

MILITARY SUPPORT TO CIVIL AUTHORITY (MSCA)



Preparing For and Managing The Consequences Of Terrorism

RESOURCE GUIDE

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for the
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“The views, opinions, and findings expressed in this manual are those of the author(s) and should not be construed as an official Government position, policy, or decision, unless so designated by other official documentation.”

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Section 1: Introduction

Until recently, Americans were secure in their belief that the devastating terrorist acts they have witnessed from around the world on CNN and reported by other news organizations would not, could not happen in the United States. However, the bombings in Oklahoma City and the World Trade Center along with the arrest of Los Angeles members of the Fourth Reich have provided compelling demonstrations that the United States is no longer insulated from acts of terrorism. These events and others have led to heightened concerns over domestic security and has focused nationwide attention on federal, state and local law enforcement, and emergency support agencies' preventative and preparedness measures.

In response to the increasing threat of terrorist activities within the United States, the President and Congress have taken action through Presidential Decision Directive 39 (PDD39) and the Defense Against Weapons of Mass Destruction (The Nunn-Lugar Act) change to Title XIV of Public Law which enhances the capabilities of federal, state and local law enforcement, and emergency support agencies' preventive and preparedness measures with regard to both crisis and consequence management of terrorism. These actions taken by the President and Congress have established a national counter-terrorism policy and a Federal response framework to terrorism by identifying the roles and responsibilities of federal agencies, strengthening partnerships with state, local and volunteer agencies, and allocating national resources and dollars to detect, prevent, defeat and manage the consequences of terrorism.

Combating terrorism has two major components; antiterrorism and counter-terrorism. During peacetime, the Army combats terrorism primarily through antiterrorism, which are those passive defensive measures taken to minimize vulnerability to terrorism. Antiterrorism is a form of force protection and, thus, the responsibility of Army commanders at all levels. Antiterrorism complements counter-terrorism, which is the full range of offensive measures taken to prevent, deter, and respond to terrorism. Army elements, such as Special Operations Forces (SOF), assist in this interagency effort by applying specialized capabilities to preclude, preempt, and resolve terrorist incidents abroad.

Counter-terrorism occurs in conflict and war; antiterrorism occurs across the range of military operations. Federal response, on the other hand, can best be described as having two broad components supported by law enforcement and technical operations:

Crisis management response, under the primary jurisdiction of the Federal government with the Department of Justice, Federal Bureau of Investigation as the lead agency, involves the measures to confirm the threat, investigate and locate terrorists and their weapons, and capture the terrorists for prosecution under Federal Law.

Consequence management response, under the primary jurisdiction of the affected State and local governments aided by the Federal government through the provisions of the Federal Response Plan (FRP) with the Federal Emergency Management Agency (FEMA) as lead agency to coordinate the Federal assistance, involves all response measures to support the affected community in preparing for and managing the consequences of the incident on lives and property.

In sum, Crisis management and Consequence management are mutually supporting activities in Counter-terrorism and provide a coordinated and cooperative framework for federal, state and local agencies to deal with terrorism and/or terrorist acts.

Although both Crisis management and Consequence management are important and significant elements within the Federal response, the focus of this Resource Guide will be on managing the consequences of terrorism. The Resource Guide is designed to be a reference tool for civilian and military personnel tasked with planning and conducting emergency response actions to a domestic terrorist event. Incorporated into the guide will be relevant operational information from the National Interagency Civil-Military Institute's program of instruction "Preparing for and Responding to the Consequences of Terrorism", along with information on military support to civilian agencies, planning outlines, sample plans, and agency points of contact.

"Preparing for and Responding to the Consequences of Terrorism"

A 45 academic hour course teaching the interagency planning and response process required for the effective handling of a domestic event. Attendees will be provided a historical perspective of domestic terrorism as well as identifying prominent extremist groups and their influence on modern day domestic terrorism. Additionally, attendees will receive training in the areas of weapons of mass destruction, crisis and consequence management, risk and vulnerability assessments, the role of intelligence, legal considerations, media and public affairs, civilian and military response capabilities, managing mass casualties, force protection, unity of command, and interagency operational planning. The course has been specifically designed to assist civilian and military personnel tasked with planning and conducting emergency response actions to a domestic terrorist event.

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Section 2: Weapons of Mass Destruction

The term Weapons of Mass Destruction has been defined: as any weapon or device that is intended, or has the capability, to cause death or serious bodily injury to a significant number of people through the release, dissemination, or impact of toxic or poisonous chemicals or their precursors; a disease organism; or radiation or radioactivity.

Frequently, the mental picture created by the phrase: Weapons of Mass Destruction, conjures up for most of us the vision of military weapons of war, such as, Scud missiles, nuclear bombs, and bursting artillery shells; however, terrorists prefer to work in the realm of the common place using cars, briefcases, and packages to deliver their weapons of destruction. In fact, the very size of a weapon can be made virtually irrelevant to its destructive power as witnessed by the March 1995 terrorist release of sarin gas in the Tokyo subway system. Alarming, a terrorist's weapon can be of any size, shape, or weight; concealed in familiar or common every day items; and be comprised of explosives or chemical, biological, nuclear (NBC) hazardous materials. Today, as terrorist activities continue to unfold throughout the world, increasing concern is being focused on the threat of terrorist use of chemical weapons and to a lesser extent on biological or nuclear weapons. Chemical weapons have at times been referred to as the poor man's nuclear bomb.

First developed as pesticides by German Scientists in the 1930s, many of these chemical products were later transformed and used by the Nazi military as nerve agents against civilians. Since then, chemical weapons have become hundreds to thousands of times more lethal than their forerunners. As an example, a single dose small enough to fit on a head of a pin of a modern nerve agent can be fatal within 15 minutes.

Chemical agents are categorized according to their physiological action encompassing both lethal and non-lethal individual chemical compounds.

- **Nerve Agent:** Affects the brain and muscles, depressing the center for controlling respiration. Muscles become locked in a constricted state. Results in sweating, drooling, vomiting, weakness, disrupted heartbeat, convulsions, and coma. Death occurs by asphyxiation.
- **Blister Agent:** Burns the skin, mucous membrane and eyes. Deadly when large amounts are inhaled, blistering windpipe and lungs.

- **Blood Agent:** Poisons the central nervous system and acts immediately when inhaled. Interferes with the body's utilization of oxygen and directly affects the heart.
- **Choking Agent:** Affects the lungs and causes damage to the capillaries. The compound floods the air cells and the victim dies of oxygen deficiency.
- **Incapacitating Agent:** Produces physiological and/or psychological effects, such as hallucinations and/or delirium rendering the individual incapable of concerted physical or mental efforts. Complete recovery.
- **Riot Control Agent:** Although not considered as chemical warfare agents, both tear and vomiting agents cause eye irritation, tearing, nausea, and vomiting and are capable of serious illness or death if used in confined spaces.

Chemical Weapons are most useful to terrorists because of the small quantity required to inflict large numbers of casualties; the absolute terror associated with chemical weapons; the extreme cost effectiveness of chemical weapons versus explosive weapons and the relative ease by which lethal agents can be synthesized from commercially available chemical products. Enclosed, as Appendix G is a listing of chemical weapon agent precursor chemicals, their commercial use and the chemical weapon agent equivalent.

Similarly, biological agents are infectious microbes, toxins, and viruses which organically occur in nature, such as salmonella and anthrax, and can with some sophistication be collected and introduced into the food and water chain to produce illness or death in people, animals or plants. Biological warfare agents have a potential for widespread health effects, are very hard to defend against and are not as controllable or predictable as chemical agents. Certain requirements must be met by a particular microorganism if it is to be an effective biological agent. It must have the ability to consistently produce death or disability, be manufacturable on a large scale, be stable in storage and transit, be capable of being efficiently disseminated and remain stable after it has been disseminated.

Biological agents like chemical agents are categorized based upon their effect.

- **Antipersonnel Agents:** Microorganisms or toxins which cause disease or death. Agents of greatest concern are found among the bacteria, rickettsiae, viruses and toxins; such as, anthrax, bubonic plague, pneumonic plague, tularemia or rabbit fever, Venezuelan equine encephalomyelitis or VEE virus, and botulism.
- **Anti-plant Agents:** Living microorganisms which cause disease or death.
- **Anti-animal Agents:** Agents which can be used to incapacitate or destroy domestic animals through disease, or used to limit wool, hide, or fur production.
- **Anti-material Agents:** Agents used to deteriorate critical materials needed for war efforts such as leather, canvas, high-grade rocket fuel or electronics.

Although the threat of weapons of mass destruction is real and chemical and biological terrorism may loom over our society, an effective counterterrorism program incorporating both crisis and consequence management along with the training and education of personnel can substantially thwart the terrorist and their illegal activities.

Atomic weapons are becoming more of a threat as more countries throughout the world join the Nuclear community. The immediate effects of a nuclear detonation are blast, thermal radiation, initial nuclear radiation, and electromagnetic pulse (EMP). These effects can cause significant personnel and materiel losses. Secondary effects include urban devastation, fires, and wide spread **radiological** contamination. The EMP from a nuclear detonation can affect unshielded electronic equipment and degrade command, control, communications, and intelligence (C3I) systems. Residual radiation also can have long-term effects on personnel, equipment, facilities, terrain, and water sources. Therefore, ensuring that friendly force dispositions do not provide lucrative targets for nuclear weapons is important.

For additional information or training on chemical/biological countermeasures, contact the US Army Chemical School, Ft. McClellan, Alabama (205-848-5952 or DSN 865-5952)

For military First Responder training, contact US Army Corps of Engineers, Environmental Training Support Center, Huntsville, Alabama (205-895-7408 or DSN 760-7408)

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Section 3: First Responder

First responders are normally activated into action upon notification by individual citizens who are witness to or discover an incident and initiate an emergency notification to the proper authorities, such as a 911 call. First Responders, which is the focus of this section, are those individuals (Law Enforcement, Fire Fighters, and Emergency Medical personnel) who are charged with the responsibility to respond to the emergency calls to aid, assist, and protect persons, property, or the environment.

First Responders are the key to the timely and effective exercise of consequence management.

First Responders are the initial on-scene source of real time information which local authorities use to develop a situational awareness of the incident. Based on this information, initial decisions are made and response strategies implemented. Therefore, it is extremely important that First Responders be trained to know what to look for, know what to report, and understand the dangers associated with hazardous substances that may be involved in a terrorist act. Clues that can be used to help make a hazardous substance determination are:

- Unusual dust, smoke, haze, or spray in the air;
- Gas generation as indicated by shimmering waves in the air, hissing, bubbling, foaming, odor, color;
- Foams, oils, or sludge on liquid surfaces;
- Unexpected pools of liquid;
- Unusual physical appearance or symptoms of casualties, dead fish, animals or vegetation.

An overriding factor in all decisions must be the safety and protection of the First Responders, because they are the only persons who can either provide information or control access and direct the appropriate response team to the correct location(s). Once the event or incident has been recognized and reported, the First Responders should begin a log of all information obtained so it can be easily reported or provided to the On-Scene Coordinator upon arrival. Suggested elements of information that should be documented and that are applicable to either a terrorist act or NBC incident are:

1. Explain what was seen and why it may have been suspicious. Be specific.
2. Record the time of discovery and time of reporting. Be prepared to explain any delays.
3. Identify everyone contacted and those unable to be contacted, and the information received from those contacted. Keep a running log of those spoken to, what was said, the time the conversations occurred and all follow-up conversations and updates provided.
4. Identify the substance's or event location using easily identifiable landmarks, especially if it isn't visible from the response team assembly point.
5. Describe changes, if any, in the substance's characteristics, and its movement in any form. If the substance entered a water source, make an estimate of how much entered it.
6. Explain why you were unable (or chose not to attempt) to either contain or confine the substance.
7. List all the materials and equipment used in evaluation or mitigation efforts. Keep the material and equipment at the incident scene until they are released by the decontamination officer.
8. If First Responders or anyone else, was close enough to the substance to even think there might have been an exposure, describe how that happened and list everyone involved.

9. Specify the location and actions of everyone at the scene to include police, firemen, medical personnel, and other members of the group or personnel assisting in site access control, and the news media.

10. Identify where contaminated dirt or water might be found, especially if the terrain was altered in an attempt to contain, confine, or control the substance.

11. Identify any deficiencies in the notification process, the emergency response or plans, equipment or resources and training or knowledge.

A significant point to remember is that a First Responder's primary duty is to report information while assisting and protecting people and property, and; if possible within safety considerations, try to contain or confine the contamination or substance in accordance with locally established policies and procedures. First Responders are not equipped or technically trained to attempt to stop the contamination or clean up the event or incident site.

FOR ASSISTANCE IN A NBC EMERGENCY, THE NATIONAL RESPONSE CENTER CAN BE CONTACTED THROUGH THE EMERGENCY HOT LINE: 1-800-424-8802

FOR NON-EMERGENCY HELP, ASSISTANCE, OR INFORMATION, THE OPERATIONS CENTER OF THE CHEMICAL AND BIOLOGICAL DEFENSE COMMAND CAN BE CONTACTED AT 1-800-368-6498

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Section 4: State and Local Response

Within each State, there is a specific office that is charged by statute to assist the governor in executing his emergency responsibilities. Although the titles of these offices vary from State to State, their functions remain the same. The titles of these offices may be the Department of Emergency Services, Department of Public Safety or Office of Emergency Services (OES). The OES is sometimes organized as a stand-alone office under the Adjutant General (TAG). It operates the State emergency operations center and coordinates State assistance to the local community with that of the Federal Government. State functional support to the OES would include public affairs, human resources, public safety, transportation, commerce, and military assistance through the National Guard.

Each State, territory, and the District of Columbia has an Adjutant General or Commanding General who has the responsibility for the administration of the National Guard Program. Each such office has the capacity to administer the requirements of both Army and Air National Guard elements located in the State. TAG working through the State Area Command (STARC) and the Plans, Operations, and Military Support Officer (POMSO) coordinates the emergency response plans for State emergencies. Although the Governor is in command, TAG is actually in charge of State National Guard forces called to State active duty. Figure 1 depicts the State and Local Emergency Services Organizations.

The POMSO is charged with the planning for disaster and recovery operations within the full spectrum of military capability. He is responsible for coordinating all disaster response missions and training missions between the State National Guard, and Federal, State and Local emergency management agencies. He is the National Guard point of contact with the Department of Defense during a Federally declared disaster.

Within their respective communities, mayors, city managers, local police, fire officials, and sheriffs, are among the officials responsible for law enforcement and safety. These agencies in cooperation with local emergency management offices will develop appropriate emergency response plans and will respond to emergencies within their jurisdictions commensurate with their capabilities. Senior local officials are responsible for requesting additional assistance and resources from the governor.

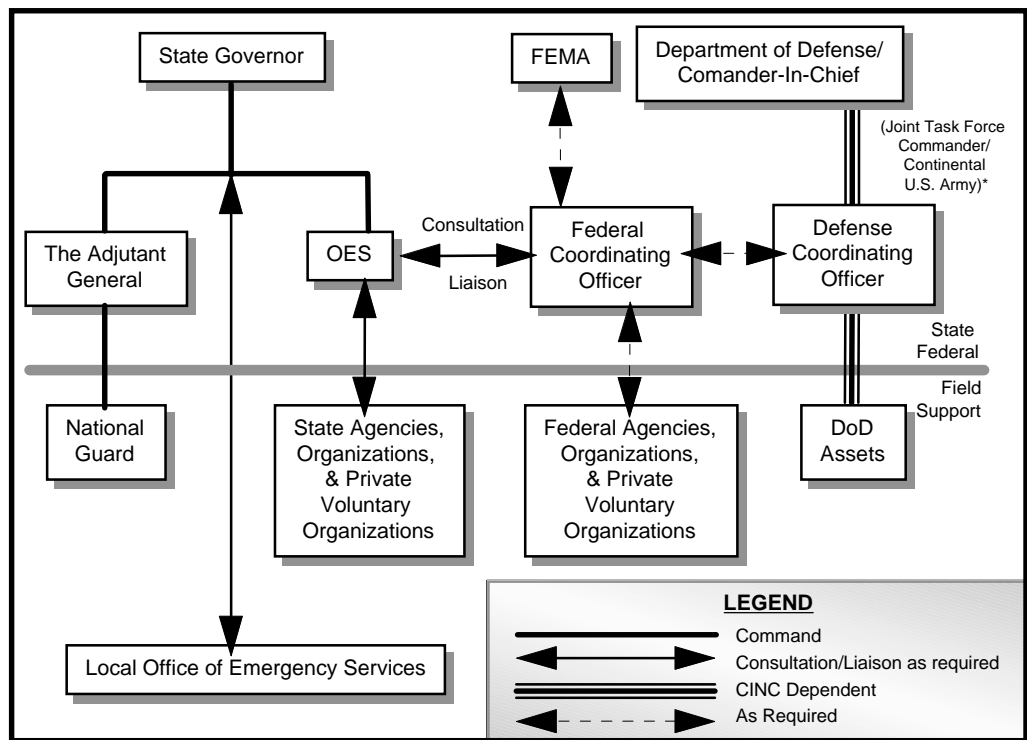


Figure 1. State & Local Emergency Services Organizations

The governor is empowered by the U.S. Constitution and each State Constitution to execute the laws of the State. He is responsible for the health, safety, and welfare of all personnel within the State. The Governor is responsible for issuing Executive Orders declaring states of emergency and ensuring that State agencies plan for response actions. Once a disaster occurs, he assesses the emergency and determines if local requests for assistance should be honored. When he determines the requests are valid, he will direct whatever measures are appropriate to satisfy these requirements. Included in this action is the declaration of a state of emergency and activation of the State response plan.

As each State's Chief Executive Officer, he is the commander of the Army and Air National Guard. He has the power to authorize and order the National Guard to take specific action in response to contingency operations. The National Guard has been increasingly more active in support of these activities as evidenced by their activities during the Mississippi River floods of 1993, Hurricane Andrew, and the 1994 wild fires in the Western States. During these events, the magnitude of the disaster was such that the local capabilities had been taxed to the absolute limit, and when requested, the Governor provided the additional assistance requested.

When the capabilities of State and local assets proves to be inadequate, the Governor will petition the President for Federal assistance. The request for

aid will begin as a request by the Governor asking the President to declare the incident a disaster. This request will be made through FEMA, who, after evaluating the situation will recommend to the President that he enact a Declaration of Emergency or declare the incident a major disaster. FEMA will then notify the appropriate Federal agencies who will respond commensurate with the situation.

With regard to Federal Military assistance, FEMA will notify the Director of Military Support (DOMS) and direct them to act as the DoD Executive Agent. In that capacity, DOMS will coordinate DoD assistance, develop procedures, and monitor the employment of DoD resources. Throughout the crisis, DOMS will maintain liaison with FEMA to ensure that all involved are kept well informed of all the status of support and requests for additional needs. DOMS will direct Forces Command to work with their Service Components to exact the specific capabilities necessary for the relief effort.

In the event of a terrorist act or if an incident occurs without warning that produces major consequences and appears to be caused by an act of terrorism, FEMA and the FBI will initiate consequence management and crisis management actions concurrently. FEMA will consult immediately with the White House and the Governor's office to determine if a Federal consequence management response is required. If the President directs FEMA to implement a Federal consequence management response, then FEMA will implement portions of the Terrorist Annex and other FRP annexes as required. FEMA will support the FBI as required and will lead a concurrent Federal consequence management response in support of affected State and local governments.

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Section 5: Federal Response

When a disaster strikes or threatens, responsibility for protection, relief, and recovery resides with the individuals and institutions affected, aided as necessary by the State and local government. However, Federal establishments located near the disaster may provide immediate life saving care. When these resources are not enough, or for extended relief requirements, the Federal Response Plan was developed to serve as the basis for Federal assistance.

Federal Response Plan

The Federal Response Plan (FRP), Public Law 93-28, also known as the Stafford Act, established the basis for Federal assistance to a State and its local governments that have been impacted by a catastrophic event. The Stafford Act assumes that the local governments will be overwhelmed by the magnitude of responding to save lives and property. The State Governor requests Presidential disaster declaration and the Federal Emergency Management Agency (FEMA) evaluates the request. A major disaster declaration by the President is a prerequisite for the Federal response and recovery. He will then appoint a Federal Coordinating Officer (FCO) from FEMA to coordinate Federal assistance. Federal departments and agencies will provide response assistance directly to the State under the direction of the FCO. To prevent imminent suffering and loss of life, military commanders are authorized to provide emergency support prior to a Presidential Declaration. During these operations, Military support supplements, rather than replaces civil agency responsibilities. Domestic support is provided through military camps, posts and armories as members of the communities in which they are located.

Within the Federal Government, the following agencies may play a major role in providing Federal assistance:

Federal Emergency Management Agency (FEMA)

- Directs and coordinates the entire Federal relief effort on behalf of the President
- Lead agency for planning response operations
- Has the authority to direct any Federal Agency to assist

- Lead Federal Agency for Urban Search and Rescue

Department of Defense (DoD)

- Establishes the Secretary of the Army as the Executive Agent in military support to domestic emergencies
- Tasks the Director of Military Support (DOMS) to coordinate DoD assistance, develop procedures and monitor the employment of all DoD resources
- U.S. Army Corps of Engineers provides flood response assistance; repairs flood damaged dikes and provides engineering and construction assistance.

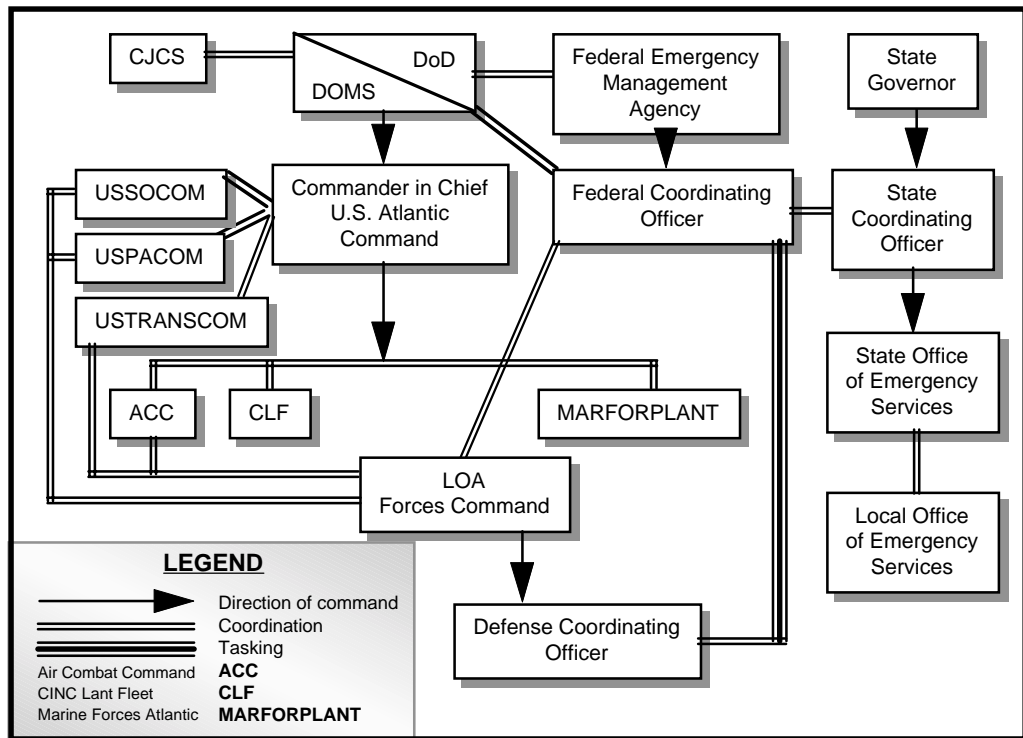


Figure 2. MSCA Command Relationships

U.S. Coast Guard

- Assists civil authorities in protecting life and property during maritime disasters.
- Conducts hazardous material cleanup on navigable waters

American Red Cross (ARC)

- Lead agency for care for disaster response operations
- Provides relief to reduce suffering caused by a disaster

U.S. Department of Transportation

- Lead agency for all transportation related issues during disaster response operations.

Environmental Protection Agency (EPA)

- Lead Agency for hazardous material removal
- Conducts hazardous material removal from land and navigable waterways

Depending on the contingency, some or all of the following agencies may also be considered:

- Department of Agriculture
- National Communications System
- Department of Energy
- Department of Health and Human Services
- Department of the Interior
- General Services Administration (GSA)

This comprehensive list of Federal Agencies is provided to show the interrelationships that exist during the various responses to State and local needs. As part of the Federal Response Plan, Annexes have been developed to address specific responses to disasters, such as floods, hurricanes, air crashes, etc. A terrorism incident annex has been developed identifying the roles and responsibilities of designated federal agencies along with Policies and procedures to be followed in the event of a terrorist act. The terrorism incident annex of the FRP has been placed as an Appendix to this resource guide.

Emergency Support Functions (ESF)

ESF 1

Transportation (ESF 1)

Primary Agency: Department of Transportation

The Purpose of this ESF is to provide for the coordination of federal transportation support to state and local government entities, voluntary organizations, and federal agencies requiring transportation capacity to perform disaster assistance missions following a catastrophic earthquake, significant natural disaster, or other event requiring federal response.

ESF 2

Communications (ESF 2)

Primary Agency: National Communications System

The purpose of this ESF is to assure the provisions of federal telecommunications support to federal, state, and local response efforts following a presidential declared emergency, major disaster, extraordinary situation, and other emergencies under the Federal Response Plan. This ESF supplements the provisions of the National Plan for Telecommunications Support in Non-Wartime Emergencies.

ESF 3

Public Works and Engineering (ESF 3)

Primary Agency: Department of Defense U.S. Army Corps of Engineers

The purpose of this ESF is to provide Public Works and Engineering support to assist the state (s) in needs related to lifesaving or life protecting following a major or catastrophic disaster.

ESF 4

Firefighting (ESF 4)

Primary Agency: Department of Agriculture, Forest Service

The purpose of this ESF is to detect and suppress wild land, rural, and urban fires resulting from or occurring coincidentally with a catastrophic earthquake, significant natural disaster, or other event requiring federal response assistance to an affected state.

ESF 6

Mass Care (ESF 6)

Primary Agency: American Red Cross

The purpose of this ESF is to coordinate efforts to provide sheltering, feeding, and emergency first aid following a catastrophic earthquake, significant natural disaster, or other event requiring federal response assistance; to operate a Disaster Welfare Information (DWI) System to collect, receive, and report information about the status of victims and assist with family reunification within the disaster area; and to coordinate bulk distribution of emergency relief supplies to disaster victims following a disaster.

ESF 7

Resource Support (ESF 7)

Primary Agency: General Services Administration

The purpose of this ESF is to provide logistical/resource support following a catastrophic earthquake, or other significant natural disaster, or other event requiring a federal response.

ESF 8

Health and Medical Services (ESF 8)

Primary Agency: Department of Health and Human Services, U.S. Public Health Service

The purpose of this ESF is to provide United States Government coordinated assistance to supplement state and local resources in response to public health and medical care needs following a significant natural disaster or man-made event. Assistance provided under ESF 8 is directed by the Department of Health and Human Services through its Executive Agent, the Assistant Secretary for Health, who heads the United States Public Health Service (PHS). Resources will be furnished when state and local resources are overwhelmed and medical and/or public health assistance is requested from the Federal Government.

ESF 9

Urban Search and Rescue (ESF 9)

Primary Agency: Federal Emergency Management Agency (FEMA)

The purpose of this ESF is to describe the use of Federal Urban Search and Rescue (US&R) assets following an event requiring a federal response.

ESF 10

Hazardous Materials (ESF 10)

Primary Agency: Environmental Protection Agency

The purpose of this ESF is to provide federal support to state and local governments in response to an actual or potential discharge and/or release of hazardous materials following a catastrophic earthquake or other catastrophic disaster. As an element of the Federal Response Plan, ESF 10 may be activated under one of the following conditions:

- In response to those natural or other catastrophic disasters for which the President (through FEMA) determines that federal assistance is required to supplement the response efforts of the affected state and local governments, under the Robert T. Stafford Disaster Relief and Emergency Assistance Act;

- In anticipation of a natural or other catastrophic disaster such as a terrorist act that is expected to result in a declaration under the Stafford Act.

ESF 11

Food (ESF 11)

Primary Agency: Department of Agriculture

The purpose of this ESF is to identify, secure, and arrange for transportation of food assistance to the affected areas following a major disaster or emergency or other event requiring federal response.

ESF 12

Energy (ESF 12)

Primary Agency: Department of Energy

The purpose of this ESF is to facilitate restoration of the nation's energy systems following a catastrophic earthquake, natural disaster, or other significant event requiring federal response assistance. Power and fuel are critical to save lives and protect health, safety, and property, as well as carry out other emergency response functions.

The Governor may seek help from the Federal Government. In order to initiate the process, he must formally request that the President declare a "Major Disaster" or an "Emergency" in order to satisfy the provisions of the Robert T. Stafford Disaster Relief and Emergency Assistance Act. The assistance available under this act is designed to supplement the efforts and resources provided by the state and local level; not to replace them.

The following sections will outline the procedures, phases, duration and ultimate termination of this assistance.

Response Following a Presidential Declaration

Following receipt of a request for support from a Governor, The President may declare a disaster, leading to the commitment of Federal resources. FEMA takes the lead in coordinating federal assistance and appoints the FCO to manage the federal response effort in the disaster area. The FCO assesses the damage and determines the type of federal resources required to support

local and state capabilities. FEMA coordinates with DOMS for DoD support. DOMS directs the deployment of a DCO and military forces and resources to the disaster area. Federal assistance is terminated once local and State civil authorities are capable of reassuming responsibility and the local community is returned to a normal, pre-disaster status. The return to normalcy requires a progressive downsizing of the Federal Government’s role. Figure 3 shows the Disaster Response Structure.

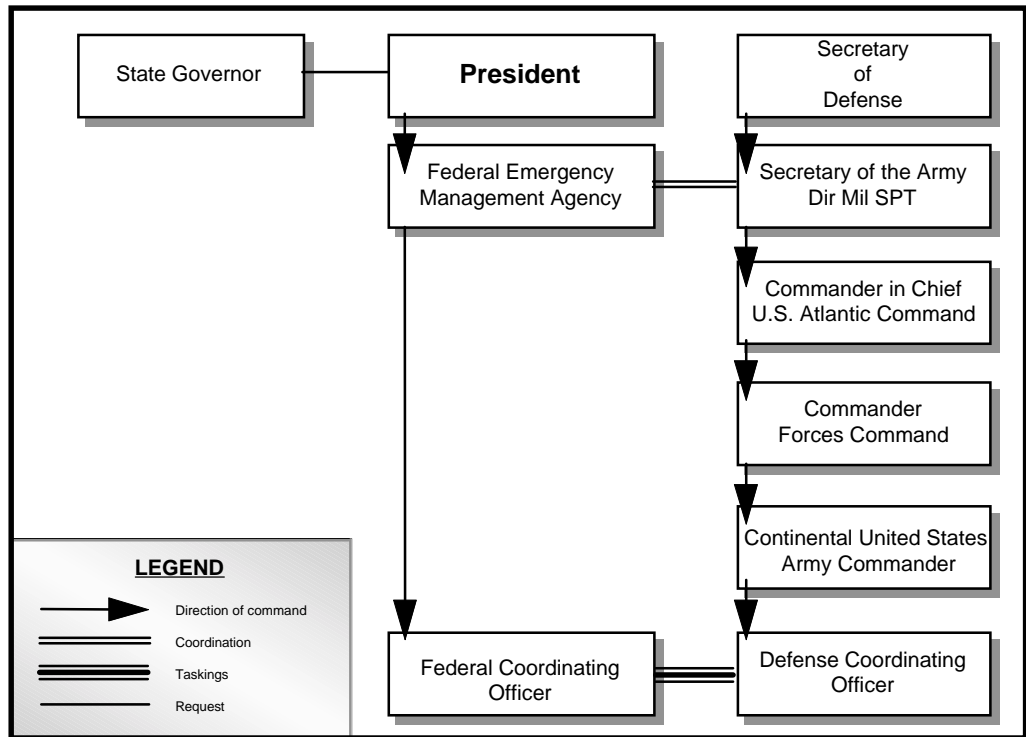


Figure 3. Disaster Response Structure

Military Support to Civilian Agencies

Active duty military support to civilian agencies is one of the few instances where requests for governmental assistance starts from the local level and continues through the State authorities to the highest levels of government. As the scope of the situation grows beyond the capabilities of local government resources, State assistance will be requested. Only when State and local government resources are exhausted or deemed totally inadequate to the situation, will Federal support be sought or provided. Federal assistance is designed to only supplement local/State government and relief organizations.

Military Disaster Response Operations Phases

Military disaster response operations are conducted in five phases. Multiple locations affected by the disaster may necessitate execution of two or more phases simultaneously.

Phase One - Pre-Disaster Activities

Preparations for life-saving missions begin on notice of a possibility of a requirement for military support, to include prepositioning of resources near the disaster area.

Phase Two - Assessment

Assessment is a fundamental task for providing effective disaster assistance. The assessment process requires the integration and analysis of information from many different sources. DoD may deploy a disaster area survey team to the affected area to supplement the FEMA disaster assessment effort.

Phase Three - Initial Response Force

Response operations focus on the life-sustaining functions (i.e., food, water, shelter, medical, and power) required by the population in the disaster area. DoD may rapidly deploy an initial response force with capabilities to provide the life-sustaining functions.

Phase Four - Follow-on Forces

As the Federal relief effort escalates, additional military forces may be deployed, and the DRTF may be established to rapidly deploy forces to the disaster area to assist in restoring essential public services.

Phase Five - Transition

The military's role in disaster response must end as soon as practical. Disaster response operations require that end-states or conditions be established to mark the completion of military support. Conditions must be definable and attainable. DoD transitions operations to appropriate civil agencies as soon as practical.

Preparing for Disaster Assistance Support

Commanders can prepare for disaster assistance operations by understanding the appropriate laws, policies, and directives that govern the military in these emergencies. The military's role is well-defined and, by law, limited in scope and duration. Military resources temporarily support and augment, but do not replace, the local, state, and federal civilian agencies that have primary authority and responsibility for domestic disaster assistance. The military does not stockpile resources solely for domestic disaster assistance. Disaster planning and coordination must occur between the appropriate agencies at each level; for example, between DOMS and FEMA, between CINCs and CONUSA, between the federal, state, and regional agencies.

The Army's structure and training in command and control, deployability, and sustainment operations offer ready and robust capabilities for disaster assistance support. Those skills that soldiers and leaders use day-to-day often are the types of skills required during disasters.

Assessment

The assessment effort by the Armed Forces requires close scrutiny because laws limit the types and ways military agencies can gather information in domestic situations. Commanders must ensure that all requests for information, both before and during a domestic emergency, comply with the applicable laws and are handled in the appropriate military channels. Responsibility for assessments are shared by federal, state, local, and military agencies.

When a disaster occurs, the damage and the anticipated military support requirements must be assessed before resources are committed. This assessment ensures that the committed resources and forces will be appropriate for the mission and will be used efficiently. Information needed earliest for the assessment process includes the impact on the population, available critical infrastructure facilities, and any serious environmental hazards.

Because saving lives is an immediate priority within the first 72 hours, especially in Urban Search and Rescue (US&R) operations, collapsed or badly damaged buildings, that may contain trapped people must be identified. Mobile home communities, if not evacuated prior to the disaster, are especially vulnerable and likely to contain injured people.

The status of the road and rail systems, airports, and seaports must be determined. Identifying major fires, hazardous chemical spills, ruptured

petroleum and natural gas pipelines, and downed electrical power lines -- especially in populated areas -- are priorities.

Also essential is determining the status of local emergency services: police, fire fighters, and health service providers. As the Federal relief effort escalates, including the deployment and employment of Federal military resources in the disaster area, critical relief facilities must be made operational and accessible. These facilities include municipal offices, hospitals, water treatment plants, ice manufacturing and storage plants, electrical power stations or lines, and telecommunications nodes. Sites for emergency shelter, feeding, and medical treatment of displaced civilians must be identified and prepared. These life support centers will be required within the first few days after a disaster. Sites for the reception, storage, and distribution of supplies in the affected area also must be identified.

Terminating Support

The military's role in disaster assistance must be transferred to civilian organizations as soon as practical. The ultimate task of the federal disaster response effort is to assist the local community in returning to a normal, pre-disaster status. Consequently, the military should be expected to be heavily committed during the response stage of the operation, and progressively less committed during the recovery stage. As a matter of principle, the military does not compete with civilian commercial enterprises. As commercial enterprises become more available in the community, the military's provision of support and services can diminish.

Disaster response operations require that end-states or conditions be established to mark the completion of disaster assistance missions. In conjunction with federal, state, and local officials, commanders at all levels must understand the desired community objectives or goals. These objectives or goals will affect the termination standards for the military as well as other federal agencies. Conditions must be definable and attainable. End-states must be developed from the highest (national) perspective to the lowest county and municipal levels. The conditions and end-states must provide a road map that can be followed by all government and non-government agencies involved. The affected population must know when military operations will cease and local support organizations are to continue the mission. Mission success will be tied directly to the military's ability to accomplish specific end-state objectives.

Termination standards, which are established in coordination with the FCO and state and local authorities, must be clearly stated and understood by all. The standards can usually be expressed in terms of percentage of pre-disaster capability by specific function; for example, 70 percent of electrical power

restored. These criteria for mission success and completion must be defined, articulated, and disseminated as soon as possible. Civil authorities and military personnel must know when the operation has reached completion or when Army assets will be withdrawn, and understand that the restoration mission may not be fully complete from the civilian authorities' perspective. Military support may have to be replaced by civilian assets and local support organizations, which will continue the restoration mission. In an operation such as disaster assistance, redeployment of forces becomes a sensitive issue and can create misperceptions.

NOTES:

Section 6: The National Guard

The National Guard reflects the American concept that able-bodied citizens have the privilege and responsibility of bearing arms for the common defense of their country. This tradition began in the 17th century with the organization of militia in the various colonies. Since that time, the National Guard has fought in every major American conflict including Operation Desert Storm in 1991.

The National Guard traces its direct heritage to the organization of the North, South, and East Regiments in the Massachusetts Bay Colony on December 13, 1636. By the end of the Revolutionary War, the founding fathers recognized the important role the militia had played in winning the Nation's independence. Although the authors of the Constitution empowered Congress to "provide for organizing, arming and disciplining the militia" they reserved the appointment of officers and training of the militia for the States in recognition of the militia's State role. This action provided the basis for the National Guard's dual status and mission assignments.

The distinction between the Federal and State roles of the National Guard was formalized in 1956 when Congress provided for Federal State and territorial differences in the United States Code (USC). These laws make provisions for the differences in the employment of the military as Federal or State/territorial forces. Laws pertaining to the Federal role of the National Guard are contained in Title 10 of the Code, while laws relating to State/territorial roles are contained in title 32.

Each of the active services has a reserve structure designed to provide an immediate expansion capability when mobilized. The Army has two separate reserve elements provided by law. They are the Army Reserve under the direct command and control of the Army, and the Army National Guard, which is a State controlled force until mobilized for Federal duty. A similar situation exists in the Air Force: the Air Force Reserve, under direct Air Force Control and the Air National Guard which is under State control until mobilized. These forces are commonly referred to as the "reserve components" of these two services. In support of the mobilization function, the Federal government supervises military instruction, furnishes field training facilities, pay, equipment, supplies, and a portion of the expenses for the construction of the National Guard facilities. While the Federal role has been strengthened, the Guard of each State remains constitutionally, a State administered force whose mission is to protect life and property and to

preserve peace, order and public safety under the authority of State and Federal authorities.

The National Guard has the primary responsibility for developing plans and providing military support to State and local government. The administrative arm of the National Guard is the National Guard Bureau (NGB). It only sets policy and does not have authority (other than fiscal) over the State militia units. It serves as the legal channel of communications among the Army, the Air Force, and the National Guard in 54 States and territories. The Chief, National Guard Bureau is a Lieutenant General, appointed by the President with the advice and consent of the Senate. The General reports to the Secretaries of the Army and Air Force and has executive agent responsibility for planning and coordinating the execution of military support operations. National Guard Commanders are responsible for training their forces for both their Federal and State missions. These missions, as they apply to state and local support, include, but are not limited to:

- Contracting for supplies and services
- Manage supply operations and movements
- Prepare and distribute meals
- Purify, store, and remove waste
- Repair vehicles and equipment
- Construct life support centers
- Remove debris
- Provide power generation
- Provide medical services
- Provide communications capability

The State Area Command (STARC) is a mobilization entity that has been established in each State. It organizes, trains, plans, and coordinates the mobilization of National Guard units for State and Federal missions. The STARC is responsible for emergency planning and response using all the National Guard resources within its jurisdiction. The STARC directs the deployment and the employment of National Guard units for domestic operations including military support to civil authorities. Federal equipment assigned to the National Guard may be used for emergency support on an incremental, cost-reimbursable basis.

U.S. Property and Fiscal Officers (USPFOs) are assigned to the NGB and detailed for duty at each State. They are accountable for all Federal resources provided to the National Guard of each State. The USPFO staff provides

supply, transportation, contracting and financial support for the State's National Guard. When required, the USPFO can operate as a support installation for active components or reserve forces on a reimbursable basis.

Emergency Preparedness Liaison Officers (EPLOs) are representatives from the services who serve as planning agent's representatives to TAGs and emergency preparedness plans. Each EPLO reports to an active duty program manager from his respective service who has the authority to provide military support to the State.

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Section 7: Department of Defense

The Department of Defense (DoD) is the lead agency for public works and engineering, as well as urban search and rescue under the Federal Response Plan. The scope of the support may vary from involvement at the local community to massive operations covering a multi-State area. Depending on the type and scope of required support, the civil authorities and organizations that the military will assist will vary greatly. DoD has support roles in many Emergency Support Functions (ESFs) to include counterterrorism, frequently becoming involved in disaster or environmental assistance operations. If directed by the President, and only if Posse Comitatus is waived, DoD may provide support to law enforcement operations.

The president, as Chief Executive Officer and Commander-in-Chief of all U.S. military forces, authored the use of Federal Resources for domestic support operations. During disasters and National emergencies, the President provides guidance and direction to Federal departments by declaring, usually at the request of a governor, a disaster or emergency and appointing a Federal Coordinating Officer (FCO) to coordinate the Federal-level assistance.

The Secretary of Defense has designated the Secretary of the Army as the DoD executive agent for providing domestic support. The Secretary of the Army will appoint a general officer to serve as the Director of Military Support (DOMS), the primary contact for all Federal departments and agencies during the disaster response. The DOMS and his staff function on behalf of the Secretaries of Defense and the Army to ensure the planning, coordination, and execution of the military domestic support operations. The Secretary of the Army will develop necessary plans and procedures. He will task DoD components to plan for and commit DoD resources that are capable of responding to the civil requests for military support. Select Unified Commands have domestic support responsibilities. Figure 4 Illustrates the disaster assistance relationships.

The Commander in Chief, U.S. Atlantic Command (CINCUSACOM) serves as the DoD principal planning and operating agent for military support for Civil Authorities for all DoD components within the Atlantic Command area of operations. USACOM empowers Forces Command (FORSCOM), their Army component, with wide operational authority to carry out these missions, functions, and tasks. This provides FORSCOM with the authority to plan, coordinate, and when directed by CINCUSACOM, to execute domestic support within the continental US and the Atlantic Territories.

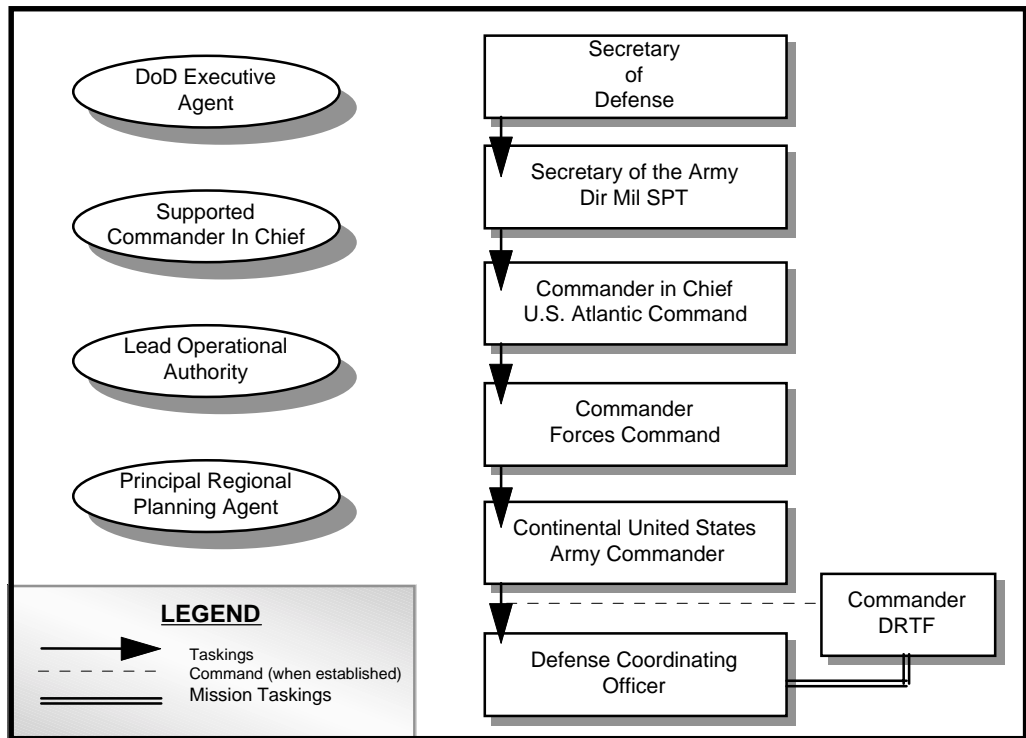


Figure 4. Disaster Assistance Relationships

Commander In Chief, Pacific Command performs the same functions for Hawaii, Alaska, and all U.S. possessions and territories within the Pacific Command area of operations.

The Commander In Chief Transportation Command (CINCTRANS) serves as the DoD single manager for transportation, providing air, land, and sea transportation to meet these objectives.

Commitment of forces from Unified and Specified Commands must be coordinated with the Chairman, Joint Chiefs of Staff.

Legal Policy For Commitment Of Federal Military Forces

Federal military forces are normally prohibited from being used to enforce civil law except as authorized by appropriate authority or in emergency situations.

Posse Comitatus Act

The Posse Comitatus Act prescribes criminal penalties for use of the U.S. Army and Air Force to execute the laws or perform law enforcement functions. DoD Policy extends the prohibition to include the Navy and

Marine Corps. The Posse Comitatus Act does not apply to National Guard members not in Federal service, or reserve members not on active duty or in active duty for training status.

Whoever, Except in Cases and Under Circumstances Expressly Authorized by The Constitution or Act of Congress, Willfully Uses Any Part of the Army or The Air Force As A Posse Comitatus or Otherwise to Execute the Laws Shall be Fined Not More Than \$10,000 or Imprisoned Not More Than Two Years or Both.

Exceptions to Posse Comitatus Act

USC Title 10, Chapter 15

Under the constitution, there are provisions for the use of Federal military forces to execute or enforce laws. The President has the authority to use Federal military forces to quell civil disturbances, enforce Federal law, or protect the constitutional rights of citizens.

Section 331: Quell Civil Disturbances on Request of Legislature or Governor

Section 332: Enforce Federal Laws

Section 333: Guarantee Civil Rights or Enforce Court Orders

The President must invoke explicit constitutional and statutory authority before Federal military forces can execute or enforce laws.

- **Presidential Proclamation.** The President must act personally by first issuing a Presidential Proclamation directing that all persons engaged in unlawful obstructions to justice cease and desist, disperse, and retire peaceably.
- **Presidential Executive Order.** Immediately after the Presidential Proclamation is signed, an Executive Order is issued. The Executive Order directs the Attorney General and the Secretary of Defense to employ Federal military forces to disperse insurgents and restore law and order. If the President determines that specific law enforcement functions, such as patrolling in police vehicles, are inappropriate for Federal military forces, these functions will be defined in the Executive Order.

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Appendix A: Emergency Management Guide For Business & Industry*

* Reprint of actual document

A step-by-step approach to emergency planning, response and recovery. Sponsored by a Public-Private Partnership with the Federal Emergency Management Agency.

INTRODUCTION

A hurricane blasts through South Florida causing more than \$25 billion in damages. A fire at a food processing plant results in 25 deaths, a company out of business and a small town devastated. A bombing in the World Trade Center results in six deaths, hundreds of injuries and the evacuation of 40,000 people. A blizzard shuts down much of the East Coast for days. More than 150 lives are lost and millions of dollars in damages incurred.

Every year emergencies take their toll on business and industry -- in lives and dollars. But something can be done. Business and industry can limit injuries and damages and return more quickly to normal operations if they plan ahead.

- About This Guide -- This guide provides step-by-step advice on how to create and maintain a comprehensive emergency management program. It can be used by manufacturers, corporate offices, retailers, utilities or any organization where a sizable number of people work or gather. Whether you operate from a high-rise building or an industrial complex; whether you own, rent or lease your property; whether you are a large or small company; the concepts in this guide will apply.

To begin, you need not have in-depth knowledge of emergency management. What you need is the authority to create a plan and a commitment from the chief executive officer to make emergency management part of your corporate culture.

If you already have a plan, use this guide as a resource to assess and update your plan. The guide is organized as follows:

Section 1: 4 Steps in the Planning Process -- how to form a planning team; how to conduct a vulnerability analysis; how to develop a plan; and how to

implement the plan. The information can be applied to virtually any type of business or industry.

Section 2: Emergency Management Considerations -- how to build such emergency management capabilities as life safety, property protection, communications and community outreach.

Section 3: Hazard-Specific Information -- technical information about specific hazards your facility may face.

Section 4: Information Sources -- where to turn for additional information.

What Is an Emergency?

An emergency is any unplanned event that can cause deaths or significant injuries to employees, customers or the public; or that can shut down your business, disrupt operations, cause physical or environmental damage, or threaten the facility's financial standing or public image. Obviously, numerous events can be "emergencies," including:

1. Fire
2. Hazardous materials incident
3. Flood or flash flood
4. Hurricane
5. Tornado
6. Winter storm
7. Earthquake
8. Communications failure
9. Radiological accident
10. Civil disturbance
11. Loss of key supplier or customer
12. Explosion

The term "disaster" has been left out of this document because it lends itself to a preconceived notion of a large-scale event, usually a "natural disaster." In fact, each event must be addressed within the context of the impact it has on the company and the community. What might constitute a nuisance to a large industrial facility could be a "disaster" to a small business.

What Is Emergency Management?

Emergency management is the process of preparing for, mitigating the effects of, responding to and recovering from an emergency.

Emergency management is a dynamic process. Planning, though critical, is not the only component. Training, conducting drills, testing equipment and coordinating activities with the community are other important functions.

Making the "Case" for Emergency Management

To be successful, emergency management requires upper management support. The chief executive sets the tone by authorizing planning to take place and directing senior management to get involved.

When presenting the "case" for emergency management, avoid dwelling on the negative effects of an emergency (e.g., deaths, fines, criminal prosecution) and emphasize the positive aspects of preparedness. For example:

1. It helps companies fulfill their moral responsibility to protect employees, the community and the environment.
2. It facilitates compliance with regulatory requirements of Federal, State and local agencies.
3. It enhances a company's ability to recover from financial losses, regulatory fines, loss of market share, damages to equipment or products or business interruption.
4. It reduces exposure to civil or criminal liability in the event of an incident.
5. It enhances a company's image and credibility with employees, customers, suppliers and the community.
6. It may reduce your insurance premiums.

SECTION 1 -- 4 STEPS IN THE PLANNING PROCESS

Step 1 -- Establish a Planning Team

Step 2 -- Analyze Capabilities and Hazards

Step 3 -- Develop the Plan

Step 4 -- Implement the Plan

STEP 1 -- ESTABLISH A PLANNING TEAM.

There must be an individual or group in charge of developing the emergency management plan. The following is guidance for making the appointment.

1. Form the Team -- The size of the planning team will depend on the facility's operations, requirements and resources. Usually involving a group of people is best because:
 - a. It encourages participation and gets more people invested in the process.
 - b. It increases the amount of time and energy participants are able to give.
 - c. It enhances the visibility and stature of the planning process.
 - d. It provides for a broad perspective on the issues.

Determine who can be an active member and who can serve in an advisory capacity. In most cases, one or two people will be doing the bulk of the work. At the very least, you should obtain input from all functional areas. Remember:

- a. Upper management
- b. Line management
- c. Labor
- d. Human Resources
- e. Engineering and maintenance
- f. Safety, health and environmental affairs
- g. Public information officer
- h. Security
- i. Community relations
- j. Sales and marketing
- k. Legal
- l. Finance and purchasing

Have participants appointed in writing by upper management. Their job descriptions could also reflect this assignment.

2. Establish Authority -- Demonstrate management's commitment and promote an atmosphere of cooperation by "authorizing" the planning group to take the steps necessary to develop a plan. The group should be led by the chief executive or the

plant manager. Establish a clear line of authority between group members and the group leader, though not so rigid as to prevent the free flow of ideas.

3. Issue a Mission Statement -- Have the chief executive or plant manager issue a mission statement to demonstrate the company's commitment to emergency management. The statement should:
 - a. Define the purpose of the plan and indicate that it will involve the entire organization
 - b. Define the authority and structure of the planning group
4. Establish a Schedule and Budget -- Establish a work schedule and planning deadlines. Timelines can be modified as priorities become more clearly defined.

Develop an initial budget for such things as research, printing, seminars, consulting services and other expenses that may be necessary during the development process.

STEP 2 -- ANALYZE CAPABILITIES AND HAZARDS.

This step entails gathering information about current capabilities and about possible hazards and emergencies, and then conducting a vulnerability analysis to determine the facility's capabilities for handling emergencies.

1. Where Do You Stand Right Now?

Review Internal Plans and Policies

Documents to look for include:

- a. Evacuation plan
- b. Fire protection plan
- c. Safety and health program
- d. Environmental policies
- e. Security procedures
- f. Insurance programs
- g. Finance and purchasing procedures
- h. Plant closing policies
- i. Employee manuals
- j. Hazardous materials plan
- k. Process safety assessment

- l. Risk management plan
- m. Capital improvement program
- n. Mutual aid agreements

2. Meet with Outside Groups

Meet with government agencies, community organizations and utilities. Ask about potential emergencies and about plans and available resources for responding to them. Sources of information include:

- a. Community emergency management office
- b. Mayor or Community Administrator's office
- c. Local Emergency Planning Committee (LEPC)
- d. Fire Department
- e. Police Department
- f. Emergency Medical Services organizations
- g. American Red Cross
- h. National Weather Service
- i. Public Works Department
- j. Planning Commission
- k. Telephone companies
- l. Electric utilities
- m. Neighboring businesses

SIDE BAR

While researching potential emergencies, one facility discovered that a dam - - 50 miles away -- posed a threat to its community. The facility was able to plan accordingly.

3. Identify Codes and Regulations

Identify applicable Federal, State and local regulations such as:

- a. Occupational safety and health regulations
- b. Environmental regulations
- c. Fire codes
- d. Seismic safety codes
- e. Transportation regulations
- f. Zoning regulations
- g. Corporate policies

4. Identify Critical Products, Services and Operations

You'll need this information to assess the impact of potential emergencies and to determine the need for backup systems. Areas to review include:

- a. Company products and services and the facilities and equipment needed to produce them
- b. Products and services provided by suppliers, especially sole source vendors
- c. Lifeline services such as electrical power, water, sewer, gas, telecommunications and transportation
- d. Operations, equipment and personnel vital to the continued functioning of the facility

5. Identify Internal Resources and Capabilities

Resources and capabilities that could be needed in an emergency include:

- a. Personnel -- fire brigade, hazardous materials response team, emergency medical services, security, emergency management group, evacuation team, public information officer
- b. Equipment -- fire protection and suppression equipment, communications equipment, first aid supplies, emergency supplies, warning systems, emergency power equipment, decontamination equipment
- c. Facilities -- emergency operating center, media briefing area, shelter areas, first-aid stations, sanitation facilities
- d. Organizational capabilities -- training, evacuation plan, employee support system
- e. Backup systems -- arrangements with other facilities to provide for:
 - (1) Payroll
 - (2) Communications
 - (3) Production
 - (4) Customer services
 - (5) Shipping and receiving
 - (6) Information systems support
 - (7) Emergency power
 - (8) Recovery support

SIDE BAR

One way to increase response capabilities is to identify employee skills (medical, engineering, communications, foreign language) that might be needed in an emergency.

6. Identify External Resources

There are many external resources that could be needed in an emergency. In some cases, formal agreements may be necessary to define the facility's relationship with the following:

- a. Local emergency management office
- b. Fire Department
- c. Hazardous materials response organization
- d. Emergency medical services
- e. Hospitals
- f. Local and State police
- g. Community service organizations
- h. Utilities
- i. Contractors
- j. Suppliers of emergency equipment
- k. Insurance carriers

7. Do an Insurance Review

Meet with insurance carriers to review all policies. (See Section 2: Recovery and Restoration.)

8. Conduct A Vulnerability Analysis

The next step is to assess the vulnerability of your facility -- the probability and potential impact of each emergency (which entails assigning probabilities, estimating impact and assessing resources, using a numerical system). The lower the score the better.

9. List Potential Emergencies

In the first column of the chart, list all emergencies that could affect your facility, including those identified by your local emergency management office. Consider both:

- a. Emergencies that could occur within your facility
- b. Emergencies that could occur in your community

Below are some other factors to consider:

Historical -- What types of emergencies have occurred in the community, at this facility and at other facilities in the area?

- a. Fires
- b. Severe weather
- c. Hazardous material spills
- d. Transportation accidents
- e. Earthquakes
- f. Hurricanes
- g. Tornadoes
- h. Terrorism
- i. Utility outages

Geographic -- What can happen as a result of the facility's location? Keep in mind:

- a. Proximity to flood plains, seismic faults and dams
- b. Proximity to companies that produce, store, use or transport hazardous materials
- c. Proximity to major transportation routes and airports
- d. Proximity to nuclear power plants

Technological -- What could result from a process or system failure?
Possibilities include:

- a. Fire, explosion, hazardous materials incident
- b. Safety system failure
- c. Telecommunications failure
- d. Computer system failure
- e. Power failure
- f. Heating/cooling system failure
- g. Emergency notification system failure

Human Error -- What emergencies can be caused by employee error? Are employees trained to work safely? Do they know what to do in an emergency? Human error is the single largest cause of workplace emergencies and can result from:

- a. Poor training
- b. Poor maintenance
- c. Carelessness
- d. Misconduct
- e. Substance abuse
- f. Fatigue

Physical -- What types of emergencies could result from the design or construction of the facility? Does the physical facility enhance safety? Consider:

- a. The physical construction of the facility
- b. Hazardous processes or byproducts
- c. Facilities for storing combustibles
- d. Layout of equipment
- e. Lighting
- f. Evacuation routes and exits
- g. Proximity of shelter areas

Regulatory -- What emergencies or hazards are you regulated to deal with? Analyze each potential emergency from beginning to end. Consider what could happen as a result of:

- a. Prohibited access to the facility
- b. Loss of electric power
- c. Communication lines down
- d. Ruptured gas mains

- e. Water damage
- f. Smoke damage
- g. Structural damage
- h. Air or water contamination
- i. Explosion
- j. Building collapse
- k. Trapped persons
- l. Chemical release

10. Estimate Probability

In the Probability column, rate the likelihood of each emergency's occurrence. This is a subjective consideration, but useful nonetheless. Use a simple scale of 1 to 5 with 1 as the lowest probability and 5 as the highest.

11. Assess the Potential Human Impact

Analyze the potential human impact of each emergency -- the possibility of death or injury. Assign a rating in the Human Impact column of the Vulnerability Analysis Chart. Use a 1 to 5 scale with 1 as the lowest impact and 5 as the highest.

12. Assess the Potential Property Impact

Consider the potential property for losses and damages. Again, assign a rating in the Property Impact column, 1 being the lowest impact and 5 being the highest. Consider:

- a. Cost to replace
- b. Cost to set up temporary replacement
- c. Cost to repair

SIDE BAR

A bank's vulnerability analysis concluded that a "small" fire could be as catastrophic to the business as a computer system failure. The planning group discovered that bank employees did not know how to use fire extinguishers, and that the bank lacked any kind of evacuation or emergency response system.

13. Assess the Potential Business Impact

Consider the potential loss of market share. Assign a rating in the Business Impact column. Again, 1 is the lowest impact and 5 is the highest. Assess the impact of:

- a. Business interruption
- b. Employees unable to report to work
- c. Customers unable to reach facility
- d. Company in violation of contractual agreements
- e. Imposition of fines and penalties or legal costs
- f. Interruption of critical supplies
- g. Interruption of product distribution

14. Assess Internal and External Resources

Next assess your resources and ability to respond. Assign a score to your Internal Resources and External Resources. The lower the score the better. To help you do this, consider each potential emergency from beginning to end and each resource that would be needed to respond. For each emergency ask these questions:

1. Do we have the needed resources and capabilities to respond?
2. Will external resources be able to respond to us for this emergency as quickly as we may need them, or will they have other priority areas to serve?
3. If the answers are yes, move on to the next assessment. If the answers are no, identify what can be done to correct the problem. For example, you may need to:
 - a. Develop additional emergency procedures
 - b. Conduct additional training
 - c. Acquire additional equipment
 - d. Establish mutual aid agreements
 - e. Establish agreements with specialized contractors

15. Add the Columns

Total the scores for each emergency. The lower the score the better. While this is a subjective rating, the comparisons will help determine planning and resource priorities -- the subject of the pages to follow.

SIDE BAR

When assessing resources, remember that community emergency workers -- police, paramedics, firefighters -- will focus their response where the need is greatest. Or they may be victims themselves and be unable to respond immediately. That means response to your facility may be delayed.

STEP 3 -- DEVELOP THE PLAN

You are now ready to develop an emergency management plan. This section describes how.

PLAN COMPONENTS

Your plan should include the following basic components.

1. Executive Summary

The executive summary gives management a brief overview of: the purpose of the plan; the facility's emergency management policy; authorities and responsibilities of key personnel; the types of emergencies that could occur; and where response operations will be managed.

2. Emergency Management Elements

This section of the plan briefly describes the facility's approach to the core elements of emergency management, which are:

- a. Direction and control
- b. Communications
- c. Life safety
- d. Property protection
- e. Community outreach
- f. Recovery and restoration
- g. Administration and logistics.

These elements, which are described in detail in Section 2, are the foundation for the emergency procedures that your facility will follow to protect personnel and equipment and resume operations.

3. Emergency Response Procedures

The procedures spell out how the facility will respond to emergencies. Whenever possible, develop them as a series of checklists that can be quickly

accessed by senior management, department heads, response personnel and employees.

Determine what actions would be necessary to:

- a. Assess the situation
- b. Protect employees, customers, visitors, equipment, vital records and other assets, particularly during the first three days
- c. Get the business back up and running

Specific procedures might be needed for any number of situations such as bomb threats or tornadoes, and for such functions as:

- a. Warning employees and customers
- b. Communicating with personnel and community responders
- c. Conducting an evacuation and accounting for all persons in the facility
- d. Managing response activities
- e. Activating and operating an emergency operations center
- f. Fighting fires
- g. Shutting down operations
- h. Protecting vital records
- i. Restoring operations

4. Support Documents

Documents that could be needed in an emergency include:

Emergency call lists -- lists (wallet size if possible) of all persons on and off site who would be involved in responding to an emergency, their responsibilities and their 24-hour telephone numbers. Building and site maps that indicate:

- a. Utility shutoffs
- b. Water hydrants
- c. Water main valves
- d. Water lines
- e. Gas main valves
- f. Gas lines
- g. Electrical cutoffs
- h. Electrical substations
- i. Storm drains

- j. Sewer lines
- k. Location of each building (include name of building, street name and number)
- l. Floor plans
- m. Alarm and enunciators
- n. Fire extinguishers
- o. Fire suppression systems
- p. Exits
- q. Stairways
- r. Designated escape routes
- s. Restricted areas
- t. Hazardous materials (including cleaning supplies and chemicals)
- u. High-value items

5. Resource Lists

Lists of major resources (equipment, supplies, services) that could be needed in an emergency; mutual aid agreements with other companies and government agencies.

SIDE BAR

In an emergency, all personnel should know: 1. What is my role? 2. Where should I go?

SIDE BAR

Some facilities are required to develop:

1. *Emergency escape procedures and routes*
2. *Procedures for employees who perform or shut down critical operations before an evacuation*
3. *Procedures to account for all employees, visitors and contractors after an evacuation is completed*
4. *Rescue and medical duties for assigned employees*
5. *Procedures for reporting emergencies*
6. *Names of persons or departments to be contacted for information regarding the plan*

THE DEVELOPMENT PROCESS

The following is guidance for developing the plan.

1. Identify Challenges and Prioritize Activities

Determine specific goals and milestones. Make a list of tasks to be performed, by whom and when. Determine how you will address the problem areas and resource shortfalls that were identified in the vulnerability analysis.

2. Write the Plan

Assign each member of the planning group a section to write. Determine the most appropriate format for each section.

Establish an aggressive timeline with specific goals. Provide enough time for completion of work, but not so much as to allow assignments to linger. Establish a schedule for:

- a. First draft
- b. Review
- c. Second draft
- d. Tabletop exercise
- e. Final draft
- f. Printing
- g. Distribution

3. Establish a Training Schedule

Have one person or department responsible for developing a training schedule for your facility. For specific ideas about training, refer to Step 4.

4. Coordinate with Outside Organizations

Meet periodically with local government agencies and community organizations. Inform appropriate government agencies that you are creating an emergency management plan. While their official approval may not be required, they will likely have valuable insights and information to offer.

Determine State and local requirements for reporting emergencies, and incorporate them into your procedures.

Determine protocols for turning control of a response operation over to outside agencies. Some details that may need to be worked out are:

- a. Which gate or entrance will responding units use?
- b. Where and to whom will they report?
- c. How will they be identified?

- d. How will facility personnel communicate with outside responders?
- e. Who will be in charge of response activities?

Determine what kind of identification authorities will require to allow your key personnel into your facility during an emergency.

SIDE BAR

Determine the needs of disabled persons and non-English-speaking personnel. For example, a blind employee could be assigned a partner in case an evacuation is necessary.

The Americans with Disabilities Act (ADA) defines a disabled person as anyone who has a physical or mental impairment that substantially limits one or more major life activities, such as seeing, hearing, walking, breathing, performing manual tasks, learning, caring for oneself or working.

SIDE BAR

Your emergency planning priorities may be influenced by government regulation. To remain in compliance you may be required to address specific emergency management functions that might otherwise be a lower priority activity for that given year.

5. Maintain Contact with Other Corporate Offices

Communicate with other offices and divisions in your company to learn:

- a. Their emergency notification requirements
- b. The conditions where mutual assistance would be necessary
- c. How offices will support each other in an emergency
- d. Names, telephone numbers and pager numbers of key personnel

Incorporate this information into your procedures.

6. Review, Conduct Training and Revise

Distribute the first draft to group members for review. Revise as needed.

For a second review, conduct a tabletop exercise with management and personnel who have a key emergency management responsibility. In a conference room setting, describe an emergency scenario and have participants discuss their responsibilities and how they would react to the situation. Based on this discussion, identify areas of confusion and overlap, and modify the plan accordingly.

7. Seek Final Approval

Arrange a briefing for the chief executive officer and senior management and obtain written approval.

8. Distribute the Plan

Place the final plan in three-ring binders and number all copies and pages. Each individual who receives a copy should be required to sign for it and be responsible for posting subsequent changes. Determine which sections of the plan would be appropriate to show to government agencies (some sections may refer to corporate secrets or include private listings of names, telephone numbers or radio frequencies). Distribute the final plan to:

- a. Chief executive and senior managers
- b. Key members of the company's emergency response organization
- c. Company headquarters
- d. Community emergency response agencies (appropriate sections)

Have key personnel keep a copy of the plan in their homes. Inform employees about the plan and training schedule.

SIDE BAR

Consolidate emergency plans for better coordination. Stand-alone plans, such as a Spill Prevention Control and Countermeasures (SPCC) plan, fire protection plan or safety and health plan, should be incorporated into one comprehensive plan.

STEP 4 -- IMPLEMENT THE PLAN.

Implementation means more than simply exercising the plan during an emergency. It means acting on recommendations made during the vulnerability analysis, integrating the plan into company operations, training employees and evaluating the plan.

INTEGRATE THE PLAN INTO COMPANY OPERATIONS

Emergency planning must become part of the corporate culture. Look for opportunities to build awareness; to educate and train personnel; to test procedures; to involve all levels of management, all departments and the

community in the planning process; and to make emergency management part of what personnel do on a day-to-day basis.

Test How Completely The Plan Has Been Integrated By Asking:

- a. How well does senior management support the responsibilities outlined in the plan?
- b. Have emergency planning concepts been fully incorporated into the facility's accounting, personnel and financial procedures?
- c. How can the facility's processes for evaluating employees and defining job classifications better address emergency management responsibilities?
- d. Are there opportunities for distributing emergency preparedness information through corporate newsletters, employee manuals or employee mailings?
- e. What kinds of safety posters or other visible reminders would be helpful?
- f. Do personnel know what they should do in an emergency?
- g. How can all levels of the organization be involved in evaluating and updating the plan?

CONDUCT TRAINING, DRILLS AND EXERCISES

Everyone who works at or visits the facility requires some form of training. This could include periodic employee discussion sessions to review procedures, technical training in equipment use for emergency responders, evacuation drills and full-scale exercises. Below are basic considerations for developing a training plan.

1. Planning Considerations

Assign responsibility for developing a training plan. Consider the training and information needs for employees, contractors, visitors, managers and those with an emergency response role identified in the plan.

Determine for a 12 month period:

- a. Who will be trained?
- b. Who will do the training?
- c. What training activities will be used?
- d. When and where each session will take place?
- e. How the session will be evaluated and documented?

Consider how to involve community responders in training activities.

Conduct reviews after each training activity. Involve both personnel and community responders in the evaluation process.

2. Training Activities

Training can take many forms:

- a. Orientation and Education Sessions -- These are regularly scheduled discussion sessions to provide information, answer questions and identify needs and concerns.
- b. Tabletop Exercise -- Members of the emergency management group meet in a conference room setting to discuss their responsibilities and how they would react to emergency scenarios. This is a cost-effective and efficient way to identify areas of overlap and confusion before conducting more demanding training activities.
- c. Walk-through Drill -- The emergency management group and response teams actually perform their emergency response functions. This activity generally involves more people and is more thorough than a tabletop exercise.
- d. Functional Drills -- These drills test specific functions such as medical response, emergency notifications, warning and communications procedures and equipment, though not necessarily at the same time. Personnel are asked to evaluate the systems and identify problem areas.
- e. Evacuation Drill -- Personnel walk the evacuation route to a designated area where procedures for accounting for all personnel are tested. Participants are asked to make notes as they go along of what might become a hazard during an emergency, e.g., stairways cluttered with debris, smoke in the hallways. Plans are modified accordingly.
- f. Full-scale Exercise -- A real-life emergency situation is simulated as closely as possible. This exercise involves company emergency response personnel, employees, management and community response organizations.

3. Employee Training

General training for all employees should address:

- a. Individual roles and responsibilities
- b. Information about threats, hazards and protective actions
- c. Notification, warning and communications procedures
- d. Means for locating family members in an emergency

- e. Emergency response procedures
- f. Evacuation, shelter and accountability procedures
- g. Location and use of common emergency equipment
- h. Emergency shutdown procedures

The scenarios developed during the vulnerability analysis can serve as the basis for training events.

SIDE BAR

Occupational Safety And Health Administration (OSHA) training requirements are a minimum standard for many facilities that have a fire brigade, hazardous materials team, rescue team or emergency medical response team.

4. Evaluate and Modify the Plan

Conduct a formal audit of the entire plan at least once a year. Among the issues to consider are:

- a. How can you involve all levels of management in evaluating and updating the plan?
- b. Are the problem areas and resource shortfalls identified in the vulnerability analysis being sufficiently addressed?
- c. Does the plan reflect lessons learned from drills and actual events?
- d. Do members of the emergency management group and emergency response team understand their respective responsibilities? Have new members been trained?
- e. Does the plan reflect changes in the physical layout of the facility? Does it reflect new facility processes?
- f. Are photographs and other records of facility assets up to date?
- g. Is the facility attaining its training objectives?
- h. Have the hazards in the facility changed?
- i. Are the names, titles and telephone numbers in the plan current?
- j. Are steps being taken to incorporate emergency management into other facility processes?
- k. Have community agencies and organizations been briefed on the plan? Are they involved in evaluating the plan?

In addition to a yearly audit, evaluate and modify the plan at these times:

- a. After each training drill or exercise

- b. After each emergency
- c. When personnel or their responsibilities change
- d. When the layout or design of the facility changes
- e. When policies or procedures change
- f. Remember to brief personnel on changes to the plan.

SIDE BAR

*Conduct a formal audit of the entire plan at least once a year. Updated:
September 23, 1996*

Appendix B - Sample Emergency Management Reports*

* Reprint of actual document

First Report - Flash

I. Purpose

To notify the Alabama Emergency Management Agency that an emergency or disaster has occurred or is imminent. Based upon this report the Alabama Emergency Management Agency can alert other state agencies with responsibilities to provide assistance, if required.

II. General Information

- A. Report Originator: Emergency Management Director
- B. When to Issue: When an emergency or disaster has been declared by local authorities or is imminent.
- C. Who to Notify: Alabama Emergency Management Agency or State Trooper Communications Center (3B)
- D. Method of Notification: Telephone, TVA Hotline, AEMA State UHF Radio Net or NAWAS; Trooper Communications monitors NAWAS.
- E. Report Contents:
 - 1. Type of emergency or disaster.
 - 2. Location of emergency or disaster.
 - 3. Evacuation? How Many?
 - a. Estimate of damages, including
 - 1. Casualties
 - a. Killed _____
 - b. Injured _____
 - c. Hospitalized _____
 - d. Displaced _____
 - (2) Damage to Property _____
 - a. Major _____
 - b. Minor _____

- c. Affected _____
- (3) Priority of Immediate Need (be specific)
 - a. _____
 - b. _____
 - c. _____
 - d. _____

Second Report - Situation

I. Purpose

To provide the Alabama Emergency Management Agency with additional and/or amplifying information concerning the emergency or disaster in the flash message.

II. Report Information

A. Report Originator: The Emergency Management Director

B. Report Contents:

- 1. Casualties
 - a. Killed _____
 - b. Injured _____
 - c. Sheltered _____
- 2. Sheltering (number)
 - a. In-Place _____
 - b. In Shelters _____
- 3. Damage
 - a. Private _____
 - b. Public _____

Preliminary estimates of damage to property should be made such as the number of homes damaged or destroyed, any damage or destruction to public or private non-profit buildings, and the number of homes in the area suffering from loss of electric power.

4. Priority of Assistance Needed

a. _____

b. _____

c. _____

Appendix C: Sample Emergency Management Plan*

* Reprint of actual documents

BASIC PLAN

I. PURPOSE

The purpose of this plan is to develop a comprehensive emergency management program which seeks to mitigate the effects of various hazards, to prepare for measures which will preserve life and minimize damage, to respond during emergencies and provide assistance, and to establish a recovery system to return the community to a normal status. This plan defines who does what, when, where, and how to mitigate, prepare for, respond to, and recover from the effects of natural disasters, technological accidents, terrorist threats, and other major disrupting incidents.

II. SITUATION AND ASSUMPTIONS

A. Situation

Huntsville and Madison County are exposed to many hazards which have the potential to disrupt the community, cause damage, and create casualties. Possible natural hazards include tornadoes, severe thunderstorms, floods, and winter storms. There is also the likelihood of national security threats such as terrorist activities and nuclear attack. Other disaster situations could develop from a hazardous materials accident, conflagration, major transportation accident, civil disorder, or an energy crisis. Madison County's Hazard Analysis provides additional detail on local hazards.

B. Assumptions

1. The county will continue to be exposed to the hazards noted above as well as others which may develop in the future.
2. Local government officials recognize their responsibilities regarding the safety and well being of the public.
3. Local government officials will assume their responsibilities when the emergency operations plan is implemented.

4. If properly coordinated and implemented, this plan will reduce or prevent disaster-related losses.
5. This plan includes general procedures that are applicable to a Nuclear Power Plant (NPP) incident at Brown Ferry. Detailed procedures are contained in the Alabama Radiological Emergency Response Plan for Nuclear Power Plants. For cross reference information, see Appendix 2.

III. CONCEPT OF OPERATIONS

A. General

1. It is the responsibility of government to undertake comprehensive emergency management to protect life and property from the effects of disasters. Local government has the primary responsibility for emergency management activities. When the emergency exceeds local government capability to respond, they will request assistance from mutual aid counties and/or the state government. The federal government will provide assistance to the state when requested, if possible. In addition, private sector and volunteer organizations may provide assistance.
2. This plan is based upon the concept the emergency functions for the various groups involved in emergency management will generally parallel their daily functions. To the extent possible, the same personnel and material resources will be employed in both cases.
3. Those daily functions which do not contribute directly to the emergency operation may be suspended for the duration of the emergency. The efforts normally required for those functions will be redirected to accomplishing emergency tasks by the agency concerned.
4. An integrated emergency operations plan is concerned with all hazards which may affect the community. As shown below, it is more than an operations plan in that it accounts for activities before and after as well during emergency operations.
5. This plan does not contain a listing of county resources, consequently, it must be used in conjunction with the Madison County Resource List maintained by EMA. Resources not available in the county may be requested through mutual aid or through AEMA.

B. Phases of Management

1. Mitigation activities are those which eliminate or reduce the probability of a disaster occurring. Also included are those long-term activities which lessen the undesirable effects of unavoidable hazards. Some examples are: building codes, vulnerability analysis, tax incentives/disincentives, zoning and land use management, safety codes and public education.
2. Preparedness activities serve to develop the response capabilities needed if an emergency should arise. Planning and training are among the activities conducted under this phase. Other examples are warning systems, communication systems, evacuation plans, resource lists, development of volunteer organizations, organization exercises, mutual aid agreements, and identification of shelters, staging areas, and mobilization points.
3. Response is the process of providing emergency services during a crisis. These activities help to reduce casualties and damage and speed recovery. Response includes activating warning systems, evacuation, search and rescue, mass care, and other similar operations.
4. Recovery is both a short-term and long-term process. Short-term operations seek to restore vital services to the community and provide for the basic needs of the victims. Long-term recovery focuses on restoring the community to its normal, or improved state of affairs. The recovery period is also an opportune time to institute mitigation measures, particularly those related to the recent emergency. Examples of recovery actions would be temporary housing and food, restoration of non-vital government services, reconstruction of damaged areas, counseling programs, damage insurance/loans and grants, and agriculture recovery programs.

C. Execution

1. The central point of coordination for all emergency operations will be the County Emergency Operations Center (EOC). This is to ensure coordinated response when the emergency involves more than one political entity and several response agencies. To have control of the direction of all individual response actions, each municipality should establish standing operating procedures. The Huntsville-Madison County EOC will coordinate actions between local governments and agencies as necessary and direct response actions within Madison County.

2. In an emergency there will be two levels of control. The first level of control will be at the scene of the incident. The second level will be at the EOC where overall coordination will be exercised.
3. In an emergency, the governing body having jurisdiction will respond to the scene. The on-scene management will fall under the jurisdiction of the local department best qualified to direct the rescue, recovery and control operations of all response and support agencies, i.e. law enforcement, fire departments, etc. The department's senior representative at the scene will become the Incident Commander and will be responsible for the overall initial response and recovery. The position of Incident Commander may change during operations depending on the situation and magnitude of the emergency. The specific department that will assume on-scene command in various emergencies is specified in the annexes to this plan where specific emergencies are addressed.
4. In responding to the various emergencies which frequently occur within the county, it is essential that the organization be structured to provide maximum flexibility to satisfy functional requirements. Annex a, Appendices 1 and 2 shows the agencies, boards, departments and organizations which provide the resources to respond to any emergency or disaster. The organizational chart reflects all agencies which may be involved in a major catastrophe; however, in the majority of cases only a limited number of agencies may be called upon to assist.
5. In cases where local resources to contend with an emergency do not exist or have been depleted, the Chief Elected Official (CEO), with the support of the Emergency Management Coordinator, should request state aid through the State EOC.
6. It is imperative that all personnel involved in emergency response actions know when and under what circumstances this EOP will be implemented. For further guidance concerning implementation, refer to Paragraph V., Direction and Control.
7. The basic data for significant local hazards is contained in the Appendices to this Basic Plan.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. General

1. Most of the departments within local governments have emergency functions in addition to their normal duties. Each department is responsible for developing and maintaining their own emergency Standing Operating Procedures. For the emergencies identified in this plan, specific responsibilities are outlined in Paragraph IV. C. as well as in the functional annexes and hazard specific checklists. Responsibilities for certain extra- governmental organizations are also included.
2. The Federal Response Plan (FRP) facilitates the provision of federal assistance to state and local governments during Presidentially declared disasters. The FRP uses a functional approach to group the type federal assistance which state/local government is most likely to need under Emergency Support Functions (ESF). Each ESF is headed by a primary federal agency which has been selected based upon its authorities, resources, and capabilities in the particular functional area. Since the ESFs serve as the primary mechanism through which federal response assistance will be provided, it is appropriate that the county identifies corresponding functional area representatives; these are indicated at Paragraph V. C. below.

B. Organization

1. The mayor of each municipality and the Chairman of the Madison County Commission are charged with the overall responsibility for developing and implementing comprehensive emergency management policies in Madison County, Alabama.
2. A five member Emergency Management Board is vested, subject to the control of the Huntsville City Council and the Board of Commissioners of Madison County, with all powers with respect to establishing, maintaining and operating an Emergency Management Agency.
3. The Emergency Management Board has the power, subject to the approval of the Huntsville City Council and the Board of Commissioners of Madison County, to select and appoint a Director for all Emergency Management Agency activities.
4. The Emergency Management Agency Director shall exercise all the duties of local Emergency Management Directors as

required by State Law. The Director shall in addition exercise such duties as the EM Board may from time to time direct.

5. Annex A, Appendix 1 reflects the organizational structure of the Huntsville- Madison County Emergency Management Agency.

C. Responsibilities

1. EOC Operations-County Emergency Management Director
 - a. Prepare for and conduct EOC operations. (Annex A)
 - b. Coordinate all phases of emergency management.
 - c. Establish and operate warning systems.
 - d. Establish and coordinate emergency communications. (Annex C)
 - e. Provide public information and education. (Annex D)
 - f. Coordinate evacuation (Annex E) and mass care (Annex H) operations.
 - g. Develop automation capability to support the EOC. (Annex J)
 - h. Coordinate search and rescue operations. (Annex K)
 - i. Coordinate emergency medical services. (Annex M)
 - j. Develop and train a staff. (Annex O)
 - k. Provide resource management. (Annex R)
 - l. Coordinate and conduct damage assessment. (Annex S)
 - m. Develop hazard specific checklists. (Annex U)
 - n. Provide radiological protection, including an aerial radiological monitoring capability.
 - o. Provide comprehensive emergency management planning.
2. Fire-Chief, Huntsville Fire and Rescue Department and Madison County Fire Marshal/Chief, Each Municipal Fire Department-Annex F.
 - a. Provide EOC support.
 - b. Provide fire control.

- c. Conduct fire prevention inspections.
 - d. Provide warning support, including mobile siren units.
 - e. Assist in search and rescue operations.
 - f. Assist in traffic control.
 - g. Provide radiological monitoring and decontamination support.
 - h. Assist in initial damage assessment.
 - i. Conduct hazardous material response operations. Advise EOC and public official of need to evacuate an area; assist in evacuation.
 - j. Provide communications support.
 - k. Provide decontamination.
 - l. Support emergency medical services.
 - m. Activate the Incident Command System.
 - n. Participate in the MCEPC.
3. Mass Care Operations-American Red Cross and County Department of Human Resources-Annex H.
- a. Provide liaisons to EOC to support operations when requested by EMA.
 - b. Coordinate all personal relief activities including:
 - 1) Feeding
 - 2) Clothing
 - 3) Lodging
 - 4) Registration
 - 5) Locator Service
 - 6) Care for unaccompanied children, the aged, and the handicapped
 - 7) Financial assistance
 - 8) Counseling and referral services
4. Veterinary Services-Huntsville and Madison County Animal Control Agencies and local veterinarians-Annex I Coordinate

the care of pets and other animals belonging to evacuees during evacuation periods.

5. Rescue-Chief, Madison County Rescue Squad, New Hope Rescue Squad, and Cave Rescue Unit-Annex K.
 - a. Provide rescue services.
 - b. Provide radiological monitoring and decontamination assistance (Madison County Rescue Squad only).
 - c. Provide communications support.
 - d. Assist in conducting initial damage assessment.
6. Law Enforcement-County Sheriff/Chiefs of Huntsville, Madison, Gurley, New Hope, Owens Cross Roads, and Triana Police Departments-Annex L.
 - a. Provide EOC support and security (HPD or Madison County Sheriff's Office only).
 - b. Maintain law and order.
 - c. Provide traffic control (includes aerial surveillance if available).
 - d. Control access to restricted areas.
 - e. Provide protection to key facilities.
 - f. Provide warning support, including mobile siren and public address units.
 - g. Advise public official of need to evacuate an area; assist to evacuate areas.
 - h. Provide communications support.
 - i. Provide radiological monitoring support.
 - j. Support medical response.
 - k. Assist in initial Damage Assessment.
 - l. Provide liaison and coordination with other law enforcement groups.
 - m. Conduct specialized training.
 - n. Maintain a list of wrecker services (HPD).

7. Health and Medical-Madison County Health Officer; President, Madison County Medical Society; and Co-Chairs of the Madison County Emergency Planning Committee subcommittees which support this effort-Annex M.
 - a. Provide EOC support.
 - b. Coordinate general health care.
 - c. Investigate sanitation and environmental conditions.
 - d. Provide epidemic control/vector control.
 - e. Inspect food and drink supplies.
 - f. Conduct public health education.
 - g. Coordinate first aid stations, location, and staffing.
 - h. Coordinate allocation of medical resources.
 - i. Coordinate collection, identification, and internment of deceased.
 - j. Conduct inventory of health/medical resources.
 - k. Assemble medical triage teams and coordinate operations.
8. Transportation-Huntsville Public Transit, TRAM, and Huntsville and Madison County Boards of Education-Annex N.
 - a. Provide EOC support.
 - b. Maintain a list of local transportation resources.
 - c. Transport evacuees, stranded persons, the handicapped, and hardship cases when requested by EOC.
 - d. Plan for maintenance, supply and repair of transport vehicles.
 - e. Identify personnel to support transportation surge.
9. Public Works/Engineering/Utilities-Huntsville, Director of Public Works, Madison County Engineer, General Manager of Huntsville Utilities, appropriate representatives of the Madison County Water Authority, Madison Water and Wastewater Board, Harvest-Monrovia Water Authority, and other municipal water systems as applicable to the agency's/utility's function- Annex O.

- a. Provide EOC support.
 - b. Assist in upgrading fallout shelter.
 - c. Maintain storm and sanitary sewer system.
 - d. Maintain water, electric and natural gas systems.
 - e. Repair roads and bridges.
 - f. Maintain debris and garbage disposal operations.
 - g. Conduct flood control measures.
 - h. Provide equipment and operators.
 - i. Provide potable water.
 - j. Coordinate testing of water.
 - k. Provide engineering services.
 - l. Assist in radiological decontamination and response to hazardous materials incidents.
 - m. Coordinate emergency power restoration.
 - n. Assist in damage assessment.
10. Mental Health-Executive Director, Huntsville-Madison County Mental Health Center-Annex Q.
- a. Conduct crisis counseling for disaster victims and emergency workers.
 - b. Coordinate/conduct crisis counseling at reception and care centers.
11. Damage Assessment-Variou agencies operating under the guidance of the EMA Director-Annex S.
- a. Emergency Management Agency
 - b. Madison County Commission
 - c. Madison County Engineer
 - d. Madison County Tax Assessor
 - e. Madison County Agent
 - f. Huntsville and Madison County Boards of Education
 - g. Huntsville Utilities

- h. Huntsville Traffic Operations Division
- i. Huntsville and Madison County Building Inspectors
- j. Huntsville, Madison, and Madison County Finance Departments
- k. Huntsville and Madison Public Works
- l. Madison Community Development
- m. Madison Water and Wastewater Board
- n. Hospital Administrators
- o. Red Cross
- p. Board of Realtors
- q. Contractors
- r. State and Federal Agencies

V. DIRECTION AND CONTROL

- A. The chief executives of local government will exercise direction and control activities within the county through the Emergency Management Director.
- B. The Emergency Operations Center (EOC) is the central point for emergency management operations. Coordination and supervision of all services will be through the department head(s) of the agency(ies) and the Emergency Management Director in the EOC to provide for the most efficient management of resources. The local Emergency Management Agency has an operational EOC, located in the basement of the Public Safety Building which offers a radioactive fallout protection factor of 106.
- C. Officials having primary responsibility for direction and control, and who would coordinate emergency support functions (ESFs) in the event federal assistance is used, are:

Direction and Control

Mayors of each municipality and the Chairman on the Madison County Commission.

Direction and Control Coordinator

Emergency Management Director.

Law Enforcement Coordinator

Chief, Huntsville Police Department; and Chief, Madison Police Department in coordination with the Sheriff of Madison County.

Fire Coordinator

Chief, Huntsville Fire and Rescue Department; Chief, Madison Fire Department; and the Madison County Fire Marshal, assisted by the County Forest Ranger.

Rescue Coordinator

Chief of the Madison County Rescue Squad, assisted by the chiefs of other rescue organizations

Health, Medical, and Mortuary Coordinator

Madison County Health Officer, President of the Madison County Medical Society and the Disaster Chairman of the Madison County Medical Society.

Mass Care Operations

Director of the Madison County Department of Human Resources, Shelter Systems Officer, and Local Chapter of the American Red Cross.

Public Works Coordinator

Huntsville Director of Public Works assisted by County Engineer, Madison Director of Public Works, and General Manager of Huntsville Utilities.

Transportation Officer

Manager, Huntsville Public Transit Division assisted by the program coordinator for TRAM, Huntsville City Schools, and Madison County School.

Food Coordinator

County Agent and County Emergency Board (Post-Attack operations).

All Emergency Services will coordinate their activities in the EOC under the supervision of the Emergency Management Director. EOC procedures and staffing are included in Annex A.

- D. Department heads of each municipality and Madison County and other officials legally administering their office may activate their annex on their own initiative if, in their judgment, the safety or welfare of citizens of the City and/or County are threatened.

- E. Officials of each municipality and Madison County will, in a declared emergency, remain responsible for all persons and property under their jurisdiction.
- F. The definitions of alert periods, found below, will provide a uniform system for all agencies in the county. This will enable them to give feedback to the EOC and lateral notifications to other government agencies and departments as to the magnitude of any emergency that they may be involved in. In addition, it will provide a uniform system for transitioning from a normal daily operating posture to full alert and readiness to respond to any emergency situation.
- G. Participating organizations will use the alert system established by the CPG 2-8 series and Alabama Emergency Operations Plan for an attack. For natural hazards, the most common warnings are those issued for severe weather emergencies (see Hazard Specific Checklist, Annex U). Attack operations will be conducted during three time periods. Preparatory, Attack/Emergency, and Recovery/Post- Attack. These periods are similar to the five Department of Defense conditions (DEFCON); Preparatory corresponds to DEFCON 5, 4, 3, and 2; and Attack/Emergency to DEFCON 1.
 - (1) Preparatory Period (Includes Increased Readiness Phase) -- During this period of increased readiness, all plans for crisis relocation will be reviewed. Emergency Public Information (EPI) packets will be reviewed and ready for release, and all personnel with an emergency responsibility in the risk area will be alerted. All volunteers and support activities will be mobilized and shelters activated and prepared for occupancy.
 - (2) Attack Warning Period (included Shelter Phase)
 - a. Activate all warning systems.
 - b. The City-County population will be notified to take shelter in accordance with the in-place protection plan.
 - (3) Recovery Period -- If an attack occurs, efforts will be made to shelter and protect the population using all available resources. If no attack occurs or does not affect Madison County, operations will be returned to normal as much as possible.
- H. The Emergency Management Director has the responsibility for coordinating the entire emergency management program and is appointed in accordance with local laws. The Director

makes all routine decisions and advises the officials on courses of action available. During emergency operations the Director is responsible for the proper functioning of the EOC. The Director also acts as a liaison with other local, state, and federal emergency management agencies.

- I. Specific persons and agencies are responsible for fulfilling their obligations as presented in the Basic Plan and individual annexes. Department heads will retain control over their employees and equipment. Each agency will be responsible for having its own Standing Operating Procedures of plans to follow during responses.
- J. During emergencies, certain agencies will be required to relocate their center of control to the EOC. During large scale emergencies, the EOC will become the seat of government for the duration of the crisis. However, in some situations it may be appropriate for some agencies to operate from an alternate site other than the EOC or their primary location.
- K. Additional information on Direction and Control is contained in Annex A.

VI. CONTINUITY OF GOVERNMENT

A. SUCCESSION OF AUTHORITY (Alabama Code 29-3-15\16)

1. A community's ability to respond to an emergency must not be restrained by the absence of an elected official or key department head. Therefore, to ensure continuity of government, each municipality in the county will develop a Continuity of Government Succession List. This list will name who will be the decision maker if an elected official or department head is not available. At least two people should be listed and prioritized for each key position. Organizational charts in functional annexes to this plan identify the lines of succession where possible.
2. The line of succession for the County Commission is from the Chairman to the Commission member elected by the remaining members of the Commission.
3. The line of succession to the Mayor of Huntsville is from the Mayor to the President of the Council to the President Pro-tem of the Council.
4. The line of succession to the mayors of other municipalities in Madison County will be in accordance with their established policies.

5. The Deputy Director will succeed the Emergency Management Director followed in order by the Emergency Plans Coordinator and then by the senior Emergency Management Officer.
6. Lines of succession to each department head are according to the department's Standing Operating Procedures.

B. Preservation of Records

Vital records of the various municipal and county governments have been identified. Details of records, method of storage and protection procedures are contained in Appendix 1. To provide normal government operations following a disaster, vital records must be protected. They include legal documents and personal documents such as property deeds and tax records. The principal causes of damage to records are fire and water; therefore, essential records should be protected accordingly.

VII. ADMINISTRATION AND LOGISTICS

A. Emergency Authority

Authority for this plan is contained in the Federal Civil Defense Act of 1950, as amended; Alabama Civil Defense Act of 1955, as amended, 1984; Disaster Relief Act of 1974 (PL93-288), as amended by PL 100-707 (the Stafford Act); Governor's Executive Order #15, February 1994; and the Alabama Emergency Operations Plan.

B. Agreements and Understandings

1. Huntsville and Madison County are signatory members of the North Alabama 13-County Civil Defense Mutual Assistance Agreement.
2. Should local government resources prove to be inadequate during an emergency, they will request assistance from other local jurisdictions, higher levels of government, and other agencies in accordance with existing or emergency negotiated mutual-aid agreements and understandings. Such assistance may take the form of equipment, supplies, personnel, or other available capabilities. All agreements and understandings will be entered into by duly authorized officials and will be formalized in writing whenever possible.

C. EOC Support

1. The Huntsville-Madison County Emergency Management Director is responsible for preparation of the EOC which will be activated during natural or man-made disasters, periods of increased international tension, impending attack or terrorism.
2. The Huntsville Police Department, Huntsville Fire and Rescue Department, Madison County Sheriff, the Radio Amateur Civil Emergency Service (RACES) or other organizations may be tasked to assist in the EOC.
3. Each department and agency is responsible for its own administrative and logistical support for operations.
4. Emergency responders will establish procedures to obtain appropriate protective equipment, instruments, antidotes, and clothing (as necessary) to perform tasks in hazardous material environments.
5. Maps/charts of the local area are readily available in the EOC for use by emergency services.

D. Plan Development and Maintenance

1. If a plan is to be effective, its contents must be known and understood by those who are responsible for its implementation. The Director will brief the appropriate officials concerning their role in emergency management and this plan in particular.
2. All agencies will be responsible for developing and maintaining their respective segments of the plan as set forth earlier in Section IV., Organization and Assignment of Responsibilities.
3. The Director will be responsible for ensuring all officials involved in this plan conduct an annual review of this plan. The Director will coordinate all review and revision efforts.
4. The plan shall be activated at least once a year in the form of a simulated emergency, regardless of actual events, in order to provide practical, controlled operational experience to those individuals who have EOC responsibilities. Lessons learned will be used to improve the EOP.
5. The Huntsville-Madison County Emergency Management Agency will compile all reports and submit them to the Alabama Emergency Management Agency (AEMA) in accordance with the instructions in this plan, the Alabama Emergency Operations Plan and the Alabama Radiological

Emergency Response Plan for Nuclear Power Plants and any other appropriate plans or guidance provided by the State and/or Federal agencies.

6. The Huntsville-Madison County Emergency Management Director will finalized and distribute changes to all holders of this plan in accordance with the Distribution List.

E. Civil Rights Compliance

Use of shelters or temporary housing will be made available to all persons regardless of race, color, national origin, sex, age, or handicap.

F. Other

1. All agencies should keep accurate expense records during declared emergencies so they can document reimbursement claims for recovery and damage assessment purposes - Annex S.
2. Maps/charts of the local area are readily available in the EOC for use by emergency services.

VIII. SUPERSESION

Huntsville-Madison County Emergency Operations Plan dated March 1986, as amended.

IX. AUTHENTICATION

The Huntsville-Madison County Emergency Operations Plan is effective on the date specified for implementation on order of the Chairman of the Madison County Commission and the mayors of each municipality, or in their absence the Director of the Huntsville-Madison County Emergency Management Agency.

(signed)
Mike Gillespie, Chairman
Madison County Commission

(signed)
Loretta Spencer, Mayor
City of Huntsville

(signed)
Charles Yancura, Mayor
City of Madison

(signed)
Billy Jones, Mayor
Town of New Hope

(signed)
Jerry Thompson, Mayor
Town of Gurley

(signed)
Curtis Craig, Mayor
Town of Owens Cross Roads

(signed)
Rosemary Ayers, Mayor
Town of Triana

(signed)
Harold Potts, Chairman
Madison County LEPC

(signed)
C.G. "Butch" Chaffin, Chairman
Huntsville-Madison County
Emergency Management Board

(signed)
Brett A. Garrison, Director
Huntsville - Madison County
Emergency Management Agency

Effective Date: September 1, 1996

Appendices:

- Appendix 1** Vital Records
- Appendix 2** Planning Cross Reference of EOP and “Alabama Radiological Emergency Response Plan for Nuclear Power Plants”
- Appendix 3** Hazardous Materials Basic Data

BASIC PLAN, APPENDIX 1

VITAL RECORDS

I. SITUATION AND ASSUMPTIONS

A. Situation

1. Vital records are those documents established and maintained by government agencies which are required to sustain or reestablish orderly government operations.
2. A summary of vital records is contained in Tab A.

B. Assumptions

1. All identified vital records are periodically reviewed for need.
2. All vital records are periodically updated.
3. The present methods of preserving vital records will be continued or changed to a new method as the state of the art dictates.

II. MISSION

To identify vital records; determine method of maintenance and storage; determine the best method of preservation; estimate volume; and determine most practical method of transporting essential records to safer storage locations during any crisis or emergency.

III. CONCEPT OF OPERATIONS

A. Execution

1. Each agency is custodian of vital records will ensure these records are protected from day to day losses.
2. Each agency will maintain vital records in a current status by reviewing those records and updating them at least once annually.
3. Agencies having possession and responsibility will identify volume and obtain sufficient packing crates or boxes for rapid packaging. Transportation requirements will be identified.

B. Conduct of Operations

1. During a pre-crisis or emergency period, all agencies will be notified to prepare vital records for movement to a safer location.
2. As the crisis/emergency becomes imminent, all vital records will be stored or moved to the safe locations that have been determined by the individual agency's Standing Operation Procedure.

IV. ADMINISTRATION AND LOGISTICS

- A. Each agency is responsible for its own administration and logistics.
- B. Coordination of requirements will be through the Emergency Management Agency EOC.

V. DIRECTION AND CONTROL

- A. The Emergency Operations Center staff will exercise all direction and control functions.
- B. The Emergency Operations Center will be the clearing house for all necessary coordination of activities and support requirements.
- C. Primary responsibility for the preparation and movement of vital records lies with the owning agency supervisor.
- D. Reports: Progress reports will be submitted by agency supervisors to the Emergency Operations Center staff on a timely basis.

Tab A Summary of Vital Records.

BASIC PLAN, APPENDIX 1, TAB A

SUMMARY OF VITAL RECORDS

Madison County Courthouse offices have been provided the following information concerning vital records:

Agency (Madison County)	Type Record	Method of Storage
Madison Co. Commission	Financial Comm. Minutes Code of Madison Co.	Computer Tape, Files Typed Files Code Book Files
Personnel Department	Personnel Records Personnel Files Insurance Records Salary Schedules	Computer Tapes, Files Written Files Written Files Book
Data Processing	Master Files Work File and Programs	Computer Tapes Disk Packs
License Department	Financial Records	Computer Tapes and Ledgers
Board of Registrars	Voters List	Computer Tape
Tax Assessor	Abstract Records	Computer Tape through last tax year. Transactions during current tax year are recorded on diskettes. Also maintained are twenty- four volumes of manual entry forms.
Tax Collector	Bank Account Records All Other Records	Ledger Computer Tapes
Probate Judge <i>Note: Actual records of items on microfilm would fill a large van. Removal and storage of actual records is not practical.</i>	Pending Estate Case Files Claims Against Estates Fiduciary Account Book Banking Records Indexes to Recorded Records Deeds, Mortgage Plots, Marriage Licenses, Death Certificates, and Adoption Records	Written Records Written Records Ledger Ledger Microfilm Microfilm

Agency (Madison County)	Type Record	Method of Storage
Registrar of Circuit Court <i>Note: Computer tapes are stored in Montgomery in the Administrative Office of Courts.</i>	Minutes of the Courts (Divorce & Child Custody Decrees) Bank Account Financial Records Indexes	Microfilm except Pending Cases Ledger Computer Tapes Looseleaf Binders
Clerk of Circuit Court (Includes District and Juvenile Court Records)	Minutes of the Court (Civil and Criminal Decrees) Financial Indexes	Microfilm except Pending Cases Ledgers Looseleaf Binders
District Attorney	Case Records Financial Records	File folders (Pre-1982 Records on microfilm) Ledgers
Madison Co. Sheriff	Inmate Confinements Arrest Records and Rap Sheets Fingerprint Financial Property Warrants of Arrest	Computer Tapes Microfilm Duplicate on file with FBI and in Montgomery Ledgers Computer Tapes File Folders
Board of Education	Student Records Census Records Minutes of Board Bank Account Financial Property Fixed Assets	Microfilm Microfilm Minute Book Ledger Computer Tape File Folders Ledger
Madison County Department of Human Resources	Child Welfare Adoption Financial Food Stamp & ADC	File Folders File Folders Ledgers Computer Tapes (Montgomery)
Madison County Health	Vital Statistics (Births-Deaths) Environmental	Microfilm File Folders
Veterans Affairs	No local records except a few pending application/ information files. All records are maintained in Montgomery or by the Federal Government.	

City of Huntsville offices have provided the following information concerning vital records:

Agency (City of Hsv.)	Type Record	Method of Storage
Legal	Code of Ordinances	Book plus Pending Files
City Clerk Treasurer	Minutes of Council Meetings Contracts Deeds Agreements Financial Records	Binder and Microfilm File Folders Files Files Computer Tapes
Public Works	Maps and Drawings Project Files	Files and Microfilms File Folders
Huntsville Police	Fingerprint Card File Criminal Histories and Index File Criminal Offense Reports Active and Pending Criminal Offenses Over 5 Yrs Old	File Cabinet File Cabinets File Cabinets Microfilm
Huntsville Fire	Investigative Reports Incident Reports	File Cabinets Microfilm
Huntsville Utilities	System Maps (Gas, Water, Electricity) Construction Drawings (Water Treatment, Electric Sub Stations) Customer Records Financial Records	Map File Cabinets Files Computer Tapes Computer Tapes and Ledger
Huntsville Board of Education	Individual Student School Records Minutes of School Board Property Records Financial Records Property Deeds	Microfilm Minute Book Computer Tapes Computer Tape Files

The City of Madison has provided the following information concerning vital records:

Agency	Type Record	Method of Storage
Police	Criminal Histories and Index File Criminal Offense Reports Active and Pending Criminal Offense and Five (5) Years Old	File Cabinet File Cabinet Storage Room Boxes
Fire	Investigative Reports Incident Reports	File Cabinet
City Clerk	Minutes of Council Meetings-Contracts-Deeds-Agreements-Financial Records	File Cabinet Some on Computer Disk
Personnel	Employee Records Insurance Information	File Cabinet
Treasurer/Accounting	City Financial Information, Payroll, etc.	File Cabinet Computer Disk

Purchasing/Budget	Budget Control Information	File Cabinet Computer Disk
Tax Collector/Revenue	Business Licenses, Tax Information	File Cabinet Computer Disk
Inspection/Community Development	Maps-Construction Records and Information	File Cabinet Computer Disk
Water Department	Maps, Construction Records, Customer Records, Financial Records	File Cabinet
City Court	Minutes of Court Decrees-Financial Records- Court Records	File Cabinet

BASIC PLAN, APPENDIX 2

PLANNING CROSS REFERENCE OF EOP AND “ALABAMA RADIOLOGICAL EMERGENCY RESPONSE PLAN FOR NUCLEAR POWER PLANTS” (BROWNS FERRY)

Task	Alabama REP	EOP
Communications	Part II, Annex A, Appendix 2, Attachment 2 Tab E	Annex C
Direction and Control	Part II, Annex A, Appendix 1, Tab E	Basic Plan and Annex A
Mass Care Operations	Part II, Annex D, Appendices 1, and 2, Tab E	Annex H
Law Enforcement	Part II, Annex C, Appendices 1, 2 and 3, Tab E	Annex L
Health, Medical, and Mortuary Services	Part II, Annex G, Appendix 1, Tab E	Annex M
Public Information	Part II, Annex H, Attachment 3, Tab E	Annex D
Warning	Part II, Annex A, Appendix 2, Attachment 2, Tab E	Annex B

BASIC PLAN, APPENDIX 3

HAZARDOUS MATERIALS BASIC DATA

I. PURPOSE

To provide for a coordinated response by local government agencies to minimize the adverse effects on man and the environment resulting from an uncontrolled release or exposure to hazardous materials. This Appendix does not apply to Radiological Accidents or incidents which are addressed in Annex T and Annex U, Appendix 10.

II. SITUATIONS AND ASSUMPTIONS

A. Situation

1. As a result of technological advancements, the development and use of toxic chemicals have significantly increased in our society. They are transported by railcars, vehicles, watercraft, and aircraft. They are used extensively in manufacturing facilities, test and research facilities, assembly plants, agricultural businesses, and in the home. When properly stored, used, or transported they do not pose a threat to the user or the public. However, when a hazardous material escapes or is exposed to fire it can become harmful or lethal and can attack workers, responders, or the public and the environment. Manufacturers, users, and transporters take every precaution to minimize unnecessary exposure to hazardous materials, and major accidents are infrequent. Although strict compliance with safeguards are foremost in the use, storage, and transportation of hazardous materials, an uncontrolled release of materials is a threat to the public and the environment. Human exposure to hazardous materials must be kept to a minimum.
2. Primary responsibility for the safety and control of hazardous materials rests with the organization in control of the material. The owner is also responsible for initial response actions, technical, and general advice to response agencies, and the clean up operations required after a release.
3. Government has the legal and moral responsibility to protect the public. Government must be prepared to respond to all types and sizes of hazardous material accidents. Government must develop a response capability, train response personnel, and maintain resources necessary to handle hazardous material accidents. Response personnel must take appropriate initial actions and protective measures to prevent or minimize injuries, loss of life or affects to the environment.
4. SARA Title III (PL 99-499) requires that each State form a State Emergency Response Commission (AERC), designate Emergency Planning Districts (EPD), and appoint a Local Emergency Planning Committee (LEPC). The governor has formed the AERC and Madison County has been designated as an EPD. The Madison County Commission established the Madison County Emergency Planning Committee (MCEPC) by resolution dated September 11, 1987 which has been approved by the AERC.

5. SARA Title III mandates that any facility owned or operated by government, business, or industry which uses, stores, manufactures or transports one or more of the EPA designated extremely hazardous substances (EHS) in amounts exceeding the threshold planning quantity (TPQ) must report specific information to the AERC, LEPC, and the Fire Department that has jurisdiction.
6. SARA Title III mandates that the LEPC must develop, exercise, and review a comprehensive emergency response plan which will protect the public and the environment should any EHS be released.
7. SARA Title III mandates that any facility that possesses EHS above the threshold planning quantity provide the AERC, LEPC, and the Fire Department having jurisdiction a copy of the Material Safety Data Sheet (MSDS) or a list of substances. The MCEPC and Fire Departments have opted to require a list.
8. The Madison County Commission has designated the Huntsville-Madison County Emergency Management Agency as the focal point for the MCEPC.
9. A hazard analysis has been completed in Madison County. The following information was compiled from the analysis:
 - a. **Fixed sites:** Facilities that have been identified as possessors of EHS in excess of the threshold planning quantities are listed in Tab C. Each of these facilities has prepared a site specific plan which has been annotated in Tab C.
 - b. **Transportation Vulnerability:** The transportation of hazardous materials poses a threat to the entire County. Specific materials cannot be identified in advance. The most commonly used transportation routes in Madison County are as follows:
 - (1) Highways: U.S. 72, U.S. 231, U.S. 431, Alabama 20, Alabama 53, and Interstate I-565.
 - (2) Rail: Southern Railroad
 - (3) Water: Tennessee River
 - (4) Air: (For airport locations, see Tab D)
 - a. Huntsville International Airport
 - b. Redstone Arsenal Army Airfield
 - c. Public and private airfields for general aviation and agricultural spraying: Hazel

Green Airfield Madison County Executive Airport, Meridianville Moontown Airport, Brownsboro Palmer Field, Madison

d. Heliport atop Huntsville Hospital for Ambulance Helicopters only.

10. A Hazardous Material Response Vehicle, with a contingent of trained response personnel from Huntsville Fire and Rescue Department, is available on a 24-hour basis for immediate call.

B. Assumptions

1. Local resources and trained response personnel are available to handle most any expected emergency in Madison County.
2. State and federal agencies will make personnel and equipment available to assist or supplement the local capability.
3. A reference library is maintained in the Emergency Operation Center (EOC). Emergency response vehicles will have a “North American Emergency Response Guidebook” (RSPA P58000.7) available.
4. Initial and supplemental training will be provided to first responder personnel in the county. This training will be limited in scope to include recognition, identification, personal protection, assessment of severity and need for evacuation. Special training information can be found in Annex O, Training and Education.
5. Government, businesses, and industries will comply with reporting requirements of SARA Title III and cooperate with local government in planning, reporting, and response activities.
6. Government, businesses and industries will implement mitigation activities and respond with all available resources during an accident or incident on their premises.
7. Government will be prepared to respond to all off-site hazardous material incidents and assist at all fixed facility incidents upon request. Industries will assist by providing technical expertise and specialized equipment upon request.

III. CONCEPT OF OPERATIONS

A. General

1. The concept of operations described in the Basic Plan also applies to response to major hazardous material incidents; however, there are two operational elements unique to hazardous material operations. The first is the State Emergency Response Commission (AERC) at the state level in Montgomery and the Madison County Emergency Planning Committee (MCEPC) at the County level, Tabs A and B.
2. The AERC is responsible for supervising and coordinating the PL 99-499, SARA Title III activities of the LEPCs and for establishing procedures for receiving and processing public requests for information collected under various sections of SARA Title III and for reviewing local emergency plans.
3. The MCEPC receives notifications from facilities subject to SARA Title III and for requests for information from the public. The MCEPC is also responsible for conducting a hazard analysis which will be used as an initial step in the planning process. The MCEPC will develop Hazardous Material appendices to our local “Emergency Operations Plan” and is responsible for other local HAZMAT readiness actions as outlined in paragraph B.1., below.
4. The Fire Departments in Madison County have been assigned primary responsibilities for control of hazardous materials. All departments with a first responder mission must train their personnel in recognition of and first-step protection measures for hazardous materials. The appropriate fire department senior person will assume initial incident command of the scene until relieved by a more knowledgeable incident commander. Local agencies will support emergency response teams from state, federal, or private agencies in their clean up efforts as appropriate.

B. Phases of Comprehensive Emergency Management

1. Mitigation and Preparedness Operations-MCEPC
 - a. Designate a Community Emergency Coordinator and maintain a list of facility emergency coordinates.
 - b. Conduct a hazards analysis of the community to determine existing hazardous material threats.

- c. Prepare an inventory (refer to facilities listed in Tab C) of existing threats including:
 - (1) Type, amount, and characteristics of materials.
 - (2) Site locations and/or potential problem areas.
 - (3) Users, owners, manufacturers, and/or transporters of hazardous materials.
 - d. Plan for response to hazardous material incidents.
 - e. Develop procedures for communications, warning, public information, evacuation, shelter, feeding, and health and medical supplies, (See appropriate annexes and appendices to this plan).
 - f. Maintain a Resource List that identifies equipment needed for responding to a hazardous material incidents, Annex R.
 - g. Develop detailed procedures for identification, control and clean up of hazardous materials, SOP HAZ-1.
 - h. Provide or obtain training for response personnel using courses made available by the Alabama Emergency Management Agency, the State Fire College, Huntsville Fire Academy and other sources.
 - i. Ensure that facilities listed in Tab C and emergency responders have plans or SOPs which provide procedures and methods to follow in responding to SARA Title III releases and cleanup.
2. Response-First Responders, Annex U, Appendix 9 and SOP HAZ-1.
- a. Verify initial information that an incident has occurred.
 - b. Select appropriate objectives and tactics to control the incident; see SOP HAZ-1.
 - c. Identify the substance involved and potential danger.
 - d. Control entry into the danger area by establishing a HOT, WARM, and a COLD zone.
 - e. Provide a Hazardous Material Situation Report to the Alabama Emergency Management Agency EOC or the Public Safety Communications Center by the most expeditious means available and request assistance, if needed. Refer to Tab C and SOP HAZ-1 for guidance.

- f. Contact CHEMTREC or state and federal agencies directly if necessary.
 - g. If the potential for an evacuation is indicated, a precautionary evacuation should be considered.
 - h. If conditions are serious enough to warrant evacuation of the area, evacuate outward to a safe distance from the site. Provide shelter, food, and emergency health and medical services for the population evacuated from the danger area.
 - i. If conditions warrant, activate the EOC and/or establish a command post near the scene to provide communications, coordination, direction, and control.
 - j. Keep upwind and uphill as much as possible from the incident. Assume, until proven otherwise, that it involves toxic chemicals and wear protective clothing, mask, etc., while working in the HOT zone. Protective clothing and respiratory protection may also be required in the WARM zone.
 - k. Provide and disseminate emergency information to the public.
 - l. If the area is believed to be contaminated, use caution in moving injured personnel, equipment or materials from the danger area. Notify medical facilities if contaminated personnel are transported for treatment.
 - m. Do not allow smoking, eating, or drinking in the HOT and WARM zones to avoid ingesting contaminants.
 - n. During emergency operations, do not exceed the expertise of the emergency service personnel, equipment, and materials available. REMEMBER THAT ON-THE-SCENE OPERATION MAY MAKE THE INCIDENT MORE, RATHER THAN LESS, DANGEROUS.
3. Recovery-All local government
- a. Post emergency operations will, in all probability, involve functions that may produce hazardous effects if carried out improperly. Operations carried out during containment and clean-up of hazardous materials require proper resources and expert know-how. AGAIN,

THE IMPORTANT POINT TO CONSIDER IS THAT EFFORTS TO CONTAIN AND CLEAN UP MAY MAKE THE INCIDENT MORE, RATHER THAN LESS, DANGEROUS.

- b. Cooperate with response teams, the owner/shipper and/or state and federal environmental personnel during clean up operations.
- c. Continue to provide area security and prohibit all unauthorized personnel from entering the area.
- d. Terminate clean up operations when all danger is past and the area has been declared safe by responsible personnel and restored to the best conditions possible.
- e. Keep accurate and documented records of all actions, expenditures, and physical resources of the various local governmental department/agencies involved in emergency operations, Annex S.

IV. RESPONSIBILITY (See Basic Plan, Paragraph IV, and Tab A to this Appendix.)

A. Chief Executive Officer (CEO)

1. The CEO has the overall decision-making responsibility for emergency operations in his/her jurisdiction.
2. The CEO also selects member to serve on the MCEPC.

B. Emergency Management Coordinator

1. Upon receipt of information that an incident has occurred, verify the incident with minimal delay. Make an accurate assessment of the incident as soon as possible to identify any materials/substances that are hazardous or that may create a hazardous situation.
2. Notify AEMA, ADEM and Department of Public Safety if it is possible that State assistance will be needed.
3. Perform items on checklist, Annex U, Appendix 9 and SOP HAZ-1.

C. Incident Commander

1. The Incident Commander will coordinate actions described in Annex U, Appendix 9 and the SOP HAZ-1.

2. After lifesaving, rescue and necessary first aid have been initiated, the fire department should follow the appropriate procedures that pertain to the specific type of material involved. Extensive and detailed listings of major hazards and fire fighting agents to be used are in hazardous material references which should be carried on all emergency services vehicles or available in the 911 Center or EOC. Technical advice may be obtained from agencies listed in Annex U, Appendix 9, Tab B or Tab C.
3. In any hazardous material incident, emphasis should be placed on the following:
 - a. Remain upwind and uphill or upstream of the scene associated debris as much as possible.
 - b. First responders or any support personnel, should wear protective clothing and respiratory protection equipment, while performing duties in the HOT zone.
 - c. Attempt to determine the type of materials involved. This information may be found on placards on the vehicles/railroad tank car, individual containers or packages, and/or on the manifest or bill of lading. If the vehicle operator or railroad personnel are available for questioning, they may provide such information.
 - d. The Alabama Department of Environmental Management and Department of Public Safety will be notified by Emergency Management or the Alabama Emergency Management Agency and be requested to dispatch an Emergency Response Team to assist in the hazardous material control aspects of the incident, if needed, and to advise in the planning necessary for recovery operations. They will remain at the scene and assist the response team as required.

D. Law Enforcement

1. Provide support to Incident Commander.
2. Perform appropriate actions, Annex U, Appendix 9, and the SOP HAZ-1.

E. All other response and support personnel

All other response and support personnel will take actions in accordance with Annex U, Appendix 9, the Basic Plan, SOP HAZ-1 and the appropriate annex which defines their responsibilities.

F. Owners and Shippers of Hazardous Materials

1. The responsibility for containment, initial response actions and subsequent cleanup of a hazardous material accident rests with the owners and/or shippers of hazardous materials.
2. Those involved in the manufacture, use, storage and transport of hazardous materials will cooperate with local governments in preparing for and conducting operations to minimize the effects of hazardous material incidents.
3. Material Safety Data Sheets describing chemicals on a fixed site will be furnished upon request to the appropriate fire department and MCEPC by the using company.

G. Investigation of illegal dumping

Investigation of illegal dumping will be conducted in accordance with SOP HAZ-2.

V. DIRECTION AND CONTROL (Basic Plan, Paragraph V, and Tab A of this Appendix)

- A. The direction and control function is the combined capability of the EOC and the Incident Command Post. The exchange of critical information between these facilities, e.g., requests for support and key decisions, will enable first response efforts and support operations to be timely, safe and appropriate.
- B. The purpose of the Incident Command Post is to coordinate on-scene support of emergency service response elements deployed in large-scale emergency situations requiring the commitment of emergency services resources. The Incident Command Post is supported by an adequate communications system.
- C. The fire department in whose zone the incident occurs will assume control of clean up and recovery operations. Should the incident require it, the EOC will be activated and assume responsibility for coordinating response and recovery operations.

- D. The city/county will relinquish responsibility for cleanup operations to owner/shipper representatives or state or federal response teams as appropriate. Overall responsibility for protection of the public remains with the local government.
- E. This appendix will be maintained by the EMA Director who is responsible for ensuring its compatibility with plans of the various agencies/jurisdictions.
- F. All changes, additions or deletions to this appendix will be processed and coordinated through the Emergency Management Agency. All changes will be approved by the authenticators of this plan. Distribution of changes will be in accordance with the distribution list of the HUNTSVILLE-MADISON COUNTY EMERGENCY OPERATIONS PLAN.
- G. The MCEPC will meet at least every six months and review this plan at least annually. The MCEPC will coordinate changes and forward them to the MCEPC Focal Point.

Tabs:

- Tab A** Direction and Control Responsibilities
- Tab B** Title III-Major Information Flow Requirements
- Tab C** Fixed Site Facilities Subject to Paragraph 303, PL 99-499
- Tab D** Airport and Airfield Locations

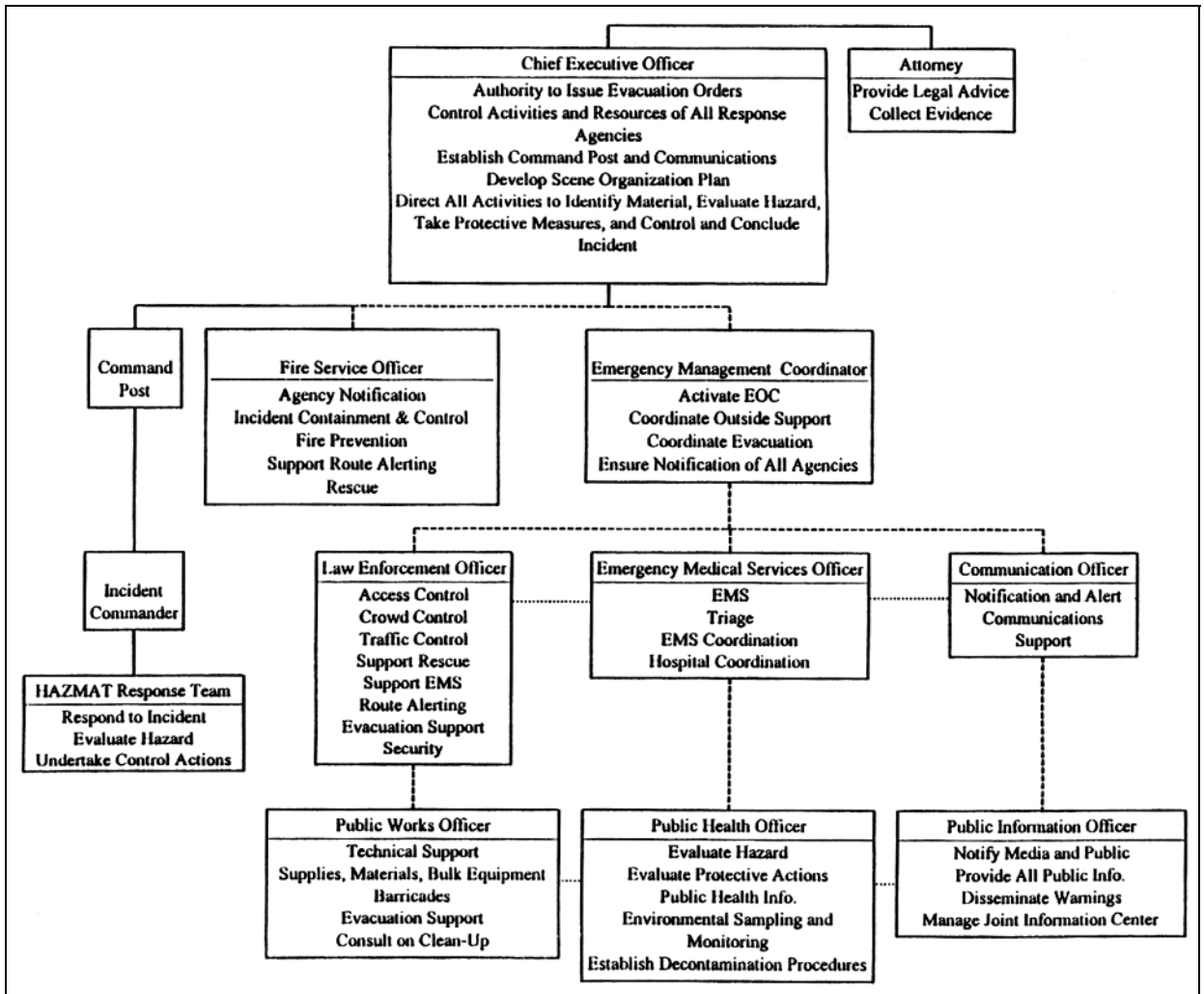


Figure 5. Basic Plan, Appendix 4, Tab A, Direction and Control Responsibilities

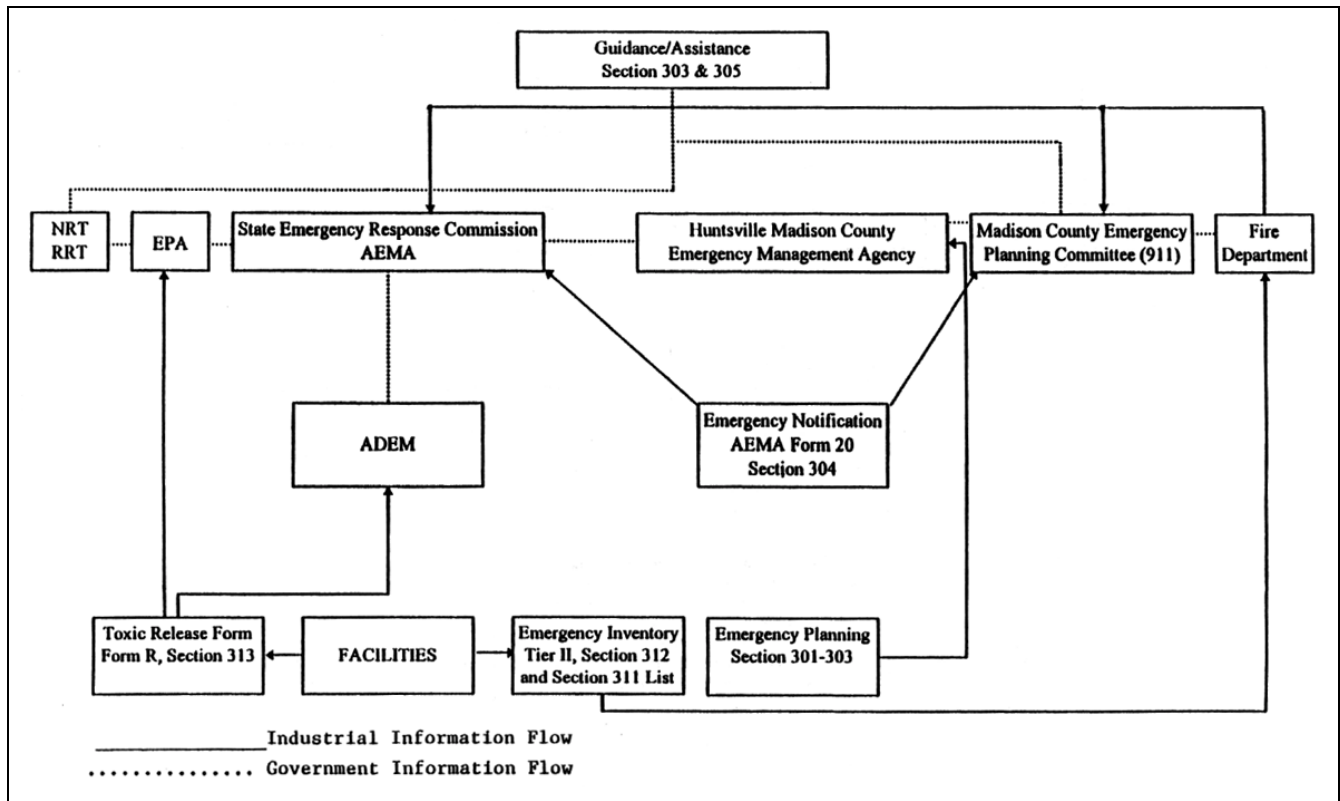


Figure 6. Basic Plan, Appendix 4, Tab B, Title III - Major Information Flow Requirements

BASIC PLAN, APPENDIX 3, TAB C

FIXED SITE FACILITIES SUBJECT TO PARAGRAPH 303, PL 99-499

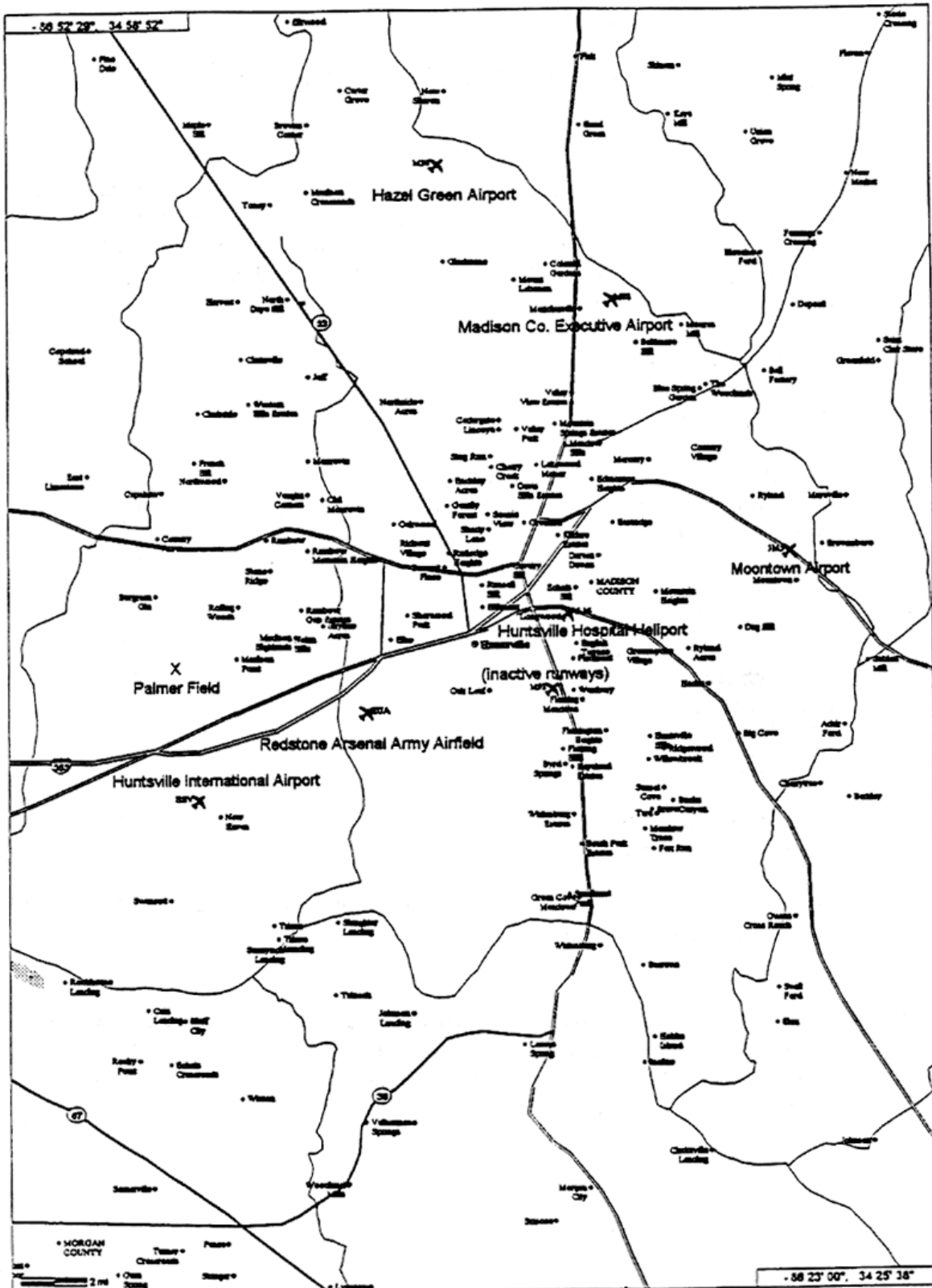
- I. The following facilities in Madison County have Extremely Hazardous Substances above the threshold planning quantity. The materials on hand, the quantity on hand, the emergency facility coordinator and other essential information is included in the appropriate UNIFORM EMERGENCY RESPONSE PLAN. The following facilities have submitted a plan into the EMA office as of August 1, 1996:

COMPANY NAME	SITE PLAN #
Acustar Inc., Main Plant	ACU-1
Acustar Inc., Plant #2	ACU-2
Aero Corporation, 215 Wholesale Avenue	AER-1
Aero Corporation, 3705-C Wholesale Avenue	AER-2

COMPANY NAME	SITE PLAN #
Dunlop Tire and Ruber Corp.	DTC-1
Englehard	ENG-1
Gold Kist Complex	GKC-1
J & J South Central	JJS-1
Madison County Cooperative	MCC-1
Midsouth Ice Company	MSI-1
Ogden Martin Systems of Huntsville	OMS-1
*Onan Corporation	ONC-1
Parker Hannifin Corporation	PHC-1
PPG Industries, Inc.	PPG-1
Summa Technologies, Inc.	SUM-1
Teledyne Advanced Materials	TAM-1

*Onan Corporation was not required by law to complete a UNIFORM EMERGENCY RESPONSE PLAN, but chose to do so.

- II. The UNIFORM EMERGENCY RESPONSE PLANS were developed and are maintained by each facility. Copies of these emergency plans are filed and are available at the EMA office and at the Fire Department which has jurisdiction of the facility's location.



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Figure 7. Basic Plan, Appendix 3, Tab D, Airport and Airfield Locations

Sample Emergency Annex to Basic Plan

HUNTSVILLE-MADISON COUNTY EMERGENCY MANAGEMENT AGENCY

STANDING OPERATING PROCEDURE TRA-1

AIRCRAFT OR AIRPORT TRANSPORTATION INCIDENT/ACCIDENT

I. APPLICATION

This SOP is to be used in conjunction with the HUNTSVILLE-MADISON COUNTY EMERGENCY OPERATIONS PLAN; Annex U, Appendix 8 and the AIRPORT EMERGENCY PLAN for The Huntsville International Airport, Part 7 of The Airport Certification Manual. These procedures are to be implemented whether the incident occurs on or off Huntsville International Airport property.

II. GENERAL

- A. Aircraft incidents/accidents in Madison County may involve:
 - (1) Scheduled passenger airliners
 - (2) Cargo aircraft
 - (3) General aviation or private aircraft
 - (4) Military aircraft
 - (5) Charter flights
- B. The aircraft involved may be departing from or bound to:
 - Huntsville International Airport
 - Redstone Arsenal Airfield
 - Hazel Green Airport, 342 Opp Reynolds Rd.
 - Huntsville Executive Airport, 358 Bolling Rd., Meridianville
 - Huntsville Hospital Heliport, 101 Sively Road
 - Huntsville Police Academy Heliport, old airport
 - Moontown Airport, 200 Airport Rd., Brownsboro
 - Valley Flying Service, Palmer Rd./County Line Rd., Madison

Also, aircraft in transit may crash in Madison County.

- C. This SOP has four checklists attached which are to be used for the three Alert conditions defined in the AIRPORT EMERGENCY PLAN, section 7.7.; these Alert Conditions will be determined by the Airport Authority. The fourth Alert checklist, created and used only by EMA, is for a variety of miscellaneous events that may occur at the Huntsville International Airport.
- D. For aircraft not bound to or from the Huntsville International Airport and for incidents not occurring on or near the Huntsville International Airport and hence not subject to the AIRPORT EMERGENCY PLAN, the definitions and responses outlined in the Plan may be adapted to meet the situation and used as appropriate.
- E. Coordination and response of support agencies from local municipal and county governments will be through the EOC.

III. OPERATIONS

- A. Upon notification, from any source, of an airport or aircraft incident or accident, initiate the appropriate Alert checklist, Attachments A-D.
- B. The level of EOC staffing will be determined by the Emergency Management Director.

IV. SUPERSESSION

This SOP supersedes SOP TRA-1 dated December 1, 1996 which is obsolete and should be destroyed.

Effective Date: April 23, 1997

Signatures

(signed)
Brett A. Garrison, Director,
Huntsville - Madison County
Emergency Management Agency

(signed)
Tanjie Kling, Emergency Plans
Development Coordinator,
Huntsville - Madison County
Emergency Management Agency.

Attachments:

- Attachment A Aircraft/Airport Emergency Checklist-Alert I
- Attachment B Aircraft/Airport Emergency Checklist-Alert II
- Attachment C Aircraft/Airport Emergency Checklist-Alert III

Attachment D Aircraft/Airport Emergency Checklist-Alert IV

Attachment E Incident Report

SOP TRA-1, ATTACHMENT A

AIRCRAFT OR AIRPORT EMERGENCY CHECKLIST - Alert I

Alert I indicates a minor inbound aircraft emergency (overheated engine, oil leak, faulty instruments, etc.) (See AIRPORT EMERGENCY PLAN, Page 7-4, Par. 7.7)

(Time Completed)

_____ 1. Record message and time completed.

_____ 2. Record reporting individual's:
Name _____
Title _____
Agency _____
Call Back Number _____

_____ 3. Notify these agencies and request the following response:

	<u>Agency</u>	<u>Response</u>
_____	Huntsville Fire & Rescue, 722-7120	Standby
_____	Huntsville Police, 722-7100	Standby
_____	MEDCOM, 722-7158	Standby
	a. All hospitals	
	b. Dr. Higginbotham	
	c. Rescue Squad	

	<u>Agency</u>	<u>Response</u>
_____	Sheriff, 722-7181	Standby
_____	Madison Police, 722-7190	Standby
_____	Madison Fire, 722-7192	Standby
_____	4. Notify other EMA Staff Members	Standby
_____	5. Repeat steps 1-4 on cancellation or follow Alert II, III, or IV Checklists as appropriate.	
_____	6. Complete an Incident Report, Attachment E.	

SOP TRA-1, ATTACHMENT B

**AIRCRAFT OR AIRPORT EMERGENCY CHECKLIST -
Alert II**

Alert II indicates a major inbound aircraft emergency (engine on fire, faulty landing gear, hydraulic problems, smoke inside the aircraft, rapid depressurizations, etc.) (See AIRPORT EMERGENCY PLAN, Page 7.4, Par. 7.7.)

(Time Completed)

- _____ 1. Record message and time completed.
- _____
- _____
- _____
- _____ 2 Record reporting individual's:
- Name _____
- Title _____
- Agency _____
- Call Back Number _____

Incident Command Post Location _____

Aircraft Approach Direction _____

Enter Gate _____ from _____ Road

_____ 3. Notify these agencies and request the following response:

<u>Time</u>	<u>Agency</u>	<u>Response</u>
_____	Huntsville Fire & Rescue, 722-7120	Designate backup units
_____	Huntsville Police, 722-7100	Dispatch assistance for traffic and crowd control
_____	MEDCOM-722-7158	Request MEDCOM to:
	Dispatch one (1) or more ambulances to the appropriate airport.	
	Place MEDFLIGHT on alert.	
	Alert hospitals in Consolidated Hospital Disaster Plan to standby.	
	Notify Dr. Higginbotham	
	Alert Rapid Responders	
	Notify Rescue Squad-Standby to assist	
_____	Sheriff, 722-7181	Dispatch units to observe aircraft approach if known. Standby to assist.

<u>Time</u>	<u>Agency</u>	<u>Response</u>
_____	Madison Police, 722-7190	Observe approach zone if in jurisdiction. Standby to assist.
_____	Madison Fire, 722-7192	Observe approach zone if in jurisdiction. Standby to assist.
_____	EMA Staff	Standby
_____	RACES	Standby to assist
_____	State Troopers	Standby to assist.
_____	Huntsville Utilities	Standby to assist
_____	Red Cross, 536-0084 (during duty, extension 311; after duty, page Disaster Services)	Standby to assist; alert Blood Bank.
_____	4.	Repeat steps 1-3 on cancellation or follow Alert III or IV checklist as appropriate.
_____	5.	Complete an Incident Report, Attachment E.

SOP TRA-1, ATTACHMENT C

AIRCRAFT OR AIRPORT EMERGENCY CHECKLIST - Alert III

Alert III indicates that an aircraft is involved in an accident or has a high probability of a crash on or near the airport. (See AIRPORT EMERGENCY PLAN, Page 7.4, Par. 7.7.)

(Time Completed)

- _____ 1. Record message and time completed

- _____ 2. Record reporting individual's:

Name _____

Title _____

Agency _____

Call Back Number _____

Incident Command Post Location _____

Enter Gate _____ from _____ Road

- _____ 3. Dispatch one EMA staff member to Incident Command Post.

- _____ 4. Notify other EMA staff members.

- _____ 5. Activate the hospital alert receivers; announce the incident and request each facility to verify receipt of the notification by calling 532-7290.

- _____ 6. Notify the agencies listed below and request maximum response capability. All response agencies should be directed to the Incident Command Post or other designated assembly area.

<u>Time</u>	<u>Agency</u>	<u>Action to take</u>
_____	Huntsville Fire & Rescue, 722-7120	Back up Huntsville International Airport Rescue & Firefighting (ARFF) or respond to scene, as appropriate.
_____	Huntsville Police, 722-7100	Respond to scene, as appropriate.
_____	MEDCOM, 722-7158.	Request MEDCOM to:
	Dispatch ambulances to scene.	
	Activate Consolidated Hospital Disaster Plan.	
	Place MEDFLIGHT on alert.	
	Notify Dr. Higginbotham.	
	Alert Rapid Responders.	
	Notify Rescue Squad-Respond to scene.	
_____	Sheriff, 722-7181	Assist as required.
_____	Madison Police, 722-7190	Standby or assist as required.
_____	Madison Fire, 722-7192	Standby or assist as required.

<u>Time</u>	<u>Agency</u>	<u>Action to take</u>
_____	RACES	Standby or assist as required.
_____	State Troopers	Standby or assist as required.
_____	Huntsville Utilities	Standby or assist as required.
_____	Red Cross, 536-0084 (during duty, extension 311; after duty, page Disaster Services)	Standby for assistance; alert Blood Bank.
_____	Madison County Coroner, Robert (Bob) Berryhill	Standby or assist as required.
_____	7. Activate EOC. Staff as required.	
_____	8. Notify the appropriate mayors (always Huntsville and Madison) and the county commission:	
_____	City of Huntsville, Loretta Spencer, 532-7304 or 536-2861 after hours; alternate, Doc Holiday at 532-7304 or 518-9783 after hours.	
_____	Madison, Chuck Yancura, 772-5600; alternate, Madison Fire Department, 722-7192.	
_____	Chairman, Madison County Commission, Mike Gillespie, 532-3492 or alternate, Howard Baites at 532-3492 or after hours.	
_____	Gurley, Jerry Thompson; alternate, page the Gurley Volunteer Fire Department.	
_____	New Hope, Billy Jones; alternate, page the Gurley Volunteer Fire Department.	

- _____ Owens Cross Roads, Curtis Craig; alternate, page the OCR Volunteer Fire Department.

- _____ Triana; alternate, page the Triana Volunteer Fire Department.

- _____ 9. Establish communications with Incident Command Post.

- _____ 10. Notify AEMA at 1-800-842-0699 with a FLASH REPORT (see EOP, Annex S, Appendix 2, Tab A).

- _____ 11. Coordinate with the Coroner and ensure temporary morgue facilities are established as necessary. Funeral homes, the Iceplex, 3185 Leeman Ferry Rd., AL Dept. of Forensic Science, or refrigerated trucks, etc., may be used as needed.

- _____ 12. Take actions requested under the Consolidated Hospital Disaster Plan.

- _____ 13. Coordinate all requests for assistance as required.

- _____ 14. Complete an Incident Report, Attachment E.

SOP TRA-1, ATTACHMENT D

AIRCRAFT OR AIRPORT EMERGENCY CHECKLIST - Alert IV

Alert IV indicates that an emergency exists involving one or more of the following situations; (See AIRPORT EMERGENCY PLAN, page and paragraph as indicated) and EMA is being requested to assist the airport.

- a. Bomb Incidents (Page 7.4, Par. 7.8)
- b. Structural Fires (Page 7-5, Par. 7.9)
- c. Natural Disasters/Severe Weather (Page 7-6, Par. 7.10)
- d. Hazardous Materials/Radiological (Page 7-6, Par. 7.11)
- e. Fuel Spills (Page 7-7, Par. 7.11)
- f. Hijack or Sabotage (Page 7-7, Par. 7.12)
- g. Disabled Aircraft (Page 7-8, Par. 7.13)

Time Completed

1. Record message and time completed

2. Record reporting individual's:

Name _____

Title _____

Agency _____

Call Back Number _____

Incident Command Post Location _____

Enter Gate _____ from _____ Road

3. Actions by EMA:

- a. Notify EMA staff.

- b. Standby or activate EOC for hijack, sabotage, bomb threat/detonation, HAZMAT/radiological incident, severe weather or natural disasters. The EOC may also be activated for other emergencies.

- c. Respond to the Incident Command Post as requested.

4. Alert IV emergencies are extremely varied in nature and require different responses. The procedures outlined in the AIRPORT EMERGENCY PLAN for each condition should be used as a guide. Modify these procedures, as required, to provide the support or response needed.

5. Complete an Incident Report, Attachment E.

SOP TRA-1, ATTACHMENT E

INCIDENT REPORT

TYPE:

DATE: _____ TIME: _____

RECEIVED FROM:

MESSAGE:

EOC activated from _____ (Time) to _____ (Time)

PERSONNEL CALLED TO EOC:

Name	Time Notified	Time Arrived

SUMMARY OF ACTIONS TAKEN:

PREPARED BY:

DATE:

Appendix D: National Security Council, Washington, D.C. 20504 *

*Reprint of actual document, Presidential Decision Directive 39

F95-639

January 24, 1997

Dear Mr. Aftergood:

This is in further response to your Freedom of Information Act request of November 2, 1995 for copies of various Presidential Decision Directives.

As an organization in the Executive Office of the President that advises and assists the President, the National Security Council takes the position that it is not subject to the Freedom of Information Act. However, the NSC accepts and processes requests from the public and releases information as appropriate on a discretionary basis.

In accordance with that policy, the National Security Council staff has reviewed Presidential Decision Directive (PDD) 39 in another request and determined that it may be declassified and released in part. The withheld portions remain classified under Sections 1.5(a)(c) and (d) of Executive Order 12958. A redacted copy is enclosed.

This is a partial reply to your request. When we have completed all portions of your request, we will provide you with our final determination and procedures for reconsideration of any decisions to withhold information.

Signed:

Director, Access Management, Mr. Steven Aftergood, Federation of American Scientists, 307 Massachusetts Avenue, N.E., Washington, D.C. 20002

THE WHITE HOUSE, WASHINGTON

June 21, 1995

MEMORANDUM FOR THE VICE PRESIDENT

THE SECRETARY OF STATE

THE SECRETARY OF THE TREASURY

THE SECRETARY OF DEFENSE

THE ATTORNEY GENERAL

THE SECRETARY OF HEALTH AND HUMAN SERVICES

THE SECRETARY OF TRANSPORTATION

THE SECRETARY OF ENERGY

ADMINISTRATOR, ENVIRONMENTAL PROTECTION AGENCY

ASSISTANT TO THE PRESIDENT FOR NATIONAL SECURITY
AFFAIRS

DIRECTOR OF CENTRAL INTELLIGENCE

DIRECTOR, UNITED STATES INFORMATION AGENCY

CHAIRMAN OF THE JOINT CHIEFS OF STAFF

DIRECTOR, FEDERAL BUREAU OF INVESTIGATION

DIRECTOR, FEDERAL EMERGENCY MANAGEMENT AGENCY

SUBJECT: U.S. Policy on Counterterrorism (U)

It is the policy of the United States to deter, defeat and respond vigorously to all terrorist attacks on our territory and against our citizens, or facilities, whether they occur domestically, in international waters or airspace or on foreign territory. The United States regards all such terrorism as a potential threat to national security as well as a criminal act and will apply all appropriate means to combat it. In doing so, the U.S. shall pursue vigorously efforts to deter and preempt, apprehend and prosecute, or assist other governments to prosecute, individuals who perpetrate or plan to perpetrate such attacks. (U)

We shall work closely with friendly governments in carrying out our counterterrorism policy and will support Allied and friendly governments in combating terrorist threats against them. (U)

Furthermore, the United States shall seek to identify groups or states that sponsor or support such terrorists, isolate them and exact a heavy price for their actions. (U)

It is the policy of the United States not to make concessions to terrorists. (U)

To ensure that the United States is prepared to combat domestic and international terrorism in all its forms, I direct the following steps be taken. (U)

1. Reducing our Vulnerabilities

The United States shall reduce its vulnerabilities to terrorism, at home and abroad.

It shall be the responsibility of all Department and Agency heads to ensure that their personnel and facilities, and the people and facilities under their jurisdiction, are fully protected against terrorism. With regard to ensuring security:

- The Attorney General, as the chief law enforcement officer, shall chair a Cabinet Committee to review the vulnerability to terrorism of government facilities in the United States and critical national infrastructure and make recommendations to me and the appropriate Cabinet member or Agency head;
- The Director, FBI, as head of the investigative agency for terrorism, shall reduce vulnerabilities by an expanded program of counterterrorism;
- The Secretary of State shall reduce vulnerabilities affecting the security of all personnel and facilities at non-military U.S. Government installations abroad and affecting the general safety of American citizens abroad;
- The Secretary of Defense shall reduce vulnerabilities affecting the security of all U.S. military personnel (except those assigned to diplomatic missions and facilities);
- The Secretary of Transportation shall reduce vulnerabilities affecting the security of all airports in the U.S. and all aircraft and passengers and all maritime shipping under U.S. flag or registration or operating within the territory of the United States and shall coordinate security measures for rail, highway, mass transit and pipeline facilities;

- The Secretary of State and the Attorney General, in addition to the latter's overall responsibilities as the chief law enforcement official, shall use all legal means available to exclude from the United States persons who pose a terrorist threat and deport or otherwise remove from the United States any such aliens;
- The Secretary of the Treasury shall reduce vulnerabilities by preventing unlawful traffic in firearms and explosives, by protecting the President and other officials against terrorist attack and through enforcement of laws controlling movement of assets, and export from or import into the United States of goods and services, subject to jurisdiction of the Department of the Treasury;
- The Director, Central Intelligence shall lead the efforts of the Intelligence Community to reduce U.S. vulnerabilities to international terrorism through an aggressive program of foreign intelligence collection, analysis, counterintelligence and covert action in accordance with the National Security Act of 1947 and E.O. 12333. (U)

2. Deterring Terrorism

The United States shall seek to deter terrorism through a clear public position that our policies will not be affected by terrorist acts and that we will act vigorously to deal with terrorists and their sponsors. Our actions will reduce the capabilities and support available to terrorists. (U)

Within the United States, we shall vigorously apply U.S. laws and seek new legislation to prevent terrorist groups from operating in the United States or using it as a base for recruitment, training, fund raising or other related activities. (U)

Return of Indicted Terrorists to the U.S. for Prosecution:

We shall vigorously apply extraterritorial statutes to counter acts of terrorism and apprehend terrorists outside of the United States. When terrorists wanted for violation of U.S. law are at large overseas, their return for prosecution shall be a matter of the highest priority and shall be a continuing central issue in bilateral relations with any state that harbors or assists them. Where we do not have adequate arrangements, the Departments of State and Justice shall work to resolve the problem, where possible and appropriate, through negotiation and conclusion of new extradition treaties. (U)

If we do not receive adequate cooperation from a state that harbors a terrorist whose extradition we are seeking, we shall take appropriate measures to induce cooperation. Return of suspects by force may be effected without the cooperation of the host government, consistent with the procedures outlined in NSD-77, which shall remain in effect.

State Support and Sponsorship:

Foreign governments assist terrorists in a variety of ways. (U)

Enhancing Counterterrorism Capabilities:

The Secretaries of State, Defense, Treasury, Energy and Transportation, the Attorney General, the Director of Central Intelligence and the Director, FBI shall ensure that their organizations' counterterrorism capabilities within their present areas of responsibility are well managed, funded and exercised. (U)

3. Responding to Terrorism

We shall have the ability to respond rapidly and decisively to terrorism directed against us wherever it occurs, to protect Americans, arrest or defeat the perpetrators, respond with all appropriate instruments against the sponsoring organizations and governments and provide recovery relief to victims, as permitted by law. (U)

Lead Agency Responsibilities:

This directive validates and reaffirms existing lead agency responsibilities for all facets of the United States counterterrorism effort. Lead agencies are those that have the most direct role in and responsibility for implementation of U.S. counterterrorism policy, as set forth in this directive. Lead agencies will normally be designated as follows: (U)

The Department of State is the lead agency for international terrorist incidents that take place outside of U.S. territory, other than incidents on U.S. flag vessels in international waters. The State Department shall act through U.S. ambassadors as the on-scene coordinators for the U.S. Government. Once military force has been directed, however, the National Command Authority shall exercise control of the U.S. military force. (U)

Interagency Support:

To ensure that the full range of necessary expertise and capabilities are available to the on-scene coordinator, there shall be a rapidly deployable

interagency Emergency Support Team (EST). The State Department shall be responsible for leading and managing the Foreign Emergency Support Team (FEST) in foreign incidents. The FBI shall be responsible for the Domestic Emergency Support Team (DEST) in domestic incidents. The DEST shall consist only of those agencies needed to respond to the specific requirements of the incident. Membership in the two teams shall include modules for specific types of incidents such as nuclear, biological or chemical threats. The Defense Department shall provide timely transportation for ESTs. (U)

Transportation - Related Terrorism:

The Federal Aviation Administration has exclusive responsibility in instances of air piracy for the coordination of any law enforcement activity affecting the safety of persons aboard aircraft within the special aircraft jurisdiction of the US. as defined in public law. The Department of Justice, acting through the FBI, shall establish and maintain procedures, in coordination with the Departments of State, Defense, and Transportation, to ensure the efficient resolution of terrorist hijackings. These procedures shall be based on the principle of lead agency responsibility for command, control and rules of engagement. (U)

Consequence Management:

The Director of the Federal Emergency Management Agency shall ensure that the Federal Response Plan is adequate to respond to the consequences of terrorism directed against large populations in the United States, including terrorism involving weapons of mass destruction. FEMA shall ensure that States' response plans are adequate and their capabilities are tested. The State Department shall develop a plan with the Office of Foreign Disaster Assistance and DOD to Provide assistance to foreign populations so victimized. (U)

Costs:

Agencies directed to participate in the resolution of terrorist incidents or conduct of counterterrorist operations shall bear the costs of their participation, unless otherwise directed by me. (U)

4. Weapons of Mass Destruction

The United States shall give the highest priority to developing effective capabilities to detect, prevent, defeat and manage the consequences of

nuclear, biological or chemical (NBC) materials or weapons use by terrorists.
(U)

The acquisition of weapons of mass destruction by a terrorist group, through theft or manufacture, is unacceptable. There is no higher priority than preventing the acquisition of this capability or removing this capability from terrorist groups potentially opposed to the U.S. (U)

Attachment

Tab A

Interagency Groups

Federal Emergency Management Agency

Appendix E: Federal Response Plan

* Reprint of actual document, Terrorism Incident Annex

Notice of Change

Date: February 7, 1997
Number: FEMA 229, Chg 11
Subject: Terrorism

1. **Purpose.** This notice of change adds a Terrorism Incident Annex to the Federal Response Plan (FRP), which will be used to implement Presidential Decision Directive 39 (PDD-39).
2. **Background.** PDD-39 defines policies regarding the Federal response to threats or acts of terrorism involving nuclear, biological, and/or chemical material, and/or weapons of mass destruction (NBC/WMD). PDD-39 directs the undersigned departments and agencies to perform specific responsibilities that may affect the performance of their responsibilities under the FRP.
3. **Supersession.** None.
4. **Action Required.** Insert pages T1-1 through T1-22 after page CR-22.
5. **Distribution.** All Federal departments and agencies with RFP responsibilities.
6. **Additional Copies.** May be obtained by contacting FEMA Printing and Publications at (202) 646-3484.

(signed)
Robert M. Walker
Assistant Secretary of the Army
(Installations, Logistics, and Environment
Department of Defense

(signed)
Philip R. Lee
Assistant Secretary for Health
Department of Health and Human Services

(signed)
Robert M. Bryant
Assistant Director
National Security Division
Federal Bureau of Investigation

(signed)
Joan Rohlfing
Director
Office of Non-Proliferation and National Security
Department of Energy

(signed)
Elliott P. Laws
Assistant Administrator
Office of Solid Waste and Emergency
Response
Environmental Protection Agency

(signed)
Lacy E. Suiter
Executive Associate Director
Response and Recovery Directorate
Federal Emergency Management Agency

TERRORISM INCIDENT ANNEX

I. INTRODUCTION

In June 1995, the White House issued Presidential Decision Directive 39 (PDD-39), “*United States Policy on Counterterrorism.*” PDD-39 directed a number of measures to reduce the Nation’s vulnerability to terrorism, to deter and respond to terrorist acts, and to strengthen capabilities to prevent and manage the consequences of terrorist use of nuclear, biological, and chemical (NBC) weapons including weapons of mass destruction (WMD). PDD-39 discusses crisis management and consequence management.

Crisis management includes measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve a threat or act of terrorism. The laws of the United States assign primary authority to the Federal Government to prevent and respond to acts of terrorism; State and local governments provide assistance as required. Crisis management is predominantly a law enforcement response. Based on the situation, a Federal crisis management response may be supported by technical operations, and by Federal consequence management, which may operate concurrently (see **Figure 8**).

Consequence management includes measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses and individuals affected by the consequences of terrorism. The laws of the United States assign primary authority to the States to respond to the consequences of terrorism; the Federal Government provides assistance as required.

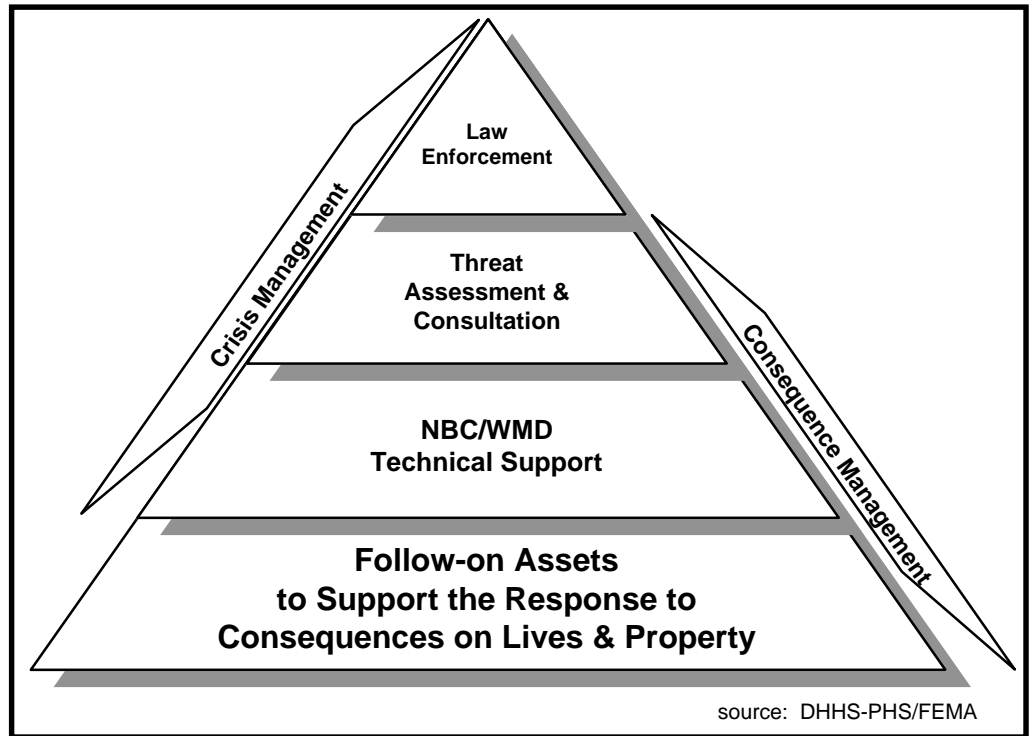


Figure 8. Relationship between Crisis and Consequence Management

A. Purpose

The purpose of this Terrorism Incident Annex, hereafter referred to as the Annex, is to describe the Federal concept of operations to implement PDD-39, when necessary, to respond to terrorist incidents within the United States. The Annex:

1. Describes crisis management. Guidance is provided in other Federal plans.
2. Defines the policies and structures to coordinate crisis management with consequence management.
3. Defines consequence management, which uses Federal Response Plan (FRP) structures, supplemented as necessary by structures that are normally activated through other Federal plans.

B. Scope

1. The Annex applies to all threats or acts of terrorism within the United States that the White House determines require a Federal response.

2. The Annex applies to all Federal departments and agencies that may be directed to respond to a threat or act of terrorism within the United States.
3. The Annex builds upon FRP concepts and procedures by addressing *unique* policies, assumptions, structures, responsibilities, and actions that will be applied for consequence management as necessary.

II. POLICIES

- A. Lead Agency Responsibilities. PDD-39 validates and reaffirms existing Federal Lead Agency responsibilities for counterterrorism, which are assigned to the Department of Justice, as delegated to the Federal Bureau of Investigation (FBI), for threats or acts of terrorism within the United States. It is FBI policy that crisis management will involve only those Federal agencies requested by the FBI to provide expert guidance and/or assistance, as described in the PDD-39 Domestic Guidelines (classified) and FBI Incident Contingency Plans(classified).
- B. Consequence Management. PDD-39 states that the Federal Emergency Management Agency (FEMA) shall ensure that the FRP is adequate to respond to the consequences of terrorism. FEMA, with the support of all agencies in the FRP, shall act in support of the FBI in Washington, DC, and on the scene of the crisis, until such time as the Attorney General shall transfer the Lead Agency role to FEMA (see Figure 9). FEMA retains responsibility for consequence management throughout the Federal response, and acts in support of the FBI as appropriate, until the Attorney General, in consultation with the FBI Director and the FEMA Director, determines that such support is no longer required. It is FEMA policy to use FRP structures to coordinate all Federal assistance to State and local governments for consequence management.

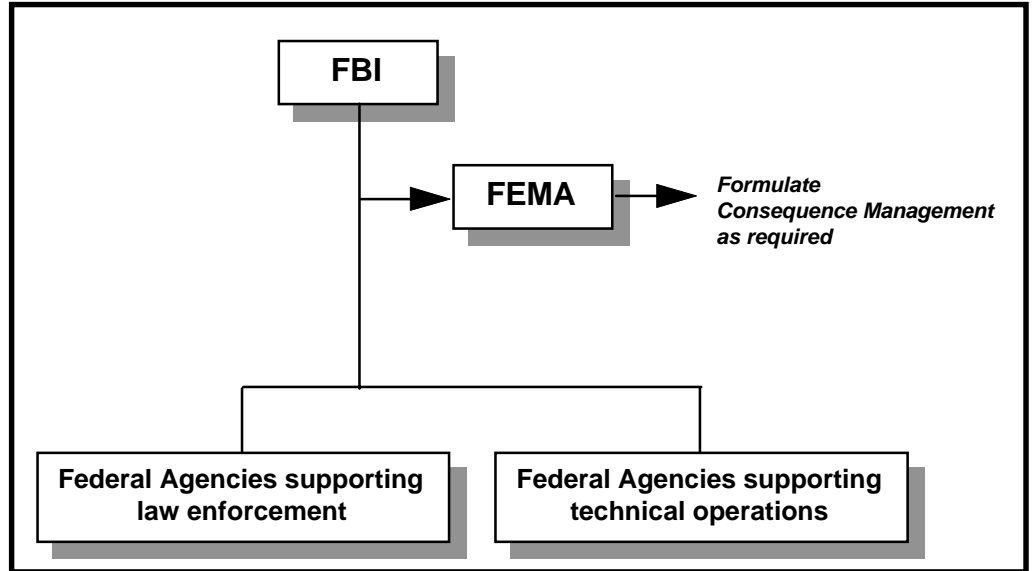


Figure 9. Relationship Among Federal Agencies Under PDD-39

- C. Costs. PDD-39 states that Federal agencies directed to participate in the resolution of terrorist incidents or conduct of counterterrorist operations shall bear the costs of their own participation, unless otherwise directed by the President.

III. SITUATION

A. Conditions

1. A general concern or actual threat of an act of terrorism occurring at or during a special event with the United States may cause the President to direct Federal agencies to implement precautionary measures which may include some of the consequence management actions described in this Annex. When directed, FEMA will coordinate with the FBI and the affected State to identify potential consequence management agencies to implement increased readiness operations.
2. **A significant threat** or act of terrorism may cause the FBI to respond and to implement a crisis management response as described in this Annex. FBI requests for assistance from other Federal agencies will be coordinated through the Attorney General and the President with coordination of National Security Council (NSC) groups as warranted. During the course of a crisis management response, consequences may become imminent or occur that cause the President to direct FEMA to implement a consequence management response as described in this Annex.

3. The occurrence of an incident without warning that produces major consequences involving NBC/WMD may cause the President to direct FEMA to implement a consequence management response as described in this Annex.

B. Planning Assumptions

1. No single agency at the local, State, Federal or private level possesses the authority and the expertise to act unilaterally on many difficult issues that may arise in response to threats or acts of terrorism, particularly if NBC/WMD are involved.¹
2. An act of terrorism, particularly an act directed against a large population center within the United States involving NBC/WMD, may produce major consequences that would overwhelm the capabilities of many local and State governments almost immediately. Major consequences involving NBC/WMD may overwhelm existing Federal capabilities as well.
3. Local, State, and Federal responders may define working perimeters -- that may overlap to some degree. Perimeters may be used to control access to the area, target public information messages, assign operational sectors among responding organizations, and assess potential effects on the population and the environment. Control of these perimeters may be enforced by different authorities, which may impede the overall response if adequate coordination is not established.
4. If protective capabilities are not available, responders cannot be required to put their own lives at risk in order to enter a perimeter contaminated with NBC material. It is possible that the perimeter will be closed until the effects of the NBC material have degraded to levels that are safe for first responders.
5. This Annex may be implemented in situations involving major consequences in a single State or multiple States. The FBI will establish coordination relationships among FBI Field Offices and with Federal agencies supporting crisis management, including FEMA, based on the locations involved.²
6. This Annex may be implemented in situations that also involve consequences in neighboring nations.

IV. CONCEPT OF OPERATIONS

A. Crisis Management

(FBI, National Security Division, Domestic Terrorism/Counterterrorism Planning Section)

PDD-39 reaffirms the FBI's Federal lead responsibility for crisis management response to threats or acts of terrorism that take place within United States territory or in international waters and do not involve the flag vessel of a foreign country. The FBI provides a graduated flexible response to a range of incidents, including:

- A credible threat, which may be presented in verbal, written, intelligence-based or other form.
- An act of terrorism which exceeds the local FBI field division capability to resolve.
- The confirmed presence of an explosive device or WMD capable of causing a significant destructive event, prior to actual injury or property loss (e.g., a "significant threat").
- The detonation of an explosive device, utilization of a WMD, or other destructive event, with or without warning, that results in limited injury or death (e.g., limited consequences/State and local consequence management response").
- The detonation of an explosive device, utilization of a WMD, or other destructive event, with or without warning, that results in substantial injury or death (e.g., "major consequences/Federal consequence management response").

In response to a credible threat involving NBC/WMD, the FBI initiates a threat assessment process that involves close coordination with Federal agencies with technical expertise, in order to determine the viability of the threat from a technical, as well as tactical and behavioral standpoint.

The FBI provides the initial notification to law enforcement authorities within the affected State of a threat or occurrence that the FBI confirms as an act of terrorism. If warranted, the FBI implements an FBI response and simultaneously advises the Attorney General, who notifies the President and NSC groups as warranted, that a Federal crisis management response is required. If a Federal crisis management response is authorized, the FBI activates multi-agency crisis management structures at FBI Headquarters, the responsible FBI Field Office, and at the incident site (see Figure 10). (The

FBI provides guidance on the crisis management response in the FBI Nuclear Incident Contingency Plan (classified) and the FBI Chemical/Biological Incident Contingency Plan (classified)).

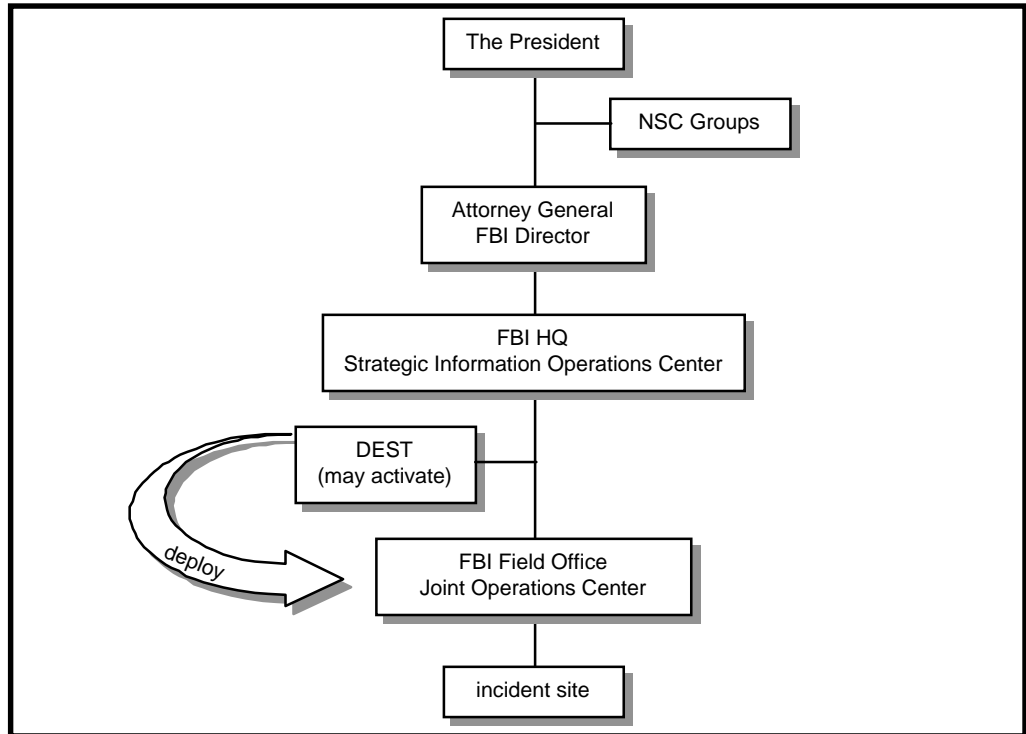


Figure 10. Multi-Agency Crisis Management Structures

If the threat involves NBC/WMD, the FBI Director may recommend to the Attorney General, who notifies the President and NSC groups as warranted, to deploy a Domestic Emergency Support Team (DEST). The mission of the DEST is to provide expert advice and assistance to the FBI On-Scene Commander (OSC) related to the capabilities of the DEST agencies and to coordinate follow-on response assets. When deployed, the DEST merges into the existing Joint Operations Center (JOC) structure. (Authorization and coordination procedures and the interagency organizational structure for the DEST are outlined in the PDD-39 Domestic Guidelines (classified)).

During crisis management, the FBI coordinates closely with local law enforcement authorities to provide a successful law enforcement resolution to the incident. The FBI also coordinates with other Federal authorities, including FEMA. The FBI Field Office responsible for the incident site modifies its Command Post to function as a JOC. The JOC structure includes the following standard groups: Command, Operations, Support, and Consequence Management. Representation within the JOC includes some Federal, State, and local agencies with roles in consequence management.

FEMA notifies Federal, State and local consequence management agencies selected by the FBI OSC to request that they deploy representatives to the JOC. Selected Federal, State and local consequence management agencies may be requested to serve in the JOC Command Group, the JOC Support Group/Media component, and the JOC Consequence Management Group (see Figure 11).

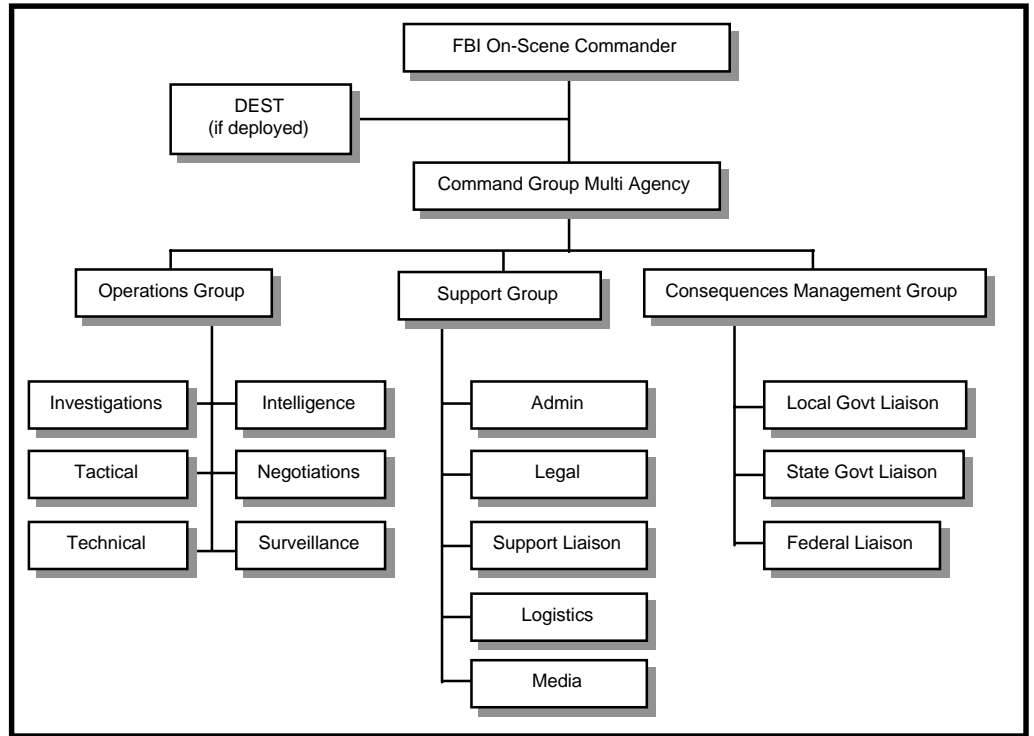


Figure 11. FBI Joint Operations Center Structure

A FEMA representative coordinates the actions of the JOC Consequence Management Group, expedites activation of a Federal consequence management response should it become necessary, and works with an FBI representative who serves as the liaison between the Consequence Management Group and the FBI OSC. The JOC Consequence Management Group monitors the crisis management response in order to advise on decisions that may have implications for consequence management, and to provide continuity should a Federal consequence management response become necessary.

B. Consequence Management

1. Pre-Incident

The FBI may notify Federal agencies, including FEMA, of a significant threat of an act of terrorism. Federal agencies requested by the FBI, including

FEMA, will deploy a representative(s) to the FBI Headquarters Strategic Information Operations Center (SIOC). Based on the circumstances, FEMA Headquarters and the responsible FEMA Region(s) may implement a standard procedure to alert involved FEMA officials and Federal agencies supporting consequence management. FEMA and other Federal agencies requested by the FBI OSC will deploy representatives to the JOC(s) being established by the responsible FBI Field Office(s)³. Representatives may include a senior official to serve in the JOC Command Group, in order to assist the FBI OSC and to provide continuity in leadership should a Federal consequence management response be required.

Issues arising from the response that affect multiple agency authorities and areas of expertise will be discussed by the FBI OSC and the other members of the JOC Command Group, who are all working in consultation with other local, State and Federal representatives. While the FBI OSC retains authority to make Federal crisis management decisions at all times, operational decisions are made cooperatively to the greatest extent possible. The FBI OSC and the senior FEMA official will provide, or obtain from higher authority, an immediate resolution of conflicts in priorities for allocation of critical Federal resources (such as airlift or technical operations assets) between the crisis management and the consequence management response.

The JOC Command Group plays an important role in ensuring coordination of Federal crisis management and consequence management actions. Coordination will also be achieved through the exchange of operational reports on the incident. Because reports prepared by the FBI are “law enforcement sensitive,” FEMA representatives with access to the reports will review them, according to standard procedure, in order to identify and forward information to Emergency Support Function (ESF) #5 that may affect operational priorities and action plans for consequence management.

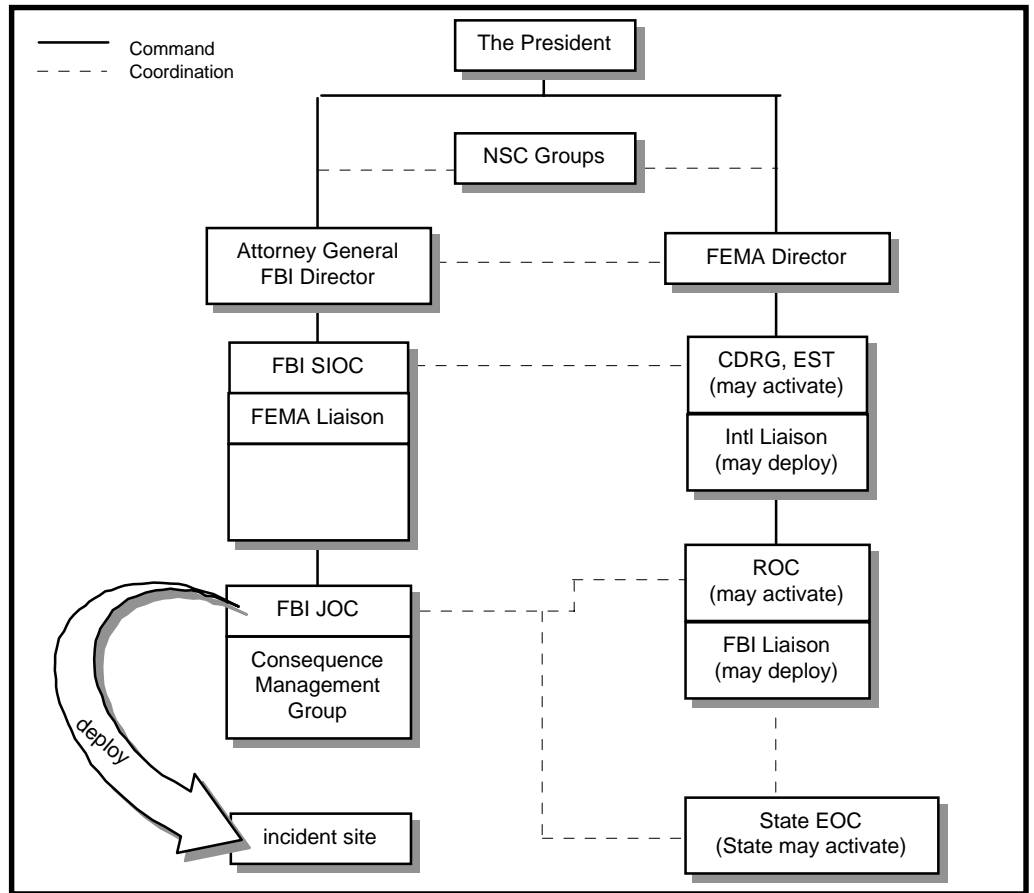


Figure 12. Pre-Incident Consequence Management

As a situation progresses, consequences may become imminent. FEMA will consult immediately with the White House and the Governor’s office in order to determine if FEMA is directed to use authorities of the Robert T. Stafford Disaster Relief and Emergency Assistance (Stafford) Act to mission-assign Federal consequence management agencies to predeploy assets, in order to lessen or avert the threat of a catastrophe. These actions will involve appropriate notification and coordination with the FBI, as the overall Federal Lead Agency for counterterrorism. FEMA Headquarters may activate an Emergency Support Team (EST), may convene an executive-level meeting of the Catastrophic Disaster Response Group (CDRG), and may place an Emergency Response Team - National (ERT-N) on alert.⁴ When FEMA activates the EST, FEMA will notify FBI Headquarters to request a liaison. The responsible FEMA Region(s) may activate a Regional Operations Center (ROC) and deploy a representative(s) to the affected State(s) (see Figure 12). When the responsible FEMA Region(s) activate a ROC, the Region(s) will notify the responsible FBI Field Office(s) to request a liaison.

2. Trans-Incident

(Situations involving a transition from a threat to an act of terrorism)

If consequences become imminent or occur that cause the President to direct FEMA to implement a Federal consequence management response, then FEMA will initiate procedures to activate additional FRP structures (the EST, the CDRG, the ROC, and a Disaster Field Office (DFO) if necessary). Federal, State and local consequence management agencies will begin to disengage from the JOC (see Figure 13). The senior FEMA official and liaisons will remain at the JOC until the FBI and FEMA agree that a liaison presence is no longer required. FEMA will establish Joint Information Centers (JICs) in the field and Washington, DC, to serve as the primary Federal information centers on the consequence management response for the media, members of Congress, and foreign governments. FEMA JICs will establish coordination with the FBI Media component in the field and the FBI Headquarters National Press Office, which serve as the primary Federal information centers on the crisis management response.

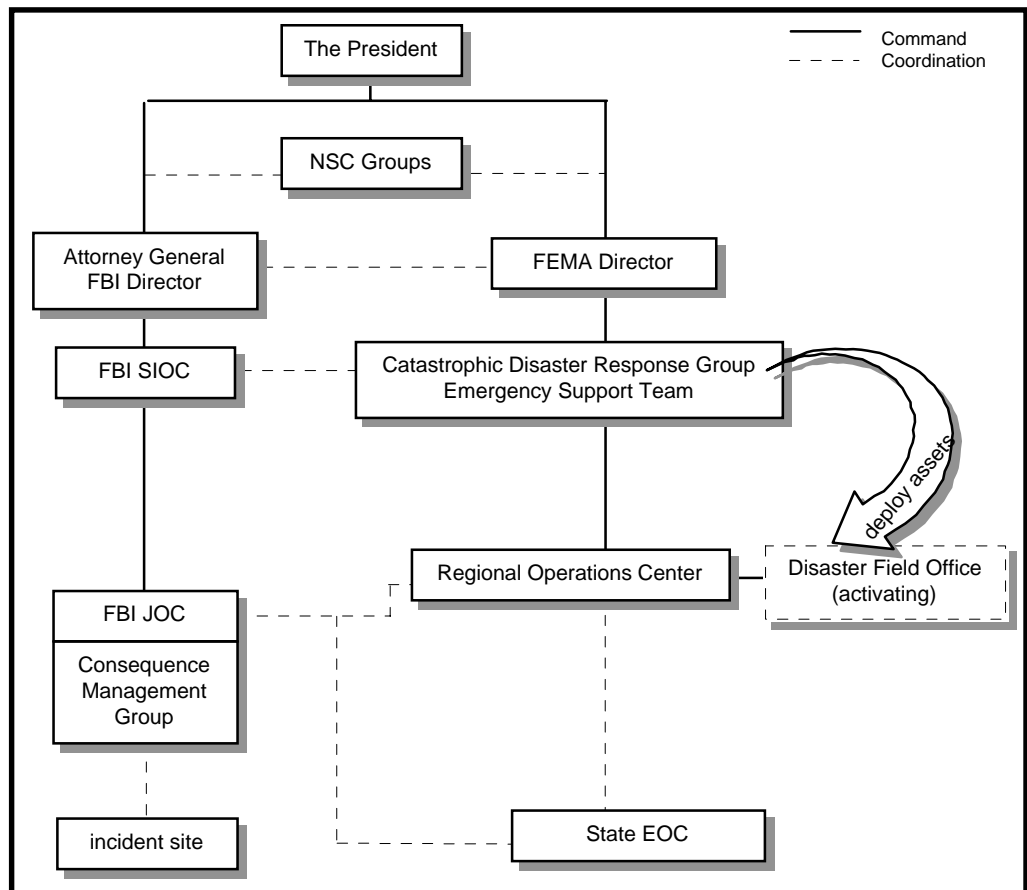


Figure 13. Trans-Incident Consequence Management

3. Post-Incident

(Situations without warning)

If an incident occurs without warning that produces major consequences and appears to be caused by an act of terrorism, then FEMA and the FBI will initiate consequence management and crisis management actions concurrently. FEMA will consult immediately with the White House and the Governor's office to determine if a Federal consequence management response is required. If the President directs FEMA to implement a Federal consequence management response, then FEMA will implement portions of this Annex and other FRP annexes as required. FEMA will support the FBI as required and will lead a concurrent Federal consequence management response.

During the consequence management response, the FBI provides a liaison to either the ROC Director or the Federal Coordinating Office (FCO) in the field, and a liaison to the EST Director at FEMA Headquarters (see Figure 14). Issues arising from the response that affect multiple agency authorities and areas of expertise will be discussed by the ROC Director or FCO, in consultation with the FBI liaison, the on-scene decision makers of the Federal agencies supporting the technical operation, and the ESF Leaders, who are all working in consultation with local, State and other Federal representatives. While the ROC Director or FCO retains authority to make Federal consequence management decisions at all times, operational decisions are made cooperatively to the greatest extent possible. Meetings will continue to be scheduled until the FBI and FEMA agree that coordination is no longer required. Operational reports will continue to be exchanged, as described in the pre-incident phase. The FBI liaisons will remain at the EST and the ROC or DFO until FEMA and the FBI agree that a liaison presence is no longer required.

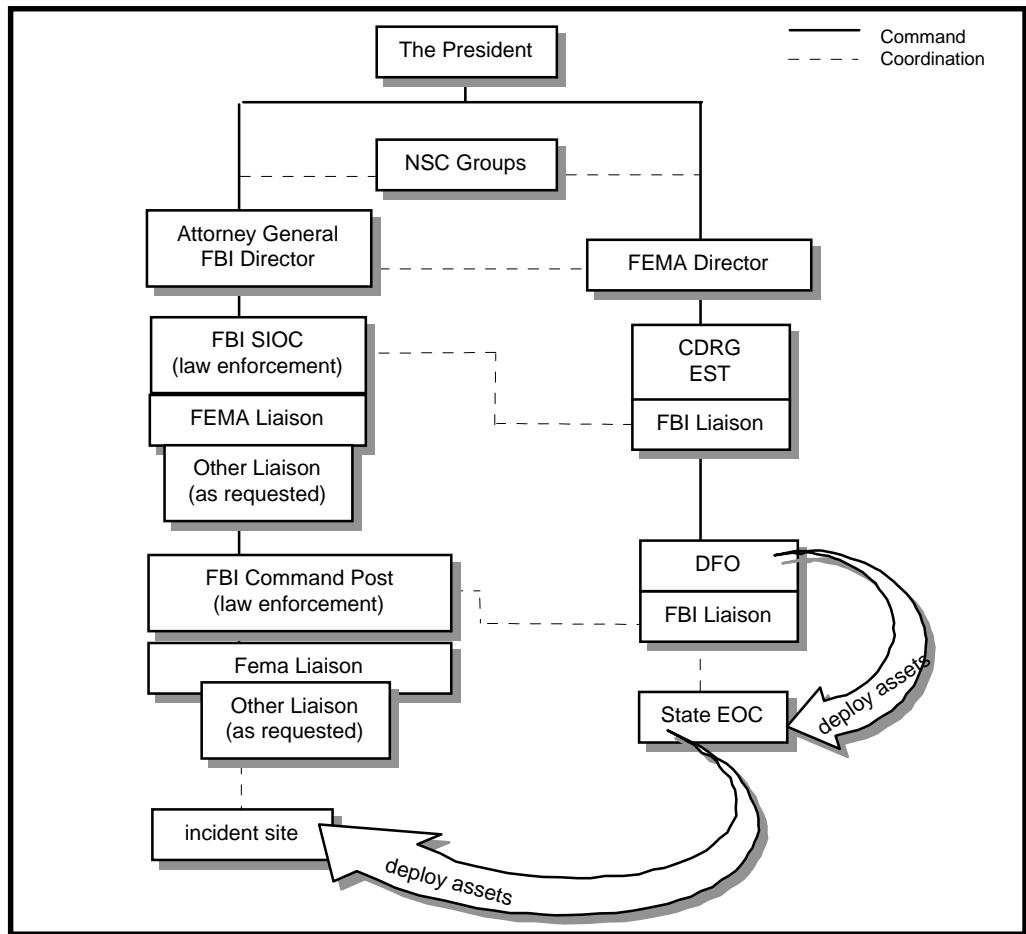


Figure 14. Post-Incident Consequence Management

4. Disengagement

If an act of terrorism does not occur, then the consequence management response disengages when the FEMA Director, in consultation with the FBI Director, directs FEMA Headquarters and the responsible Region(s) to issue a cancellation notification by standard procedure to appropriate FEMA officials and FRP agencies. FRP agencies disengage according to standard procedure.

If an act of terrorism occurs that results in major consequences, then each FRP structure (the EST, the CDRG, the ROC, and the DFO if necessary) disengages at the appropriate time according to standard procedures. Following FRP disengagement, operations by individual Federal agencies or by multiple Federal agencies under other Federal plans may continue, in order to support the affected State and local governments with long-term hazard monitoring, environmental decontamination, and site restoration (clean-up).

V. RESPONSIBILITIES

A. FBI

PDD-39 clarifies and expands upon the responsibilities of the FBI as the Federal Lead Agency for crisis management. The FBI will:

- Appoint an FBI OSC to provide leadership and direction to the Federal crisis management response. The FBI OSC will convene meetings with decision makers representing FEMA, the Federal agencies involved in technical operations, and the State (as appropriate). These meetings will be held in order to formulate incident action plans, define priorities, review status, resolve conflicts, identify issues that require decisions from higher authorities, and evaluate the need for additional resources.
- Issue and track the status of crisis management actions assigned to Federal agencies. A common system should be used by the FBI and FEMA, in order to provide a capability to control, prioritize, and deconflict taskings to Federal agencies, several of which support crisis management and consequence management.
- Establish the primary Federal operations centers for crisis management in the field and Washington, DC.
- Establish the primary Federal centers for information on the crisis management response for the media, members of Congress, and foreign governments in the field and Washington, DC.
- Designate appropriate liaison and advisory personnel to support FEMA.
- Determine when a threat of an act of terrorism warrants consultation with the White House.
- Advise the White House, through the Attorney General, when the FBI requires assistance for a Federal crisis management response, in accordance with the PDD-39 Domestic Guidelines.
- Coordinate the Federal crisis management response with the lead State and local crisis management agencies.

B. FEMA

PDD-39 clarifies and expands upon the responsibilities of FEMA as the Federal Lead Agency for consequence management. FEMA will:

- Appoint a ROC Director or FCO to provide leadership and direction to the Federal consequence management response. The ROC Director or FCO will convene meetings with decision makers representing the FBI, the Federal agencies involved in technical operations, and the State (as appropriate). These meetings will be held in order to formulate incident action plans, define priorities, review status, resolve conflicts, identify issues that require decisions from higher authorities, and evaluate the need for additional resources.
- Issue and track the status of consequence management actions assigned to Federal agencies. A common system should be used by the FBI and FEMA, in order to provide a capability to control, prioritize, deconflict, and (as appropriate) audit and reimburse taskings to Federal agencies, several of which support crisis management and consequence management.
- Establish the primary Federal operations centers for consequence management in the field and Washington, DC.
- Establish the primary Federal centers for information on the consequence management response for the media, members of Congress, and foreign governments in the field and Washington, DC.
- Designate appropriate liaison and advisory personnel to support the FBI.
- Determine when consequences are imminent that warrant consultation with the White House and the Governor's office.
- Consult with the White House and the Governor's office to determine if a Federal consequence management response is required and if FEMA is directed to see Stafford Act authorities. This process will involve appropriate notification and coordination with the FBI.
- Coordinate the Federal consequence management response with the lead State and local consequence management agencies.

C. Federal Agencies Supporting Technical Operations

1. Department of Defense

As directed in PDD-39, the Department of Defense (DoD) will activate technical operations capabilities to support the Federal response to threats or acts of NBC/WMD terrorism. As required under the Constitution and laws of the United States, DoD will coordinate military operations within the United States with the appropriate civilian lead agency(ies) for the technical operations.

2. Department of Energy

As directed in PDD-39, the Department of Energy (DOE) will activate nuclear response capabilities to support the Federal response to threats or acts of nuclear/WMD terrorism. DOE may coordinate with individual agencies identified in the FRERP to use the structures, relationships, and capabilities described in the FRERP to support response operations. The FRERP does not require formal implementation. Under the FRERP:

- The Federal OSC under the FRERP will coordinate the FRERP response with the FEMA official (either the senior FEMA official at the LOC, the ROC Director or the FCO), who is responsible under PDD-39 for on-scene coordination of all Federal support to State and local governments (see Figure 15).
- The FRERP response may include on-site management, radiological monitoring and assessment, development of Federal protective action recommendations, and provision of information on the radiological response to the public, the White House and Members of Congress, and foreign governments. The Lead Federal Agency (LFA) of the FRERP will serve as the primary Federal source of information regarding on-site radiological conditions and off-site radiological effects.
- The LFA/FRERP will issue taskings that draw upon funding from the responding FRERP agencies.

3. Department of Health and Human Services

As directed in PDD-39, the Department of Health and Human Services (DHHS) will activate health and medical response capabilities to support the Federal response to threats or acts of NBC/WMD terrorism. DHHS may

coordinate with individual agencies identified in the DHHS Health and Medical Services Support Plan for the Federal Response to Acts of Chemical/Biological Terrorism, to use the structures, relationships, and capabilities described in the DHHS plan to support response operations. If the DHHS plan is formally implemented:

- The DHHS on-scene representative will coordinate, through the ESF #8 Leader, the DHHS plan response with the FEMA official (either the senior FEMA official at the JOC, the ROC Director or the FCO), who is responsible under PDD-39 for on-scene coordination of all Federal support to State and local governments (see Figure 15).
- The DHHS plan response may include threat assessment, consultation, agent identification, epidemiological investigation, hazard detection and reduction, decontamination, public health support, medical support, and pharmaceutical support operations.
- DHHS will issue taskings that draw upon funding from the responding DHHS plan agencies.

4. Environmental Protection Agency

As directed in PDD-39, the Environmental Protection Agency (EPA) will activate environmental response capabilities to support the Federal response to acts of NBC/WMD terrorism. EPA may coordinate with individual agencies identified in the National Oil and Hazardous Substances Pollution Contingency Plan (NCP) to use the structures, relationships, and capabilities of the National Response System as described in the NCP to support response operations. If the NCP is formally implemented:

- The On-Scene Coordinator under the NCP will coordinate, through the ESF #10 Leader, the NCP response with the FEMA official (either the senior FEMA official at the JOC, the ROC Director or the FCO), who is responsible under PDD-39 for on-scene coordination of all Federal support to State and local governments (see Figure 15).
- The NCP response may include threat assessment, consultation, agent identification, hazard detection and reduction, environmental monitoring, decontamination, long-term site restoration (environmental clean-up) operations.

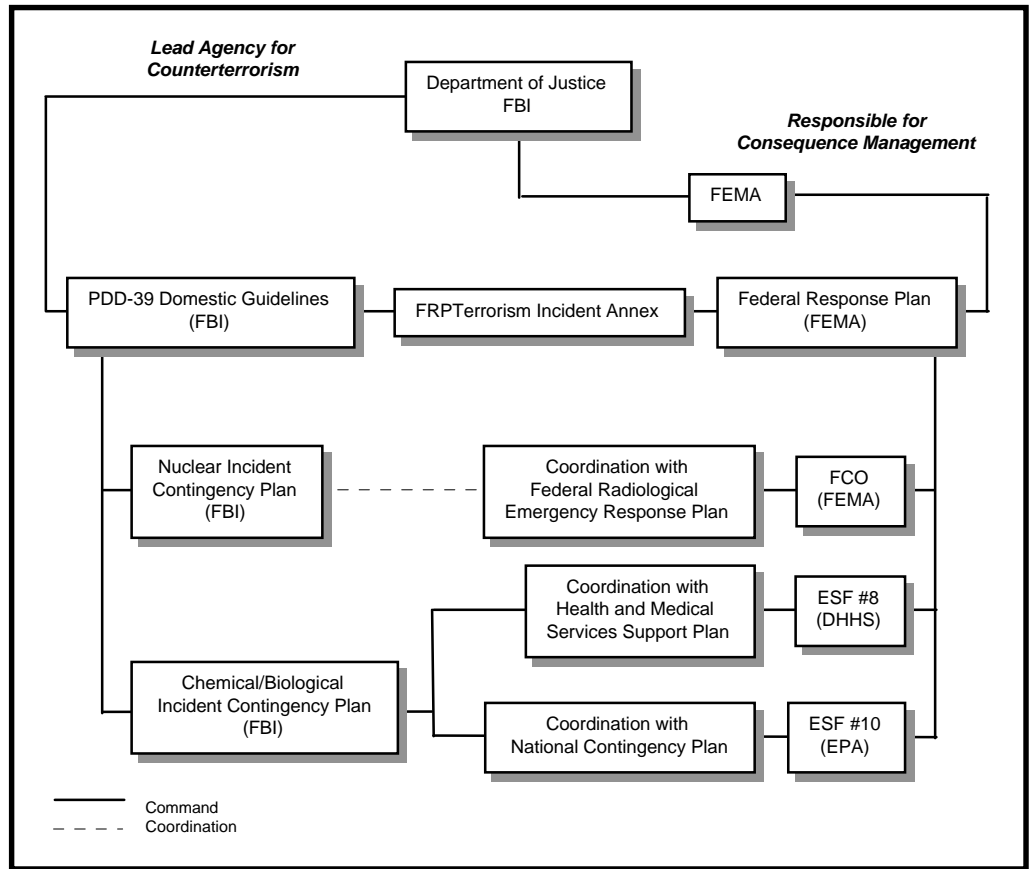


Figure 15. Relationship Among Federal Plans to Implement PDD-39

VI. FUNDING GUIDELINES

As stated in PDD-39, Federal agencies directed to participate in the resolution of terrorist incidents or conduct of counterterrorist operations bear the costs of their own participation, unless otherwise directed by the President. This does not preclude Federal agencies from reallocating funds from current agency operating budgets, accepting reimbursable work orders offered by other Federal agencies, and/or submitting requests for supplemental appropriation to the Office of Management and Budget for consideration.

If the President directs FEMA to use Stafford Act authorities, FEMA will issue mission assignments through the FRP to support consequence management. FEMA provides the following guidance to the FRP agencies:

A. Special Events and the Stafford Act

Commitments by individual agencies to take precautionary measures in anticipation of special events will not be reimbursed under the Stafford Act, unless mission-assigned by FEMA to support consequence management.

B. Crisis Management/Law Enforcement and the Stafford Act

Stafford Act authorities do not pertain to law enforcement functions. Law enforcement or crisis management actions will not be mission-assigned for reimbursement under the Stafford Act.⁵

VII. REFERENCES (not otherwise referenced in the FRP)

- a. Presidential Decision Directive 39 (classified). An unclassified extract may be obtained from FEMA.
- b. FBI Chemical/Biological Incident Contingency Plan (classified). An unclassified version may be obtained from the FBI.
- c. FBI Nuclear Incident Contingency Plan (classified). Unclassified version may be obtained from the FBI.
- d. PDD-39 Domestic Guidelines (classified).
- e. DHHS Health and Medical Services Support Plan for the Federal Response to Acts of Chemical/Biological Terrorism.

VIII. PRIMARY POINT OF CONTACT

Inquiries concerning this Annex should be addressed to the Federal Emergency Management Agency, Response and Recovery Directorate, Operations and Planning Division, Planning and Coordination Branch.^{6,7}

FOLLOW-ON PLANNING REQUIREMENTS

¹FEMA will incorporate language into the FRP Basic Plan concerning the incident command system (ICS) and command structures.

²FEMA will incorporate language into an FRP procedure and FEMA internal procedures for backup operations concerning support to multiple terrorism operations within a single State or in multiple States.

³FEMA Headquarters will develop planning guidance for the FEMA Regions to incorporate language into the Regional Response Plans to explain that the senior FEMA official at the JOC has the authority to expedite activation of a Federal consequence management response. Following a Stafford Act declaration, Federal consequence management operations will transition from the JOC Consequence Management Group, supported by the ROC, to a DFO.

⁴FEMA will incorporate language into the FRP Basic Plan concerning the Emergency Response Team - National.

⁵FEMA will review and update language concerning Stafford Act declarations and mission assignments in the FRP Basic Plan, as follows:

FEMA can use limited pre-deployment authorities in advance of a Stafford Act declaration to “lessen or avert the threat of a catastrophe,” only if the President expresses intent to go forward with a declaration (Section 201). This authority is further interpreted by Congressional intent, to the effect that the President must determine that assistance under existing Federal programs is inadequate to meet the crisis before FEMA may directly intervene under the Stafford Act.

The Stafford Act authorizes the President to issue “emergency” and “major disaster” declarations (Section 501). Emergency declarations may be issued in response to a Governor’s request, or in response to those rare emergencies, including some acts of terrorism, for which the Federal Government is assigned in the laws of the United States the exclusive or preeminent responsibility and authority to respond. Major disaster declarations may be issued in response to a Governor’s request for any natural catastrophe or, regardless of cause, any fire, flood or explosion which has caused damage of sufficient severity and magnitude, as determined by the President, to warrant major disaster assistance under the Act.

If a Stafford Act declaration is provided, funding for consequence management may continue to be allocated from responding department and agency operating budgets, the Disaster Relief Fund, and supplemental appropriations.

Mission assignments are reimbursable work orders issued by FEMA to Federal agencies directing completion of a specific task. While the Stafford Act states that “Federal agencies May (emphasis added) be reimbursed for expenditures under the Act” from the Disaster Relief Fund (Section 304), it is FEMA policy to reimburse Federal agencies for work performed under mission assignments. Mission assignments issued to support consequence management will follow FEMA’s “Standard Operating Procedures for the Management of Mission Assignments (May 1994)” or applicable superseding documentation.

⁶FEMA will update FRP Appendix A. The following acronyms and abbreviations used in the Annex will be incorporated:

DEST	Domestic Emergency Support Team
FBI OSC	FBI ON-Scene Commander
JOC	Joint Operations Center
NBC	Nuclear, Biological, and Chemical
NSC	National Security Council

PDD-39	Presidential Decision Directive 39
SIOC	Strategic Information Operations Center
WMD	Weapons of Mass Destruction

⁷FEMA will incorporate these terms and definitions into the FRP Appendix B:

1. **Biological agents** are microorganisms or toxins from living organisms that have infectious or non-infectious properties which produce lethal or serious effects in plants and animals (FBI).
2. **Chemical Agents** are solids, liquids, or gases that have chemical properties that produce lethal or serious effects in plants and animals. (FBI)
3. **Limited consequences** are within State and local capabilities.
4. **Major consequences** exceed State and local capabilities, requiring a Federal response.
5. **Nuclear weapons** release nuclear energy in an explosive manner as the result of nuclear chain reactions involving fission and/or fusion of atomic nuclei. (DOE)
6. **Significant threat.** The confirmed presence of an explosive device or WMD capable of causing a significant destructive event, prior to actual injury or property loss. (FBI)
7. **Technical operations** include operations to identify, assess, dismantle, transfer, dispose, and decontaminate personnel and property exposed to explosive ordnance or NBC/WMD material.
8. **Terrorist Incident.** A violent act, or an act dangerous to human life, in violation of the criminal laws of the United States or of any State, to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives. (FBI)
9. **Weapon of Mass Destruction.** (A) Any destructive device as defined in section 921 of this title, (which reads) any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than four ounces, missile having an explosive or incendiary charge of more than one quarter ounce, mine or device similar to the above; (B) poison gas; (C) any weapon involving a disease organism; or (D) any weapon that is designed to release radiation or radioactivity at a level dangerous to human life. (18 U.S.C., Section 2332a)

Appendix F: Consequence Management Emergency & Information Points of Contact

Emergency Incident Hot Line

National Response Center

1-800-424-8802

Information, Help and Assistance Line

The Chemical, Biological Defense Command Operations Center

1-800-368-6498

State Emergency Management Agency Offices (SEMA)

Office	Local Address City, State, Zip	Phone/Fax Numbers	Office	Local Address City, State, Zip	Phone/Fax Numbers
Alabama	5898 County Road 41, PO Drawer 2160, Clanton, AL 35046-2160	205-280-2201 205-280-2410	Mississippi	PO Box 4501 Jackson, MS 39296	601-352-9100 601-352-8314
Alaska	PO Box 5750 Fort Richardson, AL 99505	907-428-7000 907-428-7009	Missouri	PO Box 116 Jefferson City MO 65102	314-751-9779 314-634-7966
American Samoa	PO Box 1086, Pago Pago, Amer. Samoa 96799	011684- 6331111 011684- 6332300	Montana	PO Box 4789 Helena, MT 59604	406-444-6911 406-444-6965
Arizona	5636 E. McDowell Road, Phoenix AZ 85008	602-231-6245 602-231-6356	Nebraska	1300 Military Rd, Lincoln, NE 68508	402-473-1410 402-473-1433
Arkansas	PO Box 758, Conway AR 72033	501-329-5601 501-327-8047	Nevada	2525 S Carson Street Carson City, Nevada 89710	702-887-7302 702-887-7246
California	2800 Meadowview Road Sacramento, CA 95832	916-626-1816 916-262-1677	New Hampshire	107 Pleasant Street Concord, NH 03301	603-271-2231 603-225-7341
Colorado	15075 S. Golden Road Golden, CO 80401	303-273-1783 303-273-1795	New Jersey	PO Box 7068, W Trenton West Trenton, NJ 08628	609-538-6050 609-538-0345
Connecticut	360 Broad Street Hartford, Connecticut	860-566-3180 860-247-0664	New Mexico	PO Box 1628 Santa Fe, NM 87504	505-476-9606 505-827-3456
DC	2000 14th Street, NW, 8th Floor Washington, DC 20009	202-727-3159 202-673-2290	New York	1220 Washington, Av, Bldg, 22, Ste 101, Albany, NY 12226	518-457-2222 518-457-9930
Delaware	PO Box 527, Delaware City, DE 19706	302-326-6000 302-326-6045	North Carolina	116 W Jones Street Raleigh NC 27603	919-733-3718 919-733-5406
Florida	2555 Shumard Oak Boulevard Tallahassee, FL 32399	904-413-9969 904-488-1016	North Dakota	PO Box 5511 Bismarck, ND 58506	701-328-3300 701-328-2119
Georgia	PO Box 18055 Atlanta, Georgia 30316	404-635-7001 404-635-7205	Ohio	2855 West Dublin Granville Rd Columbus, OH 43235	614-889-7150 614-889-7183
Guam	PO Box 2877, Agana, Guam 96910	011671475960 0 011671477372 7	Oklahoma	PO Box 53365 Oklahoma City, OK 73152	405-521-2481 405-521-4053
Hawaii	3949 Diamond Head Road Honolulu, Hawaii 96816	808-733-4300 808-733-4287	Oregon	595 Cottage Street, NE Salem, OR 97310	503-378-4124 503-588-1378
Idaho	4040 Guard Street, Bldg 600 Boise, ID 83705	208-334-3460 208-334-2322	Pennsylvania	PO Box 3321, Harrisburg, PA 17105	717-783-8016 717-783-7393
Illinois	110 E. Adams Street Springfield IL 62701	217-782-2700 217-785-6043	Puerto Rico	PO Box 5127, Puerto de Tierra Station, San Juan, PR 00906	809-724-0124 809-725-4244
Indiana	302 W. Washington, Rm E- 208 Indianapolis, IN 46204	317-232-3830 317-232-3895	Republic of Palau	PO Box 100, Koror, Republic of Palau 96940	011680-4882422 011680-4883312
Iowa	Hoover Office Bldg, Lvl. A Des Moines, IA 50319	515-281-3231 515-281-7539	Rhode Island	645 New London Ave, Cranston, RI 02920	401-946-9996 401-944-1891
Kansas	2800 SW Topeka Blvd, Topeka, KS 66611	913-274-1401 913-274-1426	South Carolina	1429 Senate Street Columbia, SC 29201	803-732-8020 803-734-8062
Kentucky	100 Minuteman Pkwy Frankfort, KY 40601	502-564-8682 502-564-8614	South Dakota	500 E. Capitol Pierre, SD 57501	605-773-3233 605-773-3580
Louisiana	PO Box 44217 Baton Rouge, LA 70804	504-342-1583 504-342-5471	Tennessee	PO Box 41502, 3041 Sidco Dr. Nashville, TN 37204	615-741-6528 615-242-9635
Maine	72 State House Station Augusta, ME 04333	207-289-4080 207-289-4079	Texas	PO Box 4087 Austin, TX 78773	512-424-2443 512-424-2444
Mariana Islands	PO Box 10007, Saipan, Mariana Is. 96950	011670- 3229528 011670- 3223598	Utah	PO Box 1710, Salt Lake City, UT 84114	801-538-3400 801-538-3770
Marshall Island	PO Box 15, Majaro, Rep. of the Marshall Is. 96960	011692-93234 011692-93649	Vermont	103 S. Main Street Waterbury, Vermont 05671	802-244-8721 802-244-8655
Maryland	2 Sudbrook Lane, East Pikesville, MD 21208	301-486-4422 301-486-1867	Virgin Islands	A&Q Building, St. Thomas, Virgin Islands 00802	809-774-2244 809-774-1490

Office	Local Address City State, Zip	Phone/Fax Numbers	Office	Local Address City, State, Zip	Phone/Fax Numbers
Massachusetts	1 Ashburton Place, Boston, MA 02108	617-727-7775 617-727-4764	Virginia	310 Turner Rd, Richmond, VA 23225	804-674-2497 804-674-2490
Massachusetts	PO Box 1496, 400 Worcester Framingham, MA 01701	508-820-2010 508-820-2030	Washington	PO Box 40955 Olympia, WA 98504	360-459-9191 360-923-4591
Michigan	400 Collins Road, PO Box 30636, Lansing, MI 48909	517-336-6198 517-333-4987	West Virginia	Main Capitol Bldg, Rm EB-80 Charleston, WV 25305	304-558-5380 304-334-4538
Micronesia	PO Box 490, Kolonia, Pohnpei, Micronesia 96941	011691- 3202822 011691- 3202785	Wisconsin	2400 Wright St, PO Bx. 7865, Madison, WI 53707	608-242-3232 608-242-3247
Minnesota	B-5, State Capitol St. Paul, MN 55155	612-296-0450 612-296-0459	Wyoming	5500 Bishop Blvd, Cheyenne, WY 82009	307-777-4900 307-695-6017

National Emergency Management Agency Offices (NEMA)

Office	Title/Agency	Phone/Fax Numbers	Office	Title/Agency	Phone/Fax Numbers
Alaska	Director, Alaska Division of Emergency Services	907-428-7039 907-428-7009	Oklahoma	Director, Oklahoma Department of Civil Emergency Management	405-521-2481 405-521-4053
American Samoa	Manager, Territorial Emergency Management Coordination	NA	Oregon	Director, Emergency Management	503-378-2911 503-558-1378
Indiana	Director, State Emergency Management Agency	317-232-3980 317-232-2895	Pennsylvania	Director, Emergency Management Agency	717-783-8016 717-783-7390
Mariana Islands	Director, Mariana Islands Emergency Management Office	011670- 3229573 011670- 3222545	Puerto Rico	Director, Emergency Management Agency	401-421-7333 401-751-0827
Montana	Administrator, Montana Disaster & Emergency Services	406-444-6911 406-444-6965	Puerto Rico	Deputy State Director, State Civil Defense Agency	809-724-0124 809-725-4244
Nevada	Chief, Division of Special Services	702-687-4989 702-687-6788	Puerto Rico	Operational Director, State Civil Defense Agency	809-724-0124 809-725-4244
New Jersey	Deputy State Director, Governor's Office of Emergency Management	609-538-6050 609-538-0345	Wisconsin	Administrator, Division of Emergency Government	608-242-3232 608-242-3247
New York	Director, New York State Emergency Management Office	518-457-2222 518-457-9995			

Federal Emergency Management Agency Offices (FEMA)

Office	Title	Phone/Fax Numbers	Office	Title	Phone/Fax Numbers
Colorado	Director, Region VIII	303-235-4812 303-235-4976	Massachusetts	Director, Region I	617-223-9540 617-223-9519
DC	Chief, Interagency Liaison Branch	202-646-3873 202-646-2901	Missouri	Director, Region VII	816-283-7061 816-283-7504
DC	Program Analyst, Exercise Division	202-646-3879 202-646-4254	New York	Director, Region II	212-225-7208 212-225-7245
Georgia	Acting Director, Region IV	770-220-5200 770-220-4320	Pennsylvania	Director Region III	215-931-5608 215-931-5513
Illinois	Director Region V	312-408-5501 312-408-5234	Puerto Rico	Caribbean Area Office Manager	809-729-6881 809-729-6680
Illinois	Director Region V	312-408-5501 312-408-5234	Texas	Director, Region VI	817-898-5104 817-898-5325
Maryland	Deputy Training Director	301-447-1251 301-447-1251	Washington	Director Region X	206-487-4604 206-487-4622

Field Divisions of the Federal Bureau of Investigation (FBI)

Office	Local Address City, State, Zip	Commercial FTS-2000	Office	Local Address City, State, Zip	Commercial FTS-2000
Albany 16100 AL	445 Broadway, Ste 502 Albany, NY 12207	518-465-7551 518-431-7200	Memphis 16131 ME	225 N Humphreys Bl, Ste 3000 Memphis, TN 38120-2107	901-747-4300 901-747-9739
Albuquerque 16101 AQ	415 Silver SW, Ste 300 Albuquerque, NM 87102	505-224-2000 505-224-2000	Miami 16133 NM	16320 NW Second Av N Miami Beach, FL 33169	305-944-9101 305-787-6100
Anchorage 16102 AN	101 E Sixth Ave Anchorage, AK 99501	907-258-5322 907-258-5322	Milwaukee 16134 MW	330 E Kilbourn Av, Ste 600 Milwaukee, WI 53202-6627	414-276-4684 414-291-4899
Atlanta 16103 AT	2635 Century NE, Ste 400 Atlanta, GA 30345	404-679-9000 404-579-6100	Minneapolis 16135 ME	111 Washington Av, S, Ste 1100 Minneapolis, MN 55401	612-376-3200 612-376-3200
Baltimore 16104 BA	7142 Ambassador Rd Baltimore, MD 21244-2754	410-265-8080 410-281-0198	Mobile 16136 MO	1 St Louis St, 3rd Fl Mobile, AL 36602	334-438-3674 700-222-9111
Birmingham 16105 BH	2121 8th Ave N, Rm 1400 Birmingham, AL 35203	205-252-7705 205-715-0300	NDIC ND	8201 Greensboro Dr, Ste 1001 McLean, VA 22102	703-556-8970 703-556-8970
Boston 16106 BS	One Center Plaza, Ste 600 Boston, MA 02108	617-742-5533 617-223-6000	Newark 16137 NK	1 Gateway Ctr, 22nd Fl Newark, NJ 07102-9889	201-622-5613 201-877-1999
Buffalo 16107 BF	One FBI Plaza Buffalo, NY 14202-2698	716-856-7800 716-843-4300	New Haven 16138 NH	150 Court St, Rm 535, FOB New Haven, CT 06510	203-777-6311 203-786-7000
Butte ITC 16108 BT	400 N Main Street Mutte, MT 59701	406-782-2304 406-782-2304	New Orleans 16139 NO	1250 Poydras St, Ste 2200 New Orleans, LA 70113	504-522-4671 504-592-8199
Charlotte 16109 CE	400 S Tyron St, Ste 900 Charlotte, NC 28285	704-377-9200 704-331-4500	New York 16140 NY	26 Federal Plaza, 23rd Fl New York, NY 10278	212-384-1000 700-660-8000
Chicago 16110 CC	219 S Dearborn, Rm 905 Chicago, IL 60604	312-431-1333 312-786-2500	Norfolk 16143 NF	150 Corporate Blvd Norfolk, VA 23502	804-455-0100 804-455-0123
Cincinnati 16111 CI	550 Main St, Rm 9023 Cincinnati, OH 45273	513-421-4310 513-421-4310	Oklahoma City 16144 OC	50 Penn Pl, Ste 1600 Oklahoma City, OK 73118	405-842-7471 405-879-3175
Cleveland 16112 CV	1240 E 9th St, Rm 3005 Cleveland, OH 44199	216-522-1400 216-622-6600	Omaha 16145 OM	10755 Burt St Omaha, NE 68114	402-493-8688 402-492-3700
Columbia 16113 CO	1835 Assembly, Rm 1357 Columbia, SC 29201	803-254-3011 803-988-0600	Philadelphia 16146 PH	600 Arch St, 8th Fl Philadelphia, PA 19106	215-829-2700 215-829-4100
Dallas 16114 DL	1801 N Lamar, Rm 300 Dallas, TX 75202	214-720-2200 214-922-7475	Phoenix 16147 FX	201 E Indianola Av, Ste 400 Phoenix, AZ 85012	602-279-5511 602-650-3300
Denver 16115 DN	1961 Stout St, Ste 1823 Denver, CO 80294	303-629-7171 303-628-3000	Pittsburgh 16148 PG	700 Grant St, Ste 300 Pittsburgh, PA 15219	412-471-2000 412-456-9100
Detroit 16116 DE	477 Michigan Ave FOB Detroit, MI 48226	313-965-2323 313-237-4355	Pocatello 16149 PO	3975 Pole Line Rd Pocatello, ID 43201	208-238-0771 208-238-0771
Epic 16117	SSG, Simms St, Bldg 11339 El Paso, TX 79918	915-564-2000 915-564-2000	Portland 16150 PD	1500 SW 1st Av, Ste 401 Portland, OR 97201	503-224-4181 503-423-9790
El Paso 16118 EP	700 E San Antonio, Ste C- 600 El Paso, TX 79901-7020	915-533-7451 915-533-7451	Quantico 16151 QT	FBI Academy Quantico, VA 22135	703-640-6131 703-640-6131
Engineering ER	Building 827058-A Quantico, VA 22135	703-640-7800 703-640-7800	Richmond 16152 RH	111 Greencourt Rd Richmond, VA 23228	804-261-1044 700-923-2000
Ft Monmouth 16119 FM	1203 Nealis Avenue Ft Monmouth, NJ 57705	908-542-6466 908-935-3000	Sacramento 16153 SC	4500 Orange Grove Av Sacramento, CA 95841	916-481-9110 916-978-8200
Honolulu 16120 HN	300 Ala Moana Blvd, Rm 4307 Honolulu, HI 96850	808-521-1411 808-538-0034	St Louis 16154 SL	1520 Market St, Rm 2704 St Louis, MO 63103	314-241-5357 314-589-2500
Houston 16121 HO	2500 E TC Jester, Rm 200 Houston, TX 77008-1300	713-868-2266 713-803-3000	Salt Lake City 16155 SO	257 E, 200 South, Ste 1200 Salt Lake City, UT 84111	801-579-1400 801-579-4400
Indianapolis 16122 IP	575 N Pennsylvania, Rm 679, Indianapolis, IN 46204	317-639-3301 317-321-6100	San Antonio 16156 SA	615 E Houston St, Ste 200 San Antonio, TX 78205	210-225-6741 210-978-5400
Jackson 16123 JA	100 W Capitol St, Rm 1553, Jackson, MS 39269	601-948-5000 601-360-7500	San Diego 16157 SD	9797 Aero Dr San Diego, CA 92123	619-565-1255 619-514-5500
Jacksonville 16124 JN	7820 Arlington Exp, Ste 200 Jacksonville, FL 32211	904-721-1211 904-721-1211	San Francisco 16158 SF	450 Golden Gate Av, 13th Fl San Francisco, CA 94102	415-553-7400 415-553-2000

Office	Local Address City State, Zip	Commercial FTS-2000	Office	Local Address City, State, Zip	Commercial FTS-2000
Kansas City 16125 KC	811 Grand Ave, Rm 300, Kansas City, MO 64106	816-221-6100 816-691-6200	San Juan 16159 SJ	150 Carlos Chardon Av, Rm 526 Hato Rey, San Juan, PR 00918	809-754-6000 809-754-3292
Knoxville 16126 KX	710 Locust St, Ste 600, Knoxville, TN 37902	423-544-0751 423-544-3500	Savannah ITC 16160 SV	220 E Sevam St Savannah GA 31000	912-232-3716 912-944-0700
Los Vegas 16127 LV	700 E Charleston Blvd Las Vegas, NV 89101	702-385-1281 700-364-7100	Seattle 16161 SE	915 Second Av, Rm 710 Seattle, WA 98174-1096	206-622-0460 700-301-8760
Little Rock 16128 LR	10825 Financial Ctr, Ste 200 Little Rock, AK 72211-3552	501-221-9100 501-228-8400	Springfield 16162 SP	400 W Monroe St, Ste 400 Springfield, IL 62704	217-522-9675 217-535-4400
Los Angeles 16129 LA	11000 Wilshire Blvd, Ste 1700 Los Angeles, CA 90024	310-477-6565 310-966-5000	Tampa 16163 TP	500 Zack St, Rm 610, FOB Tampa, FL 33602	813-273-4566 813-272-8000
Louisville 16130 LS	600 M L King Jr Pl, Rm 500 Louisville, KY 40202	502-583-3941 502-583-3941	WMFO WF	1900 Half St, SW Washington, DC 20024	202-252-7801 202-252-7801

National Guard Plans, Operational Training Offices (POMSO)

Office	Title	Phone/Fax Numbers	Office	Title	Phone/Fax Numbers
Alabama	Plans, Operations, and Military Support Officer, Alabama National Guard	334-271-7207 334-271-7421	Nebraska	Plans, Operations and Military Support Officer, Nebraska Army National Guard	402-471-7103 402-471-7108
Alaska	Plans Operations and Military Support Officer, Alaska Army National Guard	907-428-8205 907-428-6221	Nevada	Plans, Operations and Military Support Officer, Army National Guard	702-887-7243 702-887-7246
Arizona	Plans, Operations and Military Support Officer, Arizona Army National Guard	602-267-2774 602-267-2438	New Hampshire	Operations & Plans Specialist, State Military Reservation, New Hampshire Army National Guard	603-225-1240 603-225-1268
Arkansas	Plans, Operations and Military Support Officer, Arkansas Army National Guard	501-212-5475 501-212-5479	New Jersey	Plans, Operations and Military Support Officer, New Jersey Army National Guard	609-562-0752 609-562-0809
Colorado	Plans, Operations and Military Support Officer, Colorado Army National Guard	303-397-3249 303-397-3237	New Mexico	Plans, Operations and Military Support Officer, New Mexico Army National Guard	505-474-1290 505-474-1543
Connecticut	Plans, Operations and Military Support Officer, Connecticut Army National Guard	860-524-4837 860-493-2770	New York	Plans, Operations and Military Support Officer, New York Army National Guard	518-786-4639- 518-786-4922
DC	Plans, Operations and Military Support Officer, DC Army National Guard	202-433-7105 202-433-2578	North Carolina	Plans, Operations and Military Support Officer, North Carolina Army National Guard	919-664-6118 919-664-6288
Delaware	Plans, Operations and Military Support Officer, Delaware Army National Guard	302-326-7085 302-326-7074	North Dakota	Plans, Operations and Military Support Officer, North Dakota Army National Guard	701-224-5148 701-224-5149
Florida	Plans, Operations and Military Support Officer, Florida Army National Guard	904-823-0430 904-823-0442	North Dakota	Plans, Operations and Military Support Officer, North Dakota Army National Guard	701-224-5148 701-224-5149
Georgia	Plans, Operations and Military Support Officer, Georgia Army National Guard	404-675-5111 404-675-5118	Ohio	Plans, Operations and Military Support Officer, Ohio Army National Guard	614-889-7110 614-766-7599
Guam	Command Program Support Specialist, Guam Army National Guard	011671- 6476024 011671- 6476025	Oklahoma	Plans, Operations and Military Support Officer, Oklahoma Army National Guard	405-425-8275 405-425-8592
Hawaii	Plans, Operations and Military Support Officer, Hawaii Army National Guard	808-733-4112 808-733-0502	Oregon	Plans, Operations and Military Support Officer, Oregon Army National Guard	503-945-3630 503-945-3589

Office	Title	Phone/Fax Numbers	Office	Title	Phone/Fax Numbers
Idaho	Plans, Operations and Military Support Officer, Idaho Army National Guard	208-422-5121 208-422-6342	Pennsylvania	Plans, Operations and Military Support Officer, Pennsylvania Army National Guard	717-861-8648 717-861-8951
Illinois	Plans, Operations and Military Support Officer, Illinois Army National Guard	217-761-3654 217-761-3726	Puerto Rico	Plans, Operations and Military Support Officer, Puerto Rico Army National Guard	787-289-1546 787-723-7755
Indiana	Plans, Operations and Military Support Officer, Indiana Army National Guard	317-247-3204 317-247-3173	Rhode Island	Plans, Operations and Military Support Officer, Rhode Island Army National Guard	401-457-4123 401-457-4332
Iowa	Plans, Operations and Military Support Officer, Iowa Army National Guard	515-252-4373 515-252-4507	South Carolina	Plans, Operations and Military Support Officer, South Carolina Army National Guard	803-806-4390 803-806-4435
Kansas	Plans, Operations and Military Support Officer, Kansas Army National Guard	913-274-1121 913-274-1628	South Dakota	Plans, Operations and Military Support Officer, South Dakota Army National Guard	605-399-6772 605-399-6290
Kentucky	Plans, Operations and Military Support Officer, Department of Military Affairs	502-564-8578 502-564-8676	Tennessee	Plans, Operations and Military Support Officer, Tennessee Army National Guard	615-313-3071 615-313-0631
Louisiana	Plans, Operations and Military Support Officer, Louisiana Army National Guard	504-278-8383 504-278-8552	Texas	Director of Military Support, Texas Army National Guard	512-465-5075 512-465-5625
Maine	Plans, Operations and Military Support Officer, Maine Army National Guard	207-626-4551 203-626-4447	Utah	Plans, Operations and Military Support Officer, Utah Army National Guard	801-576-3634 801-576-3575
Maryland	Plans, Operations and Military Support Officer, Maryland Army National Guard	410-576-6035 410-576-6191	Vermont	Plans, Operations and Military Support Officer, Vermont Army National Guard	802-654-0342 802-655-6256
Massachusetts	Plans, Operations and Military Support Officer, Massachusetts Army National Guard	617-944-0500 617-944-0500	Virgin Islands	Plans, Operations and Military Support Officer, Virgin Islands Army National Guard	809-712-7771 809-712-7782
Maine	Plans, Operations and Military Support Officer, Maine Army National Guard	207-626-4551 203-626-4447	Virginia	Plans, Operations and Military Support Officer, Virginia Army National Guard	804-775-9268 804-775-9315
Michigan	Plans, Operations and Military Support Officer, Michigan Army National Guard	517-483-5619 517-483-5822	Washington	Plans, Operations and Military Support Officer, Washington Army National Guard	206-512-8244 206-512-8337
Minnesota	Plans, Operations and Military Support Officer, Minnesota Army National Guard	612-282-4554 612-282-4021	West Virginia	Plans, Operations and Military Support Officer, West Virginia Army National Guard	304-341-6414 304-341-6095
Mississippi	Plans, Operations and Military Support Officer, Mississippi Army National Guard	601-973-6313 601-973-6230	Wisconsin	Plans, Operations and Military Support Officer, Wisconsin Army National Guard	608-242-3530 608-242-3525
Missouri	Plans, Operations and Military Support Officer, Missouri Army National Guard	573-526-9657 573-526-9884	Wyoming	Plans, Operations and Military Support Officer, Wyoming Army National Guard	307-772-5288 307-772-5939
Montana	Director, Military Support, Montana Army National Guard	406-444-6919 406-444-6973			

National Guard Plans, Operations & Military Support Offices (POTO)

Office	Title	Phone/Fax Numbers	Office	Title	Phone/Fax Numbers
Alabama	Plans Operations and Training Officer, Alabama National Guard	334-271-7234 334-271-7452	Missouri	Plans, Operations and Training Officer, Missouri Army National Guard	573-526-9552 573-526-9935

Office	Title	Phone/Fax Numbers	Office	Title	Phone/Fax Numbers
Alaska	Plans, Operations and Training Officer, Alaska Army National Guard	907-428-6230 907-428-6238	Montana	Plans, Operations and Training Officer, Montana Army National Guard	406-444-6914 406-444-9406
Arizona	Plans, Operations and Training Officer, Arizona Army National Guard	602-267-2775 602-267-2454	Nebraska	Plans, Operations and Training Officer, Nebraska Army National Guard	402-471-7146 402-471-7108
Arkansas	Plans, Operations and Training Officer, Arkansas Army National Guard	501-212-5400 501-212-5409	Nevada	Plans, Operations and Training Officer, Nevada Army National Guard	702-887-7257 702-887-7246
California	Plans, Operations and Training Officer, California Army National Guard	916-845-3380 916-854-3069	New Hampshire	Plans, Operations and Training Officer, New Hampshire Army National Guard	603-225-1256 603-225-1268
Colorado	Plans, Operations and Training Officer, Colorado Army National Guard	303-273-3219 303-273-3122	New Jersey	Plans, Operations and Training Officer, New Jersey Army National Guard	609-562-0752 609-562-0809
Delaware	Plans, Operations and Training Officer, Delaware Army National Guard	302-326-7070 302-326-7190	New Mexico	Plans, Operations and Training Officer, New Mexico Army National Guard	505-474-1527 505-474-1565
DC	Plans, Operations and Training Officer, DC Army National Guard	202-433-5118 202-433-2578	New York	Plans, Operations and Training Officer, New York Army National Guard	518-786-4640 518-786-4902
Florida	Plans, Operations and Training Officer, Florida Army National Guard	904-824-8461 904-823-0442	North Carolina	Plans, Operations and Training Officer, North Carolina Army National Guard	919-664-6106 919-664-6288
Georgia	Plans, Operations and Training Officer, Georgia Army National Guard	404-675-5111 404-675-5118	North Dakota	Plans, Operations and Training Officer, North Dakota Army National Guard	701-224-5146 701-224-5248
Guam	Plans, Operations and Training Officer, Guam Army National Guard	671-647-6023 671-647-6018	Ohio	Plans, Operations and Training Officer, Ohio Army National Guard	614-889-7100 614-889-7026
Hawaii	Plans, Operations and Training Officer, Hawaii Army National Guard	808-733-4219 808-733-0502	Oklahoma	Plans, Operations and Training Officer, Oklahoma Army National Guard	405-425-8208 405-425-8592
Idaho	Plans, Operations and Training Officer, Idaho Army National Guard	208-422-5120 208-422-6342	Oregon	Plans, Operations and Training Officer, Oregon Army National Guard	503-945-3903 503-945-3062
Indiana	Plans, Operations and Training Officer, Indiana Army National Guard	317-247-3204 317-247-3173	Pennsylvania	Plans, Operations and Training Officer, Pennsylvania Army National Guard	717-861-8504 717-861-8313
Iowa	Plans, Operations and Training Officer, Iowa Army National Guard	512-252-4375 515-252-4507	Puerto Rico	Plans, Operations and Training Officer, Puerto Rico Army National Guard	787-723-7712 787-723-7755
Kansas	Plans, Operations and Training Officer, Kansas Army National Guard	913-274-1111 913-274-1628	Rhode Island	Plans, Operations and Training Officer, Rhode Island Army National Guard	401-457-4121 401-457-4332
Kentucky	Plans, Operations and Training Officer, Kentucky Army National Guard	502-564-8578 502-564-8676	South Dakota	Plans, Operations and Training Officer, South Dakota Army National Guard	605-399-6720 605-399-6290
Louisiana	Plans, Operations and Training Officer, Louisiana Army National Guard	504-278-8370 504-278-8381	Texas	Plans, Operations and Training Officer, Texas Army National Guard	512-465-5081 512-465-5607
Maine	Plans, Operations and Training Officer, Maine Army National Guard	207-626-4289 207-626-4447	Utah	Plans, Operations and Training Officer, Utah Army National Guard	801-576-3637 801-576-3972
Maryland	Plans, Operations and Training Officer, Maryland Army National Guard	410-576-6025 410-576-6031	Virgin Islands	Plans, Operations and Training Officer, Virgin Islands Army National Guard	809-712-7740 809-712-7767
Massachusetts	Plans, Operations and Training Officer, Massachusetts Army National Guard	617-944-0500 617-944-0500	Virginia	Plans, Operations and Training Officer, Virginia Army National Guard	804-775-9261 804-775-9306
Michigan	Plans, Operations and Training Officer, Michigan Army National Guard	517-483-0614 517-483-5822	Washington	Plans, Operations and Training Officer, Washington Army National Guard	206-512-8236 206-512-8401

Office	Title	Phone/Fax Numbers	Office	Title	Phone/Fax Numbers
Minnesota	Plans, Operations and Training Officer, Minnesota Army National Guard	612-282-4535 612-282-4028	West Virginia	Plans, Operations and Training Officer, West Virginia Army National Guard	304-341-6416 304-341-6095
Mississippi	Plans, Operations and Training Officer, Mississippi Army National Guard	601-973-6311 601-973-6316	Wisconsin	Plans, Operations and Training Officer, Wisconsin Army National Guard	608-242-3500 608-242-3525
			Wyoming	Plans, Operations and Training Officer, Wyoming Army National Guard	307-772-5264 307-772-5939

Appendix G: Precursor

Precursor Chemical	Civil Uses	CW Agent Production	Units of Agent per Unit of Precursor ¹
1. Thiodiglycol 111-48-8	Organic synthesis	Sulfur mustard (HD)	1.3
	Carrier for dyes in textile industry	Sesqui mustard (Q)	1.79
	Lubricant additives		
	Manufacturing plastics		
2. Phosphorus oxychloride 10025-87-3	Organic synthesis	Tabun (GA)	1.05
	Plasticizers		
	Gasoline additives		
	Hydraulic fluids		
	Insecticides		
	Dopant for semiconductors grade silicon		
3. Dimethyl methylphosphonate (DMMP) 756-79-6	Flame retardants	Sarin (GB)	1.12
		Soman (GD) GF	1.45
4. Methylphosphonyl difluoride 676-99-3	Organic synthesis	Sarin (GB)	1.40
	Specific uses not identified	Soman (GD)	1.82
		GF	1.80
5. Methylphosphonyl dichloride 676-97-1	Organic synthesis	Sarin (GB)	1.05
	Specific uses not identified	Soman (GD)	1.36
		GF	1.35
6. Dimethylphosphite 868-85-9	Organic synthesis	Sarin	1.27
	Lubricant additive	Soman	1.65
		GF	1.65

7. Phosphorous trichloride 12-2 7719-	Organic synthesis	VG	1.95
	Insecticides	Tabun (GA)	1.18
	Gasoline additives	Sarin (GB)	1.02
	Plasticizers	Salt Process	(0.34)
	Surfactants	Rearrangement Process	1.02
	Dyestuffs		(0.68)
		Soman (GD)	1.32
		Salt Process	(0.44)
		Rearrangement Process	1.32
			(0.88)
	GF	1.31	
	Salt Process	(0.44)	
	Rearrangement Process	1.31	
		(0.87)	
8. Trimethyl phosphite 121.45-9	Organic synthesis	Used to make dimethylmethylphosphonate (DMMP)-molecular rearrangement.	see #3
9. Thionyl chloride ² 7719-09-7	Organic synthesis	Sarin (GB)	1.18
	Chlorinating agent	Soman (GD)	1.53
	Catalyst	GF	1.51
	Pesticides	Sulfur mustard (HD)	1.34
	Engineering plastics	Sesqui mustard (Q)	1.84
		Nitrogen mustard (HN-1)	0.714
		Nitrogen mustard (HN-2)	0.655
	Nitrogen mustard (HN-3)	1.145	
10. 3-Hydroxy-1-methylpiperidine 3554-74-3	Specific uses not identified. Probably used in pharmaceutical industry.	Non-identified. Could probably be used in the synthesis of psychoactive compounds such as BZ.	
11. N,N-diisopropyl-(beta)-aminoethyl chloride 96-79-7	Organic synthesis	VX	1.64
		VS	1.72
12. N,N-diisopropyl-aminoethanethiol 5842-07-9	Organic synthesis	VX	1.66
		VS	1.75
13. 3-Quinuclidinol 1619-34-7	Hypotensive agent Probably used in synthesis of pharmaceuticals	BZ	2.65

14. Potassium fluoride 7789-23-3	Fluorination of organic compounds Cleaning and disinfecting brewery, dairy and other food processing equipment. Glass and porcelain manufacturing	Sarin (GB) Soman (GD) GF	2.41 3.14 3.10
15. 2-Chloroethanol 107-07-3	Organic synthesis Manufacturing of ethylene-oxide and ethylene-glycol Insecticides Solvent	Sulfur mustard (HD) Sesqui mustard Nitrogen mustard (HN-1)	0.99 0.99 1.06
16. Dimethylamine 124-40-3	Organic synthesis Pharmaceuticals Detergents Pesticides Gasoline additive Missile fuels Vulcanization of rubber	Tabun (GA)	3.61
17. Diethyl ethylphosphonate 78-38-6	Heavy Metal extraction Gasoline additive Antifoam agent Plasticizer	Ethyl sann (GE)	0.93
18. Diethyl N,N-dimethyl phosphoramidate 2404-03-0	Organic synthesis Specific uses not identified	Tabun (GA)	0.90
19. Diethylphosphite 762-04-9	Organic synthesis Paint solvent Lubricant additive	VG Sarin (GB) Soman (GD) GF	Catalyst 1.02 1.32 1.30
20. Dimethylamine HCl 506-59-2	Organic synthesis Pharmaceuticals Surfactants Pesticides Gasoline additives	Tabun (GA)	1.99

21. Ethylphosphonous dichloride 1498-40-4	Organic synthesis	VE	1.93
	Specific uses not identified but could be used in manufacturing of flame retardants, gas additives, pesticides, surfactants, etc.	VS	2.14
		Ethyl sarin (GE)	1.18
22. Ethylphosphonyl dichloride 1066-50-8	Organic synthesis Specific uses not identified. See #21	Ethyl sarin (GE)	2.10
23. Ethylphosphonyl difluoride 753-98-0	Organic synthesis Specific uses not identified. See #21	Ethyl sarin (GE)	2.70
24. Hydrogen fluoride 7664-39-3	Fluorinating agent in chemical reactions	Sarin (GB)	7.0
	Catalyst in alkylation and polymerization reactions	Soman (GD)	9.11
	additives to liquid rocket fuels	Ethyl sarin (GE)	7.7
	Uranium refining	GF	9.01
25. Methyl benzilate 76-89-1	Organic synthesis Tranquilizers	BZ	1.39
26. Methylphosphonous dichloride 676-83-5	Organic synthesis	VX	2.28
27. N,N-diisopropyl-(beta)-aminoethanol 96-80-0	Organic synthesis Specific uses not identified	VX	1.84
28. Pinacolyl alcohol 464-07-3	Specific uses not identified	Soman (GD)	1.79
29. O-ethyl,2-diisopropyl aminoethyl methylphosphonate (QL) 57856-11-8	Specific uses not identified	VX	1.14
30. Triethyl phosphite 122-52-1	Organic synthesis Plasticizers Lubricant additives	VG	1.62

31. Arsenic trichloride 7784-34-1	Organic synthesis	Arsine	0.43
	Pharmaceuticals	Lewisite	1.14
	Insecticides	Adamsite (DM)	1.53
	Ceramics	Diphenylchloroarsine (DA)	1.45
32. Benzilic acid 76-93-7	Organic synthesis	BZ	1.48
33. Diethyl methylphosphonite 15715-41-0	Organic synthesis	VX	1.97
34. Dimethyl ethylphosphonate 6163-75-3	Organic synthesis	Ethyl sarin (GE)	1.12
35. Ethylphosphonous difluoride 430-78-4	Organic synthesis	VE	2.58
		Ethyl sarin (GE)	1.57
36. Methylphosphonous difluoride 753-59-3	Organic synthesis	VX	3.18
		VM	2.84
		Sarin (GB)	1.67
		Soman (GD)	2.17
		GF	2.15
37. 3-Quinuclidone 1619-34-7	Same as #13 3-quinuclidinol	BZ	2.65
38. Phosphorous pentachloride 10026-13-8	Organic synthesis	Tabun (GA)	0.78
	Pesticides		
	Plastics		
39. Pinacolone 75-97-8	Specific uses not identified	Soman (GD)	1.82
40. Potassium cyanide 151-50-8	Extraction of gold and silver from ores	Tabun (GA)	1.25
	Pesticide	Hydrogen Cyanide	0.41
	Fumigant		
	Electroplating		
41. Potassium bifluoride 7789-29-9	Fluorine production	Sarin (GB)	1.79
	Catalyst in alkylation	Soman (GD)	2.33
	Treatment of coal to reduce slag formation	GF	2.31
	Fluid in silver solder		

42. Ammonium bifluoride 1341-49-7	Ceramics	Sarin (GB)	2.46
	Disinfectant for food equipment	Soman (GD)	3.20
	Electroplating	GF	3.16
	Etching glass		
43. Sodium fluoride 7681-49-4	Pesticide	Sarin (GB)	3.33
	Disinfectant	Soman (GD)	4.34
	Dental prophylaxis	GF	4.29
	Glass and steel manufacturing		
44. Sodium bifluoride 1333-83-1	Antiseptic	Sarin (GB)	2.26
	Neutralizer in Laundry operations	Soman (GD)	2.94
	Tin plate production	GF	2.91
45. Sodium cyanide 143-33-9	Extraction of gold and silver from ores	Tabun (GA)	1.65
	Fumigant	Hydrogen Cyanide	0.55
	Manufacturing dyes and pigments	Cyanogen chloride	1.25
	Core hardening of metals		
46. Triethanolamine 102-71-6	Nylon production		
	Organic synthesis	Nitrogen mustard (HN-3)	1.37
	Detergents		
	Cosmetics		
	Corrosion inhibitor		
	Plasticizer		
47. Phosphorus pentasulfide 1314-80-3	Rubber accelerator		
	Organic synthesis	VG	1.21
	Insecticide	VX	1.20
	Microcides		
	Lubricant oil additives		
48. Diisopropylamine 108-18-9	Pyrotechnics		
	Organic synthesis	VX	3.65
	Specific uses not identified		

<p>49. Diethylaminoethanol 100-37-8</p>	<p>Organic synthesis Anti-corrosion compositions Pharmaceuticals Textile softeners</p>	<p>VG VM</p>	<p>2.30 2.05</p>
<p>50. Sodium sulfide 1313-82-2</p>	<p>Paper manufacturing Rubber manufacturing Metal refining Dye manufacturing</p>	<p>Sulfur mustard (HD)</p>	<p>2.04</p>
<p>51. Sulfur momochloride sulfur chloride 10025-67-9</p>	<p>Organic synthesis Pharmaceuticals Sulfur dyes Insecticides Rubber vulcanization Polymerization catalyst Hardening of soft woods Extraction of gold from ores</p>	<p>Sulfur mustard (HD)</p>	<p>1.18</p>
<p>52. Sulfur dichloride 10545-99-0</p>	<p>Organic synthesis Rubber vulcanizing Insecticides Vulcanizing oils Chlorinating agent</p>	<p>Sulfur mustard (HD)</p>	<p>1.54</p>
<p>53. Triethanolamine hydrochloride</p>	<p>Organic synthesis Insecticides Surface active agents Waxes, polishes Textile specialties Lubricants Toiletries Cement additive Petroleum demulsifier Synthetic resin</p>	<p>Nitrogen mustard (HN-3)</p>	<p>1.10</p>
<p>54. N.N-diisopropyl-2- aminoethyl chloride hydrochloride</p>	<p>Organic synthesis</p>	<p>VX</p>	<p>1.34</p>

Appendix H: References

Contents

AR 525-13 The Army Combating Terrorism Program

AR 525-13, Required Publications

AR 190-58 Personal Security

AR 335-15 Management Information Control System

AR 360-5 Army Public Affairs Information

AR 381-12 Subversion & Espionage Directed Against The U.S. Army

AR 415-15 Military Construction, Army (MCA) Program Development

G. S.A.E.D.A. Class Briefing And Over Head Projector Slides

JFTR Vol 1 Joint Federal Travel Reg - Uniformed Service Members (Located At Tech Personnel, Office Symbol CAHR)

AR 525-13, Related Publications

*AR 1-40** Clearance Requirements And Procedures For Official Temporary Duty Outside The Continental United States

AR 190-11 Physical Security Of Arms, Ammunition And Explosives (Physical Security Update #3)

AR 190-13 The Army Physical Security Program (Physical Security Update #3)

AR 190-14 Carrying Of Firearms And Use Of Force For Law Enforcement And Security Duties

AR 190-30 Law Enforcement Investigation

*AR 190-56** The Army Civilian Police And Security Guard Program

AR 195-2 Criminal Investigation Activities

AR 37-49 Budgeting, Funding And Reimbursement For Base Operations Support Of Army Activities

AR 5-9 Intraservice Support Installation Area Coordination

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AR 525-13, Related Publications

<i>AR 310-25</i>	Dictionary Of United States Army Terms
<i>AR 350-30</i>	Code Of Conduct/Survival, Evasions, Resistance And Escape Training (SERE)
<i>AR 360-81</i>	Command Information Program
<i>AR 380-5</i>	Department Of The Army Information Security Program
<i>AR 381-10</i>	U.S. Army Intelligence Activities
<i>AR 381-20</i>	U.S. Army Counterintelligence (CI) Activities
<i>AR 530-1</i>	Operations Security
<i>DoD 5200.1</i>	Hostile Intelligence Threat, U.S. Technology
<i>DoD 524031</i>	Retention Of Information About United States Persons
<i>DOD*</i>	Directive 0-2000.12
<i>FM 100-37*</i>	Terrorism Counteraction
<i>FM 19-20*</i>	Military Police Criminal Investigations
<i>FM 19-30</i>	Physical Security (Located In Security Section Binder)
<i>Interesting Items</i>	Read On Terrorism Threat, Intl, Security
<i>Joint Pub DoD1-02*</i>	Dictionary Of Military And Associated Terms

S.A.E.D.A Video / OPSEC Video/ Operations Security Video, Is In Security File Cabinet

* Indicates Publication Is Being Ordered

Appendix I: Acronym List

29 CFR 1910.120	Hazardous Waste Operations and Emergency Response
29 CFR 1910.132	Personal Protective Equipment
29 CFR 1910.134	Respiratory Protection
32 CFR 659.201	Department of Army (DA) Oil and Hazardous Substance Spill Control and Contingency Plans
40 CFR 110,112 and 116	Discharge of Oil, Oil Pollution Prevention, and Designation of Hazardous Substance
40 CFR 261	Identification and Listing of Hazardous Waste
40 CFR 262	Standards Applicable to Generators of Hazardous Waste
40 CFR 263	Standards Applicable to Transporters of Hazardous Waste
40 CFR 300	National Oil and Hazardous Substance Pollution Contingency Plan
40 CFR 355	Emergency Planning and Notification
40 CFR 370	Hazardous Chemical Reporting: Community Right-to-Know
49 CFR 171	Hazardous Materials Regulation: General Information, Regulations, and Definitions
49 CFR 172	Hazardous Materials Tables and Hazardous Material Communications Regulations
49 CFR 173	Shippers General Requirements for Shipping and Packaging
AAR	After-Action Review
AC	Active Component
ACDA	Arms Control and Disarmament Agency
Acs-IM	Assistant Chief of Staff-Installation Management
AEA	Atomic Energy Act

<i>AFR</i>	Air Force Regulation
<i>AID</i>	Agency for International Development
<i>ANG</i>	Air National Guard
<i>ANGR</i>	Air National Guard Regulation
<i>AO</i>	Area Of Operation
<i>AOC</i>	Army Operations Center
<i>AOR</i>	Area Of Responsibility
<i>APG</i>	Aviation Procedure Guide
<i>APR</i>	Air-Purifying Respirator
<i>AR</i>	Army regulation
<i>AR 11-34</i>	Army Respiratory Protection Program
<i>AR 200-1</i>	Environmental Protection and Enhancement
<i>AR 200-3</i>	Natural Resources-Land, Forest and Wildlife Management
<i>AR 200-4</i>	Historic Preservation
<i>ARC</i>	American Red Cross
<i>Area Of Assistance</i>	The Geographical Location For Which A Civil Authority Has Requested Some Form Of Military Assistance.
<i>ARMY</i>	The Term “ ARMY” Includes The Active Component, The Army National Guard, the US Army Reserves, and Department of Army Civilians. Army Support To Civil Law Enforcement The Authorized Use Of Army Assets To Support Civilian Disaster Relief.
<i>ARNG</i>	Army National Guard
<i>ARSTAFF</i>	Army Staff
<i>ASA</i>	Assistant Secretary of the Army
<i>ASA (FM)</i>	Assistant Secretary of the Army for Financial Management
<i>ASA(CW)</i>	Assistant Secretary of the Army for Civil Works

<i>ASA(M&RA)</i>	Assistant Secretary of the Army For The Manpower and Reserve Affairs
<i>ASAT</i>	Anti Satellite Weapons
<i>ASD</i>	Assistant Secretary of Defense
<i>ASL</i>	Authorized Stockage List
<i>AT</i>	Anti-terrorism Force Protection Defensive Measures Used To Reduce The Vulnerability Of Individuals And Property To Terrorist Acts, To Include Limited Response And Containment By Local Military Forces
<i>AT</i>	Annual Training
<i>AT Awareness</i>	Fundamental Knowledge Of The Terrorist Threat And Measures To Reduce Personal Vulnerability To Terrorist Acts
<i>AT Resident Training</i>	Formal Classroom Instruction In Designated DoD Courses That Provide Specialized Instruction On Specific Combating Terrorism Topics; i.e., Personal Protection, Terrorism Analysis, Regional Interest, And AT Planning.
<i>atm</i>	Atmosphere
<i>Attack</i>	Sabotage Or The Use Of Bombs, Shellfire, Or Nuclear Radiological Means, Or Other Weapons Or Processes By An Enemy Causing, Or That May Cause, Substantial Damage Or Injury To Persons Or Property In The United States (Or Its Terrorists)In Any Manner.
<i>Base Camp</i>	The Designated Location Under Local Or State Control Within A Disaster Area That Is Equipped And Staffed To Provide Sleeping Facilities, Food, Water, And Sanitary Services For Response Personnel.
<i>BATF</i>	Bureau of Alcohol, Tobacco, and Firearms
<i>BDAR</i>	Battle Damage Assessment And Repair
<i>BIA</i>	Bureau of Indian Affairs
<i>BLEVE</i>	Boiling Liquid Expanding Vapor Explosion
<i>BLM</i>	Bureau of Land Management
<i>BW/CW</i>	Biological Warfare/Chemical Warfare
<i>C3I</i>	Command, Control, Communications, And Intelligence
<i>C4</i>	Command, Control, Communications, And Computers

CA	Civil Affairs - The Activities Of A Commander That Establish, Maintain, Influence, Or Exploit Relations, Between Military Forces And Civil Authorities, Both Governmental And Non-Governmental, And The Civilian Population In A Friendly, Neutral, Or Hostile Area Of Operations In Order To Facilitate Military Operations And Consolidate Operational Objectives. Civil Affairs May Include Performance Of Military Forces Of Activities May Occur Prior To, During, Or Subsequent To Other Military Actions. They May Also Occur, If Directed, In The Absence Of Military Operations.
CAI	Chemical Accident/ Incident
CAIC	Chemical Accident Or Incident Control
CAIRA	Chemical Accident And Incident Response And Assistance
CAS	Chemical Abstract System
CB	Chemical/Biological
CDR	Commander
CENTCOM	Central Command
CERCLA	Comprehensive Environmental Response Information Sheet (Facilitator's Guide only)
CFR	Code of Federal Regulation
CINC	Commander-In-Chief
CINCFOR	Commander-in-Chief, Forces Command
CINCLANT	Commander-In-Chief, Atlantic Command
CINCPAC	Commander-In-Chief, Pacific Command
CINCSPACE	Commander-In-Chief, Space command
CINTRANS	Commander-In-Chiefs, Transportation Command
CIO	Central Imagery Office
Civil Affairs Capabilities	Civil Affairs Forces And Other DoD units And Organizations That Are Capable Of Planning, Conducting, Or Otherwise Assisting in Civil Affairs.

<i>Civil Affairs Forces</i>	Military Units, Detachments, Or Other Military Organizations That Are Designated As “Civil Affairs” Organizations And Are Mission-Oriented And Trained To Plan And Conduct Civil Affairs Activities. Also Includes Personnel Who Are Trained And Qualified In Civil Affairs.
<i>Civil Affairs Missions</i>	Missions Assigned To The DoD Components That Are Primarily Designed To Assist The Civil Sector.
<i>Civil Assistance</i>	Activities Undertaken By The DoD Components To Assist The Civilian Sector In Foreign Areas And In The United States And Its Territories.
<i>Civil Authorities</i>	Those Elected And Appointed Officers And Employees Who Constitute The Government Of The United States, of the 50 states, The District Of Columbia. The Commonwealth of Puerto Rico, US Possessions And Territories, And Political Subdivisions Thereof.
<i>Civil Defense</i>	All Those Activities And Measures Designed Or Undertaken To Minimize The Effects Caused, Or That Would Be Caused, By An Attack Upon The United States Or By A Natural Or Technological Disaster; To Deal With The Immediate Emergency Conditions That Would Be Created, And To Effect Emergency Repairs To, Or The Emergency Restoration Of Vital Utilities And Facilities Destroyed Or Damaged By Any Such Attack Or Disaster.
<i>Civil Disturbances</i>	Riots, Acts Of Violence, Insurrections, Unlawful Obstructions Or Assemblages, Or Other Disorders Prejudicial To Public Law And Order. The Term Includes All Domestic Conditions Requiring Or Likely To Require The Use Of Federal Armed Forces Pursuant To The Provisions of Chapter 15, Title 10, United States Code.
<i>Civil Emergency</i>	Any Natural Or Man-Made Disaster Or Emergency That Causes Or Could Cause Substantial Harm To The Population Or Infrastructure. This Term Can Include A ‘Major Disaster’ Or ‘Emergency ‘ As Those Terms Are Defined In The Stafford Act, As Amended, As Well As Consequences Of An Attack Of An Attack Or A National Security Emergency . “Major Disasters” And “Emergencies” Are Defined Substantially By Action Of The president In Declaring That Extent Circumstances And Risks Justify His Implementation Of The Legal Powers Provided By Statute.
<i>Civil Emergency Preparedness</i>	The Nonmilitary Actions Taken By Federal Agencies, The Private Sector, And Individual Citizens To Meet Essential Human Needs To Support The Military Effort, To Ensure Continuity Of Federal Authority At National And Regional Levels, And To Ensure Survival As A Free And Independent Nation Under All Emergency Conditions, Including A National Emergency Caused By Threatened Or Actual Attack On The United States.
<i>Civil Government</i>	

Resources Civil Resources Owned By, Controlled By, Or Under The Jurisdiction Of Civilian Agencies Of The US Government, Or State And Local Government Agencies.

Civil Resources Resources That Normally Are Not Controlled By The Government, Including The Work Force, Food And Water, Health Resources, Industrial Production, Housing And Construction, Telecommunications, Energy, Transportation, Minerals, Supplies, And Other Essential Resources And Services. No One Except Authorized.

Civilian Law Enforcement Official An officer or employee of a civilian agency with the responsibility for enforcing the laws within the jurisdiction of the agency. These may include the DEA, the FTA, the FBI or State Police.

CJCS Chairman of the Joint Chiefs of Staff

CMO civil-military operations

CMOC Civil-military Operations Center

CNB Chemical Nuclear & Biological

COCOM Combatant Command

Combating Terrorism Actions, Including AT and CT, Taken To Oppose Terrorism Throughout The Entire Threat Spectrum.

Community Assistance The Authorized Use Of Army Assets To Provide Support, Enhance Relations, And Promote Mutual Understanding Between The Army And The Civilian Community.

COMNAVMAR Commander, Naval Forces Marines

Continental US Airborne Reconnaissance or Damage Assessment A System Of Aerial Reconnaissance Of The Continental United States For Determining The Effects Of A Nuclear Attack. CARDA Integrates The Combined Resources Of All Government Agencies And Military Services For The National Command Authorities.

CONUS Continental United States

CONUSA Continental United States Army

CS Combat Support

CSA Chief of Staff, Army

<i>CSH</i>	Combat Support Hospital
<i>CSS</i>	Combat Service Support
<i>CT</i>	Counter-Terrorism. Offensive Measures Taken To Prevent, Deter, And Respond To Terrorism.
<i>CTBT</i>	Comprehensive Test Ban Treaty
<i>CTR</i>	Cooperative Threat Reduction Program
<i>CW</i>	Civil Works
<i>DA</i>	Department of the Army
<i>DA Pamphlet 200-1</i>	Environmental Protection and Enhancement
<i>DARING</i>	Director, Army National Guard
<i>DAs</i>	Defense Contract Administration Service
<i>DAS</i>	Director of the Army Staff
<i>DASA</i>	Deputy Assistant Secretary of the Army
<i>DASA (ESOH)</i>	Deputy Assistant Secretary of the Army for Environment, Safety, and Occupational Health
<i>DASC</i>	Defense Logistics Agency Administration Support Center
<i>DASD</i>	Deputy to the Assistant Secretary of Defense
<i>DCE</i>	Defense Coordinating Element
<i>DCINC</i>	Deputy Commander-In-Chief
<i>DCO</i>	Defense Coordinating Officer
<i>DCS</i>	Defense Communications System
<i>DCSINT</i>	Deputy Chief of Staff for Intelligence
<i>DCSLOG</i>	Deputy Chief of Staff for Logistics
<i>DCSOPS</i>	Deputy Chief of Staff for Operations
<i>DCSPER</i>	Deputy Chief of Staff for Personnel
<i>DEA</i>	Drug Enforcement Administration

<i>Decontamination</i>	The Removal Or Neutralization Of Hazardous Substances From People, Equipment, And Environment To An Extent That Precludes The Occurrence Of Foreseeable Adverse Health Effects.
<i>Defensive Actions</i>	Containing The Release From A Safe Distance, Keeping It From Spreading, And Preventing Exposures
<i>DEUR</i>	Defense Logistics Agency, Europe
<i>DHHS</i>	Department of Health and Human Service
<i>DHUD</i>	Department of Housing and Urban Development
<i>DIA</i>	Defense Intelligence Agency
<i>Discharge</i>	A Term That Includes, But It Is Not Limited To, The Accidental Or International Spilling, Leaking, Pumping, Pouring, Emitting, Emptying Or Dumping Of A Substance, On Or Into Any Land Or Water.
<i>DISCOM</i>	Division Support Command
<i>DLA</i>	Defense Logistics Agency
<i>DLEA</i>	Drug Law Enforcement Agency
<i>DMA</i>	Defense Mapping Agency
<i>DMAT</i>	Disaster Medical Assistance Team
<i>DMC</i>	Defense Movement Coordinator
<i>DNA</i>	Defense Nuclear Agency
<i>DOC</i>	Department of Commerce
<i>DoD</i>	Department of Defense
<i>DoD Designated High Physical Threat Countries</i>	Countries Determined To Be Of Significant Terrorist Threat To DoD Travelers, As Designated By The ASA (SO/LIC), In Coordination With The ASD (ISA), The ASD (ISP), And The Deputy Under Secretary of Defense for Strategy and Requirements (DUSD(S&R)).
<i>DoD Resources</i>	Military And Civilian Personnel, Including Selected And Ready Reservists Of The Military Services, And Facilities, Equipment, Supplies, And Services Owned By, Controlled By, Or Under The Jurisdiction Of A DoD Component.

<i>DoDD</i>	Department of Defense Directive
<i>DODRDB</i>	Department of Defense resource data base
<i>DOE</i>	Department of Energy
<i>DOED</i>	Department of Education
<i>DOI</i>	Department of Interior
<i>DOJ</i>	Department of Justice
<i>DOL</i>	Department of Labor
<i>Domestic Terrorism</i>	Terrorism Perpetrated By The Citizens Of One Country Against Fellow Countrymen. That Includes Acts Against Citizens Of A Second Country When They Are In The Host Country, And Not The Principal Or Intended Targets.
<i>DOMS</i>	Director of Military Support
<i>DOS</i>	Department of State
<i>DOT</i>	Department of Transportation
<i>DPAC</i>	Directorate of Personnel and Community Activities
<i>DPP</i>	Designated Potential Physical
<i>DPS</i>	Department of Public Safety
<i>DPTM</i>	Director of Plans, Training, and Mobilization
<i>DRM</i>	Directorate of Resource Management
<i>DRTF</i>	Disaster Relief Task Force
<i>DS</i>	Direct Support
<i>DSMOA/CA</i>	Defense And State Memorandum Of Agreement/Cooperative Agreement
<i>EA</i>	Environmental Assessment
<i>EI</i>	Essential Elements Of Information
<i>Emergency Response</i>	Response Efforts By Personnel From Outside The Immediate Release Area, Or By Other Designated Responders, To An Occurrence Which Results, Or Is Likely To Result, In An Uncontrolled Release Of A Hazardous Substance.

<i>Environment</i>	All Land, Water, Air, And Their Associated Flora, Fauna, Bio-systems, And Ecologies; Includes Components, Structures And Functions Of Ecologies Such As Cultural, Historic, And Social Aspects.
<i>Environmental Pollution</i>	The Conditions Resulting From The Presence Of Chemical, Physical, Radiological, Or Biological Forces Which Alter The Natural Environment And Thus Adversely Affect Human Health Or The Quality Of Life, Bio-systems, Structures And Equipment, Recreational Opportunity, Aesthetics, And Natural Beauty.
<i>EOC</i>	Emergency Operations Center
<i>EOD</i>	Explosive Ordinance Disposal
<i>EPA</i>	Environmental Protection Agency
<i>EPIC</i>	El Paso Intelligence Center
<i>EPLO</i>	Emergency Preparedness Liaison Officer
<i>ESF</i>	Emergency Support Function
<i>EUCOM</i>	European Command
<i>EXORD</i>	Execution Order
<i>Explosive Ordinance Disposal</i>	Detecting, Identifying, Evaluating, Rendering Safe, Recovering, And Finally Disposing Of Unexploded Explosive Ordnance.
<i>FAA</i>	Federal Aviation Administration
<i>FAISS</i>	FORSCOM Automated Intelligence Support System
<i>Family Member</i>	“Dependent” As Defined In 10 U.S.C. Spouse; Unmarried Widow; Unmarried Widower, Unmarried Legitimate Child, Including Adopted Child Or Stepchild (Under 21, Incapable Of Self Support Or Under 23 And Enrolled In A Full-Time Institution).
<i>FBI</i>	Federal Bureau of Investigation
<i>FCC</i>	Federal Communications Commission
<i>FCO</i>	Federal Coordinating Officer
<i>FED</i>	Federal

<i>Federal Function</i>	Any Function, Operation, Or Action Carried Out Under The Laws Of The United States By A Department, Agency, Officer, Or Employee Of The United States.
<i>Federal property</i>	Property That Is Owned, Leased, Possessed, Or Occupied By The Federal Government.
<i>FEMA</i>	Federal Emergency Management Agency
<i>FM</i>	Field Manual
<i>FOA</i>	Field Operating Agency
<i>Force protection</i>	Security Program Developed To Protect Soldiers, Civilian Employees And Family Members, Facilities And Equipment, In All Locations And Situations. This Is Accomplished Through The Planned Integration Of Terrorism, Physical Security, OPSEC, Protective Services, And Law Enforcement Operations, Supported By Foreign Intelligence, Counterintelligence, And Other Security Programs.
<i>Force provider</i>	A Transportable Support System, Operated By A Company Size Unit, Equipped To Provide Services (Food, Hygiene, Billeting, Morale Support) For Up To 3300 Soldiers.
<i>FORSCOM</i>	Forces Command
<i>FRERP</i>	Federal Radiological Emergency Response Plan
<i>FRP</i>	Federal Response Plan
<i>FSC</i>	Field supply company
<i>FST</i>	Finance Support Teams
<i>FSU</i>	Former Soviet Union
<i>GAO</i>	General Accounting Office
<i>GEO</i>	Geographic
<i>GIS</i>	Geographic Information System
<i>GRASS</i>	Geographic Resource Analysis Support System
<i>GSA</i>	General Services Administration
<i>Hazardous Material</i>	A Substance Or Material, Which Has Been Determined By The Secretary Of Transportation To Be Capable Of Posing An Unreasonable Risk To Health,

Safety, And Property When Transported In Commerce, And Which Has Been So Designated. The Term Includes Hazardous Substances, Hazardous Wastes, Marine Pollutants, And Elevated Temperature Materials.

Hazardous Substance Any Substance Which Has The Potential To Pose Either A Physical Hazard Or A Health Hazard, As Defined In The Glossary, To Either Persons, The Environment, Or Property; Or Any Substance Specified Below

HAZCOM Hazardous Communication

HAZMAT Hazardous Material(s)

HE High Explosive

Health Hazard A Chemical, Mixture Of Chemicals, Or Pathogen For Which There Is Statistically Significant Evidence Based On At Least One Study Conducted In Accordance With Established Scientific Principles That Acute Or Chronic Health Effects May Occur In Exposed Employees. The Term Health Hazard Includes Such Chemicals Which Are Carcinogens, Toxic Or Highly Toxic Agents, Reproductive Toxins, Irritants, Corrosives, Sensitizers, Hepatotoxins, Nephrotoxins, Neurotoxins, Agents Which Act On The Hnatoipoietic System, And Agents Which Damage The Lungs, Skin, Eyes, Or Mucous Membranes. It Also Includes Stress Due To Temperature Extremes. Further Definition Of This Term Can Be Found In Appendix A to 29 CFR 1910.1200. A to 29 CFR 1910.1200.

HHS Health And Human Services

High-Risk Billet Authorized Personnel Billet (Identified And Recommended By Appropriate Authority) That Because Of Grade, Assignment, Travel Itinerary, Or Symbolic Value May Make A Person Filling It An Especially Attractive Or Accessible Terrorist Target.

High-Risk Personnel U.S. Personnel And Their Family Members Whose Grade, Assignment, Travel Itinerary, Or Symbolic Value May Make Them An Especially Attractive Or Accessible Terrorist Targets.

High-Risk Target Any U.S. Material Resource Or Facility, Because Of Mission Sensitivity, Ease Of Access, Isolation, And Symbolic Value May Be An Especially Attractive Or Accessible Terrorist Target.

High-Tech Improvised Explosive Device An Item With An Explosive Or Special Filler Designated To Cause Extensive Death Or Destruction. It May Be Complex Or Sophisticated In Design, Including Many Intricate Arming Or Firing Systems, Including Booby Traps.

<i>HQ</i>	Headquarters
<i>HQDA</i>	Headquarters, Department of the Army
<i>HRMSI</i>	High-Resolution Multi-spectral Stereo Imagery
<i>HSC</i>	Health Services Command
<i>HSS</i>	Health Services Support
<i>HUD</i>	Housing and Urban Development
<i>IAEA</i>	International Atomic Energy Agency
<i>ICC</i>	Interstate Commerce Commission
<i>ICS</i>	Incident Command System
<i>IDLH</i>	Immediately Dangerous To Life Or Health
<i>IED</i>	Improvised Explosive Device
<i>IG</i>	Inspector General
<i>IL&E</i>	Installation Logistics And Environment
<i>Immediately Dangerous to Life or Health (IDLH)</i>	An Atmospheric Concentration Of Any Toxic, Corrosive, Or Asphyxiant Substance That Poses An Immediate Threat To Life Or Would Cause Irreversible Or Delayed Adverse Health Effects Or Would Interfere With An individual's Ability To Escape From A Dangerous Atmosphere. Also Includes Explosive Materials.
<i>Improvised Explosive Device</i>	A Nonstandard Item, Usually Crude And Simple In Design, Containing An Arming Or Timing System, An Initiator, And An Explosive Filler. A Homemade Bomb.
<i>INS</i>	Immigration and Naturalization Service
<i>Installation</i>	A Grouping Of Facilities, Located In The Same General Vicinity, Which Support Particular Functions, Over Which The Installation Commander Has Authority.
<i>Installation On-Scene Coordinator (IOSC)</i>	The Official Predesignated By The Army Installation Commander To Coordinate And Direct Army Control And Cleanup Efforts At The Scene Of

An Oil Or Hazardous Substance Discharge On Or Adjacent To An Army Installation.

Installation Response Team (IRT)

Those Collective Individuals On An Installation Designated To Act In An Emergency To Perform Those Functions Directed By The IOSC.

Insurrection

The Act Of Unlawfully Rising In Open Resistance Against Established Authority Or Government Or Against The Execution Of The Laws Of Government.

International (or Trans-national) Terrorism

Terrorism In Which Planning And Execution Of The Terrorist Act Transcends National Boundaries. In Defining International Terrorism, The Purpose Of The Act, The Nationalities Of The Victims, Or The Resolution Of The Incident Are Considered. Those Acts Are Usually Planned To Attract Widespread Publicity And Are Designed To Focus Attention On The Existence, Cause, Or Demands Of The Terrorist.

IPB

Intelligence Preparation Of The Battlefield

IRF

Initial Response Force

IRMMP

Interregional Military Medical Plans

IRP

Individual Ready Reserve

IRS

Internal Revenue Service

ISCP

Installation Spill Contingency Plan

ITAR

International Traffic in Arms Regulations

ITO

Installation Transportation Office

JCS

Joint Chiefs of Staff

JIC

Joint Information Center

JLSC

Joint Logistics System Center

JMC

Joint Movement Center

JP

Joint Publication

JRS

Joint Reporting Structure

<i>JTF</i>	Joint Task Force
<i>JTO</i>	Joint Transportation Office
<i>JTTP</i>	Joint Tactics, Techniques, And Procedures
<i>KAAP</i>	Key Asset Protection Program
<i>kg</i>	Kilograms
<i>LA</i>	Lead Agency
<i>LANDSTAT US System</i>	Formal Designation Of The Multi-spectral Imagery System. LANDSAT-7 Will Include The Thematic Mapping Plus (TM+) And The HRMSI.
<i>LANTCOM</i>	United States Atlantic Command
<i>LEA</i>	Law Enforcement Agency
<i>LEL</i>	Lower Explosive Limit
<i>LFL</i>	Lower Flammable Limit
<i>LOC</i>	Lines Of Communication
<i>Local Government</i>	Any County, City, Village, Town, District, Or Other Political Subdivision Of Any State.
<i>LSO</i>	Logistics Support Officer
<i>M&RA</i>	Manpower And Reserve Affairs
<i>m³</i>	Cubic Meters
<i>MACOM</i>	Major Command
<i>MAIRA</i>	Nuclear Accident Or Incident Response And Assistance
<i>MASH</i>	Mobile Army Surgical Hospital
<i>MAST</i>	Military Assistance To Safety And Traffic
<i>MC</i>	Mobilization Center
<i>MDIO</i>	Missile Defense Initiative Organization
<i>MEDDAC</i>	Medical Department Activity

<i>MERS</i>	Mobile Emergency Response System
<i>METL</i>	Mission-Essential Task List
<i>METT-T</i>	Mission, Enemy, Troops, Terrain And
<i>mg</i>	Milligrams
<i>MI</i>	Military Intelligence
<i>Military Resources</i>	Military And Civilian Personnel, Facilities, Equipment, And Supplies Under The Control Of A DOD Component.
<i>Military Services</i>	Includes the Army, Navy, Air Force, Marine Corps, and the Coast Guard, under agreement with the Department of Transportation when it is not operating as a Military Service in the Navy.
<i>Military Support To Civil Authorities</i>	Those Activities And Measures Taken By The DOD Components To Foster Mutual Assistance And Support Between The Department of Defense And Any Civil Government Agency In Planning Or Preparing For, Or In The Application Of Resources In Response To The Consequences Of Civil Emergencies Or Attacks, Including National Security Emergencies.
<i>MINATOM</i>	Russian Ministry of Atomic Energy
<i>MLO</i>	Military Liaison Officer
<i>MMC</i>	Material Management Center
<i>MOA</i>	Memorandum Of Agreement
<i>Mobilization Center</i>	The Designated Location At Which Response Personnel And Resources Are Received From The POA And Pre-Positioned For Deployment To A Local Staging Area Or An Incident Site. An MC Also Provides Temporary Support Services, Such As Food And Billeting, For Response Personnel Prior To Their Deployment.
<i>MOU</i>	Memorandum Of Understanding
<i>MRE</i>	Meals, Ready-To-Eat
<i>MSCA</i>	Military Support To Civil Authorities
<i>MSDS</i>	Material Safety Data Sheet
<i>MTT</i>	Mobile Training Team

MWR	Morale, Welfare, And Recreation
NA	North American
NAI	Nuclear Accident/Incident
NAIC	Nuclear Accident Or Incident Control
NASA	National Aeronautical and Space Administration
National Response Center (NRC)	The Washington, DC, Headquarters That Coordinates Activities Relative To Pollution Emergencies. It is located at Headquarters, US Coast Guard.
National Security Emergency	Any Occurrence, Including Natural Disaster, Military Attack, Technological Emergency, Or Other Emergency, That Seriously Degrades Or Threatens The National Security Of The United States.
Natural Resources	Land, Water, Their Associated Flora And Fauna, And Air.
Navigable Waters of the United States	All Waters Subject To The Ebb And Flow Of The Tide, Interstate Waters Including Interstate Wetlands, And All Other Waters Such As Interstate Lakes, Impoundments, Rivers, Streams, Tributaries, Flats, Sandflats, And Wetlands.
NBC	Nuclear/Biological/Chemical
NCA	National Command Authorities
NCS	National Communications System
NDAA	National Defense Authorization Act
NDMS	National Disaster Medical System
NFPA	National Fire Protection Association
NFPA 704	Standard System for the Identification of the Fire Hazards of Materials
NG	National Guard Bureau
NGR	National Guard regulation
NIFC	National Interagency Fire Center
Non-State Supported	

<i>Terrorism</i>	Terrorist Groups That Operate Autonomously, Receiving No Significant Support From Any Government.
<i>NORAD</i>	North American Aerospace Defense Command
<i>NPCA-HMIS</i>	National Paint and Coating Association-Hazardous Material Identification System
<i>NPS</i>	National Park Service
<i>NRC</i>	Nuclear Regulatory Commission
<i>NSA</i>	National Security Agency
<i>NSC</i>	National Security Counsel
<i>NSEP</i>	National Security Emergency Preparedness
<i>NWSP</i>	Nuclear Weapons Stockpile Plan
<i>OCONUS</i>	Outside The Continental United States
<i>ODCSOPS</i>	Office of the Deputy Chief of Staff for Operations
<i>OES</i>	Office of Emergency Services
<i>OMB</i>	Office of Management and Budget
<i>OPCON</i>	Operational Control
<i>OPLAN</i>	Operation Plan
<i>OPM</i>	Office of Personnel Management
<i>OPORD</i>	operation order
<i>OPS</i>	operations
<i>OPSEC</i>	operations security
<i>ORG</i>	organization
<i>OSC</i>	On-scene Commander/Coordinator
<i>OSHA</i>	Occupational Safety and Health Administration
<i>PA</i>	public affairs

PACOM	United States Pacific Command
PAO	public affairs officer
PCBs	Polychlorinated Biphenyls
PDD	Presidential Decision Directive
PEL	Permissible Exposure Limit
PHS	public health service
PL	public law
POC	point of contact
POMSO	Plans, Operations, and Military Support Officer
POTO	Plans, operations, and training officer
PPE	Personal Protective Equipment
ppm	Parts Per Million
PSYOP	Psychological Operations
PVC	Polyvinyl Chloride
QM	Quartermaster
R&D	Research and Development
RC	Reserve Component
RCRA	The Resource Conservation And Recovery Act
RDA	Research Development And Acquisition
Regional Military Emergency Coordinator	An Individual Designated On Behalf Of The Secretary of Defense and the DOD Executive Agent To Coordinate, Exchange, Information, And Perform Liaison Functions On Behalf Of The DOD With Any Federal Emergency Management Structure Established At The Regional Level.
Risk Assessment	The Use Of Available Information To Evaluate (Hazard Identification) And Estimate Exposures (Dose-Response Assessment) To A Substance And Its Consequent Adverse Health Effects (Risk Characterization). The Process Of Detecting Hazards And Systematically Assessing Their Overall Risk. It Is A Part Of The Risk Management

<i>Risk Management</i>	Balancing risk Against Benefit, Through Application Of Combined Science, Technology, And Policy Evaluation And Decision Making Skills.
<i>RLSO</i>	Regional Logistics Support Office
<i>RMEC</i>	Regional Military Emergency Coordinator
<i>ROE</i>	Rules Of Engagement
<i>ROTC</i>	Reserve Officers Training Corps
<i>RQ</i>	Reportable Quantity
<i>RSPA P 5800.6</i>	DOT Emergency Response Guidebook Installation or Activity Spill Plan(s)/SOPs Emergency Response Plan
<i>SA</i>	Secretary of the Army
<i>SAC</i>	Senior Agent in Charge
<i>SCBA</i>	Self-Contained Breathing Apparatus
<i>SCE</i>	Support Contracting Element
<i>SCRAG</i>	Senior Representative Of The Attorney General
<i>SECDEF</i>	Secretary of Defense
<i>SECY</i>	Secretary
<i>SF</i>	Special Forces
<i>Sheen</i>	An Iridescent Appearance On The Surface Of Water.
<i>SJA</i>	Staff Judge Advocate
<i>Sludge</i>	Any Heavy, Slimy Deposit, Sediment Or Mass Having Specific Gravity Greater Than Or Equal To Water; Includes Any Solid, Semisolid, Or Liquid Waste Generated From Municipal, Commercial, Or Industrial Wastewater Treatment Plants. Plants, Water Supply Treatment Plant, Or Air Pollution Control Facility, Oil Refining And Mining Drilling.
<i>SOCOM</i>	Special Operation Command
<i>SOF</i>	Special Operations Forces

<i>Solid Waste</i>	Any Garbage, Refuse, Sludge And Other Discarded Material Including Solid, Liquid, Semisolid, Or Containing Gaseous Materials, Resulting From Industrial, Commercial, Mining, Agriculture, And Non-Domestic Community Activities.
<i>SOPs</i>	Standard Operating Procedures
<i>SOUTHCOM</i>	United States Southern Command
<i>SPACECOM</i>	Space Command
<i>SPCCP</i>	Spill Prevention Control and Countermeasures Plan
<i>Spill</i>	A Generic Term Which Includes The Accidental Or Deliberate, But Unpermitted, Discharge Or Release Of A Pollutant.
<i>Spill Event</i>	A Discharge Of Oil Or Hazardous Substance On Land Or Into Or Upon The Navigable Waters Of The United States Or Adjoining Shorelines In Harmful Quantities.
<i>SRF</i>	Service Response Force
<i>Staging Area</i>	The Facility At The Local Jurisdictional Level Near The Disaster Site Where Personnel And Equipment Are Assembled For Immediate Deployment To An Operational Site Within The Disaster Area.
<i>STAMIS</i>	Standard Automated Management Information System
<i>STARC</i>	State Area Command
<i>State</i>	Any State Of The United States, the District of Columbia, Puerto Rico, the Virgin Islands, Guam, American Samoa, Northern Marianna Islands, and the Trust Territory of the Pacific Islands.
<i>State Area Commands</i>	Specific Headquarters Units Of The Army National Guard For Each State, the District of Columbia, Guam, Puerto Rico, and the Virgin Islands.
<i>State-Directed Terrorism</i>	Terrorist Groups That Operate As Agents Of A Government, Receiving Substantial Intelligence, Logistical, And Operational Support From The Sponsoring Government.
<i>State-Supported Terrorism</i>	Terrorist Groups That Generally Operate Independently, But Receive Support From One Or More Governments.
<i>STEL</i>	Short-Term Exposure Limit

<i>STRATCOM</i>	Strategic Command
<i>TAG</i>	The State Adjutant General; The adjutant General
<i>TC</i>	Training Circular
<i>Terrorism</i>	The Calculated Use Of Violence Or The Threat Of Violence To Inculcate Fear, Attain Goals That Are Political, Religious, Or Ideological In Nature. This Can Be Done Through Intimidation, Coercion, Or Instilling Fear. Terrorism Includes A Criminal Act Against Persons Or Property That Is Intended To Influence, Coerce Or To Intimidate Governments Or Societies.
<i>Terrorist Threat Condition (THREATCON)</i>	System Used To Indicate Level Of Potential Threat.
<i>TF</i>	Task Force
<i>Threat Countries</i>	Countries Determined To Be Of Potential Terrorist Threat To DoD travelers, As Designated By The ASD(SO/LIC), In Coordination With The ASD(ISA), The ASD(ISP), And The DUSD(S&R).
<i>TLV</i>	Threshold Limit Value
<i>Toxic Pollutant</i>	These Pollutants Or Combinations Of Pollutants, Including Disease-Causing Agents, Which After Discharge And Upon Exposure, Ingestion, Inhalation, Or Assimilation Into Any Organism - Either Directly From The Environment Or Indirectly By Ingestion Through Food Chains - Will Cause Death; Disease; Behavioral Abnormalities; Cancer; Genetic Mutations; Physiological Malfunctions, Including Malfunctions In Reproduction; Or Physical Deformations In Such Organisms Or Their Offspring.
<i>TREAS</i>	Department of the Treasury
<i>TWA</i>	Time-Weighted Average
<i>U.S.</i>	United States
<i>UAV</i>	Unmanned Aerial Vehicles
<i>UEL</i>	Upper Explosive Limit
<i>UFL</i>	Upper Flammable Limit
<i>UGS</i>	Unmanned Ground System
<i>UN</i>	United Nations

<i>US&R</i>	Urban Search And Rescue
<i>USA</i>	United States Army
<i>USACE</i>	United States Army Corps of Engineers
<i>USAEC</i>	United States Army Environmental Center
<i>USAEHA</i>	United States Army Environmental Hygiene Agency
<i>USAF</i>	United States Air Force
<i>USAG</i>	United States Attorney General
<i>USAHSC</i>	United States Army Health Services Command
<i>USAMC</i>	United States Army Material Command
<i>USAR</i>	United States Army Reserve
<i>USARPAC</i>	United States Army, Pacific
<i>USC</i>	United States Code
<i>USCG</i>	United States Coast Guard
<i>USCINCSOC</i>	US CINC Special Operations Command
<i>USCS</i>	United States Customers Service
<i>USDA</i>	United States Department of Agriculture
<i>USFS</i>	United States Forest Service
<i>USGS</i>	United States Geological Service
<i>USMC</i>	United States Marine Corps
<i>USMS</i>	United States Marshall Service
<i>USN</i>	United States Navy
<i>USPFO</i>	United States Property And Fiscal Officers
<i>USPACOM</i>	United States Pacific Command
<i>USPS</i>	United States Postal Service
<i>USSOCOM</i>	United States Southern Command

<i>USSOUTHCOM</i>	United States Southern Command
<i>USSS</i>	United States Secret Service
<i>USTRANSCOM</i>	United States Transportation Command
<i>UXO</i>	Unexploded Ordnance
<i>VA</i>	Department of Veterans Affairs
<i>VCSA</i>	Vice Chief of Staff, Army
<i>VSO</i>	Veterinary Support Officer
<i>WMD</i>	Weapons of Mass Destruction

Appendix J: Glossary

Activity	A unit, organization, or installation performing a function or mission.
Biological Agents	A viable micro-organism, or its toxin, which causes or may cause disease in humans or animals, and includes those agents listed in 42 cfr 72.3 of the regulations of the Department of Health and Human Services or any other agent that has the potential to cause severe disabling or fatal diseases.
Bung	A removable cap 1-4 inches in diameter used to secure contents in drummed containers.
Control	Seeks to prevent release of a larger quantity of a substance into the environment.
Confined Space	(PRCS) (Regulated by OSHA's 29 CFR 1910.146) <ul style="list-style-type: none">• Has a limited means of entry or exit;• Is unsuitable for continuous human occupancy;• Contains, or has known potential to contain, a hazardous atmosphere or any other recognized serious safety or health hazard; or• Contains a material with the potential for engulfment of an individual, has an internal configuration such that an entrant could be trapped or asphyxiated by inwardly converging walls, or has a floor that slopes downward and tapers to a smaller cross-section.
Confinement	Prevents the contamination from migrating into another area. Keeps all components of a substance in one place
Hazardous Materials Response Team	An organized group of employees, designated by the employer, who are expected to perform work to handle and control actual or potential leaks or spills of hazardous substances. The team members perform responses to releases or potential releases of hazardous substances for the purpose of control or stabilization of the incident. A HAZMAT team is not a fire brigade nor is a typical fire brigade a HAZMAT team. A HAZMAT team, however, may be a separate component of a fire brigade or fire department.
Hazardous Waste	Section 1004(5) of the Federal Resource Conservation and Recovery Act defines hazardous waste as:

a solid waste, or combination of solid wastes, which, because of its quantity, concentration or physical, chemical, or infectious characteristics may (1) cause, or significantly contribute to an increase in mortality or an increase in serious, irreversible, or incapacitating illness; or (2) pose a substantial present or potential hazard to human health or the environment when improperly treated, stored, transported, or disposed of, or otherwise managed.

On Scene Coordinator	The trained and qualified Federal official predesignated by EPA or United States Coast Guard to coordinate and direct Federal responses under the National Contingency Plan.
Physical Hazard	A chemical for which there is scientifically valid evidence that it is a combustible liquid, a compressed gas, explosive, flammable, an organic peroxide, an oxidizer, pyrophoric, unstable (reactive) or water reactive.
Potential Discharge	Any incident or circumstance that threatens to result in the discharge of oil or a hazardous substance.
Public Health or Welfare	All factors affecting the health and welfare of man. These factors include, but are not limited to, human health, the natural environment, fish, shellfish, wildlife, and public and private property, shorelines and beaches.
Qualified Person	A person with specific training, knowledge, and experience for the area which the person has the responsibility and the authority to control.
Radioactive Material	Any material or combination of materials that spontaneously emits ionizing radiation.
Release	A discharge, by any means, of one or more hazardous substances into the environment.
Reportable spill or event	A release into the environment of a listed quantity of oil or hazardous substance. For oil: oil in excess of established State water quality standards; or that which causes a film, sheen, or discoloration on the surface of the water or adjoining shoreline; or quantities in excess of 1,000 U.S. gallons on land. For hazardous substances: any release into the environment, in reportable quantities, of one or more reportable substances that require immediate notification of the NRC.
Risk	The probability of injury, damage, or loss, including the probability of an adverse health effect as a result of exposure to a hazardous (chemical or biological) substance.

- A substance as defined by sections 101 (14) of the Comprehensive Environmental response, Compensation, and Liability Act.
- Any substance listed by the U.S. Department of Transportation as hazardous materials under 49 CFR 172.101 and appendices.
- A hazardous waste or combination of wastes as defined in 40 CFR 2651.3, or those substances defined as hazardous wastes in 49 CFR 171.8.
- Any Biological agent and other disease-causing agent which after being released into the environment and upon exposure, ingestion, inhalation, an assimilation into any person, either directly from the environment or indirectly by ingestion through food chains, will or may reasonably be anticipated to cause death, disease, behavioral abnormalities, cancer, genetic mutation, physiological malfunctions (including malfunctions in reproduction), physical deformations in such persons or their offspring.

Toxic Substances

A chemical or mixture that may present an unreasonable risk of injury to health or the environment. Many are soluble in water and are often present in household, municipal, and industrial wastes, and stormwater. Among the most common are organic compounds (pesticides and herbicides) and heavy metals such as lead, mercury, and cadmium. These compounds may be lethal to fish and other aquatic organisms or may cause more subtle effects such as reduced growth or failure to reproduce.

Appendix K: Health and Medical

Introduction

This function deals with the activities associated with the provision of health and medical services in emergencies and disasters. For the purposes of this Guide, health and medical services include: emergency medical (EMS); hospital, public health, environmental health, mental health, and mortuary services. The activities associated with these services include treatment, transport, and evacuation of the injured; disposition of the dead; and disease control activities related to sanitation, preventing contamination of water and food supplies, etc., during response operations and in the aftermath of a disaster. Depending on needs and resources, jurisdictions may want to prepare separate annexes for one or more of these health and medical services.

Developing a Health and Medical Annex

Purpose

A health and medical annex describes policies and procedures for mobilizing and managing health and medical services under emergency or disaster conditions.

Situation and Assumption

This section provides a general assessment and overview of the jurisdiction's existing health and medical capabilities. It focuses on the jurisdiction's capability to provide medical care, treatment, and support to victims, response personnel, and the general public during the response and post-disaster phases.

This section also addresses limitations that may degrade health and medical operations. Assumptions addressed might include the following:

- The annex applies primarily to large-scale emergency and disaster events that would cause sufficient casualties and/or fatalities to overwhelm local medical, health, and mortuary services capabilities, thus requiring maximum coordination and efficient use of these resources.
- Public and private medical, health, and mortuary services resources located in the jurisdiction will be available for use during disaster situations.

- Large-scale emergencies and disaster threat situations (earthquakes, hurricanes, nuclear power plant accidents, floods, etc.) may affect large areas of the jurisdiction, the State, or other States, requiring the use of mutual aid.
- Public and private health and medical resources located in the jurisdiction generally will be available for use during disaster situations, but many of these resources, including human resources, will themselves be impacted by the disaster.
- Emergency measures to protect life and health during the first 12 to 24 hours after the disaster in all likelihood will be exclusively dependent upon local and area resources.
- Resources available through area and regional medical, health, and mortuary services mutual aid agreements will be provided for use during the disaster situation.
- It may be necessary to relocate hospital facilities under austere conditions to contingency field hospitals, or to permanent or temporary buildings that will provide patients and medical staff adequate protection from the effects of the disaster.
- Volunteers will come forward to help perform essential tasks; their efforts must be anticipated and coordinated.

Concepts of Operations This section describes how health and medical operations will be conducted in the jurisdiction and in cooperation with other jurisdictions, other services, and the State and Federal governments.

General This section details the provisions for mobilizing and managing health and medical services. It addresses pre-disaster, disaster, and post-disaster considerations. It identifies who will be in charge of directing health and medical operations and provides a general overview on how health and medical activities will be accomplished.

Because health and medical services include so many different activities, it is essential to establish a framework for these services to work together. To ensure that the necessary planning and coordination are accomplished prior to the occurrence of a disaster and to facilitate the management of health and medical services during disasters, it is essential to vest this planning and coordination responsibility in one position. An appropriate title for this position is “Health and Medical Coordinator.” The individual that fills this position is responsible for coordinating EMS, hospital, public health, environmental health, mental health, and mortuary services disaster planning and response actions.

The concept of operations should include provisions for:

- Establishment of medical command post at the disaster site(s).
- Coordinating health and medical response team efforts.
- Triage of the injured, if appropriate
- Medical care and transport for the injured.
- Identification, transportation, and disposition of the deceased.
- Holding and treatment areas for the injured.
- Isolating, decontaminating, and treating victims of hazardous chemical or infectious diseases, as needed.
- Identifying hazardous chemicals or infectious diseases, controlling their spread, and reporting their presence to appropriate State and Federal health or environmental authorities.
- Issuing health and medical advisories to the public on such matters as emergency water supplies, waste disposal, mass feeding services, vectors, immunizations, disinfection, and others.

Interjurisdictional Relationships

This section describes the mutual aid arrangements for health and medical assistance to or from neighboring jurisdictions, the State, or jurisdictions outside of the State, when required. Further discussion is under the heading “Administration and Logistics,” below.

Organization and Assignment of Responsibilities

This section describes tasked individuals’ and organizations’ responsibilities for providing emergency health and medical services in the jurisdiction. The following types of tasking may be assigned to the agencies and individuals listed in the left margin below:

Chief Executive Official (“CEO”)

Requires the Health and Medical Coordinator to send a representative to the EOC when notified of an emergency situation

Health and Medical Coordinator

Upon activation, or upon declaration or imminent declaration of an emergency or disaster:

- Reports to the EOC or other designated location a deemed appropriate; sends a representative to the EOC if unable to report in person.

- Rapidly assesses health and medical needs.
- Oversees and coordinates the activated health and medical organizations to assess their needs, helps them obtain resources, and ensures that necessary services are provided.
- Ensures that emergency medical teams responding to a disaster site establish a medical command post.
- Coordinates with neighboring community health and medical organizations and with State and Federal officials on matters related to assistance from other jurisdictions, including Federal assistance.
- Screens and coordinates with incoming groups such as Disaster Medical Assistance Teams (DMAT) as well as individual health and medical volunteers; ensures that positive identification and proof of licensure is made for all volunteers.
- Maintains a patient/casualty tracking system.
- Coordinates the location, procurement screening, and allocation of health and medical supplies and resources, including human resources, required to support health and medical operations.
- Provides information through the PIO to the news media on the number of injuries, deaths, etc.
- Ensures appropriate health and medical services information is made available to the information processing section in the EOC.
- Coordinates support to the jurisdiction's efforts to respond to inquiries from family members concerned about loved ones.
- Respond to the disaster scene with emergency medical personnel and equipment.
- Upon arrival at the scene, assume appropriate role in the ICS. If ICS has not been established, initiate in accordance with the jurisdiction's emergency management system and report implementation to the EOC.

Emergency Medical Services (EMS)

- Triage, stabilize, treat, and transport the injured. Coordinate with local and regional hospitals to ensure casualties are transported to the appropriate facilities.
- Establish and maintain field communications and coordination with other responding emergency teams (medical, fire, police, public works, etc.), and radio or telephone communications with hospitals, as appropriate.
- Direct the activities of private, volunteer, and other emergency medical units and of bystander volunteers as needed.
- Evacuate patients from affected hospitals and nursing homes if necessary.

Hospitals

- Implement internal and/or external hospital disaster plan.
- Advise the Health and Medical Coordinator or appropriate representative in the EOC of conditions of the hospital and number and type of available beds.
- Establish and maintain field and interhospital medical communications.
- Provide medical guidance as needed to EMS.
- Coordinate with EMS, other hospitals, and any medical response personnel at scene to ensure that casualties are transported to the appropriate medical facility. Distribute patients to and among hospitals both inside and outside the area based on severity and types of injuries, time and mode of transport, capability to treat and bed capacity. Take into account special designations such as trauma centers and burn centers. Consider the use of clinics to treat less than acute illnesses and injuries.
- Coordinate with local emergency responders to isolate and decontaminate incoming patients, if needed, to avoid the spread of chemical or bacterial agents to other patients and staff.
- Coordinate with other hospitals and with EMS on the evacuation of patients from affected hospitals, if necessary. Evacuation provisions should specify where the patients are to be taken.

- Depending on the situation, deploy medical personnel, supplies, and equipment to the disaster site(s) or retain them at the hospital for incoming patients.
- Establish and staff a reception and support center at each hospital for the relatives and friends of disaster victims who may converge there in search of their loved ones.
- Provide patient identification information to the ARC upon request.

Public Health Officer

- Coordinates all public health services in the jurisdiction.
- Inspects for purity and usability all foodstuffs, water, drugs, and other consumables that were exposed to the hazard.
- Provides epidemiological surveillance, case investigation, and follow-up.
- Provides laboratory services for identification required to support emergency health and medical services.
- Coordinates operations for immunizations or quarantine procedures, if required.
- Establishes preventive health services, including the control of communicable diseases such as influenza, particularly in shelters.
- Monitors food handling and mass feeding sanitation service in emergency facilities, including increased attention to sanitation in commercial feeding and facilities that are used to feed disaster victims.

Environmental Health Officer

- Provides for the monitoring and evaluation of environmental health risks or hazards as needed and ensures the appropriate actions are taken to protect the health and safety of disaster victims, responders, and the general public.
- Implements actions to prevent or control vectors such as flies, mosquitoes, and rodents.
- Detects and inspects sources of contamination.
- Inspects damaged buildings for health hazards.

- Coordinates with the water, public works, or sanitation departments to ensure the availability of potable water, an effective sewage system, and sanitary garbage disposal.
- Coordinates with the animal care and control agency to dispose of dead animals.
- Ensures that adequate sanitary facilities are provided in emergency shelters and for response personnel.

Mental Health Agencies

- Ensure that appropriate mental health services are available for disaster victims, survivors, bystanders, responders and their families, and other community care-givers during response and recovery. Services may include crisis counseling, critical incident stress debriefings, information and referral to other resources, and education about normal, predictable reactions to a disaster experience and how to cope with them. There should be a capacity to provide specialized assistance for those affected by a traumatic event or who become traumatized by cumulative stress related to the disaster experience.
- Provide outreach to identify and serve those in need of mental health support
 - Coordinate with PIO to arrange for dissemination of information to the public.
 - Coordinate with Mass Care Coordinator to identify shelter occupants that may require assistance.
- Have inpatient psychiatric facilities take the following actions:
 - Implement the facility's appropriate disaster plan.
 - Provide for the care, safety, and continued treatment of hospital residents.
 - Coordinate with appropriate authorities for the safe evacuation of residents.
 - Provide resources and support to the community-based mental health system in responding to the disaster mental health needs of impacted communities.

Mortuary Services

- Provide for the collection, identification, and care of human remains, determining the cause of death, inventorying and

protecting deceased's personal effects, and locating and notifying the next of kin.

- Establish temporary morgue sites.
- Establish and maintain a comprehensive record-keeping system for continuous updating and recording of fatality numbers
- Coordinate with:
 - Search and rescue teams, hospitals, EMS, and other emergency responders.
 - Funeral directors, morticians, and assets for transportation of deceased persons.
 - Other pathologists.
 - The ARC for location and notification of relatives.
 - Dentists and x-ray technicians for purposes of identification.
 - Law enforcement agencies for security, property protection, and evidence collection.

American Red Cross

- Provides food for emergency medical workers, volunteers, and patients, if requested.
- Maintains a DWI system in coordination with hospitals, aid stations, and field triage units to collect, receive, and report information about the status of victims.
- Assists in the notification of the next of kin of the injured and deceased.
- Assists with the reunification of the injured with their families.
- Provides blood, blood substitutes, and blood byproducts, and/or implementing reciprocal agreements for replacement of blood items.
- Provides first aid and other related medical support at temporary treatment centers, as requested, and within capability

- Provides supplementary medical, nursing aid, and other health services upon request, and within capability.
- Provides assistance for the special needs of the handicapped, elderly, and those children separated from their parents, within capability.

Social Service Agencies

Assist in providing for the special needs of the handicapped, elderly, and children separated from their parents; also provide for special needs of orphaned children.

Animal Care and Control Agency

- Coordinates with veterinarians and animal hospitals to arrange for services for animals as needed. These might include service, companion, or farm animals, wildlife, etc.
- Coordinates with the Environmental Health Officer on the location, collection, and disposal of dead animals.

Police/Corrections Department (as appropriate)

- Maintains emergency health services at juvenile and adult correctional facilities.
- Assists Mortuary Services in the identification of fatalities.
- Provides security assistance to medical facilities and to health and medical field personnel upon request.

Military Department

Provides personnel and equipment to support medical operations during disaster situations (at the direction of the Governor).

All Tasked Organizations

- Adhere to all professional and legal standards in the performance of duties.
- Provide ongoing status reports to the Health and Medical Coordinator, including number of deaths, injuries, etc.
- Provide and/or receive mutual aid in coordination with the Health and Medical Coordinator.
- Provide information to the Health and Medical Coordinator for dissemination of public advisories as needed.
- As needed, coordinate with other emergency health and medical services; with emergency services such as fire, police, and public works; and with the Health and Medical Coordinator.
- Refer all media requests for information to the Health and Medical Coordinator.

- Maintain updated resource inventories of emergency medical supplies, equipment, and personnel resources, including possible resources of replacements.
- Arrange for security to protect vulnerable work sites such as remote aid stations, temporary morgues, etc.
- Develop plans to evacuate and/or shelter, as appropriate, patients, staff, equipment, supplies, and vehicles before, during, and after disasters.
- Prepare detailed SOPs that include: call-down rosters for notifying personnel; step-by-step procedures for performing assigned tasks; telephone numbers and addresses/locations of similar services in other jurisdictions; area and local stores (grocery and drug), and medical warehouses that will provide pharmaceutical and medical supplies; telephone numbers, addresses, type, quantity, location, and procedures for obtaining transportation resources from Federal, State, local, and private organizations; and a listing of the radio communications call signs and frequencies that each responding organization uses.
- Designate staff to perform disaster duties.

Administration and Logistics

This section describes administrative and general support requirements for accomplishment of emergency health and medical tasks.

Administration

This section focuses on the administrative management of health and medical resources. It addresses the general support requirements and identifies sources that will be relied upon to obtain personnel, equipment, and supplies, transportation, facilities, services, and other resources required to support disaster response and recovery operations. Specific requirements include:

- *Medical Response Teams.* This section should first identify pre-organized medical teams within the jurisdiction. It should then sketch arrangements for requesting mutual aid teams from neighboring jurisdictions, from State sources such as State Guard or militia units, and from Federal sources, such as military, Centers for Disease Control and Prevention (CDC), and National Disaster Medical System (NDMS) sources.
- *Augmentation Personnel.* This section describes the sources of health and medical personnel and the provisions (e.g., verifying adequacy of credentials for those who do not practice in the jurisdiction) that have been made to call upon them to augment disaster medical teams. They include:

- Local emergency medical services personnel from medical and public health agencies and fire, police, public work, and other emergency services departments. Among these would be general physicians, specialists (qualifications should include hospital experience in trauma/disaster medicine), nurses, laboratory and x-ray technicians, emergency ambulance crews, etc.
- State-employed general physicians, specialists (qualifications should include hospital experience in trauma/disaster medicine), nurses, laboratory and x-ray technicians, emergency ambulance crews, etc.
- Volunteer/bystander health professionals including general physicians, specialists (qualifications should include hospital experience in trauma/disaster medicine), nurses, laboratory and x-ray technicians, emergency ambulance crews, etc.
- Medical school residents and teaching staff from throughout the State.
- Public Health Service (to include Federally sponsored DMATs and Veterinary Medical Assistance Teams).
- Other volunteer medical personnel from throughout the State
- Armed Forces and the U.S. Coast Guard
- The Indian Health Service.
- Department of Veterans Affairs personnel.
- Volunteer medical personnel from other States.
- Business and industry medical departments.

Logistics

This section addresses the arrangements that have been made to provide for the support needs of the organizations performing health and medical functions. Specific matters needing attention include:

- Sources of medical supplies and equipment:
 - Local stores (hospitals, pharmacies, emergency vehicles, local government resources, et cetera). As appropriate,

- arrange for pharmacies to stay open 24 hours a day during specific periods for victims, evacuees, and responders.
- County-stored emergency aid stations, where available and usable.
- Mutual aid from jurisdictions not affected by the disaster.
- Private sector suppliers in the State. Private sector health care organizations that maintain a supply system for medical supplies and equipment.
- NDMS (Includes U.S. Department of Defense, Department of Health and Human Services, Department of Veterans Affairs, and FEMA) Note: Local jurisdictions should work through their State emergency management agency and FEMA to obtain resources under the control of the Federal Government.
- Acquisition of medical/health equipment and supplies including:
 - Initial supply and resupply for field medical operations.
 - Initial supply and resupply for health and mortuary services.
 - Resupply of functioning hospitals in affected areas.
 - Resupply of hospitals and other facilities outside the disaster areas receiving casualties.
- Transportation of medical/health supplies, personnel, and equipment:
 - Local government-owned and commercial fixed-wing aircraft, trucks, and buses
 - Armed Forces fixed-wing aircraft, helicopters, and trucks
 - Private and public ambulance companies.
 - Water transport.
 - Limousine and taxi companies.
 - Mortuaries (for hearses).

- Four-wheel drive and high centered vehicles for medical evacuations under bad weather or terrain conditions.
- Shelter and feeding of field, health, and medical personnel and patients
- Identification and selection of suitable facilities to serve as temporary morgue.