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Description of document:	Federal Emergency Management Agency (FEMA) Joint Relocation Operations Control Center Desk Guide, 2012
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FEMA

March 23, 2018

<u>SENT VIA E-MAIL</u>

Re: **FEMA FOIA Case Number 2018-FEFO-00535**

This is the final response to your Freedom of Information Act (FOIA) request to the Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), dated March 4, 2018 and received in this office on March 5, 2018. You requested the first 100 pages of documents that detail/describe the mission of FEMA's Joint Rendezvous Operations Control Center.

A search of FEMA's National Continuity Programs Directorate (NCP) for documents responsive to your request produced a total of 32 pages. We are granting your request under the FOIA, Title 5 U.S.C. § 552, as amended, and DHS' implementing regulations, 6 C.F.R. Chapter I and Part 5. After carefully reviewing the responsive documents, I determined that they are appropriate for public release. They are enclosed in their entirety; no deletions or exemptions have been claimed.

You have the right to appeal if you disagree with FEMA's response. The procedure for administrative appeals is outlined in the DHS regulations at 6 C.F.R. § 5.8. In the event you wish to submit an appeal, we encourage you to both state the reason(s) you believe FEMA's initial determination on your FOIA request was erroneous in your correspondence, and include a copy of this letter with your appeal. Should you wish to do so, you must send your appeal within 90 days from the date of this letter to fema-foia@fema.dhs.gov, or alternatively, via mail at the following address:

FEMA
Office of the Chief Administrative Officer
Information Management Division (FOIA Appeals)
500 C Street, SW, Seventh Floor, Mail Stop 3172
Washington, D.C. 20472-3172

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Facsimile: 202-741-5769

Provisions of the FOIA allow us to recover part of the cost of complying with your request. In this instance, because the cost is below the $25 minimum, there is no charge.

If you have any questions or would like to discuss this matter, you may contact FEMA at (202) 646-3323, or you may contact FEMA's Public Liaison in the same manner. Please reference the subsequent case identifier: **FEMA 2018-FEFO-00535.**

Sincerely,

ERIC A NEUSCHAEFER
Digitally signed by ERIC A NEUSCHAEFER
Date: 2018.03.23 10:12:02 -04'00'

Eric Neuschaefer
Chief, Disclosure Branch
Information Management Division
Missions Support

Enclosure(s): Responsive Documents, (32 Pages).

U.S. Department of Homeland Security

Federal Emergency Management Agency

NATIONAL CONTINUITY PROGRAMS

OPERATIONS DIVISION

EMERGENCY RELOCATION BRANCH

Joint Relocation Operations Control Center

Desk Guide

4 May 2012

HANDLING INSTRUCTIONS

Information contained in this briefing is ~~FOR OFFICIAL USE ONLY (FOUO)~~. It contains information that may be exempt from public release under the Freedom of Information Act (5 U.S.C. 552). It is to be controlled, stored, handled, transmitted, distributed, and disposed of in accordance with Department of Homeland Security (DHS) policy regarding ~~FOUO~~ information and is not to be released to the public or other personnel who do not have a valid "need-to-know" without prior approval of an authorized DHS official. Distribution, transmission, and destruction of this information will be in accordance with DHS Management Directive 11042. Questions concerning this policy should be submitted to the Larry Mazur, Physical Security Cadre, 202.646.3280, Larry.Mazur@fema.dhs.gov.

STAFFING

JROCC duty hours are federal workdays, 06:00 to 18:00 EST. Duty hours are extended during NSSE or as directed by the FEMA Administrator or designee. Emergency Relocation Branch (ERB) staff are subject to immediate recall, work at locations other than the official duty station, and work that may include duties other than those specified in the employee's official position description. Requirements in support of operations may be extensive.

Organizational Structure

The organizational structure of the JROCC is shown below:

JROCC Staff Functions

The following staff functions will be provided by dedicated ERB personnel. Management, coordination and synchronization of each function will be the direct responsibility of the assigned officer identified below.

Operations

Reporting directly to the ERB Branch Chief, the Mission Coordinating Officer (MCO) has oversight of the JROCC and all its activities. The MCO is the first point of contact for the TFR partners and coordinates all TFR activities within the JROCC. The MCO ensures the JROCC mission is successful. The MCO is responsible for command, control, coordination and synchronization of all Operation Rendezvous actions during routine daily state and upon activation. The MCO must be fully conversant with all aspects of the OPRON mission and understand the JROCC capabilities. The MCO must also be knowledgeable of the JROCC facilities and limitations.

Information Management

The Information Officer (IO) is responsible for all information management procedures within the JROCC. The IO will assemble, corroborate and report any issues effecting OPRON mission to the MCO and produce/disseminate impact assessments in accordance with the battle rhythm or at the direction of the MCO. The IO compiles all documents at the end of an event and ensures proper document management procedures are followed.

The Situational Awareness Water, Ground, Rail, Air Satellite System (SAWGRASS)

The JROCC common operating picture utilizes the Google Earth platform. It geospatially displays information providing situational awareness and near real-time tracking of assets and associated personnel being relocated by OPRON. The common operating picture is known as the Situational Awareness, Water, Ground, Rail, Air Satellite System (SAWGRASS). SAWGRASS is maintained and managed by the Knowledge Officer (KO). The KO will ensure the standard information layers are displayed and updated as needed. Additional layers of information will be displayed as directed by the Ops Officer.

Event Log Keeping

During activation, the Log Keeper (LK) maintains a log of all key events in the electronic log which is displayed on a screen in the JROCC known as the 'event log tracker'. This log will become an historical record of the activities conducted by OPRON assets and activities within the JROCC. The LK also maintains an access list for all personnel entering and/or leaving the JROCC.

Accountability

Federal, state, and local LEO electronically validate the Personal Identity Verification (PIV), PIV- Interoperable (PIV-I), and Department of Defense (DOD) Common Access Card (CAC) credentials and NCPIP Emergency Support Function (ESF) #5 OPRON cyber-attribute of each passenger using up to three-factor authentication.

Credentials are electronically validated using Federal Information Processing Standard-201 (FIPS-201) approved mobile validation devices. The electronic transaction data from the mobile validation devices is extracted and transmitted to the JROCC, which enables the compilation and maintenance of passenger manifests and accountability of validated personnel. All validated passenger information is consolidated into a transportation asset-specific manifest.

Accountability of personnel, tracking of transportation assets via space-based systems and management of manifest data and reports is the responsibility of the Accountability Officer (AO). In accordance with the battle rhythm or, at the direction of the MCO, the AO will provide status reports for compilation and dissemination.

Strategic Network Communications

The JROCC communicates with TFR partners and assets using High Frequency (HF) radio, Ultra High Frequency (UHF) radio, Very High Frequency (VHF) radio, VHF-Low Band radio, 7/800 MHz radio, Public Switched Telephone Network (PSTN), Defense Switched Network (DSN), Satellite communication (SATCOM), cellular networks, e-mail, and Short Messaging Service (SMS) text.

The Communications Officer (CO) is responsible for all communications support, including interoperability and redundancy, to the JROCC and, where needed, to the TFR partners. When needed, JROCC Communications Officer will produce a separate set of signal operating instructions (SOI) for specific events. The CO provides subject matter expertise ensuring all OPRON communications and IT systems are operational during steady state and upon activation. The Communications Officer will establish scheduled communications systems checks conducted by the Radio Operator during steady state.

OPRON Liaison Officer (LNO) to Continuity Readiness Cell (CRC)

Located within the CRC, the OPRON LNO acts as an information conduit between the CRC and the JROCC. The OPRON LNO maintains situational awareness of all OPRON/CRC activities in order to anticipate OPRON related issues and, when required, briefs CRC personnel/key leadership on OPRON status and activities.

TFR Liaison Officer (LNO) Functions

In accordance with the Interagency Agreements, TFR partners provide LNO's responsible for management, coordination and synchronization of activity between the TFR assets in the field and the JROCC. The assigned action officer occupies a desk within the JROCC with communications and IT equipment to support the TFR mission within the JROCC.

NOTIFICATION & ACTIVATION

Using the Emergency Notification System (ENS), the FEMA Operations Center (FOC) notifies all participants that OPRON is activated. The JROCC confirms notification to all OPRON assets and resources and initiates "Activated-state" duties and functions.

The notification sequence is as follows:

- FEMA leadership directs the FOC to issue notification via the ENS.
- The FOC alerts, OPRON Assets, TFR assets, and Emergency Relocation Group (ERG) personnel of OPRON activation.

After receiving notification, JROCC command and control (C2) staff and TFR LNO's report to the JROCC. TFR assets will deploy to their assigned rendezvous locations. The JROCC will monitor the status of rendezvous locations and order alternate locations to be used as necessary.

DUTIES & RESPONSIBILITIES

JROCC Staff Desks

Mission Coordinating Officer-Steady State

During steady state, the MCO is responsible for maintaining the JROCC in a mission ready status. The MCO ensures JROCC personnel are trained and equipped for execution. Specifically, the MCO will ensure:

- Applicable laws, regulations and rules are followed by JROCC personnel.
- All JROCC documentations, checklists and call out lists are kept up to date.
- All equipment is in working order to include computers, screens, communications equipment and ancillaries.
- JROCC facilities are in working order and secure each day.
- Regular drills and tests of JROCC activities are conducted.
- Short and long term budget requirements are submitted to ERB Branch Chief.
- Input for exercise scenarios for testing, training, evaluation, and program validation of JROCC is provided.
- Direction and policy guidance in support of aviation activities.
- Serve as subject matter expert (SME) in the following areas:
  - Air operations.
  - Mission De-confliction Officer (NORTHCOM).
  - Airlift coordination and aviation safety.
- Aviation missions requested and disseminated to aviation support assets.
- Pickup Zone/Landing Zone (PZ/LZ) information is passed to aircrews in the form of safety surveys, or coordinated with aviation safety representatives for an actual survey of PZ/LZs to ensure adequacy for aviation operations.
- Aircrews receive training on restricted airspace procedures, and are familiarized with procedures to enter into any of the assigned relocation sites.
- Timely notification of OPRON requirements, changes to mission, or operational intelligence is forwarded to OPRON Branch Chief.

Mission Coordinating Officer-Activated State

Upon activation of OPRON, the MCO will respond to, and assume command and control of, the JROCC. Upon arrival at the JROCC, the MCO will ensure:

- OPRON and TFR assets were notified by the FEMA ENS.
- ENS qualification and acceptance reports are delivered to the ERB Branch Chief.
- All systems within the JROCC are powered up and displays are working.
- Responding JROCC staff and TFR LNOs have situational awareness of the event precipitating activation of OPRON.
- Deployed OPRON and TFR assets are mission ready and have required information and resources.
- An initial situation update brief, known as the activation brief, is conducted for C2 JROCC personnel,
- Availability of relocation assets is coordinated and synchronized with all-sector entities and assigned locations are viable and secure.
- Verbal status reports are regularly received from all individual JROCC staff.
- Accountability of OPRON assets moving to assigned P/LZs is reported.

During activated state, the MCO will:

- Maintain overall C2 of the OPRON mission and asset movement.
- Direct and coordinate contingency responses, such as redeployment to alternate locations.
- Ensure the JROCC battle rhythm is followed and C2 JROCC staff maintains situational awareness.
- Coordinate with federal, state, and local law enforcement for security of designated locations, routes between sites, and movement of transportation assets.
- Coordinate priority maritime movement with the U.S. Coast Guard (USCG).
- Coordinate provision of aircraft fuel.
- Coordinate airspace utilization with FAA.
- Conduct close-out manifest actions and transfers key leadership and staff.
- Authorize recovery of assets subject to redeployment within seventy-two hours.
- Recommend OPRON termination.
- Release transportation assets.
- Assign production of event AAR.

Information Officer-Steady State

During steady state, the IO is responsible for all information management processes and procedures within the JROCC. The IO ensures JROCC documentation meets all DHS & FEMA guidelines, including security and document control requirements. As the documentation SME, the IO advises JROCC staff on terminology, formats, knowledge

management and reporting requirements. In addition to classified databases, the IO will be familiar with open sources of information and coordinate with the DHS I/A and other Law Enforcement and Intelligence Activities.

Information Officer-Activated State

Upon activation of OPRON, the IO will conduct assemble, corroborate, and analyze information, report any issues affecting the OPRON mission to the MCO, and produce/disseminate situation and spot reports in accordance with the battle rhythm or at the direction of the MCO. The IO compiles all documents at the end of an event and ensures proper document management procedures are followed.

Upon arrival at the JROCC, the IO will:

- Obtain ENS qualification reports and compile status report for the MCO.
- Check all information sharing systems within the JROCC are powered up and displays are working.
- Provide situational awareness input for the activation brief.

During activated state, the IO will:

- Monitor all source information for situational awareness of issues affecting OPRON mission.
- The IO will be responsible for managing the CIR and ensuring any information meeting these requirements is passed to the CRC as a SITREP or SPOTREP.
- Immediately report any circumstance or issue adversely affecting the OPRON mission.
- Obtain verbal status reports from individual C2 JROCC staff.
- Monitor status of OPRON assets moving to assigned locations.
- Ensure JROCC battle rhythm is understood by all and followed.
- Produce and disseminate reports in accordance with the JROCC battle rhythm or at the direction of the MCO.
- Collect input for the AAR.
- Produce draft version of AAR for review by MCO and ERB Branch Chief.

Knowledge Officer-Steady State

The Knowledge Officer (KO) will ensure standard information layers are available at all times on SAWGRASS and updated layers are identified and incorporated as needed. The Knowledge Officer stays abreast of advancements in common operating picture capabilities and maintains awareness on available information in the various kmz./kml. file repositories (classified and open source). The Knowledge Officer is responsible for testing and maintaining the SAWGRASS hardware (projector and screen, desktop etc.).

Knowledge Officer-Activated State

Upon arrival at the JROCC, the Knowledge Officer will ensure:

- SA systems are powered up and operating.
- Standard information layers are displayed.
- Additional layers of information are built and displayed as directed by the MCO.
- Current status of movements is displayed.
- Video feeds are displayed.
- Weather radar is displayed.
- News screens are displayed.
- Up-to-date UDOP kmz. files are provided to OPRON LNO for display in the CRC.

During the activated state, the Knowledge Officer will:
- Manipulate and control the COP platform adding information as required.
- Monitor all displays and update as required.
- Provide verbal Friendly Force Tracking (FFT) reports as requested.
- Adjust layers as directed by the MCO.
- Incorporate place marks providing specific incident related information.

Event Log Keeper-Steady State

The LK will ensure the event log keeping software is up-to-date and maintained. The LK stays abreast of advancements in event log keeping capabilities. The LK is responsible for testing and maintaining the event log keeping hardware (projector and screen, desktop etc.).

Event Log Keeper-Activated State

Upon arrival at the JROCC, the LK will:

- Ensure all event log keeping systems are up and functioning.
- Confirm sign in/out sheet has been established and utilized by all.
- Begin the event log.

During the activated state, the LK will:

- Screen, prioritize and record all relevant information into the event log for display on the event log screen.
- Immediately inform the MCO and IO of any pertinent, time sensitive information.
- Field all incoming telephone calls to the JROCC and, if necessary, enter

into event log. The LK will not release information without prior approval of the MCO.
- Obtain status reports from TFR partners for inclusion into the event log.

Accountability Officer-Steady State

During steady state, the AO is responsible for all process and procedures relating to accountability and tracking. The AO also maintains the mobile validation devices (MVD) and ensures TFR partner maintained equipment is serviceable. The AO will specifically:

- Assist in any development, enhancement, and/or updates to the NCP FEROs Repository to meet OPRON mission requirements and capabilities.
- Coordinate the registration/revocation of sponsored OPRON FEROs into the NCP FEROs Repository.
- Maintain mobile validation devices hardware and software operational capability.
- Ensure remote validation data communication capabilities are functional and operational.
- Develop and provide training for appropriate TFR partners on MVD operations and remote data communication capabilities.
- Utilize the Accountability Reporting Software platform to create pre-determined location and transportation asset manifest URLs for ingestion into SAWGRASS.
- Ensure operational instruction and delivery of Friendly Force Trackers to appropriate TFR partners.
- Regular drills and tests of OPRON validation, remote data communication, and tracking equipment.
- Maintain AO SOP and Checklist.
- Other duties as assigned.

Accountability Officer-Activated State

Upon arrival at the JROCC, the AO will immediately ensure:

- Receive activation briefing from Ops Officer.
- Login to AO computer workstation.
- Review JROCC battle rhythm, identifying pertinent events.
- Ensure Accountability Management Station and Reporting Platforms are functioning and operational.

During activated state, the AO will:

- Monitor SAWGRASS for FFT activation.
- Provide routine status reports on MVDs, FFTs, and FERO manifests to MCO.

May be exempt from disclosure under the Freedom of Information Act, 5 U.S.C. 552

- Provide verbal status reports to MCO upon request.
- Ensure OPRON Tier 1 electronic validations are expeditiously reported to Ops Officer.
- Collect input for AAR.
- Produce draft version of AAR for review by Ops MCO.

Communications Officer-Steady State

During steady state, the Communications Officer (COM) is responsible for daily communications readiness and day-to-day operations of HF, VHF, UHF, low band, 800 MHz, satellite, switched telephone system, cellular telephone, e-mail, SMS text and other JROCC communications within the area of operations. The Communications Officer identifies, installs, manages and troubleshoots discrepancies. The Communications Officer also conducts technical interaction with federal, state, and local agency communications representatives and identifies, recommends, and manages IT collaborative tools for JROCC use. Prior to any planned event, the Communications Officer will produce a separate SOI for inclusion in the operations order (OPORD).

Communications Officer-Activated State

Upon activation of OPRON, the Communications Officer will be the primary JROCC communications SME.

Upon arrival at the JROCC, the Communications Officer will immediately ensure:

- All communications systems are activated and functional.
- Establish and maintain communications with all TFR partners and deploying OPRON assets.
- Report communications status to MCO.

During activated state, the Communications Officer will:

- Ensure all communications and IT systems are operating and have redundancy where possible.
- The Communications Officer will be ready to respond to any communications or IT failure and have systems back on line within fifteen minutes.
- Collect input for AAR.
- Produce draft version of AAR for review by MCO.

Radio Operator-Steady State

During steady state, the Radio Operator (RO) conducts scheduled checks on all communications systems. The RO conducts daily FEMA-net radio checks and, where appropriate, ensures TFR partner communications systems are functioning.

Radio Operator-Activated State

Upon arrival at the JROCC, the Radio Operator will immediately ensure:

- A communications log listing all communications sent/received by the JROCC is established. This log will be displayed on the event log tracker and becomes part of the historical record of communications activities within the JROCC.
- Monitor all communications traffic through the JROCC and ensure timely response.

OPRON LNO-Steady State

The OPRON LNO is not occupied as a full time position during steady state. ERB staff will be responsible for conducting preparation and housekeeping tasks for the position prior to the activation of OPRON. ERB staff will carry out the following tasks:

- Review CRC and JROCC battle rhythms. Highlight/note key events (up-date briefs, VTC's, command meetings) and ensure CRC/JROCC synched. Ensure notification and deadlines are passed to the JROCC
- Ensure updated ERB/TFR contact and phone list available is maintained at OPRON LNO desk
- Ensure OPRON LNO desk has required supplies (notebooks, pens, dry erase markers etc)

OPRON LNO-Activated State

Upon OPRON activation, the OPRON LNO will immediately respond to the CRC and establish the direct link with the JROCC. The LNO will obtain the activation brief from the Mission Coordinating Officer and prepare a brief on OPRON status and actions. The LNO will then:

- Attend CRC (key) events
- Maintain open and continuous communication between CRC and JROCC
- Monitor and report mission changes
- Conduct continuous, forward-looking operational needs analysis
- Disseminate Requests for Information (RFI) from CRC to the JROCC
- Deliver OPRON activity reports to CRC
- Ensure key events are reported to the JROCC event log keeper
- Receive all CRC reports and deliver to Eaglesnest
- Ensure Google Earth is operational on designated OPRON LNO computers and can be displayed
- Ensure mission specific kmz. files are loaded

- Display JROCC COP in CRC
- Refresh JROCC COP as required

CRC Knowledge Officer-Steady State

The OPRON Knowledge Officer to the CRC is not occupied as a full time position during steady state. The OPRON staff will be responsible for conducting preparation and housekeeping tasks for the position prior to the activation of OPRON. The OPRON staff will carry out the following tasks:

- Check Google Earth is operational on designated CRC computers   and can be displayed
- Ensure kmz. files are loaded

CRC Knowledge Officer-Activated State

Upon activation, the OPRON Knowledge Officer to the CRC will immediately respond to the CRC. The OPRON KO will obtain the activation brief from the Ops Officer or IO

- Display SAWGRASS.
- Load kmz. and update SAWGRASS picture from JROCC.
- Monitor, update and synch the SAWGRASS picture.

TFR Liaison Officer Staff Desks

Virginia State Police and Virginia Department of Conservation and Recreation Law Enforcement

Upon activation, Virginia State Police (VSP) officers provide Virginia highway coordination and escort security. Virginia Department of Conservation and Recreation Law Enforcement (VDCRLE) officers assist with site security and validation procedures. The VSP desk provides dispatch capability and coordination between VSP assets and the JROCC.

Maryland State Police

Upon activation, Maryland State Police (MSP) officers provide Maryland highway coordination and escort security. The MSP desk provides dispatch capability and coordination between MSP assets and the JROCC.

W. Virginia State Police

Upon activation, West Virginia State Police (WVSP) officers provide West Virginia highway coordination and escort security. The WVSP desk provides dispatch capability and coordination between WVSP assets and the JROCC.

U.S. Department of Homeland Security (DHS) Information & Analysis (I&A)

DHS I&A supports information assembly and analysis of issues affecting the OPRON mission. The I&A desk is the focal point within the JROCC providing reach back to DHS I&A full capability. The I&A desk officer provides pertinent information for inclusion into JROCC reporting in accordance with the JROCC battle rhythm or at the specific request of the MCO/IO.

U.S. Marshals Service (USMS)

USMS deputies provide site security and conduct mobile validation procedures at assigned locations. The USMS desk officer provides dispatch capability and coordination between USMS assets and the JROCC.

United States Coast Guard (USCG)

USCG officers provide site security and maritime safety response for OPRON assets using inland waterways. The USCG desk officer provides dispatch capability and coordination between USCG assets and the JROCC.

Federal Railroad Administration (FRA)

The FRA provides coordination between the various private sector railways and the JROCC for OPRON assets moving by rail. The FRA desk maintains communications with CSX, Amtrak and Norfolk Southern and provides subject matter expertise on rail transportation issues.

Federal Aviation Administration (FAA)

The FAA provides coordination between air traffic control (ATC), aircraft and the JROCC for OPRON assets moving by air. The FAA desk maintains communications with ATC and aircraft operating in the NCRCC and provides real time monitoring of air movement nationwide. The FAA desk also monitors FAA HQ for all air related emergencies or issue.

BATTLE RHYTHM

Briefs (Activation Brief, Update Briefs)

No later than ninety minutes after the ENS alert is received, the MCO will issue the activation brief to the JROCC. The brief will follow the following format:

- SITUATION. All known information on the precipitating event. Information sources should be identified and accuracy confirmed or not.
- OPRON. Current status of assigned locations being used, asset movement and anticipated timings. Tier 1 asset tracking report.

- JROCC. JROCC staffing and operational status.
- ADMINISTRATION. Any administrative issues related to OPRON, TFR or the JROCC.
- SAFETY & SECURITY. Any safety or security issues affecting OPRON or TFR.
- 'ROUND THE HORN'. Any status reports from each of the OPRON/TFR staff desks.

At the discretion of the MCO, regular update briefs will be provided to the JROCC in the same format as the activation brief.

If at any time a JROCC C2 staff desk has important information to relay to the entire JROCC, the desk officer will announce it after gaining *"Attention in the JROCC..."*

Critical Information Requirements (CIR) Management

The MCO, through the IO, will ensure all SPOTREPS and SITREPS answer CIR/EEI from senior leadership. Reporting will be in accordance with the JROCC battle rhythm. SITREPS will be sent to the CRC at two hours, four hours, eight hours and twelve hours, after receiving status reports from all OPRON staff and TFR partners. SPOTREPS are sent to the CRC as required in response to specific events or information received.

Battle Rhythm Actions, Reporting and Products

The JROCC battle rhythm begins as soon as the ENS alert is received. This is known as "H hour" and each timeline after that has an "H plus..." designation. Timings are 'no later than' (NLT) although some events may occur earlier.

JROCC PLANNING OPERATIONS GUIDE

TABLE OF CONTENTS

Event Log Format………………

INTRODUCTION

This manual formalizes the procedures for the operation of the Joint Rendezvous Operations Control Center (JROCC).

Location

The JROCC is located at the Federal Emergency Management Agency (FEMA), Emergency Operations Center at Mt. Weather, VA (MWEOC). The JROCC is currently situated in building 403.

Authorities

National Security Act (NSA) of 1947 (as amended). FEMA is responsible for the coordination of the strategic relocation of industries, services, government and economic activities, the continuous operation of which is essential to the Nations security.

Homeland Security Act of 2002 (as amended). FEMA is responsible for preparing and implementing Continuity of Operations (COOP), Continuity of Government (COG), and Contingency Programs (CP).

Public Law (P.L.) 110-53, Implementing Recommendations of the 9/11 Commission Act of 2007, August 2007. Title IV, Section 405, of P.L. 110-53 requires the FEMA Administrator to establish a federal response capability inventory or repository; Section 406 details reporting requirements for credentialing and typing sponsorship, and Section 407 requires National Response Framework (NRF), National Infrastructure Protection Plan (NIPP), and National Continuity Policy Implementation Plan (NCPIP) federal preparedness reports for leadership. National continuity personnel are required to be credentialed, typed, and registered into the FEMA Repository.

National Security Presidential Directive 51/ Homeland Security Presidential Directive 20 (NSPD 51/HSPD 20), May 2007. Establishes FEMA as lead agent for Federal Executive Branch (FEB) continuity and reiterates policy to maintain a comprehensive and effective continuity capability to ensure the preservation of our constitutional form of government at all times. This directive establishes national continuity policy. This directive also requires that continuity programs in the FEB be incorporated into agency daily operations, and directs the coordination of federal plans with state, territorial, tribal, local and private sector plans.

HSPD 7, September 2008. Directs the United States to enhance the protection of our nation's critical infrastructure and key resources against terrorist acts that could impair federal departments and agencies (D/A) abilities to perform primary mission essential functions (PMEF), or to ensure public health and safety.

HSPD 12, Policy for a Common Identification Standard for Federal Employees and Contractors, August 2004. Addresses variations in the quality and security of forms of identification used to gain access to secure federal and other facilities where the potential for terrorist attacks must be eliminated. The purpose of this policy is to enhance security, increase government efficiency, reduce identity fraud, and protect personal privacy by establishing a mandatory, government-wide standard

for secure and reliable form of identification issued by the FEB to its employees and contractors. This policy resulted in issuance of the cyber-secure personal identity verification (PIV) credential, critical to National Continuity Programs, Operation Rendezvous (OPRON) program

Presidential Policy Directive (PPD)-8, March 2011. This directive replaces HSPD-8. It directs the development of a national preparedness goal that identifies the core capability requirements for preparedness and a national preparedness system to guide activities that will enable the nation to achieve that goal. The system will allow the nation to track the progress of our ability to build and improve the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk to national security.

NCPIP, August 2007. The NCPIP builds upon the *National Continuity Policy* and provides guidance to FEB D/A on appropriately identifying and carrying out their PMEF that support the eight National Essential Functions (NEF).

FEMA Strategic Plan, February 2011. The FEMA Strategic Plan provides a framework for FEMA Component and Regional COOP strategic plans, which contain specific goals, objectives, and strategies required to achieve the vision. The strategic framework establishes a common long-term and strategic direction. FEMA component strategic plans are aligned with FEMA strategic plan to achieve common strategic outcomes.

NCP Strategic Plan October 2010. Supports the FEMA Strategic Plan with six goals. In general, they support the workforce, provide planning, training and exercising, maintain continuity architectures, prepare and implement the FEB continuity plans, ensure timely public warning and operate the MWEOC.

Federal Continuity Directive 1 and 2 (FCD 1 and 2)), February 2008. This guidance document provides direction for the development of continuity plans and programs for the FEB and to provide for effective continuity planning and programs that facilitate the performance of PMEF during all-hazards emergencies or other events that disrupt normal operations.

Memorandum of Understanding (MOU)/Memorandum of Agreement (MOA) with multiple Task Force Rendezvous (TFR) Partners.

Chain of Command

The chain of command within the JROCC is:

1. Mission Coordination Officer (MCO). Answering to the OPRON Branch Chief.
2. Information Officer (IO).
3. Common Operating Picture (COP) Officer.
4. Event Log Keeper (LK).
5. Assets Accountability Officer (AAO).
6. Communications Officer.

Mission

The JROCC mission is to command, control, coordinate and synchronize all Operation Rendezvous (OPRON) actions during routine steady state and upon activation.

Concept of Operation

As delegated by the FEMA NCP Assistant Administrator, the JROCC is authorized to coordinate OPRON execution, ensure internal and external coordination of OPRON activities, and to serve as the primary FEMA point of contact (POC) for federal, state, local, and private sector entities supporting OPRON.

The JROCC is a central, joint operations center manned by dedicated OPRON staff and TFR partners from federal agencies, state and local authorities and the private sector. The JROCC provides the command, control, communications, and information (C3I) for execution of the OPRON mission. Initial duration of OPRON is anticipated to last up to 12 hours. The JROCC tracks and accounts for Federal Emergency Response Officials (FERO) personnel and maintains situational awareness on all factors affecting the OPRON mission, issues status reports to senior leadership/staff, the CRC and provides a central repository for OPRON related information.
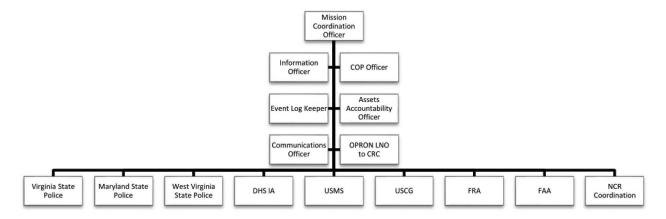
On a routine basis, the JROCC operates in a non-activated or 'steady' state with OPRON staff ensuring mission readiness and conducting equipment maintenance. Upon activation, TFR partners respond to the JROCC and, together with OPRON staff, carry out the OPRON mission.

STAFFING

JROCC duty hours are federal workdays, 06:00 to 18:00EST. Duty hours are extended during NSSE or as directed by the FEMA Administrator or designee. OPRON staff are subject to immediate recall, work at locations other than the official duty station, and work that may include duties other than those specified in the employee's official position description. Requirements in support of operations may be extensive.

Organizational Structure

The organizational structure of the JROCC is shown below:

```
                      Mission
                    Coordination
                      Officer
                         |
        +----------------+----------------+
   Information        COP Officer
    Officer
                         |
   Event Log Keeper   Assets
                    Accountability
                      Officer
                         |
   Communications     OPRON LNO
    Officer            to CRC
                         |
   ------------------------------------------------------------
   |        |        |        |       |       |      |      |        |
Virginia  Maryland  West   DHS IA   USMS    USCG   FRA   FAA     NCR
 State     State   Virginia                                  Coordination
 Police   Police    State
                    Police
```

OPRON Staff Functions

The following staff functions will be provided by dedicated OPRON personnel. Management, coordination and synchronization of each function will be the direct responsibility of the assigned officer identified below.

Mission Coordination

Reporting directly to the OPRON Branch Chief, the MCO has oversight of the JROCC and all its activities. The MCO is the first point of contact for the TFR partners and coordinates all TFR activities within the JROCC. The MCO ensures the JROCC mission is successful. The MCO is responsible for command, control, coordination and synchronizing all Operation Rendezvous actions during routine daily state and upon activation. The MCO must be fully conversant with all aspects of the OPRON mission and understand the JROCC capabilities. The MCO must also be knowledgeable of the JROCC facilities and limitations. The MCO is known within the JROCC as the 'em see oh'.

Information Management

The IO is responsible for all information management procedures within the JROCC. The IO will conduct analysis of incoming information, report any issues effecting OPRON mission to the MCO and produce/disseminate situation report and spot reports in accordance with the battle rhythm or at the direction of the MCO. The IO compiles all documents at the end of an event and ensures proper document management procedures are followed. Within the JROCC the IO is known as the 'eye oh'.

The Common Operating Picture (COP)

The JROCC common operating picture utilizes the Google Earth platform to geospatially display information providing situational awareness and near real-time tracking of assets and associated personnel being moved by OPRON on the Situational Awareness Viewer (OPSAVR). The COP is maintained and managed by the COP Officer. The COP officer will ensure the standard information layers are displayed and updated as needed. Additional layers of information will be displayed as directed by the MCO. The COP Officer is known within the JROCC as the 'cop'.

Event Log Keeping

During activation, the LK maintains a log of all key events which is displayed on a screen in the JROCC known as the 'event log tracker'. This log will become an historical record of the activities conducted by OPRON assets and activities within the JROCC. The Event Log Keeper also maintains a sign in/out list for all personnel entering and/or leaving the JROCC. The Event Log Keeper is known within the JROCC as the 'el kay'.

Assets Accountability

Federal, state, and local LEO electronically validate the personal identity verification (PIV) credentials and NCPIP Emergency Support Function (ESF) #5 OPRON cyber-attribute of each passenger using a minimum of three-factor authentication.

PIV credentials are electronically validated using Federal Information Processing Standard (FIPS)-approved mobile validation devices. The electronic transaction data from the mobile validation devices is extracted and transmitted to the JROCC, which enables the maintenance of passenger manifests and accountability of validated personnel. All validated passenger information is consolidated into a transportation asset-specific manifests.

Accountability of personnel, tracking of relocation assets via space-based systems and management of manifest data and reports is the responsibility of the Asset Accountability Officer (AAO). In accordance with the battle rhythm or, at the direction of the MCO, the AAO will provide status reports to the event log keeper for compilation and dissemination. The AAO is known within the JROCC as the 'ey ey oh'.

JROCC Communications

Operators of transportation assets provide location information to the JROCC via radio on their locations as the transportation move personnel. JROCC communicates using ultra high frequency (UHF) radio, very high frequency (VHF) radio, switched telephone network, cellular telephone, e-mail, and Short Messaging Service (SMS) text.

The OPRON Communications Officer reports to the MCO and is responsible for communications support, including interoperability and redundancy, to the JROCC and, where needed, to the TFR partners. When needed, JROCC Communications will produce a separate set of signal operating instructions (SOI) for specific events. The Communications Officer provides the subject matter expertise ensuring all OPRON communications and IT systems are operational during routine daily state and upon activation. The Communications Officer maintains a communications log listing all communications sent/received by the JROCC. This log will be displayed on the event log tracker and becomes part of the historical record of communications activities within the JROCC. The Communications Officer is known within the JROCC as 'comms'.

OPRON Liaison Officer (LNO) to Continuity Readiness Cell (CRC)

Located within the CRC, the OPRON LNO coordinates and synchronizes OPRON activities with the CRC acting as the information conduit between the CRC and the JROCC. The OPRON LNO maintains situational awareness on all OPRON/CRC activities in order to anticipate OPRON related issues and, when required, briefs CRC personnel/key leadership on OPRON status and actions. The OPRON LNO is known as the 'el en oh'.

TFR Staff Functions

In accordance with the MOU/MOA, TFR partners provide action officers responsible for management, coordination and synchronization of activity between the TFR partner and OPRON. The assigned action officer occupies a desk within the JROCC fitted with communications and IT equipment to support the TFR mission within the JROCC. Each TFR partner is known within the JROCC by their state or agency initials.

ACTIVATION & NOTIFICATION

Using the Emergency Notification System (ENS), the FEMA Operations Center (FOC) alerts all participants in Operation Rendezvous that OPRON is activated. The JROCC confirms notification of all OPRON assets and resources and authorizes deployment.

The alert sequence is as follows:

- FEMA leadership notifies the FOC to issue an alert via the ENS.
- The FOC alerts Emergency Response Group (ERG), OPRON and TFR assets of OPRON activation.

After receiving the alert, OPRON staff and TFR partner staff report to the JROCC. TFR assets will deploy to their assigned locations in accordance with the OPRON Operations Plan. The JROCC will monitor the status of assigned locations and order alternate locations to be used as necessary.

DUTIES & RESPONSIBILITIES

OPRON Staff Desks

Mission Coordination Officer-Steady State

During steady state, the MCO is responsible for maintaining the JROCC in a mission ready status. The MCO ensures JROCC personnel are trained and equipped for activation. Specifically, the MCO will ensure:

- Applicable laws, regulations and rules are followed by JROCC personnel.
- All JROCC documentations, checklists and call out lists are kept up to date.
- All equipment is in working order to include computers, screens, communications equipment and ancillaries.
- JROCC facilities are in working order and secure each day.
- Regular drills and tests of JROCC activities are conducted.
- Short and long term budget requirements are submitted to OPRON Branch Chief.
- Input for exercise scenarios for testing, training, evaluation, and program validation of JROCC is provided.
- Direction and policy guidance in support of aviation activities.
- Serve as subject matter expert (SME) in the following areas:
  - Air operations.
  - Mission De-confliction Officer (NORTHCOM).
  - Airlift coordination and aviation safety.
- Aviation missions requested and disseminated to 11th AC and 5-159th AVN REGT.
- P/LZ information is passed to aircrews in the form of safety surveys, or coordinated with 5th BN Safety representative for an actual survey of P/LZ's to ensure adequacy for aviation operations.
- Aircrews receive training on restricted airspace procedures, and are familiarized with procedures to enter into any of the assigned relocation sites.
- Timely notification of OPRON requirements, changes to mission, or operational intelligence is forwarded to OPRON Branch Chief.

Mission Coordination Officer-Activated State

Upon activation of OPRON, the MCO will assume command and control of the JROCC and ensure the JROCC is staffed and mission ready. Upon arrival at the JROCC, the MCO will make sure:

- OPRON and TFR staffs were notified by the FEMA ENS.
- ENS qualification reports obtained from OPRON Branch Chief.
- All systems within the JROCC are powered up and displays are working.
- Responding JROCC and TFR staffs have situational awareness of the event precipitating activation of OPRON.
- Arriving OPRON and TFR staffs are mission ready and have required information and resources.
- Initial situation update brief conducted for the JROCC, known as the 'activation brief'.

- Availability of relocation assets with all-sector entities is coordinated and synchronized and assigned locations are viable and secure.
- Verbal status reports received from all individual JROCC staff.
- Status of OPRON assets moving to assigned locations is received.
- Confirmation of notification has been received from:
  - 11th AC
  - 244th AVN BDE S-3
  - 5-159th AVN REGT
  - B Co. 5-159th AVN REGT

During activated state, the MCO will:

- Maintain overall C2 of the OPRON mission and asset movement.
- Direct and coordinate contingency responses, such as redeployment to alternate locations.
- Ensure JROCC battle rhythm is followed and JROCC and TFR staffs have situational awareness.
- Coordinate with federal, state, and local law enforcement for security of designated locations, routes between sites, and movement of transportation assets.
- Coordinate priority maritime movement with the U.S. Coast Guard (USCG).
- Coordinate provision of aircraft fuel.
- Coordinate airspace utilization with FAA.
- Conduct close-out manifest actions and transfers key leadership and staff to COOP sites.
- Recommend OPRON termination.
- Release transportation assets.
- Oversee production of event AAR.

Information Officer-Steady State

During steady state, the IO is responsible for all information management processes and procedures within the JROCC. The IO ensures all JROCC documentation meets all DHS & FEMA guidelines, including security and document control requirements. As the documentation SME, the IO advises the JROCC staff on terminology, formats, knowledge management and reporting requirements. In addition to classified data bases, the IO will be familiar with open sources of information and coordinate with the DHS

Information Officer-Activated State

Upon activation of OPRON, the IO will conduct analysis of incoming information and intelligence, report any issues affecting the OPRON mission to the MCO and produce/disseminate situation and spot reports in accordance with the battle rhythm or at the direction of the MCO. The IO compiles all documents at the end of an event and ensures proper document management procedures are followed.

Upon arrival at the JROCC, the IO will:

- Obtain ENS qualification reports and compile status report for MCO.
- Check all information systems within the JROCC are powered up and displays are working.
- Provide situational awareness input for the activation brief.

During activated state, the IO will:

- Monitor all source information for situational awareness of issues affecting OPRON mission.
- The IO will be responsible for managing the CIR and ensuring any information meeting these requirements is passed to the CRC as a SITREP or SPOTREP.
- Immediately report any circumstance or issue adversely affecting OPRON mission.
- Obtain verbal status reports received from all individual JROCC staff.
- Monitor status of OPRON assets moving to assigned locations.
- JROCC battle rhythm is understood by all and followed.
- Produce and disseminate reports in accordance with the JROCC battle rhythm or at the direction of the MCO.
- Collect input for AAR.
- Produce draft version of AAR for review by MCO and OPRON Branch Chief.

COP Officer-Steady State

The 'cop' will ensure the standard information layers are available at all times on the OPSAVR and updated layers are identified and incorporated as needed. The 'cop' stays abreast of advancements in common operating picture capabilities and maintains awareness on available information in the various kmz., kml. file repositories (classified and open source). The 'cop' is responsible for testing and maintaining the OPSAVR hardware (projector and screen, desktop etc.).

COP Officer-Activated State

Upon arrival at the JROCC, the 'cop' will:

- OPSAVR systems are powered up and operating.
- Standard information layers are displayed.
- Additional layers of information will be displayed as directed by the MCO.
- Current status of movements is displayed.
- Video feeds are displayed.
- Weather radar is displayed.
- News screens are displayed.
- Up-to-date OPSAVR kmz. files are provided to OPRON LNO for display in the CRC.

During the activated state, the 'cop' will:

- Manipulate and control the Google Earth platform.
- Monitor all displays and update as required.
- Provide verbal Blue Force Tracking (BFT) reports as requested.
- Adjust layers as directed by the MCO.
- Incorporate place marks providing specific incident related information.

Event Log Keeper-Steady State

The LK will ensure the event log keeping software is up-to-date and maintained. The LK stays abreast of advancements in event log keeping capabilities. The LK is responsible for testing and maintaining the event log keeping hardware (projector and screen, desktop etc.).

Event Log Keeper-Activated State

Upon arrival at the JROCC, the LK will:

- Ensure all event log keeping systems are up and functioning.
- Confirm sign in/out sheet has been established and utilized by all.
- Begin the event log.

During the activated state, the LK will:

- Screen, prioritize and record all relevant information into the event log for display on the event log screen.
- Immediately inform the MCO and IO of any pertinent, time sensitive information.
- Field all incoming telephone calls to the JROCC and enter into event log. The LK will not release information without prior approval of the MCO.
- Obtain status reports from TFR partners for inclusion into the event log.

Assets Accountability Officer-Steady State

During steady state, the AAO is responsible for all process and procedures relating to accountability and tracking. The AAO also maintains the mobile validation devices (MVD) and ensure TFR partner maintained equipment is serviceable. The AAO will specifically:

- Assist in any development, enhancement, and/or updates to the NCP FERO Repository to meet OPRON mission requirements and capabilities.
- Coordinate the registration/revocation of sponsored OPRON FERO into the NCP FERO Repository.
- Maintain daily OPRON mobile validation devices (MVDs) hardware and software operational capability.
- Ensure remote validation data communication capabilities are functional and operational.
- Develop and provide training for appropriate TFR partners on MVD operations and remote data communication capabilities.
- Utilize the Accountability Reporting Software platform to create pre-determined location and transportation asset manifest URLs for ingestion into OPSAVR COP.
- Ensure operational instruction and delivery of Blue Force Trackers to appropriate TFR partners.
- Regular drills and tests of OPRON validation, remote data communication, and tracking equipment.
- Maintain AAO SOP and Checklist.
- Other duties as assigned.

Assets Accountability Officer-Activated State

Upon arrival at the JROCC, the AAO will immediately ensure:

- Receive activation briefing from MCO.

- Ensure updated contact list/phone list and necessary supplies (notebook, pens, etc.) are present at workstation.
- Login to AAO computer workstation.
- Review JROCC battle rhythm, identifying pertinent events.
- Ensure Accountability Management Station and Reporting Platforms are functioning and operational.
- Check Google Earth is operational on workstation.
- Ensure KMZs are loaded, correct event scenario delivered, and login to OPSAVR.

During activated state, the AAO will:

- Monitor OPSAVR COP for BFT activation.
- Provide routine status reports on MVDs, BFTs, and FERO manifests to MCO and IO.
- Provide verbal status reports to MCO/IO upon request.
- Ensure OPRON Tier 1 electronic validations are expeditiously reported to MCO.
- Collect input for AAR.
- Produce draft version of AAR for review by MCO.

Communications Officer-Steady State

During steady state, the Communications Officer is responsible for daily communications readiness and day-to-day operations of high frequency (HF), VHF, UHF, low band, 800 MHz, satellite, switched telephone system, cellular telephone, e-mail, SMS text and other JROCC communications within the area of operations. The Communications Officer identifies, installs, manages and troubleshoots discrepancies. The Communications Officer also conducts technical interaction with federal, state, and local agency communications representatives and identifies, recommends, and manages IT collaborative tools for JROCC use. Prior to any planned event, the Communications Officer will produce a separate SOI for inclusion in the operations order (OPORD). The Communications Officer conducts the daily FEMA net call radio check response.

Communications Officer-Activated State

Upon activation of OPRON, the Communications Officer will be the primary JROCC communications operator. The Communications Officer maintains a communications log listing all communications sent/received by the JROCC. This log will be displayed on the event log tracker and becomes part of the historical record of communications activities within the JROCC.

Upon arrival at the JROCC, the Communications Officer will immediately ensure:

- All communications systems are up and working.
- Establish and maintain communications with all TFR partners and deploying OPRON assets.
- Report communications status to MCO.

During activated state, the Communications Officer will:

- Monitor all communications traffic through the JROCC and ensure timely response.
- Enter communications sent/received in the event log.
- Collect input for AAR.

- Produce draft version of AAR for review by MCO.

OPRON LNO to CRC-Steady State

The OPRON LNO is not occupied as a full time position during steady state. The OPRON staff will be responsible for conducting preparation and housekeeping tasks for the position prior to the activation of OPRON. The OPRON staff will carry out the following tasks:

- Review CRC and JROCC battle rhythms. Highlight/note key events (up-date briefs, VTC's, command meetings) and ensure CRC/JROCC synched. Ensure notification and deadlines are passed to JROCC.
- Ensure updated OPRON contact and phone list available in CRC.
- Maintain secure list of usernames and passwords to required systems.
- Check Google Earth is operational on designated CRC computers.
- Ensure KMZs are loaded.
- Check OPRON desk has required supplies (notebooks, pens, dry erase markers etc).

OPRON LNO to CRC-Activated State

Upon activation, the OPRON LNO will immediately respond to the CRC and establish the direct link with the JROCC. The OPRON LNO will obtain the activation brief from the MCO or IO and prepares a brief on OPRON status and actions. The OPRON LNO will then:

- Attend CRC battle rhythm key events.
- Maintain open and continuous communication between CRC and JROCC.
- Upload the OPSAVR common operating picture.
- Load KMZ and update OPSAVR picture from JROCC.
- Monitor mission changes.
- Conduct continuous, forward-looking operational needs analysis.
- Monitor, update and synch OPSAVR picture.
- Report and disseminate information between CRC and JROCC.
- Provide regular OPRON activity reports (SPOTREP & SITREP) to CRC
- Ensure key events are reported to the JROCC event log keeper.

TFR Partners Staff Desks

Virginia State Police

Upon activation, Virginia State Police (VSP) officers provide Virginia highway coordination and escort security. Virginia Department of Conservation and Recreation Law Enforcement (VDCRLE) officers assist with site security and validation procedures. The VSP desk provides dispatch capability and coordination between VSP assets and the JROCC.

Maryland State Police

Upon activation, Maryland State Police (MSP) officers provide Maryland highway coordination and escort security. The MSP desk provides dispatch capability and coordination between MSP assets and the JROCC.

W. Virginia State Police

Upon activation, West Virginia State Police (WVSP) officers provide West Virginia highway coordination and escort security. The WVSP desk provides dispatch capability and coordination between WVSP assets and the JROCC.

U.S. Department of Homeland Security (DHS) Information & Analysis (I&A)

DHS I&A provides all source information and analysis to the MCO/IO on any issue affecting the OPRON mission. The I&A desk is the focal point within the JROCC providing reach back to DHS I&A full capability. The I&A desk officer provides pertinent information for inclusion into the JROCC reporting in accordance with the JROCC battle rhythm or at the specific request of the MCO/IO.

U.S. Marshals Service (USMS)

USMS deputies provide site security and conduct validation procedures at assigned locations. The USMS desk officer provides dispatch capability and coordination between USMS assets and the JROCC.

United States Coast Guard (USCG)

USCG officers provide site security and maritime safety response for OPRON assets using inland waterways. The USCG desk officer provides dispatch capability and coordination between USCG assets and the JROCC.

Federal Railroad Administration (FRA)

The FRA provides coordination between the various private sector railways and the JROCC for OPRON assets moving by rail. The FRA desk maintains communications with CSR and Amtrak and provides subject matter expertise on rail transportation issues.

Federal Aviation Administration (FAA)

The FAA provides coordination between air traffic control (ATC), aircraft and the JROCC for OPRON assets moving by air. The FAA desk maintains communications with ATC and aircraft operating in the NCR and provides real time monitoring of air movement nationwide. The FAA desk also monitors FAA HQ for all air related emergencies or issue.

BATTLE RHYTHM

Briefs (Activation Brief, Update Briefs)

All briefs and status updates will be preceded with the announcement *"Attention in the JROCC…"* and closed with *"…carry-on in the JROCC."*

No later than ninety minutes after the ENS alert is received, the MCO will issue the activation brief to the JROCC. The brief will follow the following format:

- SITUATION. All known information on the precipitating event. Information sources should be identified and accuracy confirmed or not.
- OPRON. Current status of assigned locations being used, asset movement and anticipated timings. Tier 1 asset tracking report.

- JROCC. JROCC staffing and operational status.
- CRC. Status of the Continuity Readiness Cell. Staffing and current capability.
- FEB COOP. Any pertinent Federal Executive Branch COOP status.
- ADMINISTRATION. Any administrative issues for OPRON, TFR or the JROCC.
- SAFETY & SECURITY. Any safety or security issues affecting OPRON or TFR.
- ROUND THE HORN. Any status reports from each of the OPRON/TFR staff desks.

At the discretion of the MCO, regular update briefs will be provided to the JROCC in the same format as the activation brief.

If at any time an OPRON staff desk or TFR staff desk has important information to relay to the entire JROCC, the desk officer will announce it after gaining *"Attention in the JROCC…"*

Critical Information Requirements (CIR) Management

The MCO through the IO, will ensure all SPOTREPS and SITREPS answer CIR from senior leadership. Reporting will be in accordance with the JROCC battle rhythm shown below. SITREPS will be sent to the CRC at ninety minutes, two hours, four hours, eight hours and twelve hours, after receiving status reports from all OPRON staff and TFR partners. SPOTREPS are sent to the CRC as required.

Battle Rhythm Actions, Reporting and Products

The JROCC battle rhythm begins as soon as the ENS alert is received. This is known as "H hour" and each timeline after that has an "H plus…" designation. Timings are 'no later than' (NLT) although some events may occur earlier. The below table illustrates the planned battle rhythm with driving events resulting in required actions, reporting and products from the JROCC.

TIME	ENS ALERT	H + 90 MINUTES	H + 90 MINUTES	H + 2 HRS	H + 4 HRS	H + 6 HRS	H + 8 HRS	H + 12 HRS
EVENT	OPRON STAFF RESPOND	JROCC FULLY OPERATIONAL	DEPLOYED ASSETS BEGIN P/LZ STATUS REPORTING	FERO STATUS AT P/LZ REPORTING	FERO STATUS AT ITH REPORTING	JROCC UPDATE BRIEF	FERO STATUS AT FD REPORTING	OPRON TERMINATED
JROCC PRODUCT	QUAL REPORTS	JROCC ACTIVATION BRIEF		SITREP TO CRC	SITREP TO CRC		SITREP TO CRC	SITREP TO CRC
TFR PRODUCT		STATUS REPORT	STATUS REPORT	STATUS REPORT	STATUS REPORT		STATUS REPORT	
ACTIONS	BEGIN ASSET TRACKING	COMMO CHECKS	COMMO CHECKS	CONTINUE MANIFEST/TIER 1 TRACKING	CONTINUE MANIFEST/TIER 1 TRACKING		FINAL MANIFEST TRACKING REPORTS	JROCC/TFR STANDOWN

After Action Reporting (AAR)

All staff functions will provide input for the AAR. Input will be collected by each of the staff officers and compiled for submission to the MCO. The MCO will produce a draft report for submission to the OPRON Branch Chief for review.

JROCC STAFF DESK ACTIVATION AND DEACTIVATION CHECKLISTS

Each JROCC staff desk will have an activation and deactivation checklist provided by the desk lead. The checklist will be in the following format:

FUNCTION OF THE STAFF DESK.
ROLES AND RESPONSIBILITIES OF STAFF DESK.
SYSTEMS FUNCTION (INSTRUCTIONS/BUTTONOLOGY).
COMMUNICATIONS-CALL SIGNS, SCHEDULED COMMUNICATIONS CHECKS.
ACTIONS CARRIED OUT UPON ARRIVAL AT THE JROCC-SYSTEMS START UP, SYSTEMS CHECKS ETC.
POC/CONTACT NUMBERS.
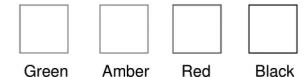COMMUNICATIONS SIGN OFF.
SYSTEMS SHUTDOWN.
SIGN OUT & DEPARTURE PROCEDURES.

NOTIFICATION LIST & JROCC CONTACT INFORMATION

July 25, 2011

Name:	Titan III One-Way Pager #:
Dennis Haas	800-200-0573
Mike Maxwell	800-200-0754
Penney Myer	800-203-0279
Mike Hicks	800-203-0296
Jeff Reames	800-203-0390
Craig Wilson	800-203-0739
Geoff Mullin	800-203-0763
John Berglund	800-203-0833
Jeff Lefever	800-203-0873
Craig Strickler	800-203-0881
Bryan Vossekuil	800-203-0883 Not issued
Linda Grinnage	800-203-0886 Not issued
Andrew Reeder	800-203-0894
	800-203-0920 Not issued
	800-203-0932 Not issued
	800-203-0950 Not issued
	800-203-0954 Not issued
	800-203-0955 Not issued
	800-203-0987 Not issued
	800-203-0993 Not issued

SITREP FORMAT

(U) ACTUAL or TRAINING EVENT
(U) DTG
(U) DISTRIBUTION LIST
(U) EXECUTIVE SUMMARY
(U) ACCOUNTABILITY AND TRACKING STATUS:
(U) RELOCATION TIMELINE
(U) TRANSPORTATION MODES:
(U) TRANSPORTATION ASSET AVAILABILITY:
(U) FUEL SITE STATUS:

Green	Amber	Red	Black
☐	☐	☐	☐

Status levels for fuel (GREEN, AMBER, RED, or BLACK) describe amount of basic load level available.

- GREEN: Full capacity; 90% or more available, complete mission readiness
- AMBER: moderate capacity; 80 to 89% moderate mission readiness

- RED: reduced capacity; 60 to 79% diminished mission readiness
- BLACK: minimal capacity; 59% minimal mission readiness

NOTE: If an item is reported as status level BLACK on line 7, an appropriate Mitigation Action Report must follow.

(U/FOUO) TRANSPORTATION OBSTACLES
(U/FOUO) COMMUNICATIONS CENTER OPERATIONS
(U) SECTOR THREATS:
END REPORT
(U) ORIGINATOR:
(U) AUTHENTICATION:

SPOTREP FORMAT

(U) DTG:
(U) SYNOPSIS:
(U) KEY FINDINGS:
(U) ANALYSIS:
(U) OUTLOOK:
(U) END MESSAGE:
(U) DTG:
(U) ORIGINATOR:
(U) AUTHENTICATION:

EVENT LOG FORMAT

OPRON EVENT LOG

DTG	FROM	TO	EVENT	REMARKS