this issue be included in RDOT calls and JFO checklist follow ups.	8.4.1 Response (DEC) Terry Knight		8.4.1 Complete	
3	10. Lack of funded credentialing system, limited regional and disaster training and lack of regular, allocated time to attend trainings impacts ability to complete job.	10.1 Provide a Job Aid or training on Microsoft Outlook.	10.1.1 Many online self-paced courses are available FREE to FEMA employees through the Skillsoft program	10.1.1 NP Scott Zaffram	10.1.1 11/3/2010	10.1.1 Complete 11/9/10	10.1 Emails distributed quarterly on how to access Skillsoft or RTM can be contacted at anytime for support.
		10.2 Use Outlook's "auto-archiving" tool to help alleviate mailbox storage issues.	10.2.1 This is a policy issue that should be worked through Thom Hall, IT Branch Chief for resolution.	10.2.1 Mission Support tom Hall	10.2.1 11/3/2010	10.2.1 Complete 11/9/2010	10.2 Thom Hall implements and sends message to all-hands.

1927-DR-ID Improvement Plan as of 12-22-2011

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		10.3 The DFTO should have a dedicated Training Officer assigned to the Virtual JFO, and that Training Officer should coordinate Adobe Connect and other computer courses.	10.3.1 FCO did coordinate and declined DFTO support for the virtual JFO; however, it was agreed upon that Public Assistance training would be provided during the last week of disaster, which was completed. The RTM can work closer with the FCO to develop a more comprehensive needs assessment for the JFO for future activities.	10.3.1 NP Scott Zaffram	10.3.1 11/3/2010	10.3.1 Complete 11/9/2010	10.3.1 Public Assistance Operations 1 training was completed on October 4-6, 2010. Additionally, Microsoft Office computer training was provided October 7-8, 2010
2	12. DHS Security Procedures requirement lock unused NEMIS profiles causing delays in completing tasks. More of a NEMIS/Emmie new and returning user accounts issue for both State and FEMA.	12.1 Public Assistance Officers must be proactive in establishing State staff NEMIS accounts and begin process when the State submits its Request for Federal Assistance. Do not wait until the disaster is declared, or the JFO opens (Pre-Declaration SOP is necessary). Recommend this be done after PDAs have been completed and the PDA results indicate the damages have met thresholds to possibly qualify for a disaster declaration. Establish SOP that identifies that all SF-424 forms	12.1.1 Ties into #13. Data Manager should come to Region post declaration to set up new and returning users.	12.1.1 Recovery Chris Jaklitsch	12.1.1 11/3/2010	12.1.1 Complete 11/16/2010	
2	13. Critical staffing needs were not completely identified early enough pre-declaration. Not having the Data Processing Managers (DPM) deployed	13.1 The Data Processing Manager needs to be one of the first staff deployed, to utilize their knowledge and experience in how the database functions and ensure the staff is made aware of what their specific tasks will be.	See #12.	13.1.1 Recovery Chris Jaklitsch	13.1.1 11/3/2010	12.1.1 Complete 11/16/2010	

1927-DR-ID Improvement Plan as of 12-22-2011

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3	14. Using revised (most current) software versions of the Project Worksheet (PW) had inherent functionality issues because most current version is like using a test/Beta product which lead to incomplete or incorrect reports.	14.1 Do not distribute the "new version" of the PW form to all PA staff. At the JFO, use a working copy of the PW form with known issues, workarounds, and instructions for Project Specialists to complete their work. HQ Issue: One (or several) Project Specialists at the JFO with good computer/Excel skills should be assigned to test, report issues, and develop documentation for workarounds, using the "new version "while doing their regular workload. (People not in close daily contact with the Liaison should not be testing new versions for the sake of efficiency.) One person should be assigned as Liaison to the development team to report/replicate/pass on issues, and download and distribute/test new versions as developed. The new tested version can then be released to the field crew along with the documentation for the workarounds. The field tests may result in further issues being discovered but the impact should be minimal by this time. This field tested version, along with the documentation, can become the new working copy of the PW form for the next disaster. If no person with this skill set is available, the 'old' working version of the PW form and documentation should be used. The "how-to" documents should be	14.1.1 Prior to HQ delivery of a fixed product, interim fix is to use a PW form that we know is usable with minimal errors.	14.1.1 Recovery Chris Jaklitsch	14.1.1 11/3/2010	14.1.1 Sent to HQ	