



**U.S. ARMY FORCES COMMAND
COMMAND READINESS PROGRAM
HANDBOOK
SEPTEMBER 1998**



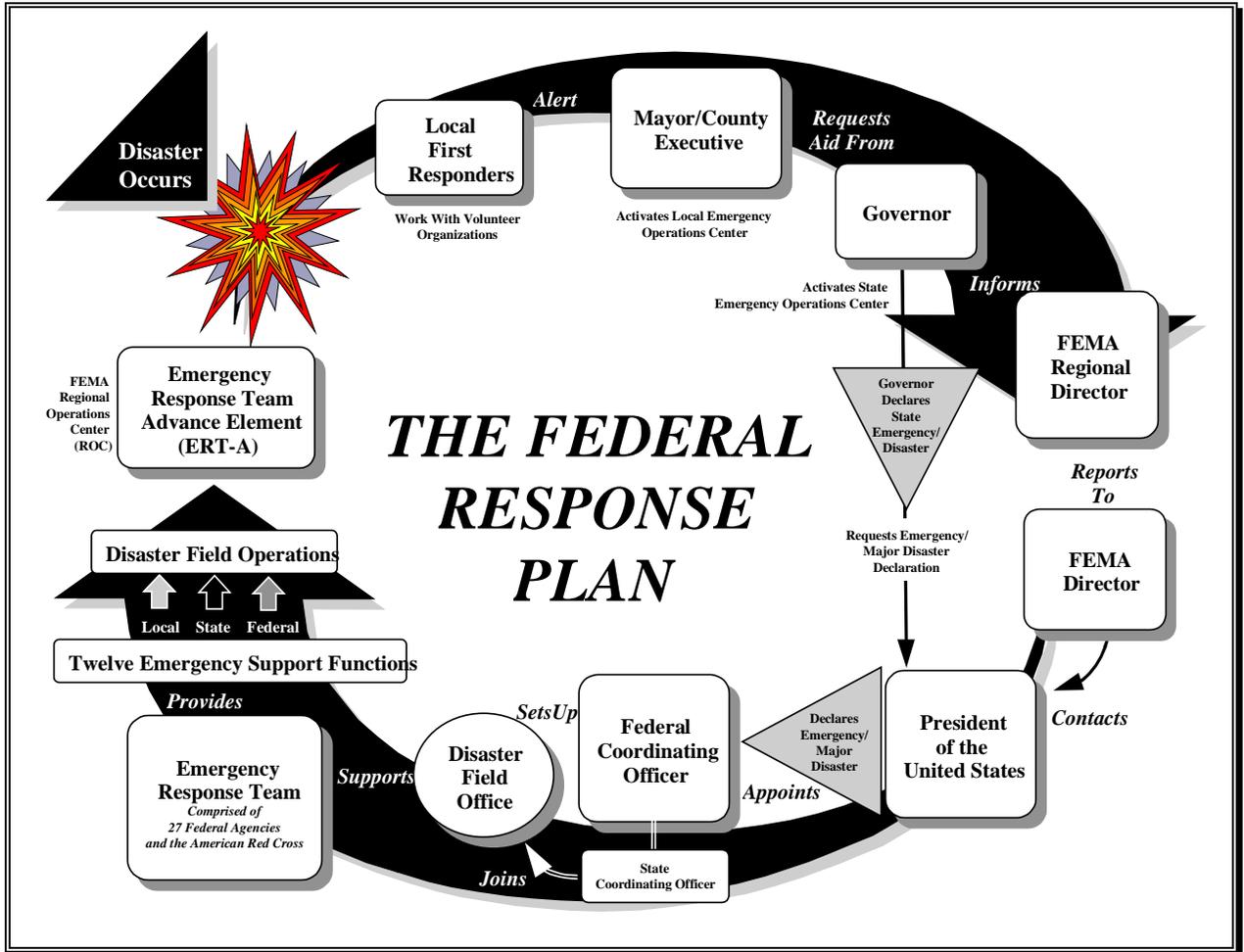


Figure 1. The Federal Response Plan

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COMMAND READINESS PROGRAM OVERVIEW

General

The Forces Command (FORSCOM) Command Readiness Program (CRP) is an annual exercise for senior commanders, and is focused on one of the Command's major mission areas or core competencies.

Previous CRPs:

- CRP93 was devoted to FORSCOM's mobilization, deployment, redeployment, and demobilization missions.
- CRP94 addressed the Command's domestic support missions.
- CRP95 addressed Reserve Component (RC) Training and Readiness.
- CRP96 focused on FORSCOM's power projection missions, and included discussions of the 1995 Power Projection Functional Area Assessment (FAA).
- CRP97 addressed AC/RC Integration but also included briefings on Nunn Lugar and Weapons of Mass Destruction.

Each CRP is accompanied by a Handbook (previously referred to as the Situation Manual [SITMAN]) which outlines the major topic areas within the subject mission, and which highlights issues or situations for discussion.

Purpose Of This Handbook

This handbook is a read-ahead document to assist in preparing for participation in CRP98. The manual is designed to give the participant a full understanding of the system in place to deal with domestic emergencies, and a complete understanding of the military's role in that system. The Chapter on Weapons of Mass Destruction Response provides information on the evolving system for dealing with WMD incidents. The WMD chapter is designed to build on the information in Chapter 2. Understanding the system for disaster response is key to understanding the special modifications to that system for WMD. This manual will also serve as a reference handbook for anyone involved with Military Assistance to Civil Authorities. We welcome input and suggestions that will make this handbook more useful.

This handbook is:

- A compilation of material from many sources, distilled into easily understood text, charts, and figures.
- Designed to assist in preparing for participation in CRP98. It highlights current key MACA procedures and issues, ongoing developments, and points of departure for discussion of critical issues.

It is *not*:

- A complete reiteration of policy and procedures for MACA operations.
- A substitute for a full understanding of the relevant statutory and regulatory documents relating to MACA operations.

Organization

Overview

Chapter One: General Overview of Military Assistance to Civil Authorities

Chapter Two: Disaster Response

Chapter Three: Civil Disturbance Response

Chapter Four: Weapons of Mass Destruction

Chapter Five: Support to Other Civil Emergencies

Appendices:

A: *Acronyms*

B: *Glossary*

C: *References*

Procedures

This handbook can be used as a:

- Self-paced educational document.
- Desktop reference manual to quickly update commanders and staffs.
- Point of departure for discussion.

CHAPTER 1. GENERAL OVERVIEW OF MILITARY ASSISTANCE TO CIVIL AUTHORITIES

Introduction

The federal departments and agencies are frequently called upon to mitigate the effects of civil emergencies -- catastrophic fires, hurricanes, floods, earthquakes, and civil disturbances -- through cooperative execution of Military Assistance to Civil Authorities (MACA). MACA is conducted IAW DoD Directive 3025.15 and includes Military Support to Civil Authorities (MSCA), Military Assistance for Civil Disturbance (MACDIS), Counter Drugs, Sensitive Support, Counterterrorism, and Law Enforcement. The Forces Command (FORSCOM) Command Readiness Program-1998 (CRP98) will prepare senior commanders and staff to deal with the variety of complex problems that can be encountered while performing MACA, particularly if dealing with terrorist use of a Weapon of Mass Destruction.

The US military primarily organizes, trains, and equips forces to conduct combat operations. It also has the capability to rapidly respond to domestic emergencies and provide support to civil authorities. Such support usually occurs after a presidential declaration of a major disaster or an emergency, and is designed to supplement the efforts and resources of state and local governments and voluntary organizations. The US military normally responds to domestic emergencies in support of another federal agency.

Classifications Of Domestic Emergencies

Major Disasters

Hurricanes, earthquakes, wildfires, and other man-made or natural disasters may result in suffering and damage of a severity or magnitude that overwhelm the capabilities of the federal, state and local authorities. For such cases, military resources are required to supplement federal response efforts.

Civil Emergencies

Civil disturbances, postal strikes, mass immigration, environmental incidents, and other emergencies may endanger life and property or disrupt normal governmental functions to the extent that federal, state, and local authorities require military support.

Types Of Emergency Response

Types of response to domestic emergencies include crisis and consequence management and technical operations.

Crisis Management

This response occurs under the primary jurisdiction of the federal government. The agency with primary responsibility for response to acts of terrorism is the Federal Bureau of Investigation (FBI) of the Department of Justice (DOJ). Crisis management response involves measures to resolve the hostile situation, investigate, and prepare a criminal case for prosecution under federal law.

Consequence Management

This type of response occurs under the primary jurisdiction of the affected state and local government. The President may direct the federal government to provide supplemental assistance to state and local governments to alleviate the suffering and damage resulting from disaster or emergencies. The agency with primary responsibility for coordination of federal assistance to state and local governments is the Federal Emergency Management Agency (FEMA). Consequence management involves measures to alleviate the damage, loss, hardship, or suffering caused by emergencies. It includes measures to restore essential government services, protect public health and safety, and provide emergency relief to affected governments, businesses, and individuals.

Technical Operations

Technical operations are activated to address aspects of nuclear, biological, and chemical materials that are not encountered in standard crisis and consequence management operations. Technical operations involve measures to identify and assess the threat posed by the hazardous material, to provide consultation to decision makers concerning the implications of the hazardous material for crisis and consequence management, to neutralize the material, and to provide decontamination assistance. Technical operations may be triggered pre-release in support of the crisis management response and continue post-release in support of the consequence management response. The lead federal agency for technical operations depends upon the material involved and the location of the incident.

Sequence Of Response To A Disaster

Disaster response is usually a graduated response. The initial response is from local emergency service personnel. When the local capability is insufficient the local government calls on surrounding communities and the county. As local governments exhaust their capability they call upon the state. States use their available resources, including the National Guard to respond to the disaster. States may also call on other states under compact agreements. When the state exhausts its resources the governor will ask the President for a disaster declaration. The disaster declaration makes possible the use of federal resources, including Department of Defense Resources, to assist the state in dealing with the disaster.

Military Support

Military Support begins with the National Guard operating under state control. Federal military support will be available when the proper authorities are invoked.

Evaluation of Requests for Support (DODD 3025.15)

All requests by civil authorities for DOD military assistance shall be evaluated by DOD approval authorities against the following criteria:

- Legality (compliance with laws).
- Lethality (potential use of lethal force by or against DOD forces)
- Risk (safety of DOD forces).
- Cost (who pays, impact on DOD budget).
- Appropriateness (whether the requested mission is in the interest of the Department to conduct).
- Readiness (impact on the DOD's ability to perform its primary mission).

Principles of Military Assistance to Civil Authorities

The President and the Secretary of Defense establish priorities and determine what DOD resources will be made available for domestic support. Commanders ensure that DOD resources are used judiciously by adhering to the following principles:

- Civil resources are applied first in meeting requirements of civil authorities.
- DOD resources are provided only when response or recovery requirements are beyond the capabilities of civil authorities. (as determined by FEMA or another Lead Federal Agency for emergency response.)
- DOD specialized capabilities (e.g. airlift and airborne reconnaissance) are used efficiently.
- Military forces shall remain under military command and control under the authority of the DOD Executive Agent at all times.
- DOD components shall not perform any function of civil government unless absolutely necessary and then only on a temporary basis under conditions of Immediate Response.

- Unless otherwise directed by the Secretary of Defense, military missions will have priority over MACA missions.

DOD planning parameters should include:

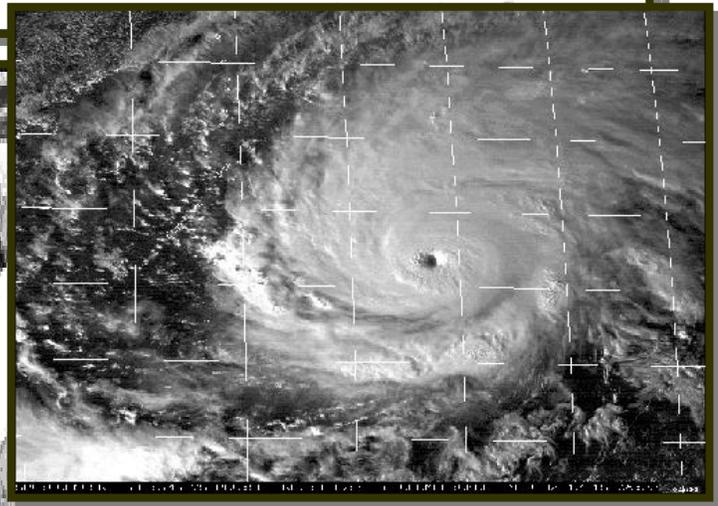
- Army and Air National Guard forces, serving on state rather than federal orders, have primary responsibility for providing military assistance to state and local government agencies in civil emergencies.
- DOD components ordinarily provide DOD resources on a cost-reimbursable basis. However, the inability or unwillingness of a requestor to commit to reimbursement will not preclude action by DOD components.
- DOD components shall comply with legal and accounting requirements for loan, grant, or consumption of DOD resources for MACA operations, as necessary, to ensure reimbursement of costs to the DOD components under the Stafford Act, as amended; the Defense Emergency Response Fund established by Public Law 101-165 (1989); or other applicable authority.
- DOD components will not procure, store or maintain any supplies, material, or equipment exclusively for providing support in civil emergencies, unless otherwise directed by the Secretary of Defense.

CHAPTER 2. DISASTER RESPONSE



EARTHQUAKE, FIRE, FLOOD, TSUNAMI, TIDAL WAVE, METEOR IMPACT, TORNADO, SPACE DEBRIS IMPACT, ANIMAL DISEASE, HURRICANE, TYPHOON, VOLCANO, LANDSLIDE, MUDSLIDE, EXPLOSION, RADIOLOGICAL EVENT, SNOWSTORM, BLIZZARD, EXTREME FREEZE, DROUGHT, OIL SPILL, CHEMICAL HAZARD,

EPIDEMIC, TERRORIST ATTACK, TERRORIST



CHEMICAL ATTACK, TERRORIST BIOLOGICAL

ATTACK, TERRORIST NUCLEAR ATTACK, STRUCTURAL COLLAPSE, WILDFIRES, ALL MAN MADE AND NATURAL DISASTERS

Local Response



First Responders

The first responders to disasters are the local fire, police, Emergency Medical Services, and Hazardous Materials (HAZMAT) units. Local emergency services organize their response, at the incident scene, using the Incident Command System (ICS).

Incident Command System

The Incident Command System is a flexible system for one or more agencies to coordinate and combine independent efforts in an effective and efficient response. It provides a reasonable span of control, uses common terminology, is action oriented, is supportable by other Emergency Operation Centers, and provides one commander for the incident. The Incident Commander is normally the senior responder of the organization with the preponderance of responsibility for the event (e.g., fire chief, police chief, or emergency medical). The Incident Command System provides for unity of command. **There is only one incident commander at any one time for an incident.**

Effective local response depends on the coordinated efforts of various departments and agencies, and may involve assets from surrounding communities. The Incident Command System coordinates for emergency response personnel, including:

- Fire Fighters
- Highway Departments
- Public Works
- Health Department/Emergency Medical Service Providers
- Environmental Officials
- Law Enforcement
- Private Contractors

The Incident Command System sets a common standard for emergency response organization. Its characteristics include:

- Common Terminology
 - Common names for functions
 - Common terms for actions
 - Common titles for personnel
- A Modular Format
 - Top down structure

- Integrated Communications
 - Coordinated communication plans
 - Use of “plain language”

The Incident Commander will establish an Incident Command Post. All operations are directed from the Incident Command Post. An Emergency Operations Center will support and complement the Incident Command Post. Within the Incident Command System there are four major functional areas. Command overlaps all of the four areas as depicted in Figure 2.

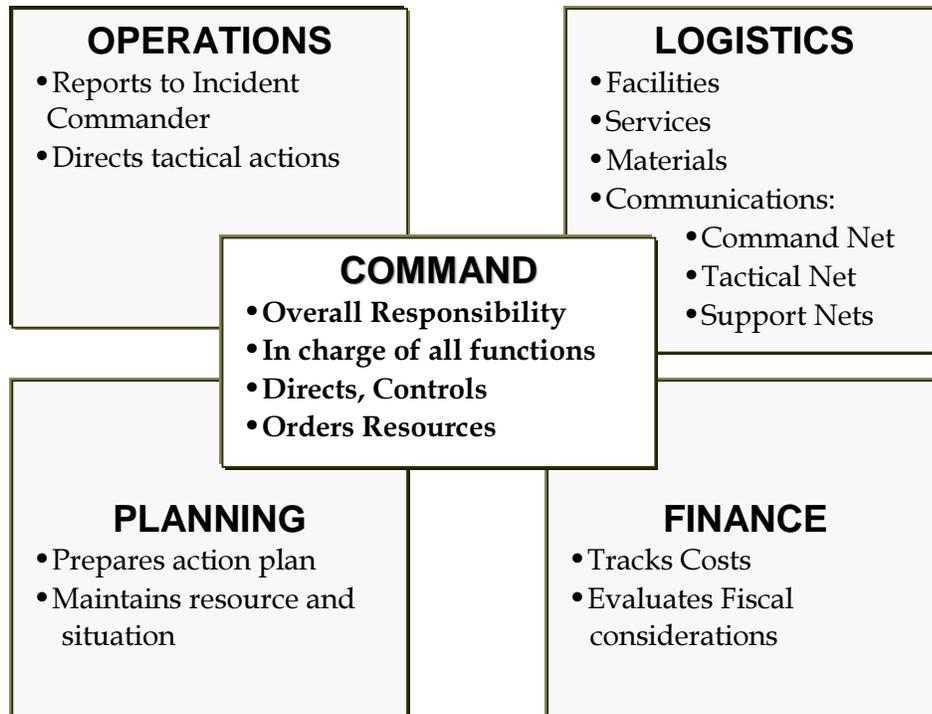


Figure 2. Incident Command System

Mutual Aid Agreements

Most local jurisdictions have "mutual aid" agreements. These agreements provide a means for a community that has fully committed all of its available resources to a local emergency to obtain additional resources from surrounding communities and counties. Mutual aid agreements are used daily and during disasters by fire, law enforcement, health care, and other disciplines. The local government will ask the state for help when the resources of the community, including mutual aid agreements, are not sufficient to deal with the disaster.

State Response



Gubernatorial Responsibilities

State Governors are empowered by the US Constitution, and each respective state constitution, to execute the laws of the state and to command the state National Guard when serving in state status. Similar authorities are given to the Governors of US territories and possessions. Governors are also responsible for issuing Executive Orders declaring "states of emergency" and ensuring that state agencies plan for actions in the event of a disaster. Once a disaster occurs, the Governor determines if local government requests for assistance should be honored. If appropriate, the Governor declares a state of emergency, activates the state response plan, and may call up the National Guard. The Governor gives the National Guard its mission and determines when Guard forces can be withdrawn. The governor informs the FEMA regional director of his actions.

State Office Of Emergency Services

All states have a specific agency that coordinates emergency preparedness planning, conducts emergency preparedness training and exercises, and serves as the coordinating agency for the Governor in an emergency. The titles of these offices vary from state to state; for example, Division of Emergency Government, Emergency Management Agency, Department of Public Safety, or Office of Emergency Preparedness. This Manual refers to this office using the generic term Office of Emergency Services (OES). Generally, the OES is either organized as a standalone office under the Governor or aligned under the TAG or the state police. The OES operates the state emergency operations center during a disaster or emergency and coordinates with federal officials for support if required.

The senior official in charge of Emergency Services varies by state. In some states the Adjutant General is the senior official, while in other states the director of Emergency Services is the senior official. Some states make the TAG and OES equals. In Alaska, Arizona, Hawaii, Iowa, Kansas, Kentucky, Louisiana, Maine, Maryland, Missouri, Montana, New York, North Dakota, Puerto Rico, Rhode Island, South Carolina, South Dakota, Tennessee, US Virgin Islands, Washington, Wisconsin, and Wyoming, the TAG and Director OES are the same person.

When a disaster requires a state response the governor appoints a State Coordinating Officer (SCO) to coordinate the state response and to act as the interface with the Federal Emergency Management Agency (FEMA).

Interstate Compacts

States may be able to call upon other states for help through the use of Interstate Compacts. These compacts are a legal agreement between two or more states, and may be general or limited in nature. They expedite using interstate emergency response assets at the time of emergency. State assets that are shared across state lines include all types of emergency support, to include National Guard assets. Assets provided by another state are under control of the governor of the assisted state while they are providing assistance. Some of the benefits of Interstate Compacts are:

- Resolves fiscal and legal issues of crossing state lines.
- Places responding assets under command and control of governor.
- Encourages deliberate planning and coordination between states.
- Provides assets for state personnel/equipment shortfalls.
- FEMA recognizes cross-state support as reimbursable.

Several compacts exist. The most recent, the Emergency Management Assistance Compact (EMAC) is congressional legislation that allows states to join the compact without returning to the Federal Government for approval. Current compacts are:

- Mutual Aide Compact (1952) PA, NY, NJ
- Southern Governors (SREMAC) (1993)
AL,AR,DE,FL,GA,KY,LA,MD,MS,MO,NC, OK,PR,SC,TN, TX, VI,VA,WV
- Southwest Governors Compact (Amended) CA,NV,AZ,NM,CO,UT
- Emergency Management Assistance Compact (EMAC)
AR,DE,FL,GA,IA,LA,MD,MS,MO,NC,ND,OK,PR,SC,SD,TN,TX,VA, WV

Governor's Request For Presidential Disaster Declaration

When a disaster exhausts state resources, the Governor may petition the President of the United States for federal assistance.

National Guard Organization For Support To State

When in a state active duty status, the National Guard operates under the command of the Governor through the Adjutant General, and may be used for law enforcement, in accordance with state law. Federal equipment assigned to the National Guard may be used for emergency support on an incremental cost-reimbursement basis.

The Adjutant General (TAG)

The State National Guard is the Governor's first response element when local and state civilian resources are unable to contain either a man-made or natural disaster. The Adjutant General, through the State Area Command (STARC) coordinates emergency response plans for disasters and emergencies. The TAG is in command of state National Guard forces called to state active duty.

State Area Command (STARC)

The State Area Command (STARC) organizes, trains, plans, and coordinates the mobilization of National Guard units and elements for state and federal missions. Deployment and employment of state National Guard units and elements are directed through the STARC.

Plans, Operations, and Military Support Officer (POMSO)

The Plans, Operations, and Military Support Officer (POMSO) plans for disaster response and recovery for all support missions. Within each state and territory, the POMSO is responsible to coordinate plans and exercises between the state National Guard and federal, state, and local emergency management agencies. The POMSO will serve as the National Guard point of contact with DOD officials during a federal emergency or disaster.

Air National Guard Executive Support Staff Officer (ESSO)

The ESSO serves as the POMSO equivalent in the Air Guard for managing requests for assistance and activation of Air Guard forces, and serves in a Chief of Staff role to the Assistant Adjutant for Air. The ESSO handles legislative matters, statewide ANG recruiting, Congressional inquiries, position classifications, liaison to ANG Ops Center, and management of current issues impacting on ANG mission. The ESSO is the Air National Guard MSCA and National Security Emergency Preparedness Program point of contact in each state.

Federal Response

Federal Emergency Management Agency (FEMA)

FEMA is the lead federal agency responsible for coordinating the Federal Government's response to state and local authorities. The Director of FEMA is delegated the authority to carry out the provisions of federal disaster assistance. FEMA uses the Federal Response Plan to manage the Federal Response.

FEMA Regions

FEMA is organized in ten regions, each with a regional director. Each FEMA region plans and prepares for federal support to disasters within the region.

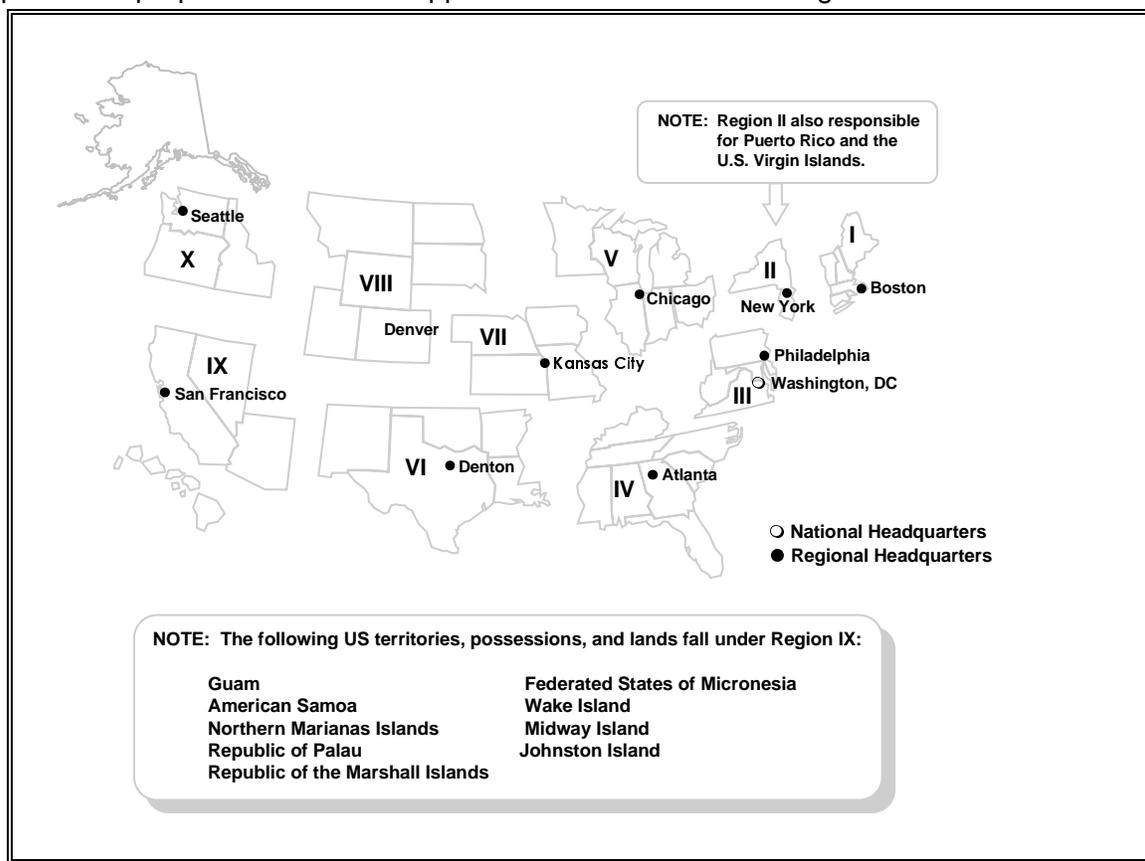


Figure 3. FEMA Regions

The Federal Response Plan (FRP)

The Federal Response Plan (FRP) is an umbrella plan to guide federal support to state and local governments. The FRP outlines federal, including DOD, responsibilities and provides the framework for coordinating civil-military requirements. The plan may be fully or partially activated, depending on the scope of the disaster, and needs of the supported state and local governments. Along with DOD, 27 other federal departments

and agencies, plus the American Red Cross provide support under the full implementation of this plan.

Emergency Support Functions

The Federal Response Plan groups disaster assistance into 12 functional areas called Emergency Support Functions (ESF). The Federal Response Plan provides standing mission assignments to designated departments and agencies with primary and support responsibilities to carry out ESF activities. During an emergency, some or all of the emergency support functions may be activated. Activation of the ESFs is based on the nature and scope of the event and the level of federal resources required. The emergency support assignment matrix (Figure 4) illustrates the functions and the designated primary agencies responsible for the management of the ESFs, and the agencies responsible for supporting the primary agency.

Twelve Emergency Support Functions (ESF)



ESF 1: Transportation

Responsibility: Provide civilian and military transportation support

Primary Agency: Department of Transportation



ESF 2: Communications

Responsibility: Provide telecommunications support

Primary Agency: National Communications System



ESF 3: Public Works and Engineering

Responsibility: Restore essential public services and facilities

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



ESF 4: Fire Fighting

Responsibility: Detect and suppress wildland, rural and urban fires.

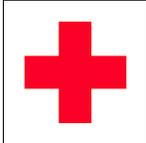
Primary Agency: U.S. Forest service, Department of Agriculture



ESF 5: Information and Planning

Responsibility: Collect, analyze and disseminate critical information to facilitate the overall Federal response and recovery operations.

Primary Agency: Federal Emergency Management Agency



ESF 6: Mass Care

Responsibility: Manage and coordinate food, shelter and first aid for victims; provide bulk distribution of relief supplies; operate a system to assist family reunification.

Primary Agency: American Red Cross



ESF 7: Resource Support

Responsibility: Provide equipment, materials, supplies and personnel to Federal entities during response operations.

Primary Agency: General Services Administration



ESF 8: Health and Medical Services

Responsibility: Provide assistance for public health and medical care needs

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



ESF 9: Urban Search and Rescue

Responsibility: Locate, extricate and provide initial medical treatment to victims trapped in collapsed structures.

Primary Agency: Federal Emergency Management Agency



ESF 10: Hazardous Materials

Responsibility: Support Federal response to actual or potential releases of oil and hazardous materials.

Primary Agency: Environmental Protection Agency



ESF 11: Food

Responsibility: Identify food needs; ensure that food gets to areas affected by disaster.

Primary Agency: Food and Nutrition Service, Department of Agriculture



ESF 12: Energy

Responsibility: Restore power systems and fuel supplies.

Primary Agency: Department of Energy

		U	D	D	D	D	D	D	D	D	D	D	D	D	T	R	D	A	A	E	F	F	G	I	N	N	N	O	S	T	U
		S	D	D	O	D	H	H	D	D	D	D	D	D	R	E	V	A	A	P	C	M	S	C	A	N	N	O	S	T	S
		A	C	D	d	E	S	S	I	J	L	S	T	S	A	A	D	C	A	C	A	A	C	A	S	C	M	A	A	S	
1 TRANSPORTATION		S		S								S	P									S	S						S	S	
2 COMMUNICATIONS		S	S	S				S				S								S	S	S			P						
3 PUBLIC WORKS AND ENGINEERING		S	S	P		S	S	S		S		S	S		S				S			S							S		
4 FIREFIGHTING		P	S	S				S											S		S										
5 INFORMATION AND PLANNING		S	S	S	S	S	S	S	S			S	S				S	S		S	S	P	S		S	S	S		S		
6 MASS CARE		S	S	S		S	S					S	S		S		P			S	S									S	
7 RESOURCE SUPPORT		S	S	S		S	S			S		S	S							S	P			S		S	S				
8 HEALTH AND MEDICAL SERVICES		S		S		P			S			S		S	S	S	S		S	S				S						S	
9 URBAN SEARCH AND RESCUE		S		S		S				S		S		S		S			S		P	S									
10 HAZARDOUS MATERIALS		S	S	S		S	S	S	S	S	S	S						P		S	S					S					
11 FOOD		P		S		S						S					S	S		S											
12 ENERGY		S		S		P						S	S									S			S	S			S		

Figure 4. Emergency Support Matrix

Emergency Support Function Assignment Matrix (Acronyms)

AID-Agency for International Development
ARC-American Red Cross
DOC-Department of Commerce
DOD-Department of Defense
DOE-Department of Education
DOE-Department of Energy
DHHS-Department of Health and Human Services
DHUD-Department of Housing and Urban Development
DOI-Department of the Interior
DOJ-Department of Justice
DOL-Department of Labor
DOS-Department of State
DOT-Department of Transportation
EPA-Environmental Protection Agency
FCC-Federal Communications Commission
FEMA-Federal Emergency Management Agency
GSA-Government Services Administration
ICC-Interstate Commerce Commission
NASA-National Aeronautics and Space Administration
NCS-National Communications System
NRC-Nuclear Regulatory Commission
OPM-Office of Personnel Management
SBA-Small Business Administration
TREAS-Department of the Treasury
TVA-Tennessee Valley Authority
USDA-US Department of Agriculture
USPS-US Postal Service
VA-Veterans' Administration

Federal Response Structure

The organization to implement procedures under the Federal Response Plan is composed of standard elements at the national and regional levels. This structure, shown in Figure 5, is designed to be flexible in order to accommodate the response and recovery requirements specific to each disaster. The response structure shows the composition of the elements providing response coordination and response operations at the headquarters and regional levels, but does not necessarily represent the lines of authority or reporting relationships. In general, national-level elements provide support to the regional-level elements, which implement the on-scene response operations in the field.

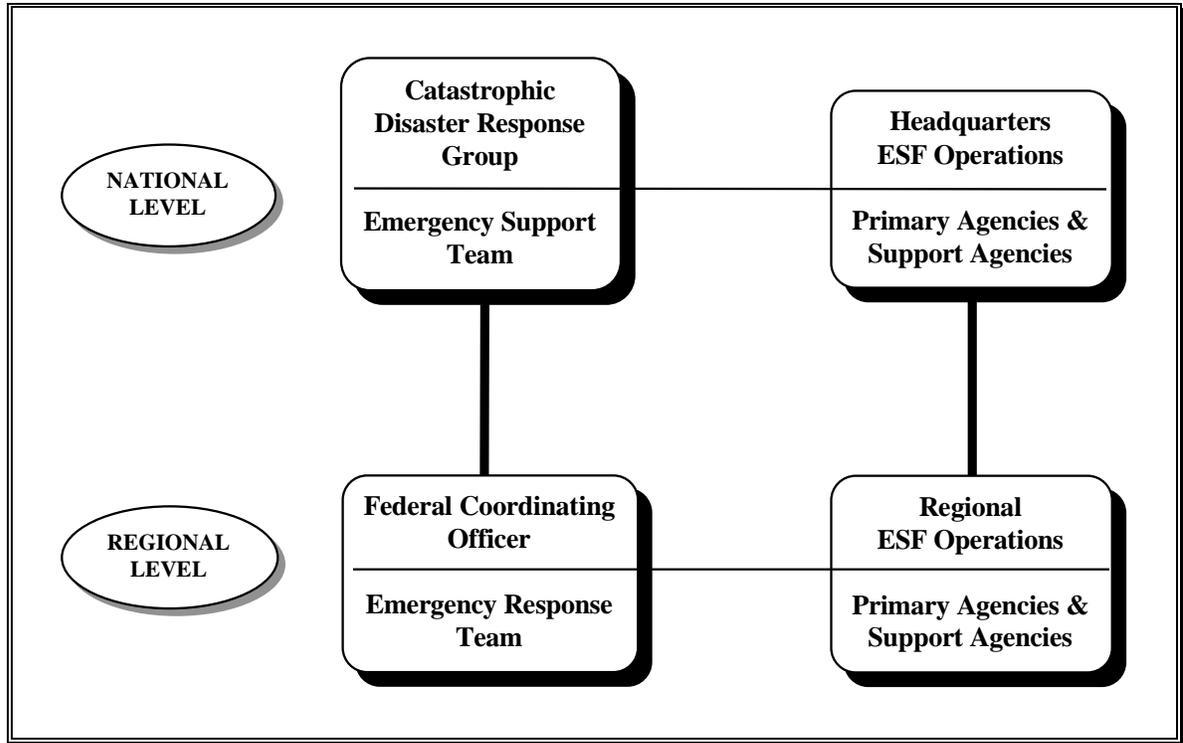


Figure 5. Federal Response Structure

Catastrophic Disaster Response Group

The Catastrophic Disaster Response Group is the national level coordinating group which addresses policy issues and support requirements. It is chaired by the FEMA Associate Director for Response and Recovery and includes representatives from the Federal Departments and agencies that have responsibilities under the FRP. The CDRG addresses response issues and problems that require national level decisions or policy direction. The CDRG may be augmented by officials from other organizations, not listed in the FRP, which have resources, capabilities, or expertise needed for the response effort. The CDRG meets at the request of the CDRG Chair. Meetings are generally held at the Emergency Information and Coordination Center (EICC), located in FEMA National Headquarters, Washington, DC. The DOMS represents DOD on the Catastrophic Disaster Response Group.

Emergency Support Team

The Emergency Support Team is a group of representatives from each of the Primary Agencies, selected Support Agencies, and FEMA National Headquarters Staff. It operates from the FEMA EICC. The EST serves as the central source of information at the national level regarding the status of Federal response activities and helps disseminate information to the media, Congress, and the general public. The EST supports the CDRG. The EST also provides interagency resource coordination support to the Federal Coordinating Officer and regional response operations. In this capacity, the EST provides coordination support with the FCO, Emergency Response Team (ERT), and Emergency Support Function (ESF) activities in the field. ESF representatives from the primary agencies provide liaison between field operations, their respective emergency operations center, and headquarters activities. The EST also

coordinates offers of donations, including unsolicited resources offered by various individuals and groups, for use in response operations. To accomplish its resource coordination function, the EST coordinates the requirements for additional resources to support operations for which an ESF is unable to obtain under its own authorities. The ESF advises the DCRG regarding the need to resolve a resource conflict between two or more ESFs, which cannot be resolved in the affected region. The ESF also provides overall coordination of resources for multi-state and multi-regional disaster response and recovery activities. A member of the DOMS staff serves on the Emergency Support Team.

Regional Operations Center (ROC)

The FEMA Regional Director activates the Regional Operations Center (ROC). It is staffed by FEMA and representatives from the Primary Agencies, and by other Supporting Agencies as needed to initiate Federal response activity. The Regional Operations Center serves as the point of contact for the state, national Emergency Support Team, and federal agencies until the Disaster Field Office (Disaster Field Office) is established. The Regional EPLO teams will usually be the first DOD representation at the ROC. Some specific actions of the ROC include:

- Gathers information regarding the affected area.
- Establishes communications links and serves as a point of contact for affected state(s), national Emergency Support Team (EST), and Federal agencies.
- Supports deployment of the Emergency Response Teams (ERTs) to field locations.
- Serves as an initial coordination office for Federal activity until the Disaster Field Office (DFO) is established in the disaster area.
- Implements information and planning activities (ESF 5).
- Supports coordination of resources for multi-state and multi-regional disaster response and recovery operations, as needed. Serves as higher headquarters for multi-state, multi-region Disaster Field Offices.

Emergency Response Team-Advance Element. (ERT-A)

The Emergency Response Team Advance (ERT-A) element is the initial group to respond in the field to an incident. It is the nucleus of the full ERT, which operates from the Disaster Field Office (DFO). The ERT-A is headed by a FEMA Region Team Leader and is composed of FEMA Regional program and support staff and selected representatives from the ESFs. The ERT-A is organized with Administration and Logistics, Information and Planning, and Operations Groups, and includes staff for public information, congressional and community liaison activities as required. The ERT-A team leader and selected staff deploy to the state EOC, or to another designated state operating facility, to work directly with the state to obtain information on the impact of the event and begin identifying specific state requirement for Federal response assistance. Needs assessment begins with accurate and timely reporting from those in authority at the disaster site through state area coordinators to a State EOC. State EOC operating procedures allow for a collection of on-scene information as to the exact nature of the situation. Needs Assessment begins to unfold as this process of reporting takes place. In emergencies where the magnitude of an event requires a collation of reports from over a wide area, State EOCs have procedures to monitor the total situation and assess the magnitude of requirements from all reporting elements. Requirements for human

needs and support to public infrastructure are determined as quickly as possible. Selected members of the ERT-A (leasing, communication and procurement representatives, logistical and other support staff from FEMA, the GSA, and other agencies) may deploy directly to the disaster site to conduct on-scene damage assessment. They may also verify the location for a DFO, establish communications, and set up operations. In many instances the ERT-A Team Leader is appointed to serve as the Federal Coordinating Officer after the presidential disaster declaration.

Emergency Response Team (ERT)

The ERT (not to be confused with the Emergency Support Team [EST]) is the interagency group that provides administrative, logistical, and operational support to the regional response activities in the field. The Emergency Response Team includes staff from FEMA and other agencies. The Emergency Response Team also provides support for the dissemination of information to the media, Congress, and the public. Each FEMA regional office is responsible for rostering an Emergency Response Team, and developing appropriate procedures for its notification and deployment.

Federal Coordinating Officer

The Federal Coordinating Officer (FCO) is head of the ERT and is supported in the field by staff carrying out public information, congressional liaison, community relations, outreach, and donations coordination activities. The FCO:

- Represents the President
- Coordinates overall Federal response and recovery activities with the affected state.
- Works with the State Coordinating Officer (SCO) to determine state support requirements including unfilled needs and evolving support, and to coordinate these requirements with the ESFs.
- Tasks ESFs or any Federal agency to perform additional missions not specifically addressed in the Federal Response Plan.
- Coordinates response issues and problems with CDRG that require national level decisions of policy direction.

Disaster Field Office

The ERT-A selects a site for the Disaster Field Office (DFO). The DFO serves as the disaster-

- Information Clearing House
- Operations Center
- Command Post

The DFO is a coordinating center for the FCO and SCO and their primary support staffs. All of the ESFs are represented in the DFO. The Defense Coordinating Officer, who is

the DOD single point of contact in the Disaster Field Office, represents DOD. The site for the DFO is determined by several factors:

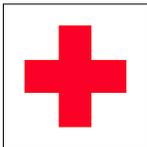
- Availability of a structure large enough to house all elements
- Located near the impacted area, but with logistical supportability for communications and electricity.

Federal Agencies Other Than DOD

Although not all-inclusive, the following list includes those organizations that have significant responsibilities in the Federal Response Plan.



Department of Agriculture (USDA). The Department of Agriculture is the lead Federal Agency for **food, animal disease eradication, and fire fighting**. The USDA, under the Federal Response Plan, is responsible for food during disaster relief operations, and, through the US Forest Service, is responsible for leading fire fighting efforts, protection of watershed lands and forests from fire. The Department of the Interior and the US Forest Service jointly operate the National Interagency Fire Center (NIFC) in Boise, Idaho.



The American Red Cross (ARC). Although not an entity of government, the American Red Cross operates under a charter from Congress as America's official volunteer disaster relief agency. In that capacity, the ARC has a major role in disaster assistance operations, and is designated in the FRP as the lead agency for **mass care**. Due to the general nature of its charter, ARC can provide support in environmental assistance, law enforcement, and selected community assistance operations.



Department of Energy (DOE). As the Federal Response Plan primary agency for **energy**, provides the framework for a comprehensive and balanced national energy plan through the coordination and administration of the Federal Government's energy functions. In the event of a WMD incident involving nuclear material, DOE would activate a nuclear incident team to monitor the crisis and coordinate the requested deployment of its crisis management teams for the Domestic Emergency Support Team formed by the FBI. Specifically, DOE provides **scientific and technical assistance regarding threat assessments; search operations; access operations; diagnostic and device assessments; disablement and render safe operations; hazard assessment; containment, relocation, and storage of special nuclear material evidence; and post-incident cleanup**. Once a device is found and rendered safe by supporting Explosive Ordnance Disposal personnel, DOE personnel can assist in **final disposition of the device**.



Environmental Protection Agency (EPA). As the primary agency for **hazardous material response** under the Federal Response Plan, the EPA has a significant role in both disaster and environmental assistance operations. The agency establishes a coordinated response by federal departments and agencies, state and local agencies, and private parties to **control oil and hazardous substance discharges** or substantial threats of discharges. In selected operations, the EPA coordinates closely with the US Coast Guard (USCG), which is responsible for conducting hazardous material operations over coastal and inland waterways. For **chemical** incidents, EPA On-Scene Coordinators, Environmental Response Teams, research laboratories, and EPA-led Interagency National Response Team could **identify, contain, clean up, and dispose of chemical agents**. For **nuclear** incidents, EPA Radiological Emergency Response Teams, Radiation Environmental Laboratories, and Environmental Radiation Ambient Monitoring System will **monitor and assess radiation sources** and provide **protective action guidance**.



Federal Emergency Management Agency (FEMA). The Federal Government **executive agent** for implementing federal assistance to state and local government. In most cases, FEMA implements assistance in accordance with the Stafford Act and the Federal Response Plan. Organized into ten federal regions that provide support on a national basis, FEMA may be involved in either disaster or environmental assistance operations. FEMA and the Department of Defense maintain close and continuous planning and coordination relationships.



Department of Health and Human Services (DHHS). The primary agency for **health and medical services** under the FRP. The Public Health Service (PHS), an agency of the DHHS, leads this effort by directing the activation of the **National Disaster Medical System (NDMS)**. The DHHS is also responsible for assisting with the **assessment of health hazards** at a response site and the **health protection of both response workers and the general public**. Agencies within DHHS that have relevant responsibilities, capabilities, and expertise are the Agency for Toxic Substances and Disease Registry and the National Institute for environmental Health Sciences. For **biological** incidents DHHS can help provide **agent identification** through its laboratories at the Centers for Disease Control and Prevention, the National Institutes of Health, the Agency for Toxic Substance and Disease Registry, and the Food and Drug Administration. In addition, the DHHS counterterrorism plan covers **administering appropriate antidotes and vaccines and decontaminating victims**.



Department of the Interior (DOI). The Department of the Interior is a support agency under the FRP. Operating the National Interagency Fire Consortium jointly with the Department of Agriculture, the DOI has expertise on, and jurisdiction over, a wide variety of natural resources and federal lands and waters. The Department has major responsibility for American Indian reservations and for the population in island territories under United States administration. The US Geological Survey (USGS), subordinate to DOI, has expertise in **earthquake and volcano** operations.



National Communication System (NCS). Operating under the authority of the General Services Administration (GSA), is the **primary** agency for communications under the FRP. NCS provides **communication support** to federal, state, and local response efforts by implementing the National Telecommunications Support Plan to ensure adequate communications following a disaster. The Agency also provides **technical communications support** for federal fire control.



Department of Transportation (DOT). Assigned as the **primary** FRP agency for transportation, DOT coordinates federal transportation in support of federal agencies, volunteer agencies, and state and local governmental entities. The Department also has support roles in ten other ESF of the FRP. Under the DOT during peacetime, the US Coast Guard conducts counterdrug operations and, in conjunction with the EPA, hazardous material operations along coastal and inland waterways. DOT also provides **expertise** regarding **transportation of oil or hazardous substances** by all modes of transportation.



General Services Administration (GSA). The GSA sets Federal policy in such areas as Federal procurement, real property management, and information resources management. It is one of the three central management agencies of the Federal Government. The other two agencies are the Office of Personnel Management (OPM) and the Office of Management and Budget (OMB). Major component organizations of GSA include; The Federal Supply System, The Federal Technical Service, The Public Buildings Service, and The Office of Government-Wide Policy. The GSA is the primary agency for Emergency Support Function #7, Resource Support, and is a supporting Federal agency for ESF # 1, 2, 3, 5, 6, 8, 9, 10, and 12.

Military Support



Secretary of the Army

The SECARMY is the DOD executive agent for MSCA and MACDIS. As the executive agent, the SECARMY is delegated (by the SECDEF) **approval authority for emergency support to a natural or manmade disaster involving Military Department or Defense Agency assets.** Where assets of unified combatant commanders may be employed, Director of Military Support (DOMS) will coordinate the commitment of military forces with the Chairman of the Joint Chiefs of Staff and will obtain approval in accordance with DOD Directive 3025.15, "Military Assistance to Civil Authorities." Following SECDEF approval, the Chairman of the Joint Chiefs of Staff transmits orders through the DOMS to the appropriate supported unified combatant commander for execution and management by the SECARMY. When unified combatant commander assets are not involved, the SECARMY as executive agent for the SECDEF, may task the Services or DOD agencies directly to provide emergency support. The SECARMY exercises **operational authority and direction through the DOMS.**

Director of Military Support

The DOMS, a general officer appointed by the SECARMY, is the DOD primary contact for all federal departments and agencies during DOD involvement in providing MSCA and MACDIS. The DOMS ensures the planning, coordination, and execution of MSCA

and MACDIS. However, responsibilities for dealing with combating terrorism are split between the Joint Staff and DOMS. The Joint Staff handles crisis management response assistance, while DOMS is responsible for consequence management response support. The Joint Staff is also responsible for supporting counterdrug operations.

Commanders in Chief of Unified Combatant Commands (CINC)

Generally, these individuals serve as the **DOD principal planning agent and supported CINC** for various geographic areas within the US and its territories, as designated in the Unified Command Plan. They validate all requests for military assistance in their areas of responsibility (AOR).

The three CINCs with MACA responsibility have the following plans for providing Domestic Support.

USACOM

- 2501-96 Domestic Disaster Relief
- 2502-96 Civil Disturbance Plan (Garden Plot)
- 2503-96 Support of DoJ/INS Mass Immigration Plan
- 2504-96 Response to a Radiological Accident

USPACOM

- 5210-95 Domestic Disaster Responsibility

USSOUTHCOM

- 6175-98 Domestic Disaster Operations

Commander in Chief, US Atlantic Command (USCINCACOM)

Is the **DOD principal planning agent** and **supported commander** for the **contiguous states, the District of Columbia, and US territorial waters** and validates all requests for military assistance in the US Atlantic Command area of responsibility (AOR).

Commander in Chief, US Southern Command (USCINCSOUTH)

Is the DOD principal planning agent and supported commander for the Commonwealth of Puerto Rico, the Virgin Islands, and US territorial waters in the Gulf of Mexico, and validates all requests for military resources in the USCINCSOUTH AOR.

Commander in Chief, US Pacific Command (USCINCPAC)

Is the DOD principal planning agent and supported commander for **Alaska, Hawaii, Territory of Guam, Territory of American Samoa, Commonwealth of the Northern Mariana Islands, US administrative entities, and US territorial waters within the Pacific Command**, and validates all requests for military resources in its AOR.

Commander in Chief, US Special Operations Command (USCINCSOC)

USCINCSOC serves as the DOD principal planning agent and supported commander for combating terrorism incidents involving **weapons of mass destruction**.

Commander in Chief, US Transportation Command (USCINCTRANS)

Supports USCINACOM, USCINCPAC, USCINCSOUTH, and USCINCSOC, and serves as the DOD **single manager for transportation, providing air, land, and sea transportation to meet national security objectives**. USCINCTRANS has combatant command (command authority) of the Military Traffic Management Command, Air Mobility Command, and Military Sealift Command, collectively known as the transportation component commands.

Defense Logistics Agency

The comprehensive DLA network of supply center, distribution depots, and service centers nationwide provides an unequaled resource to functional experts to provide logistical support services following a catastrophic domestic disaster. This composite of logistics experts can provide invaluable assistance in fuels management, contract administration, disposal/reutilization, warehousing, receipt, stock control, and distribution of both relief and mission supplies.

In accordance with the Federal Response Plan (FRP), DLA is the designated backup agency to provide support for the following Emergency Support Functions (ESF): Mass Care (ESF 6), Resource Support (ESF 7), and Food (ESF 11). In an effort to provide the best possible support, DLA has developed a team concept known as the DLA Contingency Support Team (DCST) which provides a more focused approach to supporting the customer during contingency operations and disaster relief missions. The DCST consists of logistical experts from DLA functional areas, who will deploy forward into the disaster area and establish itself as the single focal point for all DLA support to the Defense Coordinating Officer.

Upon request from the Director of Military Support (DOMS) to provide backup support, DLA has the capability to establish and operate a distribution depot in the disaster area composed of logistical experts in material and supply management. The disaster relief DCST consist of the following two teams and a command and control element.

Distribution Operations Team

The team is responsible for establishing the distribution site and managing the overall depot operation in the disaster area.

Domestic Disaster Relief Support Team (DDRST)

The team consists of distribution, supply, and transportation personnel capable of deploying almost anywhere and setting up a 24 hours Mobility Operation Center in support of the FEMA response to a domestic disaster.

United States Army Forces Command

CINCUSACOM has designated COMFORSCOM as the Lead Operational Authority (LOA) for the following missions:

- Military Support to Civil Authority (MSCA)
- Military Assistance for Civil Disturbances (MACDIS)
- Key Asset Protection Program (KAPP)
- DOD Resource Data Base (DODRDB)
- LOA empowers FORSCOM to :
 - Plan
 - Coordinate
 - When Directed, Execute

Continental United States Armies (CONUSA)

COMFORSCOM executes support to domestic emergencies through the Continental United States Armies and regional planning agents. First United States Army (USAONE) is located at Ft. Gillem, GA and is responsible for the states East of the Mississippi River, and Minnesota. Fifth United States Army (USAFIVE) is located at Ft. Sam Houston, TX, and is responsible for the states West of the Mississippi River (except Minnesota). CONUSA **establish and maintain** disaster relief **liaison with** appropriate **federal, state, and local authorities, agencies, and organizations**, and **plan for and conduct** disaster relief **operations** within respective AOR.

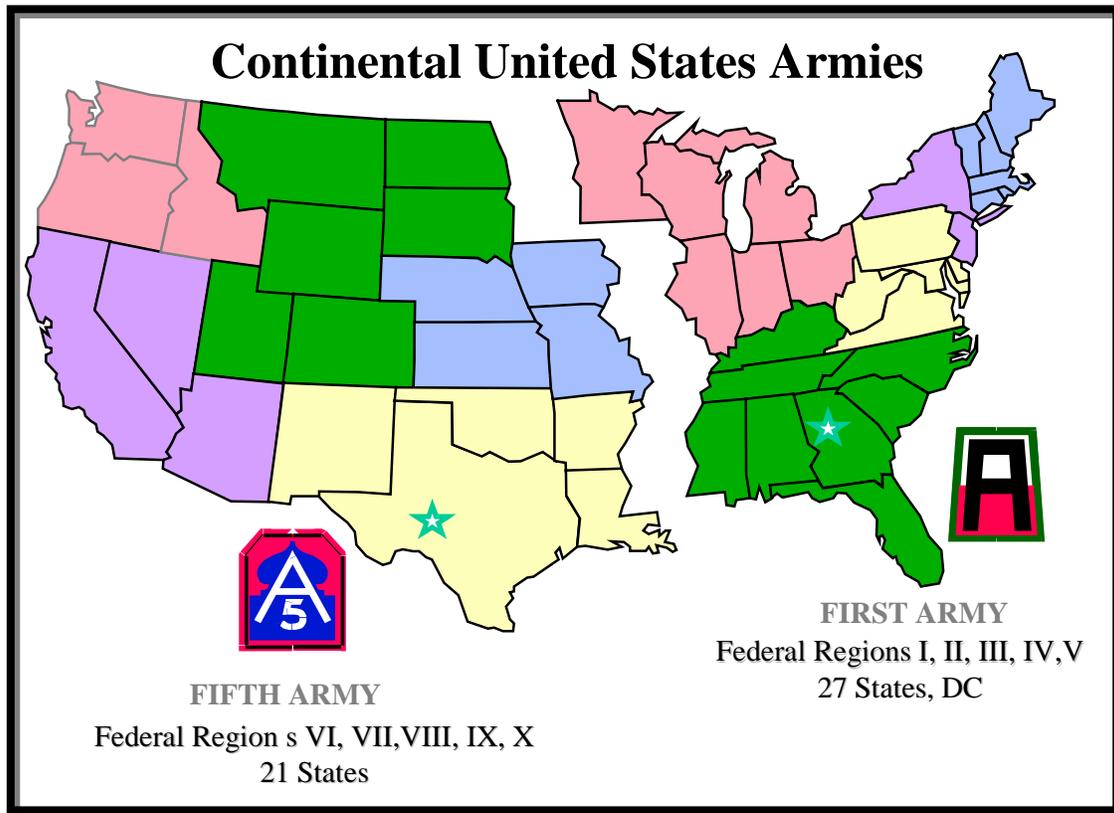


Figure 6. Continental United States Armies

Navy: Nine Naval Base Commanders are responsible for regional planning within their respective federal regions. These regions are divided between CINCPACFLT and CINCLANTFLT's Areas of Responsibility.

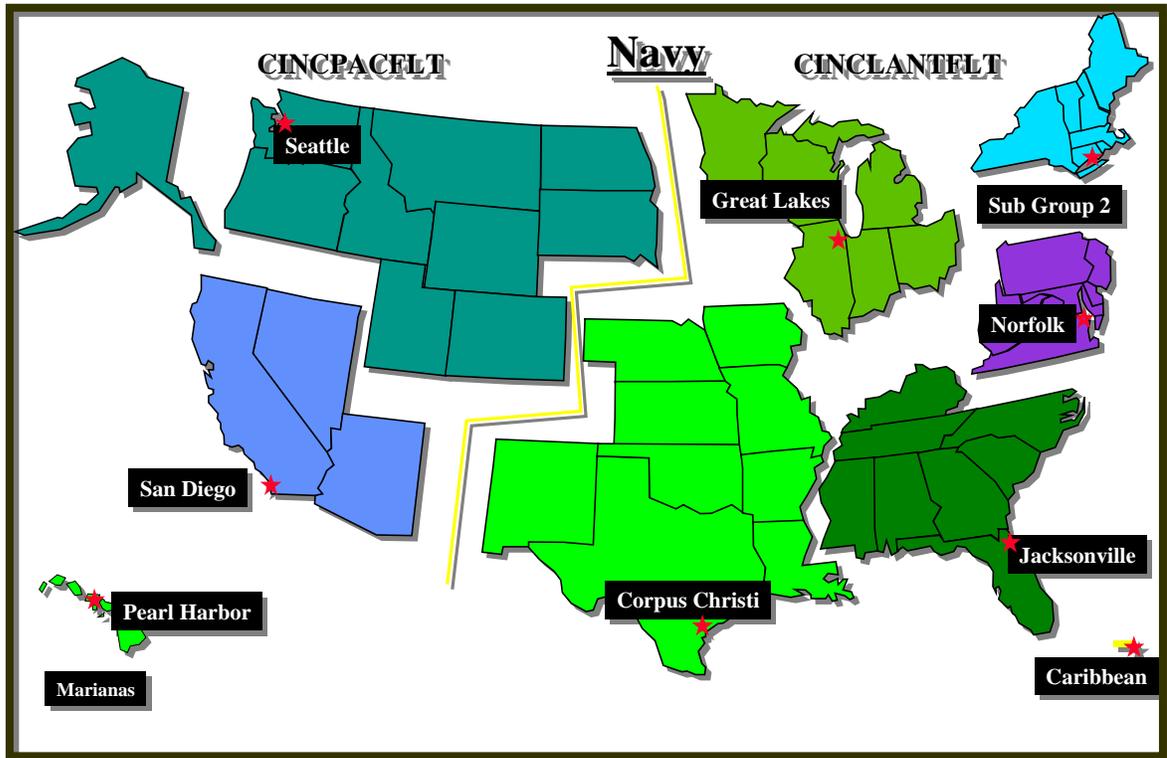


Figure 7. CINCPACFLT and CINCLANTFLT Areas of Responsibility

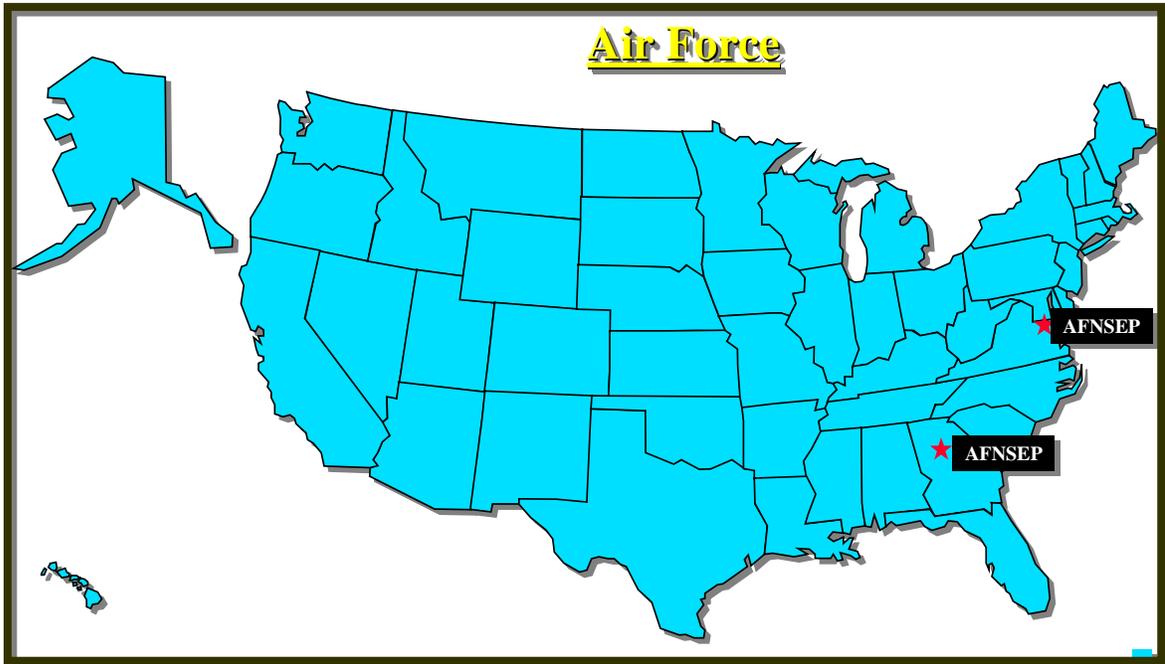


Figure 8. AFNSEP

AFNSEP: The Air Force conducts both its principal and regional planning agent responsibilities through the Air Force National Security Emergency Preparedness Office (AFNSEP), located at Ft McPherson and the Pentagon

USMC: The Marine Corps regional planners are located at these two bases.

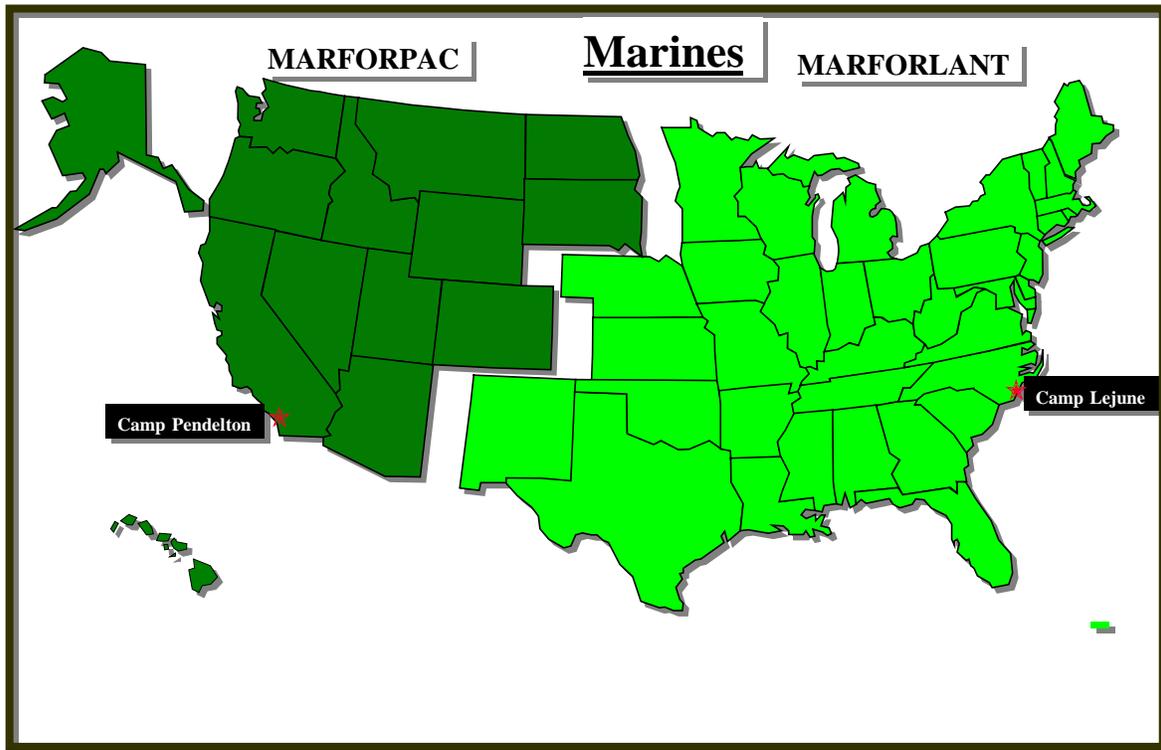


Figure 9. USMC Regions

Defense Coordinating Officer.

The Supported CINC appoints a Defense Coordinating Officer (DCO) to serve as the **DOD single point of contact** to the Federal Coordinating Officer (FCO) appointed by FEMA, or the senior representative from the Lead Federal Agency (LFA). The DCO will assist the FCO or the senior representative from the LFA **to determine and validate** the use of DOD resources during domestic emergencies. Within CONUS, Commander, Forces Command (COMFORSCOM) nominates the DCO to USCINACOM for approval. The DCO should collocate with the FCO, or senior representative from the LFA, in order to coordinate all mission assignments for military support. A Defense Coordinating Element (DCE) will be organized to provide support staff for the DCO. The size and composition of the DCE is situation-dependent. 1st and 5th Army have designated Training Support Brigade Commanders to serve as DCOs when appointed by USCINACOM (Figures 10 and 11). The Senior Army Advisor to the Adjutant General (SRAAG) is designated as an alternate DCO for each state.

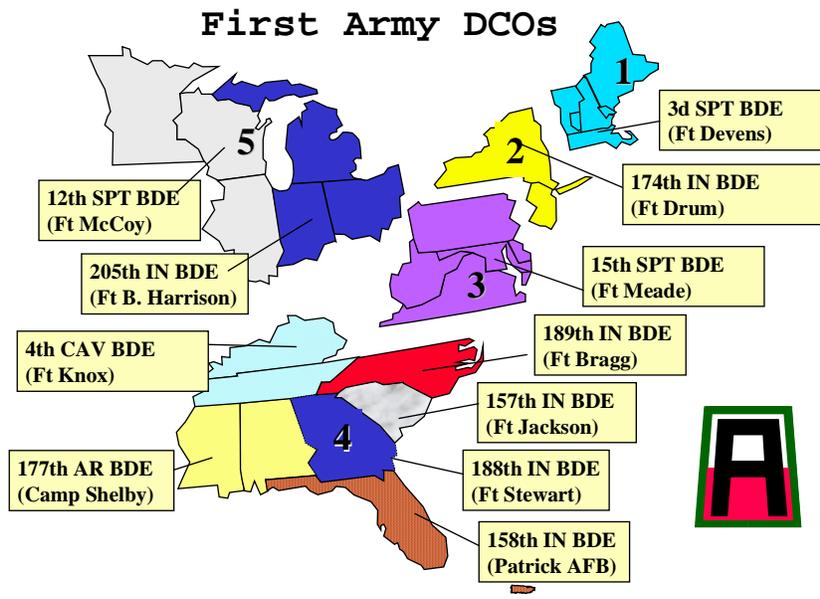


Figure 10. First Army DCOs

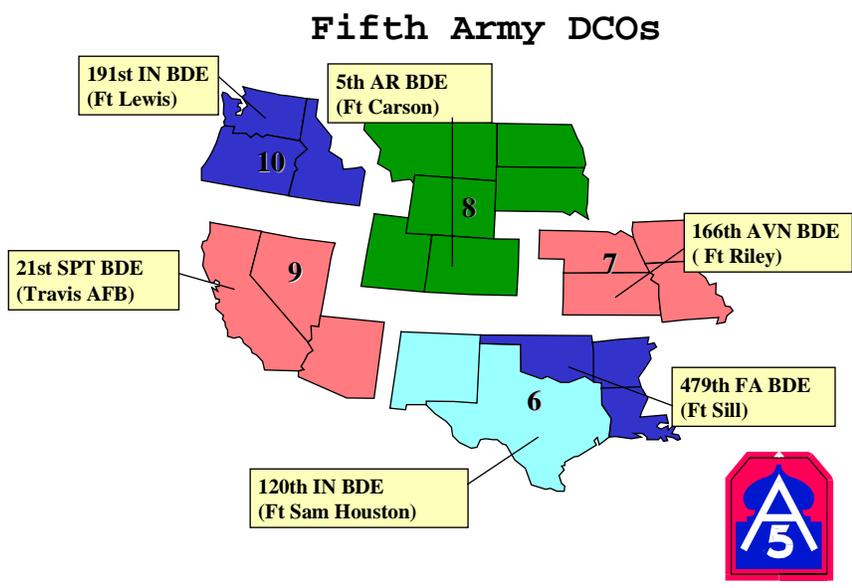


Figure 11. Fifth Arms DCOs

Base Support Installation. There will be at least one Base Support Installation for each disaster that receives Military Support. A Base Support Installation (BSI) is a military installation of any Service or Defense Agency close to an actual or projected domestic emergency contingency operational area that is designated to provide interservice (joint) administrative and logistical support to DOD forces deployed in the area. Federal military and civil assets may be positioned at or near the BSI.

COMFORSCOM as CINCCACOM's Lead Operational Authority (LOA) for developing and executing domestic emergency contingency plans to support other Federal Agencies will designate BSIs. Selection is based on geographic proximity to an operation, functional capability, and coordination with Service Regional Planning Agents (per DOD Directive 3025.1, 3025.12, and DOD Manual 30251.1M).

The DCO will task the BSI for specific support requirements for responding military forces (to include mission tasking numbers and cost estimates). FORSCOM Headquarters will coordinate augmentation of BSI capabilities to overcome shortages and/or the unavailability of any of these services in the event of emergency operations.

While specific support requirements will vary widely depending upon the nature and scope of the domestic emergency, BSIs may be tasked to provide or coordinate for the following forms of support to a deployed brigade (minus) sized unit (primarily light infantry--approximately 2,000 troops in a worst-case scenario; approximately 600-1,200 in an average scenario) conducting contingency operations:

- Transportation (personnel and supply) to/from and in/around the operational area (buses and trucks).
- Supply and distribution (food, water, ammunition, fuel, oil, repair parts, etc.).
- Communications for C2 operations.
- Large open areas to serve as bivouac sites, food, laundry and basic subsistence services (latrines and showers).
- Emergency medical services.
- Airfield operations to receive and service military aircraft (helicopters and transport).
- Contracting and purchasing of supplies and services.
- Support maintenance of common type equipment.
- Airfield control group / airlift control element.
- Administrative, logistical and transportation support to FEMA civilian Urban Search and Rescue teams (about 60 people each with 60,000 pounds of equipment and 4 working dogs).
- Forward assembly areas in or near the area of operations.

Accountability of BSI expenditures (above normal operating costs) during contingency operations is a BSI responsibility. BSIs capture and consolidate costs and forward them to FORSCOM for reimbursement.

Role of Reserves

General

The USAR is capable of extensive support to domestic emergencies. This assistance and support may include the use of equipment and other resources, including units and individuals. USAR personnel may be employed for civil emergencies in a volunteer status, be ordered to active duty for annual training, or be called to active duty after the President has declared a national emergency.

Emergency Preparedness Liaison Officers (EPLO)

Reserve officers from the Air Force, Army, and Navy, specifically trained in disaster preparedness and military support matters, are assigned to each state, territory, and federal region. These officers report to an active duty program manager or regional planning agent from their service, and are required to have a comprehensive knowledge of their service facilities and capabilities within the assigned AOR. As a service liaison to the Governor or federal regional director, EPLOs can assist in determining what DOD resources are within the state, territory, or region. When a Defense Coordinating Office is appointed, the EPLOs serve as service representatives and advisors to the DCO.

Conduct Of Operations

Response Prior To A Presidential Declaration

Immediate Response. Military commanders or responsible officials of other DOD agencies may provide support to civil authorities to:

- Prevent loss of life.
- Prevent human suffering.
- Mitigate great property damage.

Immediate response is done in response to requests from the civil sector. Immediate assistance by commanders will not take precedence over combat and combat support missions, or over the survival of their units. Commanders will notify the DOD executive agent, through their chain of command, by the most expeditious means, and seek guidance on continuing assistance.

Immediate response is situation specific. Although included under actions prior to a Presidential Disaster Declaration, it may also be associated with actions by a military commander during a declared disaster. Immediate response is not meant to supplant established plans for providing military support. Commanders may use Immediate Response Authority to:

- Assist in evacuation, rescue, or emergency medical treatment of casualties.
- Restoration or maintenance of emergency medical facilities.
- Safeguarding of public health.

- Commanders may assist with utilities to include:
 - Firefighting
 - Water
 - Communications
 - Transportation
 - Power
 - Fuel
- Clearance of debris, rubble, or explosive ordnance to allow movement or rescue of people.

The above list is not exhaustive. However, this is not a blanket provision to provide assistance. Commanders should consider the following before performing actions under immediate response:

- Who is making the request?
- What is (are) the request(s)?
- Who normally performs the function?
- What is the “real” requirement?
 - Who is supported?
 - What needs to be done?
 - Where and when is it needed?
- Does the commander have the capability to provide the support?
 - With proper assets/equipment?
 - Safely with trained personnel?
 - Legally?
- Are there any issues or special considerations?
- When is the mission complete?

Immediate Response is given with the understanding that costs will be reimbursed, however it should not be withheld or denied when the requestor is unable or unwilling to commit to reimbursement.

The Ten-day Rule

To save lives or to preserve property, the President may commit DOD resources to perform emergency work on public or private lands prior to his official declaration of an emergency or major disaster. Emergency work is defined as clearance and removal of debris and wreckage and temporary restoration of essential public facilities and services. Such work may not last more than ten days.

Preparing For Disaster Assistance Support

Commanders can best 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, is 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.

Phases of Operations

USACOM and FORSCOM plans set out five phases of operations for providing Military Support to Civil Authorities.

- Phase I: Predeployment
- Phase II: Deployment
- Phase III: Support to Civil Authorities
- Phase IV: Transition to other Federal Agencies
- Phase V: Redeployment

Predeployment

Predeployment and Crisis Action Operations when the SECDEF notifies USCINACOM, through the Secretary of the Army to provide support to Civil Authorities. Actions during Predeployment include:

- Designating a DCO
- Designating a Base Support Installation.
- Establishing a Disaster Relief Task Force, Joint Task Force, or activating the Response Task Force, if required.
- Alerting forces.
- ACOM, FORSCOM, and Task Force Staffs (if established) begin crisis action planning.
- Reconnaissance operations to assist FEMA assessment.
 - Reconnaissance is part of ESF #5, Information and Planning, which is automatically activated whenever the FRP is implemented. Reconnaissance for damage assessment is usually one of the first tasks FEMA directs after a disaster.

- Non-DOD reconnaissance requirements that cannot be met by the state or FCO are forwarded to FEMA, which consolidates and prioritizes requests, then tasks DOD or non-DOD reconnaissance agencies.
- FEMA requests DOD reconnaissance assets from the Supported CINC through DOMS. DOD reconnaissance is also automatically executed after "trigger" events (e.g., 6.5 earthquake). If warning is available (e.g., hurricane), FEMA may request a "last look" to provide a comparative baseline for later damage assessment. The initial reconnaissance effort immediately following a disaster is called "first look." First look can involve both visual and photo reconnaissance.
- The supported CINC consolidates and prioritizes all DOD reconnaissance requirements, then tasks the responsible DOD element for execution. Because FEMA can task both DOD and non-DOD reconnaissance systems, FEMA may meet DOD requirements with non-DOD assets. The Corps of Engineers will normally be responsible for its own reconnaissance, but may request support from the Supported CINC.
- Assessment Operations begin during Predeployment, but will overlap into Phase II (Deployment) as military forces begin arriving in the Area of Operations, and will continue throughout the operation until redeployment.
 - 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 is 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 the 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.

Maps and imagery are important tools for the assessment process, and for conducting support. Disasters within the United States pose unique challenges for the military to obtain Mapping Charting and Geodesy products.

There are two classes of topographic MC&G products which may be available for use during disaster response operations: standard products which are available for distribution through existing channels; and nonstandard products which must be generated to meet specific requirements. Standard products can be divided into two categories: (1) those produced by DOD (Defense Mapping Agency [DMA]), and (2) those produced by civil agencies (U.S. Geological Survey [USGS], National Oceanographic and Atmospheric Administration [NOAA]). With the exception of military installations and training areas, DMA does not produce maps of CONUS. That responsibility rests with the civilian agencies. Distribution of standard MC&G products will, therefore, be impacted by agencies that are not accustomed, or prepared, to rapidly respond to crisis situations. Additionally, MC&G products produced by the civilian agencies are not produced to the same scale or specifications as DMA products. Nonstandard products are further subdivided into conventional paper products and digital products. MC&G requirements from the states will be channeled to FEMA's MC&G Officer through the FCO. FEMA may request MC&G support from the Supported CINC (or Lead Operational Authority) or other DOD Agency (e.g., DMA, U.S. Army Topographic Engineer Center [TEC]), through the DCO or DRTF.

Standard paper maps are the preferred product for operations in a disaster area. However, a disaster can significantly alter the information contained on existing products. The rapid response required will probably not allow the time to update paper charts. In these cases, the map requirement may be met with hand-annotated standard products, standard products with an overprint, photo mosaics, or photo mosaics with a grid overprint. The Supported CINC (or LOA) MC&G Officer determines which product meets requirements within the time constraints.

If the Supported CINC (or LOA) does not have the capability to produce needed products in time to support response operations, production will be requested from DMA, TEC, or Defense Intelligence Agency (DIA).

If DOD elements are tasked to produce nonstandard MC&G products to support MSCA operations, reconnaissance products will be required to meet the request. Reconnaissance products to be used for MC&G purposes may be acquired from any platform whose orientation is vertical or near vertical to the earth's surface and whose scale is adequate for the depiction of the Essential Elements of Information.

The Supported CINC (or LOA) will deconflict, consolidate, validate, and prioritize all DOD MC&G-related reconnaissance requirements. Those requirements will be combined with other reconnaissance requirements where applicable.

Deployment

Initial Deployment phase operations begin on the first day of deployment (C-day) actions during the Deployment phase include:

- Forces deploying to and entering the Area of Operations (AO).
- Establishing Lodgment areas.
- DCO, or Commander of DRTF, JTF, or RTF determining forces are ready to provide support.
- Establishing liaison with Lead Federal Agency.
- Base Support Installations begin support operations.
- Continue to assess support requirements

Support to Civil Authorities

This phase begins when forces begin providing support to civil authorities. Actions include:

- Responding to Requests for Assistance (RFA) from the Lead Federal Agency.
- Maintaining effective liaison with the National Guard to ensure coordinated efforts.
- Developing the transition plan for transferring responsibility for operations being done by the military to civil authorities.
 - The military's role in disaster assistance must end 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 expect 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.
 - The military's role in disaster assistance operations must be transferred to civilian organizations as soon as practical.

- 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 and anxiety in the population with respect to sustained support needed and the ability of local government and contractors to provide the support as federal forces are withdrawn.

Transition to other Federal Agencies

This phase begins when military assistance and operations are capable of transitioning to civil authorities and the transition plan is implemented. This phase ends when civil authorities have assumed full responsibility, military support is no longer required and forces begin redeployment.

Redeployment

Redeployment begins when transition activities commence. Nonessential forces will redeploy first. As functions are transferred initial forces redeploy. When civil authorities assume sole responsibility for the operation, or when the scope of remaining operations can be controlled by the DCO, the DRTF, JTF or RTF redeploy. This phase ends when all forces have departed the AO.

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CHAPTER 3. CIVIL DISTURBANCE RESPONSE



Local Response

Local law enforcement officials respond to civil unrest within their jurisdiction. Once local officials determine that civil law and order has seriously deteriorated and is beyond the capabilities of the local authorities to restore, the senior local law enforcement official requests assistance from the Governor.

State Response

The Governor of the affected state assesses the situation and, if necessary, provides state police and National Guard forces to assist local officials in restoring law and order. During most civil disturbance situations, the National Guard is the first military responder, and usually remains in state status throughout the operation. When the conditions of domestic violence and disorder endanger life and property to the extent that state law enforcement agencies are unable to suppress and restore law and order, the Governor requests federal assistance from the President.

Federal Response

Under its inherent authority, the United States Government is responsible for preserving public order and carrying out governmental operations. The purpose of federal intervention is normally to augment, not replace, state and local law enforcement.

Department of Justice

The Department of Justice is the Lead Federal Agency for the management and coordination of the federal government's response to civil disturbances.

Attorney General of the United States

The Attorney General has three principal responsibilities concerning Military Assistance for Civil Disturbances: advise the President, after consultation with the Secretary of Defense, regarding the use of federal military forces to restore law and order; provide advice and support to the Secretary of Defense, as required, to carry out the provisions of the Presidential Executive Order; and reimburse DOD for incremental costs in providing military assistance for civil disturbances.

Senior Civilian Representative of the Attorney General (SCRAG)

Appointed by the Attorney General, the SCRAG coordinates the activities of all federal agencies with those of state and local agencies similarly engaged in suppressing violence and restoring law and order. Additionally, the SCRAG coordinates with the Commander, Civil Disturbance Task Force, on the deployment, employment, and redeployment of federal military forces.

Department Of Defense

The Secretary of Defense

The Secretary of Defense (SECDEF) is the approval authority for emergency support to civil authorities including DOD response to civil disturbances. The SECDEF issues an implementation memorandum to the Secretary of the Army to employ federal military forces.

The Secretary of the Army

The Secretary of the Army, as the DOD Executive Agent, issues orders and guidance through the DOMS, as the Action Agent, for civil disturbance operations.

The Director of Military Support

The Director of Military Support coordinates the functions of all the federal military services. DOMS publishes the execute order which designates supported and supporting CINC, and other supporting commands, Services and agencies. The DOMS serves as the focal point for federal military response and works closely with the Senior Civilian Representative of the Attorney General.

CINACOM, CINCSOUTH, CINCPAC

The CINCs are the MACDIS principal planning agents for their respective AOR. When designated supported CINC, they direct and execute federal military MACDIS missions.

Commander, US Army Forces Command

Within the contiguous US, USCINACOM has delegated Lead Operational Authority (LOA) to Commander, US Forces Command (COMFORSCOM). COMFORSCOM designates, trains, deploys, and commands federal forces for MACDIS.

Commander, Civil Disturbance Task Force

Federal military forces employed for Military Assistance for Civil Disturbances will have a commander appointed/designated by the supported CINC, or in the case of CONUS, COMFORSCOM. The commander, Civil Disturbance Task Force (CCDTF) is the DOD point of contact, and gets taskings from the Senior Civilian Representative of the Attorney General (SCRAG), and/or the SCRAG second in charge

Legal Considerations for Use of Military Forces in MACDIS

General. When the conditions of domestic violence and disorder endanger life and property to the extent that state law enforcement agencies, to include national guard, are unable to suppress and restore law and order, the Governor normally requests federal assistance from the president. In the case of civil disobedience preventing the enforcement of federal law or depriving citizens of their civil rights, the President may act in the absence of a request for assistance from the Governor.

USC, TITLE 18, Posse comitatus act, SECTION 1385

The Posse Comitatus Act prohibits the use of the Army and Air Force to enforce civilian law (state or federal) except in cases and under circumstances expressly authorized by the constitution or act of congress. DOD policy extends this prohibition to include the Navy and Marine Corps.

This act restricts federal military law enforcement activities as follows:

DOD military personnel do not participate directly:

- In arrest, search and seizure, or stopping and frisking of persons, or interdiction of vessels, aircraft, or vehicles.
- In surveillance or pursuit.
- As informants, undercover agent, or investigators in civilian legal cases or in any other civilian law enforcement activity.

The Posse Comitatus Act does not apply to

- Members of the National Guard when in Title 32 and state active duty.
- Members of a Reserve Component when not on active duty or active duty for training.
- DOD civilians, unless under the direct command and control of a Title 10 active duty officer.
- Military personnel when off duty and acting solely in a private capacity.
- Military personnel taking action for the primary purpose of furthering a military or foreign affairs function of the US. For example, enforcing military justice, maintaining law and order on military installations, or protecting classified materials.
- The US Coast Guard.

USC, Title 10, Chapter 15, The Insurrection Act

- 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
- SECTION 334: Presidential Proclamation

The Insurrection Act is a qualifying statute of the Posse Comitatus Act. Sections 331, 332 and 333 allow the President whenever there is an insurrection against state Government or when civil disobedience prevents the enforcement of federal law or violates citizens rights, to federalize the state national guard, and use them, and federal forces to enforce state or federal laws.

The President before using federal military forces or federalizing National Guard, must invoke explicit constitutional and statutory authority. 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 which orders and directs the Secretary of Defense and the Attorney General, to take appropriate steps to disperse insurgents and restore law and order.

Restrictions On Law Enforcement Activities:

Policies or legal restrictions may prohibit federal military forces from performing certain law enforcement activities during civil disturbance operations. When federal military forces are committed to civil disturbance operations, their proper role is to support, not supplant, civilian law enforcement officials.

Bill Of Rights:

The inapplicability of the Posse Comitatus Act does not mean that there are no restrictions on law enforcement activities of the federalized National Guard or federal forces. They remain under the restrictions of the bill of rights applicable to any law enforcement officer.

Presidential Executive Order:

Restrictions not required by the constitution or statute may be placed on federal forces in the Presidential Executive Order directing their use under Title 10, United States Code, and Chapter 15, The Insurrection Act.

Military Rules Of Engagement:

Military rules of engagement govern the disciplined application of force. These rules are restrictive, detailed and sensitive to political concerns. Detailed instructions on the application of force, use and control of firearms, detention of civilians, search of individuals and private property, use of riot control agents and cooperation with civilian law enforcement officials are addressed in the military rules of engagement.

Concept Of Operations

Military assistance for civil disturbances involves preparations, Civil Disturbance Task Force operations, and loan of military equipment.



Preparations

Requests by civil authorities for federal military assistance in civil disturbance operations are evaluated by DOD approval authority against the following criteria:

LEGALITY: Compliance with laws.

LETHALITY: Potential use of lethal force by or against DOD forces.

RISK: Safety of DOD forces.

COST: Who pays, impact on DOD budget.

APPROPRIATENESS: Whether the requested mission is in the interest of DOD to conduct.

READINESS: Impact on DOD's ability to perform its primary mission.

Civil Disturbance Conditions (CIDCON).

These conditions provide a progressively structured system to permit an orderly and timely increase in preparedness of designated civil disturbance forces and supporting activities.

- **CIDCON 5** The normal preparedness which can be sustained indefinitely and which represents an optimum balance between the requirements of deployment preparedness and the routine training and equipping of forces for their assigned missions.
- **CIDCON 4.** A condition requiring increased monitoring and analysis of civil disturbance developments in an area. On attainment of CIDCON 4, ground and airlift forces have been designated, and updated movement requirements have been submitted.
- **CIDCON 3** A condition that requires designation of forces and airlift support to assume increased preparedness. On attainment of CIDCON 3, the designated forces are in a posture to permit deployment in six hours.

- **CIDCON 2** A condition that requires designated forces to prepare to deploy to the objective area in one hour.
- **CIDCON 1** A "deployment order". A maximum state of readiness requiring designated forces to initiate movements to the objective area one hour after CIDCON 1 is ordered.

Civil Disturbance Task Force Operations

A CDTF is established to provide command and control of civil disturbance operations. The CDTF consists of a task force headquarters, support elements, and not less than two battalion equivalents. Active Component Army and Marine Corps units may comprise the primary DOD response force for civil disturbance operations. The CDTF performs missions such as dispersing unlawful assemblies, patrolling disturbed areas, preventing unlawful acts, establishing traffic control points, cordoning off areas, and serving as quick reaction forces for civil authorities. Federal military forces assuming non-confrontational functions, allows the civilian law enforcement officers to take on the more common law enforcement type operations such as transporting prisoners arrested during the civil unrest.

Quick Reaction Force (QRF)

Each CONUS Army Corps, I, III, and XVIII Airborne, maintain one division-ready brigade as a QRF, consisting of a CCDTF and one brigade to be prepared to conduct civil disturbance operations. The QRF maintains 24-hour alert status and conducts civil disturbance operations without further training.

Loan of Military Equipment

DOD provides military resources, through the Department of Justice, to assist civil authorities, the National Guard, and federal agencies in restoring law and order. DOD civil disturbance type equipment, such as arms, ammunition, aircraft, riot control agents, fire fighting resources, communications equipment, and DOD facilities, may be loaned or leased to civilian and federal law enforcement agencies to minimize the involvement of active federal military forces in civil disturbance operations.

Conduct of Civil Disturbance Operations

Military operations in support of civil disturbances are conducted in four phases:

PHASE I - Deployment

Supported CINC is determined, approves concept of Civil Disturbance Task Force. In CONUS, USCINCOM approves concept, passes LOA to COMFORSCOM to nominate a commander and units for MACDIS operations.

In CONUS, COMFORSCOM designates units to comprise the CDTF and coordinates deployment of forces and resources with USCINCOM. OCONUS, the supported CINC designates TF commander, and selects, alerts, deploys and commands the Civil Disturbance Task Force.

CCDTF deploys to the objective area, conducts reconnaissance of the objective area, and submits recommendation to the supported CINC or, in CONUS COMFORSCOM, concerning commitment of federal military forces.

Supported CINC, or in CONUS, COMFORSCOM deploys federal military forces from home stations to the staging area.

PHASE II - CCDTF Establishment:

CCDTF establishes the task force in the objective area and assumes operational control of units upon arrival in the objective area. CCDTF establishes liaison with the SCRAG, federal agencies, the Commander of National Guard units, and local and state authorities.

CCDTF stages federal military forces in the objective area to be prepared to assist in restoration of law and order.

CCDTF provides military liaison officers to external law enforcement and civil agencies to ensure information flow and maintenance of a coordinated civil-military effort.

Military Intelligence personnel in conjunction with the Military Police and local law enforcement agencies provide support to the CCDTF in conducting liaison, analysis, and Force Protection efforts.

PHASE III - Employment:

CCDTF deploys federal military forces to the operations area and employs federal military forces in restoring law and order.

CCDTF coordinates with SCRAG and recommends effective times and dates for redeployment of federal military forces.

PHASE IV - Redeployment:

DOJ announces time and date of termination of commitment of federal military forces.

CCDTF passes operational control of federal military forces to component commands, or in CONUS, COMFORSCOM.

Supported CINC redeploys federal military forces to home station. In CONUS, COMFORSCOM redeploys forces to home station.



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CHAPTER 4. WEAPONS OF MASS DESTRUCTION RESPONSE



I believe the proliferation of weapons of mass destruction presents the greatest threat that the world has ever known. We are finding more and more countries who are acquiring technology – not only missile technology – and are developing chemical weapons and biological weapons capabilities to be used in theater and also on a long range basis. So I think that is perhaps the greatest threat that any of us will face in the coming years.

Secretary of Defense William Cohen
January 1997

Introduction

This chapter builds on the procedures presented in the Chapter on Disaster Response, but builds on them to explore the unique aspects of terrorism, and evolving plans to deal with the threat. This is an area of rapid change. The procedures and organizational designs presented in this chapter may change as we further develop the interagency capability to deal with Weapons of Mass Destruction.

The WMD Threat

Weapons of Mass Destruction are a potent addition to the terrorist's arsenal. They provide an inexpensive means to carry out the true purpose of terrorism, which is to terrorize. The Chinese have an ancient saying, "kill one, frighten ten thousand." The world saw the truth of that concept during the Tokyo Subway sarin gas attack when many victims seeking help at hospitals had no actual sarin effects. Even though many of those seeking care did not need treatment, they still required evaluation. This onslaught of people needing no treatment stressed the medical system's ability to treat those who were true victims. Chemical, biological, and nuclear weapons have a psychological element that expands their value to a terrorist. They add a new element of terror to terrorism, which will continue to exist because:

- It is cheap
- It is mobile
- It is low tech
- It is deniable
- It is more effective than the political process
- It is less drastic than total warfare
- AND IT WORKS!

The threat of WMD Terrorism is characterized by several factors;

- Recent events illustrate a real threat of domestic terrorism.
- Terrorists have improved their ability to collect information, raise money, and disseminate rhetoric.
- Rapid INTERNET communications lets terrorist communicate widely and efficiently.
- Technical information on weapons production is publicly available.
- WMD, plus precursors and technology to produce them are increasingly available.
 - Many WMD precursors are widely available for legitimate commercial purposes.
 - Concern over control of WMD and their precursors in the former Soviet Union.
 - Unemployed experts in WMD may be willing to sell their services.
- Chemical, Biological, and Radiological weapons are relatively easy to manufacture and deliver.

- Facilities to produce Chemical, Biological or Radiological weapons are small and much harder to detect than those associated with nuclear weapons.

Terrorist use of Nuclear, Biological, Chemical, or Radiological weapons may create consequences that exceed the capability of local and state resources, and which will require Federal assistance, to include military assistance. Response to a WMD incident follows the same basic protocols as response to other disasters. The local governments will still use the incident response system; the state will use an EOC and will call on the National Guard as the first line of military response. Following a Presidential disaster declaration the Federal Response will be organized using the Federal Response Plan.

So what is different about a WMD attack?

- Caused by Man (dynamic, interactive).
 - Unlike natural disasters where the damage ends with the passing of the tornado, earthquake, hurricane, etc., WMD can continue to cause casualties after the initial attack through persistent chemicals, radiation exposure or passing of contagions, or threat of additional attacks.
- WMD attacks are “Triggering Events”:
 - Attract national and international media.
 - Provoke fear if not panic.
 - *May* be invisible.
 - *May* demand special protective actions.
 - *May* spread contamination to wide areas.
- Require accelerated response.
- Involve response agencies that don’t work together very often.

Response To Terrorist Use Of WMD

Response to Terrorist incidents involves two major types of operations; Crisis Management Operations and Consequence Management Operations.

Crisis Management.

Crisis Management is the responsibility of the Federal Government. The FBI is the Lead Federal Agency for Crisis Management, which essentially focuses on identifying the terrorists, capturing them, rendering safe the device or devices, and prosecuting the perpetrators.

Consequence Management.

Consequence Management is the responsibility of state and local governments. FEMA is the Lead Federal Agency for Federal Support to Consequence Management, which focuses on protecting the people at risk and responding to the effects of the incident.

Crisis and Consequence Management should be thought of as functions, rather than separate phases. Operations in both functions will be underway simultaneously. Figure 12 illustrates the potential overlap of the functions.

Crisis and Consequence Management

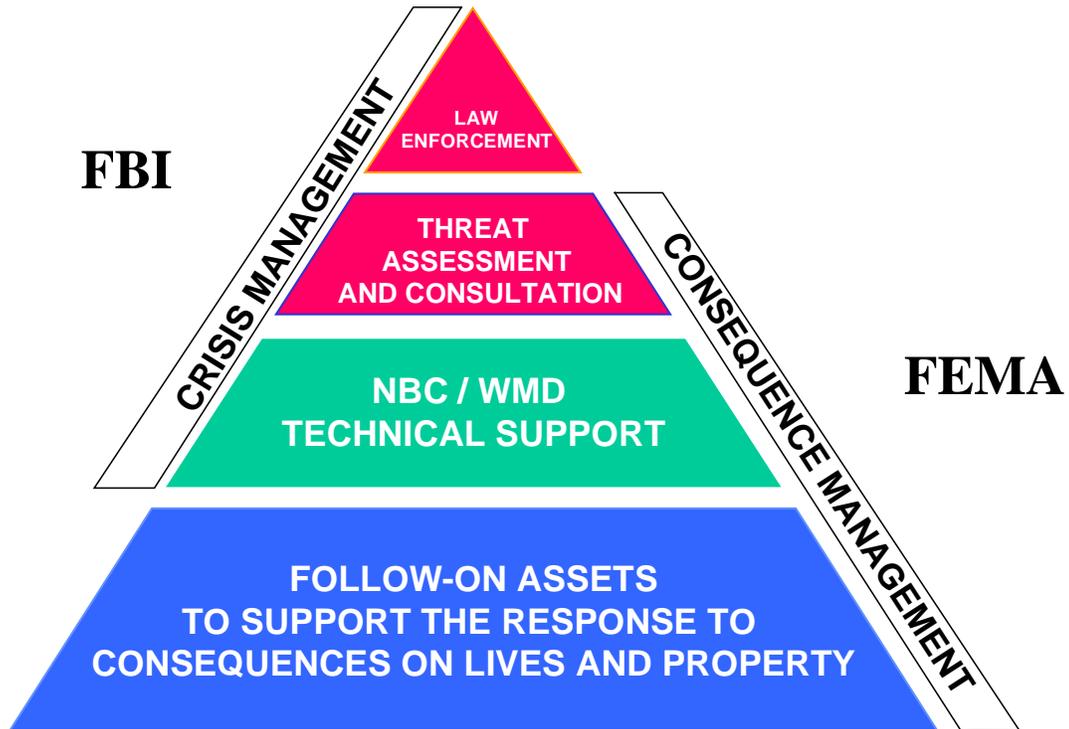


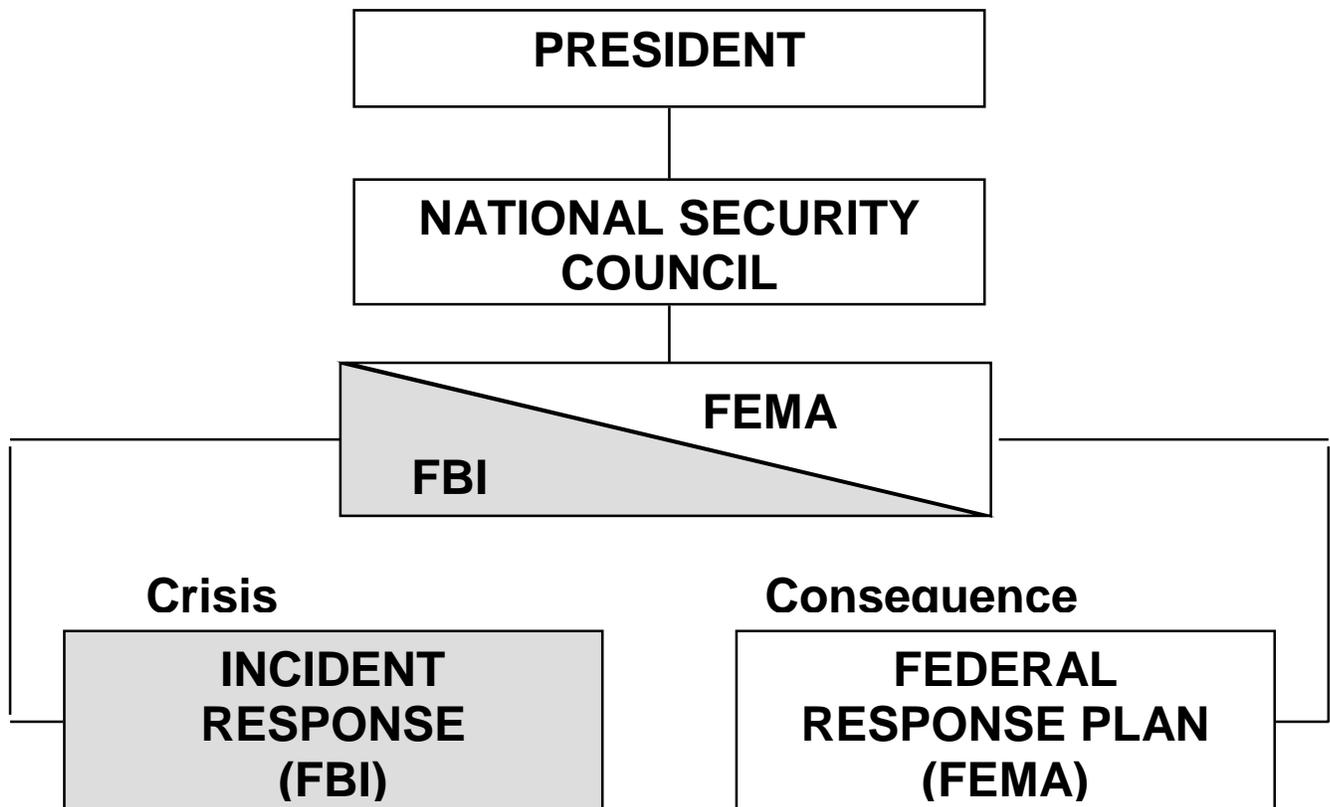
Figure 12. Crisis and Consequence Management

Crisis Management Operations

After Oklahoma City, the President established the federal policy for responding to terrorism in Presidential Decision Directive 39, which he issued to the heads of key Federal Departments and Agencies involved in terrorism on June 21, 1995. PDD-39 directs the structure that will be used to respond to WMD events. As a guidance document it accomplishes the following:

- Establishes the highest priority within the Federal Government to efforts to detect, prevent, defeat, and manage consequences of terrorism involving weapons of mass destruction.
- Assigns roles among *key* Federal agencies in accord with existing authorities.
- Clarifies relationships among *key* Federal agencies involved in terrorism

The National Security Council is responsible for establishing policy and coordinating the federal programs for terrorism. They use a Special Interagency Group to coordinate the activities of the key agencies.



The FBI continually assesses intelligence and reports of terrorist activity. When the FBI determines that there is a real threat, or incident, they take action to prevent casualties and consequences by combating the terrorists, and to support the Special Agent in Charge (SAIC) at the incident scene. The SAIC supervises Law Enforcement actions at the incident scene, and coordinates other agencies' activities at the incident scene. Actions that the FBI can take include; sending special FBI teams, requesting that DOD support the operation with the Joint Special Operations Task Force (JSOTF), deploying a Domestic Emergency Support Team (DEST) to the incident site, and establishing a Joint Operations Center (JOC).

The DEST is a special interagency team for Crisis Management. For response to a crisis it:

- Is activated by FBI/Department of Justice; interagency support
- Deploys an advance team within 4 hours.
- Provides advice to FBI On Scene Coordinator (OSC) with limited operational capability
- Includes a FBI Team Leader, FBI components, interagency scientific component, and an interagency advisory component.
- Deploys to the FBI Field Office
- When (if) a Joint Operations Center (JOC) forms the DEST dissolves into the larger JOC staff.

When the situation requires, the FBI will follow DEST deployment with establishment of the JOC. The JOC is the nerve center for interagency coordination. The organization of the JOC is shown in Figure 13.

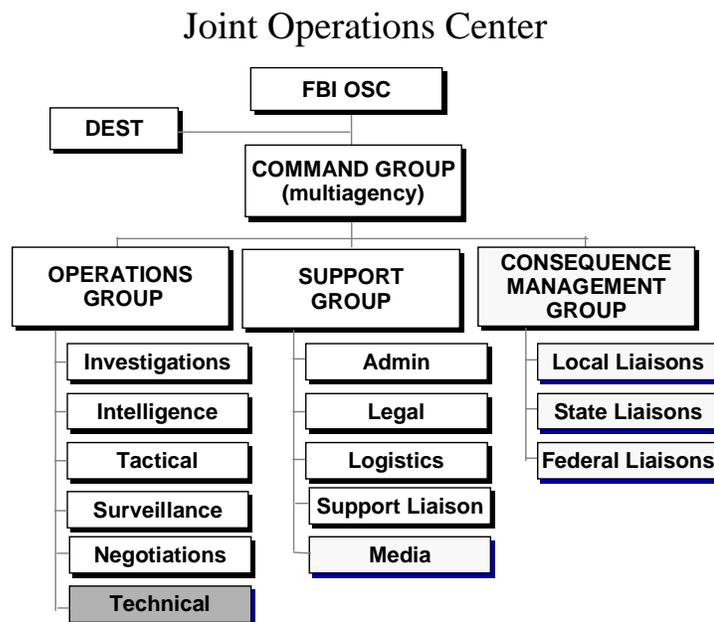


Figure 13. Joint Operation Center

When the FBI requires DOD support during Crisis Management Operations they will ask for DOD to provide the JSOTF. The JSOTF includes Special Mission Units (SMU) that provide capability to render safe WMD devices. The process for obtaining JSOTF support is shown in Figure 14.

FBI Request for JSOTF

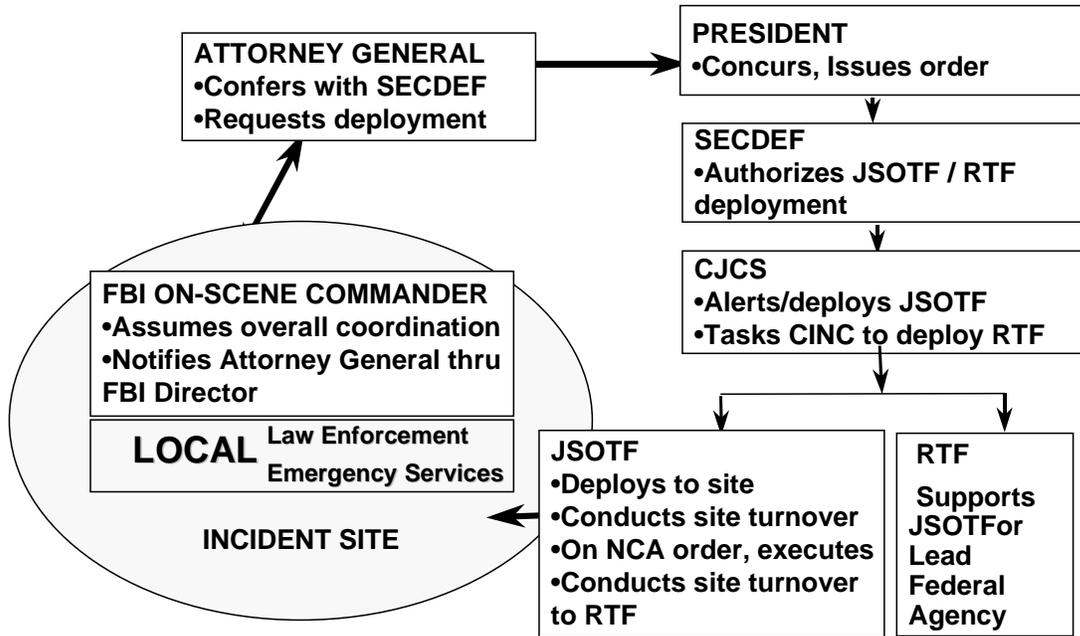


Figure 14. JSOTF

Other DOD support to Crisis Management Operations may include activation of the Response Task Force (RTF). The RTF's primary missions during Crisis Management Operations are to provide support to the JSOTF, if requested, and to prepare for potential Consequence Management Operations. During support to Crisis Management Operations the RTF will be OPCON to CINCUSACOM. Command and Control arrangements during Crisis Management Operations are in Figure 15. Details of RTF operations and structure will be covered under Consequence Management Operations.

Crisis Management

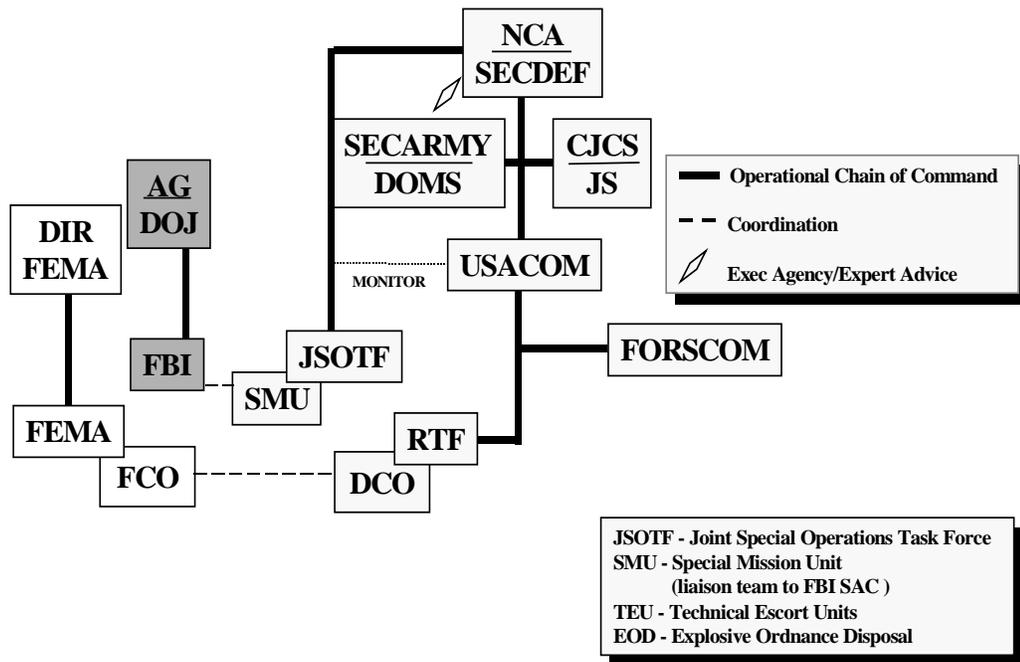


Figure 15. Crisis Management

Consequence Management Operations

Local Response

Local responders are the true source of help and hope for victims of a WMD attack. First responders are in a race with time to assist victims, and will be in a desperate battle not to become victims themselves. Local responders will use the Incident Command System (see Chapter 2) to orchestrate their response. Responsibilities of the local governments include:

- Provide first response (911 dispatch of police, fire, HAZMAT, EMS, or other assistance).
- Establish incident command.
- Warn and evacuate citizens.
- Assess situation to identify operational requirements.
- Centralize coordination among local agencies.
- Determine if requirements exceed local capabilities.
- Request mutual aid.
- Request State assistance.

The Federal Government is conducting the Domestic Preparedness Program to enhance local government and first responder ability to deal with WMD.

The Domestic Preparedness Program

The Domestic Preparedness initiative was formed under FY 1997 Defense Authorization Bill (Public Law 104-201, September 23, 1996), commonly called the Nunn-Lugar-Domenici legislation. The bill provides funding for the Department of Defense (DOD) to enhance the capability of federal, state and local emergency responders in incidents involving nuclear, biological and chemical terrorism.

The U.S. Army Chemical and Biological Defense Command (CBDCOM), is the lead DOD agency charged with enhancing existing metropolitan response capabilities to include nuclear, chemical and biological incidents. Six separate training courses have been developed to accomplish this task:

- Awareness
- Operations
- Technician-HAZMAT
- Technician-Emergency Medical Service
- Hospital Provider
- Incident Command.

Training is arranged by a federal interagency team comprised of representatives from the Federal Bureau of Investigation, Federal Emergency Management Agency, Department of Energy, Environmental Protection Agency, Public Health Service and Department of Defense. Initially, team representatives explain their role and capabilities to the city. The city then schedules training and determines which classes are best suited for the community's emergency responders. The team expects to train one hundred twenty cities during the next three years. Twenty-seven cities had received visits from the federal team coordinators by September 30, 1997.

Cities are trained in a team approach that combines subject matter experts with experienced emergency responders. This special training team combines DOD chemical and biological expertise with experienced, professional emergency responders. An interagency tabletop exercise provides opportunities for emergency responders and leaders to demonstrate practical decision-making applications of the classroom training. The courses are designed to "train-the-trainer," supplying emergency responders with the knowledge and experience needed to conduct their own training program with specialized nuclear, chemical and biological training materials.

The ultimate goal of the Domestic Preparedness Team is to train and assess 120 cities. These cities include:

Anaheim, CA	Fort Lauderdale, FL	Lubbock, TX	San Antonio, TX
Akron, OH	Fort Wayne, IN	Madison, WI	San Bernardino, CA
Albuquerque, NM	Fort Worth, TX	Memphis, TN	San Diego, CA
Amarillo, TX	Freemont, CA	Mesa, AZ	San Francisco, CA
Anchorage, AK	Fresno, CA	Metairie, LA	San Jose, CA
Arlington, TX	Garland, TX	Miami, FL	Santa Ana, CA
Arlington, VA	Glendale, AZ	Milwaukee, WI	Seattle, WA
Atlanta, GA	Glendale, CA	Minneapolis, MN	Shreveport, LA
Aurora, CO	Grand Rapids, MI	Mobile, AL	Spokane, WA
Austin, TX	Greensboro, NC	Modesto, CA	Springfield, MA
Bakersfield, CA	Hialeah, FL	Montgomery, AL	St. Louis, MO
Baltimore, MD	Honolulu, HI	Nashville, TN	St. Paul, MN
Baton Rouge, LA	Houston, TX	New Orleans, LA	St. Petersburg, FL
Birmingham, AL	Huntington Beach, CA	New York, NY	Stockton, CA
Boston, MA	Huntsville, AL	Newark, NJ	Syracuse, NY
Buffalo, NY	Indianapolis, IN	Newport News, VA	Tacoma, WA
Charlotte, NC	Irving, TX	Norfolk, VA	Tampa, FL
Chattanooga, TN	Jackson, MS	Oakland, CA	Toledo, OH
Chesapeake, VA	Jacksonville, FL	Oklahoma City, OK	Tucson, AZ
Chicago, IL	Jersey City, NJ	Omaha, NE	Tulsa, OK
Cincinnati, OH	Kansas City, KS	Orlando, FL	Virginia Beach, VA
Cleveland, OH	Kansas City, MO	Philadelphia, PA	Warren, MI
Colorado Springs, CO	Knoxville, TN	Phoenix, AZ	Washington, D.C
Columbus, GA	Las Vegas, NV	Pittsburgh, PA	Wichita, KS
Columbus, OH	Lexington-Fayette, KY	Portland, OR	Worcester, MA
Corpus Christi, TX	Lincoln, NE	Providence, RI	Yonkers, NY
Dallas, TX	Little Rock, AR	Raleigh, NC	
Dayton, OH	Long Beach, CA	Richmond, VA	
Denver, CO	Los Angeles, CA	Riverside, CA	
Des Moines, IA	Louisville, KY	Rochester, NY	
Detroit, MI		Sacramento, CA	
El Paso, TX		Salt Lake City, UT	

State Response

States and Local Governments are responsible for consequence management. The state uses assets, to include the National Guard, to deal with the consequences of a WMD attack.

Responsibilities of the State during a WMD incident include:

- Respond to requests for State assistance.
- Supplement local efforts.
- Centralize coordination among State agencies.
- Apply the *Governor's unique authority* to:
 - Issue a State emergency declaration.
 - Mobilize the State National Guard.
 - Redirect State resources to emergency response.
- Identify requirements that exceed State capabilities.
- Request mutual aid.
- Request Federal assistance.

National Guard

The Governor can use all elements of the National Guard in his state. Unfortunately, many states do not have chemical or other special capability units in the state, or even in neighboring states. The Department of Defense Plan, "Integrating National Guard and Reserve Component Support for Response to Attacks Using Weapons of Mass Destruction," 26 Jan 1998, includes initiatives to enhance the national capability to deal with WMD attacks, by enhancing the capability of the National Guard.

Rapid Assessment and Initial Detection Element

The future point of the military response spear will be the National Guard Rapid Assessment and Initial Detection Element. This element will be comprised of highly trained experts in a cross-discipline of functional areas that can deploy and assess the situation, advise the local, state and federal response elements, define requirements, and expedite employment of state and federal military support.

RAID Mission: Provide early assessment, initial detection, and technical advice to the incident commander during an incident involving weapons of mass destruction (WMD). Facilitate identification of DOD asset requirements.

The RAID organization (Figure 16) is comprised of full time Guardsmen. Additional Guardsmen in a traditional status could augment it.

National Guard RAID Element

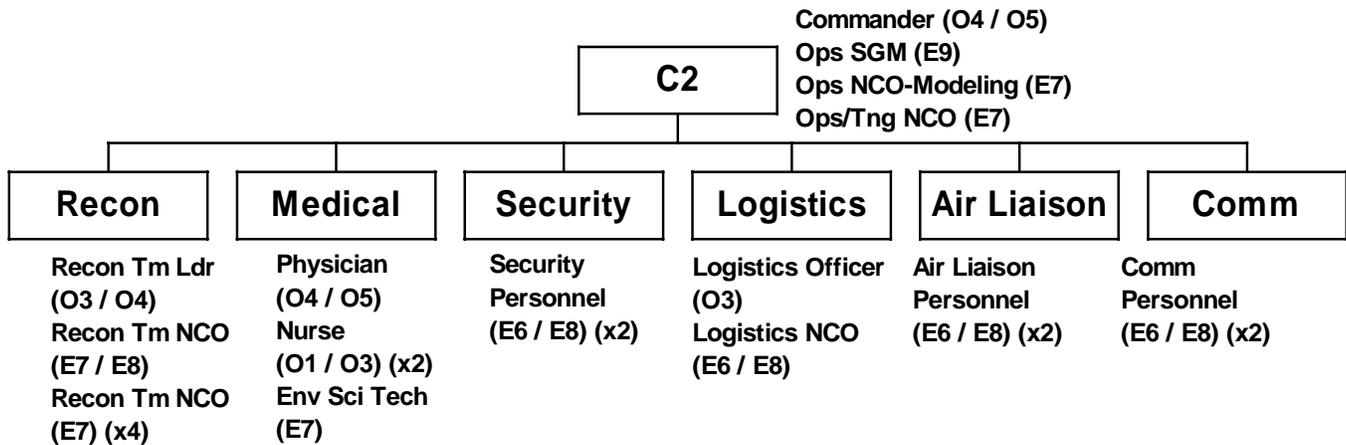


Figure 16. National Guard RAID Element

C2 Cell: Provides overall command and control of the assessment team and conducts hazard modeling.

Recon Cell: Provides early detection, initial sample collection, and NBC reconnaissance.

Medical Support Cell: Provides an initial DOD medical assessment.

Security Cell: Provides initial assessment of security requirements and manages force protection/assessment element security.

Logistics Cell: Determines initial resource requirements and provides supply and maintenance support for the assessment element.

Air Liaison Cell: Coordinates for transportation and/or air movement of assessment element.

Communications Cell: Provides internal communications within the assessment element, coordinates for communications connectivity with civilian responders, and maintains a reach back capability for additional technical expertise.

Units Employed: The RAID Elements assigned to each state/territory represent the first military responders. Regardless of the full-time and traditional member mix, the reconnaissance team will likely be the primary area that technical assistance will be requested. Given the goal of four-hour on-scene, the demands of the RAID Elements will be significant. While not ideal in terms of fully developed response capability, teams from surrounding states or even use of the regional assets may well be necessary if the disaster escalates quickly.

Employment: The RAID Element is organized as an element under the peacetime control of the Adjutant General. Given its rapid response and assessment mission, the RAID Element is designed to assist incident commanders with the initial detection and the nature of the emergency. There is also a wartime RAID Element mission: to provide force protection support within the state during mobilization. As with the other elements of the response module, these elements can also be used as part of a federal (Title 10) response to support the National Military Strategy (NMS) requirements.

Federal Response

When a terrorist incident includes Crisis Management Operations, FEMA, and other Federal Agencies will have started planning and actions to support Consequence Management. Federal actions include:

- Respond to requests for Federal assistance.
- Supplement local and State efforts.
- Centralize coordination among Federal agencies.
- Identify requirements that exceed available Federal capabilities within the Region, and request Federal national assistance.
- Apply the *President's unique authority* to:
 - Issue a Presidential emergency declaration.
 - Mobilize Department of Defense resources.
 - Redirect Federal resources to emergency response

Military Support To Civil Authorities In WMD Incidents

The military services bring specialized skills, along with skills needed for all disaster situations, to a WMD incident. The sensitive nature of WMD incidents, and the need to reassure the public, requires a confident and proficient response by military assets called on to provide support. Support will be joint and will draw on the assets of the Total Force. US Army Reserve and US Air Force Reserve units could be available to support WMD operations as volunteers, in an annual training status (if the unit has not already conducted annual training), or if the President declares a National Emergency. DOD is continuing to work with congress to obtain legislative relief to allow better utilization of a valuable asset.

Situations For MSCA Dealing With WMD

The initial assumption concerning any device suspected of being a WMD is that it has terrorist origins. DOD support in these situations is a graduated response based on the situation and Lead Federal Agency (LFA) requirements

SITUATION I (routine support): The LFA determines that there is not a hostile environment, and requests DOD assistance with a suspected WMD or explosive device situation. TEU and/or EOD technical assets/elements are generally sufficient. Parent units exercise command and control of DOD assets. This is routine TEU service or EOD support accomplished within bounds of existing MOU/MOAS.

SITUATION II (WMD incident with crisis management operations): terrorist use of a WMD is suspected or imminent. LFA requests DOD support. NCA transmits orders through the joint staff, directing JSOTF and supported CINC to support the LFA. RTF and/or C/B-RRT may be activated and tailored for possible CoM operations.

SITUATION III (WMD incident progressing directly to consequence management operations): CoM situation where a WMD is employed and actions are needed to mitigate affects. LFA initiates request for military support. SECDEF approves and SECARMY, as DOD executive agent, directs supported CINC to support LFA CoM operations. RTF may be activated and tailored for possible CoM operations.

SITUATION IV (positioning of DOD WMD response assets at a designated special event): upon designation of a national special security event, the LFA may request DOD support. Forces deployed to the AO are tailored to the situation. Generally, the RTF will be activated.

Rules for use of force: support to federal, state, and local authorities or agencies is governed by title 10, USC, and the Posse Comitatus act (18 USC, 1385). When directed, technical assistance is authorized provided that lethal force, search, seizure, arrest, or evidence collection is not involved. Emergency support to law enforcement agencies will be governed by appropriate legal authorities and will be expressly authorized by NCA in an EXORD.

C/B-RRT

The Defense Against Weapons of Mass Destruction Act of 1996 (Nunn-Lugar-Domenici) requires DOD to develop and maintain a domestic terrorism rapid response team capable of aiding federal, state and local officials in the detection, neutralization, containment, dismantlement, and disposal of WMD containing chemical, biological, or related materials. The C/B-RRT partially fulfills this requirement, but additional coordination will occur to further develop comprehensive and integrated joint chem-bio response team.

Mission: on order, the C/B-RRT deploys, in support of the LFA, and assists in the detection, neutralization, containment, dismantlement, and disposal of WMD containing chemical, biological, or related hazardous materials, and assists first responders in dealing with potential WMD consequences. OPCON to the supported CINC, JSOTF, or RTF, as directed.

C/B-RRT Response to WMD Incident

The C/B-RRT is a ready response team capable of deploying on four-hour notice. The technical escort unit (TEU) maintains a chemical-biological response team (CBRT) on alert at all times, with the capability to deploy additional teams, and command and control elements as required.

Chemical activity commanders are prepared to provide command and control elements, and other support as required.

CBDCOM and non-CBDCOM elements will be sufficiently trained to operate independently or as a team.

Upon arrival at an incident site, the C/B-RRT command element quickly establishes initial coordination with the LFA, and prepares to deploy an advisory team to the local, state/city command and control organization as required or as directed by the designated operational commander.

The C/B-RRT also coordinates and plans assistance to the local authorities and first responders for consequence management operations or as directed by the designated operational commander.

BPT assume OPCON of other service and/or CINC-assigned response assets, as directed.

BPT provide C/B-RRT OPCON to the supported CINC, JSOTF or the RTF, as directed.

C/B-RRT Structure

The C/B-RRT will task organize, based on the situation, to provide the appropriate level of graduated response and technical expertise. The initial response is deployment of a CBRT. This CBRT is augmented with Explosive Ordnance Disposal (EOD), analytical laboratory support, agent monitoring, and medical advisory assets, as required.

Following are supporting organizations of the C/B-RRT:

U.S. Army Technical Escort Unit (TEU), CBDCOM.
U.S. Army 52d Ordnance Group (EOD), FORSCOM.
U.S. Army Medical Research Institute for Infectious Diseases (USAMRIID), MRMC:
U.S. Army Medical Research Institute for Chemical Defense (USAMRICD), MRMC.
U.S. Army Material Command Treaty Lab, CBDCOM.
U.S. Navy Medical Research Institute (NMRI), Office of Naval Research (ONR).
U.S. Navy Environmental and Preventive Medicine Unit (NEPMU), (NEHC).
U.S. Naval Research Laboratory (NRL), ONR.

Administration and Logistics

- DOD or commercial air transportation is required for full deployment of the C/B-RRT.
- C/B-RRT can self-sustain for 72 hours, and will coordinate additional support from a Base Support Installation (BSI) or through the supported CINC.

- A Special Events Package (SEP) with protection, detection, and decontamination equipment for use at an incident site, may be strategically located throughout the country. This equipment would be available on short notice and available at the discretion of the C/B-RRT commander

Response Task Force

FORSCOM has two operational Response Task Force Headquarters: RTF-East in 1st US Army and RTF-West in 5th US Army. The RTF will be OPCON to CINCUSACOM during support to Crisis Management operations, and upon direction of CINCUSACOM, may be OPCON to COMFORSCOM for support to Consequence Management Operations. Figure 17 depicts Command and Control during support to Consequence Management operations.

Consequence Management

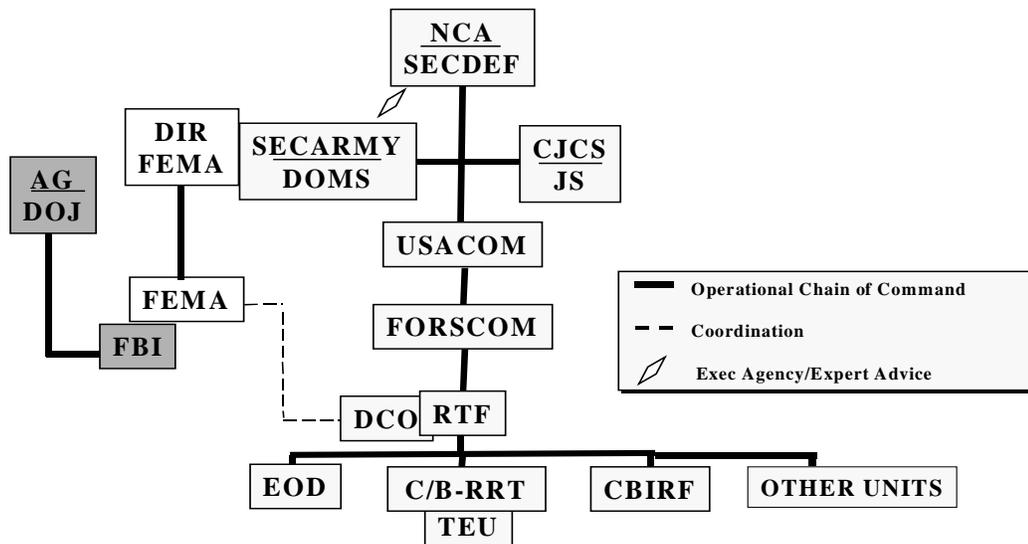


Figure 17. Consequence Management

Mission

On order the supported CINC will deploy the RTF or headquarters element, as required, to support federal crisis and consequence management operations in support of the LFA. Establishes communications and liaison with supported agencies. Exercises operational control of committed DOD consequence management response forces. Plans, coordinates, and executes military support to federal, state, and local consequence management operations. Plans for and transitions to follow on missions or disengagement and redeployment.

RTF Commander Response To Incident

Upon notification, the supported CINC directs the designated RTF commander to deploy a RTF representative to the area of operations (AO) by the most expeditious means available.

- RTF representative will be prepared to (BPT) deploy from home station to AO within four hours of notification.
- Within twelve hours of notification, a RTF headquarters advance element will be ready to deploy to the AO.
- Within twenty-four hours of notification, the RTF headquarters deploys and is fully mission capable.

Selected RTF Specified Tasks:

- Establish liaison as required with LFA and DOD elements in the AO.
- Support crisis and consequence management operations.
- BPT coordinate/conduct device turnover with JSOTF, as required.
- Accept OPCON of responding DOD forces in AO (less JSOTF).
- Recommend transition criteria to supported CINC for approval, including plans for follow on missions and redeployment.

RTF Structure And Design

The RTF will task organize upon activation and be structured to:

- Support the LFA
- Provide command and control of DOD forces, (less JSOTF)
- Conduct logistical and administrative tasks appropriate to the mission.

First and Fifth Army RTF Headquarters Organization. RTF East and RTF-West organizations follow (Figures 18 and 19). The Defense Coordinating Officer is an integral member of the RTF. The DCO maintains the same relationship with the Federal Coordinating Officer as during other disasters. The DCO will pass Request for Assistance to the RTF for action.

RTF-EAST (1st US Army)

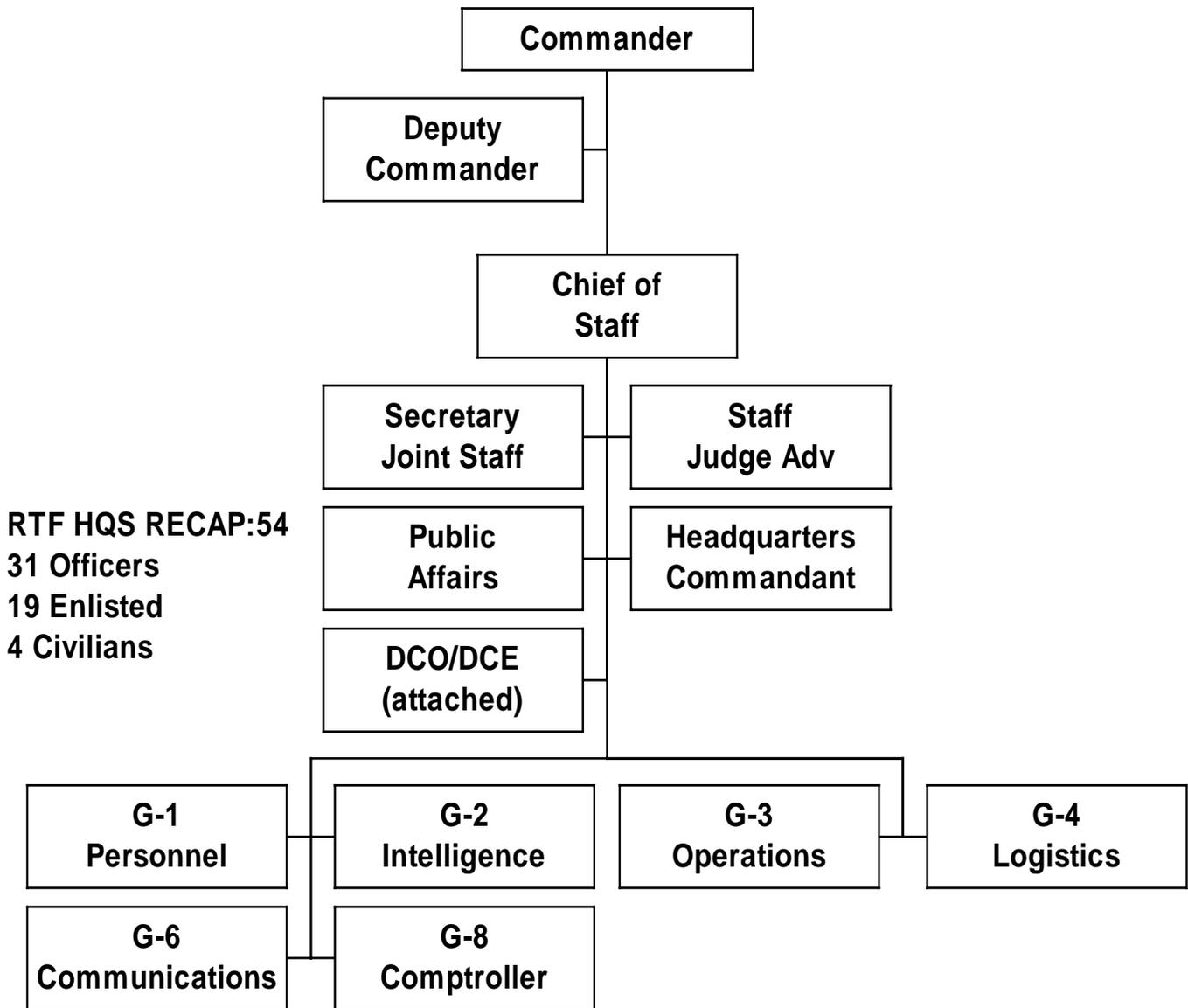


Figure 18. RTF East

RTF-West (5th US Army)

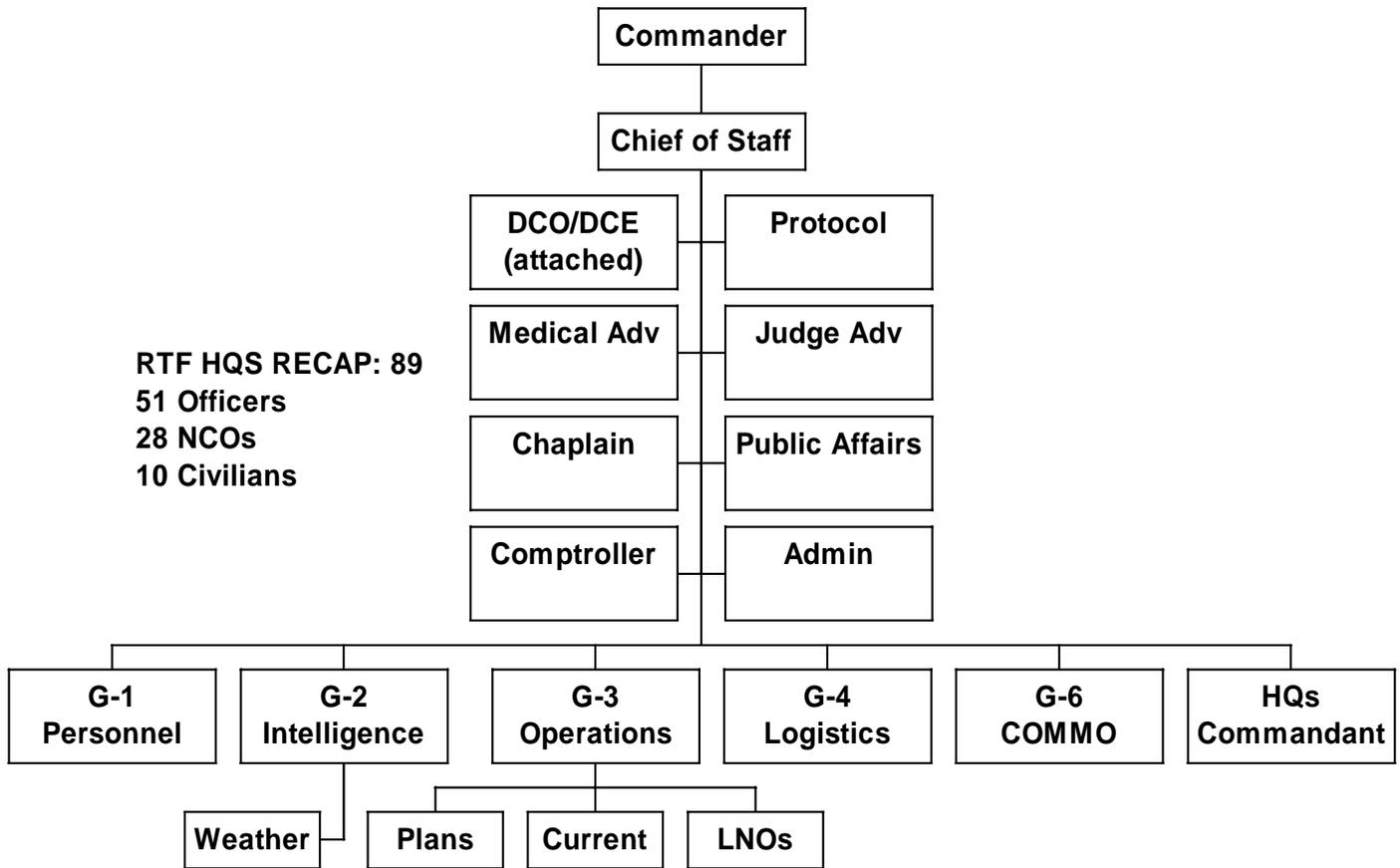


Figure 19. RTF West

The RTF is responsible for arranging or providing support to responding DOD forces (less JSOTF). The RTF will work closely with the designated Base Support Installation to meet the needs of the responding forces.

Structure Of Subordinate Elements Of The RTF

The RTF commander shall task organize subordinate elements to best accomplish the mission. Specialized units listed as supporting elements of the C/B-RRT will be available to the RTF. The USMC Chemical Biological Incident Response Force (CBIRF) is also available to support the RTF. The CBIRF possesses the unique capability of treating casualties in the “Hot Zone.”

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CHAPTER 5. SUPPORT TO OTHER CIVIL EMERGENCIES

Postal Augmentation: Operation “Graphic Hand”

General:

In the event that a postal work stoppage disrupts mail service on a national, regional, or local basis, the DOD may be directed to support the United States Postal Service (USPS). The DOD may be called upon to provide sufficient materials, equipment and personnel to enable the USPS to safeguard, process, and distribute the mail in areas affected by postal work stoppages.

Authority:

The President of the United States possesses the authority to employ military forces in support of the USPS in order to prevent interference with the transportation of the mail; he is also authorized to affect the interdepartmental transfer of services and equipment prescribed by the Economy Act of 1932. When a Presidential Declaration of a National Emergency is issued, selective mobilization of the Armed Forces Reserve Components to support the USPS is also authorized. Other key authorities bearing on Operation “Graphic Hand” are as follows:

- a. 10 USC 12302-12318 (Armed Forces).
- b. 31 USC 1535 (Economy Act of 1932).
- c. 39 USC 411 (Postal Service).
- d. United States Postal Service Publication 159-A, Contingency Planning-Work Stoppages, Feb 87.
- e. DOD Directive 4000.19, Basic Policies and Principles for Interservice, Interdepartmental and Interagency Support, Aug 95.
- f. JCS Pub 1-02, Dictionary of Military and Associated Terms, Mar 94.
- g. JCS Pub 0-2, Unified Action Armed Forces, Feb 95.



Planning:

The DOD Postal Augmentation Plan, “Graphic Hand”, and COMFORSCOM Postal Augmentation Plan, “Graphic Hand”, provide guidance for executing postal augmentation operations. The USPS is responsible for establishing and periodically updating the military manpower and equipment required to maintain essential services within the five Postal Service Regions (Northeastern, Eastern, Central, Southern, and Western) during a work stoppage.

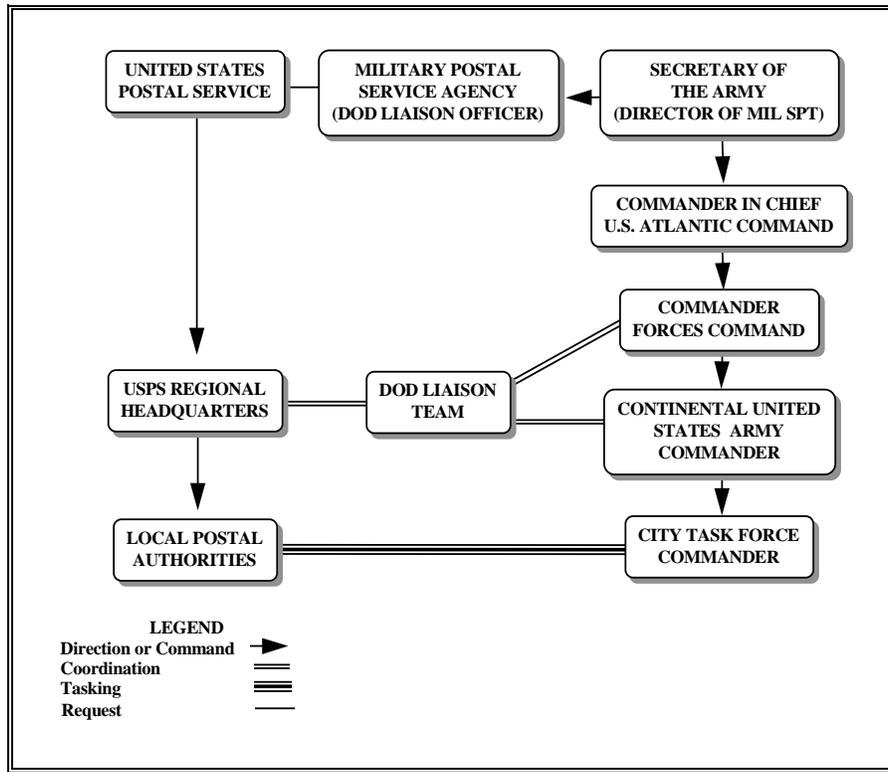


Figure 20. Graphic Hand

Augmentation Operations:

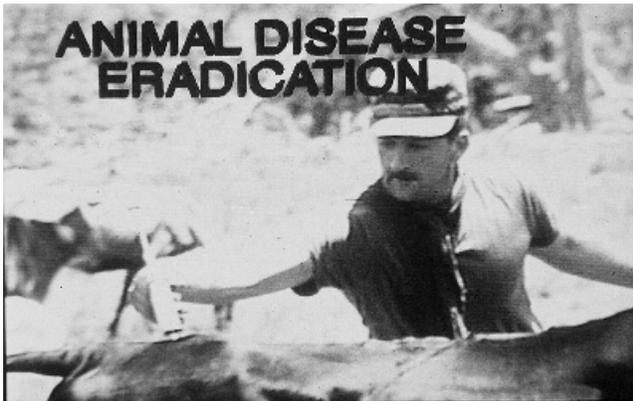
Acting on the President’s instructions, the USPS will request the Secretary of Defense to assist in providing essential postal services in areas affected by work stoppages. This assistance principally includes safeguarding, sorting, transporting, and distributing the mail from existing post offices. Mail delivery to private homes and most business places, however, is not included. Upon the request of the Secretary of Defense, the Secretary of the Army, acting as DOD Executive Agent for Postal Augmentation, directs Forces Command, through the Chief of Staff, Army (CSA), to deploy Army forces to affected regions and directs other DOD components, if necessary, to support augmentation operations.

Primary Responsibilities:

On order, COMFORSCOM tasks DOD components and the Army Major Commands (MACOMs) for postal augmentation forces. In addition, FORSCOM designates Army Base Support Installations (BSIs). Continental United States Army (CONUSA)

Commanders supervise Army Reserve Component mobilization, command mobilized units, and exercise operational control (OPCON) over sister service units conducting augmentation operations. Corps Commanders provide postal augmentation forces as required. Commanders of designated BSIs support deployed augmentation forces of all services to the greatest extent possible within established interservice support agreements. Support requirements beyond CONUSA and BSI capabilities will be contracted for through commercial providers.

Animal Disease Eradication



The presence of animal disease and/or pests constitutes an actual or potential emergency to the Nation's agricultural resources. The resulting economic and human impact of a major outbreak of an animal disease that could endanger the food supply of the Nation requires a rapid and effective response.

The Lead Federal Agency is the United States Department of Agriculture, and has extension offices throughout the United States. When one of these offices is

notified of a potential problem, the Office of Emergency Programs (EP), USDA, is also notified, and dispatches experts to the scene.

If the situation appears to warrant, USDA will contact the Armed Forces Institute of Pathology for additional support. All DOD Veterinary equipment, units, laboratories, and personnel are in the Army. At the Armed Forces Institute of Pathology is an officer assigned as the Defense Veterinary Liaison Officer (DVLO) who will determine the validity of the request for DOD resources from USDA. The DVLO will then forward the request to the Director of Military Support (DOMS).

DOMS will deconflict resource requirements with the Joint Staff, issue warning, alert, and execution orders to the supported CINC, and assign supported and supporting CINC relationships, and task other DOD agencies and Services as required.

USCINCOM, through COMFORSCOM, will coordinate and assist the movement of Veterinary equipment, units, laboratories, and personnel to the incident site, and assist with the establishment of a Veterinary Field Investigative Unit (VFIU) if required. COMFORSCOM will notify the appropriate CONUSA and FEMA region that there is a potential animal disease outbreak in their respective areas of responsibility.

Either COMFORSCOM or USAMEDCOM will dispatch a Veterinary officer who has completed the USDA Foreign Animal Diagnosticians Course to the VFIU to serve as the senior military advisor to the Chief, VFIU. This officer will be selected by the Defense Veterinary Liaison Officer at the Armed Forces Institute of Pathology, and will be functioning under the title of Defense Veterinary Support Officer (DVSO).

USDA should provide all equipment and supplies. Resupply will be through GSA as much as possible.

If the situation expands to require support other than Veterinary equipment, units, laboratories, and personnel, the CONUSA will dispatch a Defense Coordinating Officer, a Defense Coordinating Element, and COMFORSCOM will designate a Base Support Installation (BSI) to support additional DOD assets in the field.

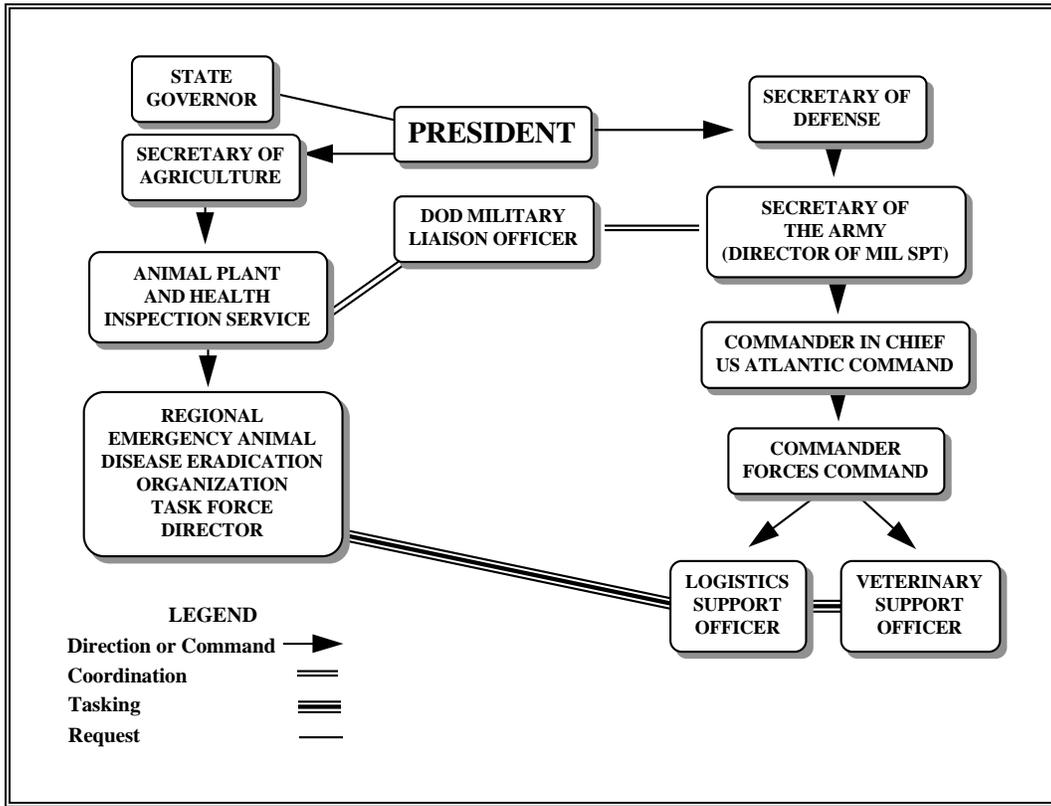


Figure 21. Animal Disease Eradication

Military Support To Wildfires



Responsibility for coordinating the federal response to wildfires centers primarily on the National Interagency Fire Center, the Departments of Agriculture, Commerce and Interior and, to a lesser degree, the DOD and the Tennessee Valley Authority. NIFC is the primary source of supplies, services, and equipment, and will reimburse DOD for all costs incurred during fire fighting, except pay and allowances.

State and local government have first responsibility to prevent and control wildfires.

DOD policy is to provide emergency assistance to Federal Agencies in the form of personnel, equipment, supplies, or fire protection service in cases where a forest or grassland fire emergency is beyond the capabilities of available resources.

The two situations in which DOD can provide such assistance are outlined below:

DoD Provides Assistance

- Pursuant to the Stafford Act (P.L. 93-288)
 - Fire on state or private land
 - Disaster declared by the President
 - Not normally associated with federal property
- At the request of NIFC
 - Fire on federal, state, or private land
 - Available civilian resources committed
 - Should not be in competition with private enterprise

Support To Public Law 93-288

When requesting assistance in connection with fire emergencies for support to state or private land which has been declared "major disasters", state officials submit their requests for assistance to NIFC. NIFC then requests military assistance from the DOMS. If a fire is sufficiently serious that adherence to normal request channels would significantly endanger life or result in great loss of property, federal or state agencies may request assistance directly from the nearest military facility.

Support To NIFC Tasking

When civilian fire fighting assets are exhausted and NIFC has identified a requirement for more fire fighters, NIFC notifies DOMS of the need and the specified number of fire fighters. DOMS notifies CINCUSACOM, who in turn tasks FORSCOM. All requests for military support will then be handled by a designated CONUSA.

Defense Liaison Officer/Defense Coordinating Officer

Upon NIFC request, FORSCOM, in coordination with the CONUSAs will position a Defense Liaison Officer (DLO) at NIFC headquarters in Boise. He will receive and validate requests for military assistance, which he receives from a civilian employee of the Federal Land Management Agency (Incident Commander) responsible for that piece of land. Requests are then passed on to the CONUSA commander, who provides resources within his capability. If unable to furnish the requested support, the CONUSA passes the requirement to FORSCOM. FORSCOM, in turn, provides the resources or tasks designated supporting CINC/Service/Agencies for resources. FORSCOM, in coordination with the CONUSAs will nominate a DCO to CINCUSACOM when the fire is declared a major disaster.

The NIFC will list the task to be accomplished, but will not identify specific resources required. Details of the tasking are shown below.

NIFC Tasking

- Situation and nature of assignment
- Mission to be accomplished
- Where and when resources will be needed
- Anticipated length of commitment
- Support items provided by requesting agency
- Environmental elements

Training for Fire Fighting

A team from NIFC will go to the military unit providing soldiers and, in coordination with a liaison team from the CONUSA, conduct orientation training for soldiers who will fight the fire. This training is conducted at home station. Units then deploy by commercial/military transport to the fire site. At the fire site, the soldiers undergo "cold line" fire training, which is an extension of the training received at home station. Next, the soldiers go to "mopup" training or to the lowest danger fire area, and, finally, to the fire line.

Environmental Incidents Response

Background

In the event of environmental emergencies, DoD resources may be called upon to support local and state response teams.

In 1980, Congress passed the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA or Superfund), which gave federal agencies authority to respond to hazardous substances, pollutants, and contaminants released into the environment.

The National Oil and Hazardous Substances Response System is the Federal Government's mechanism for emergency response to discharge of oil into the navigable waters of the United States, and to releases of chemicals into the environment. This system functions through a network of interagency and intergovernmental relationships.

Response Structure/Responsibilities

The Secretary of Defense has designated the Secretary of the Army as his Executive Agent for MSCA. The Secretary of the Army has further designated the DOMS to act as his Action Agent. Should the Secretary of Defense designate the Secretary of the Army to coordinate the DOD response for spills, DOMS may be directed to coordinate the DOD response, as it did for the DOD response for the Exxon Valdez incident in 1989.

National Response Team

At the national level, the National Response Team (NRT) conducts planning and coordination.

The NRT is comprised of those agencies represented in Figure 23.

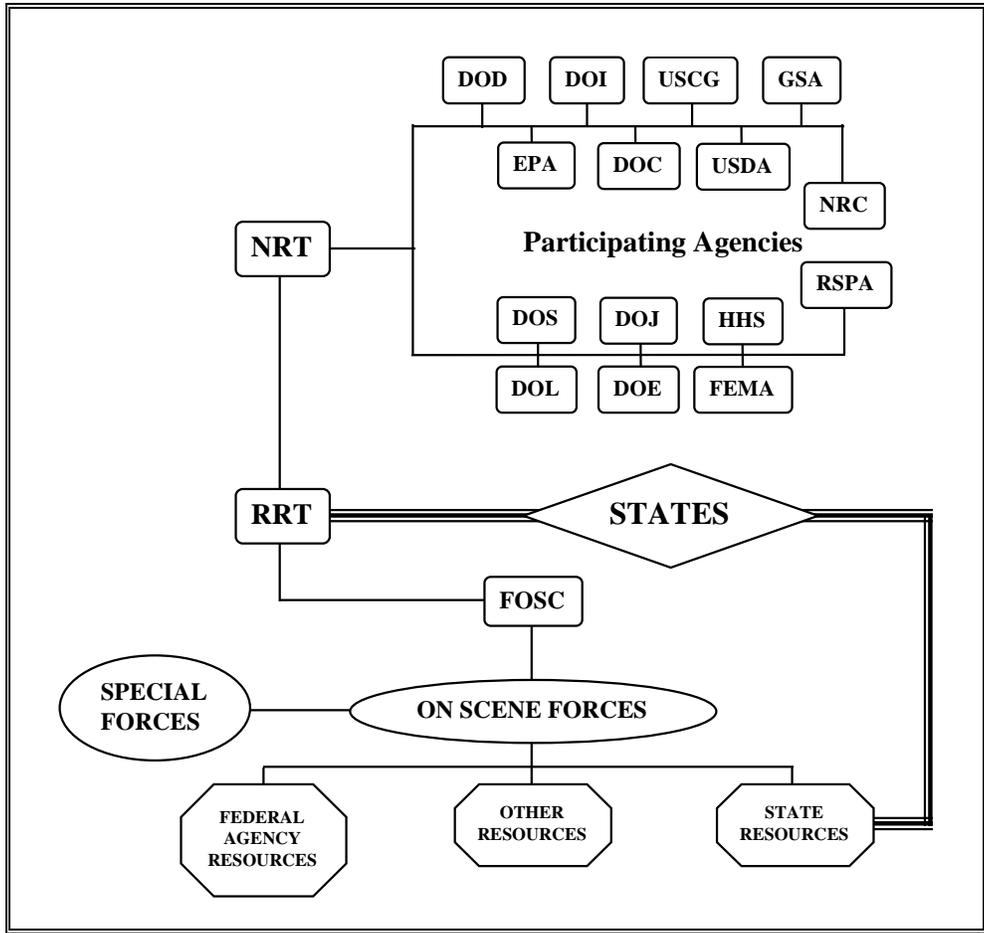


Figure 23. National Response Team Agencies

EPA chairs the standing NRT with either the EPA or USCG providing the chairperson, depending on the location of the release. DOD provides expertise through the U.S. Army Corps of Engineers and the U.S. Navy. DOD provides the Federal On-Scene Coordinator (FOSC) for all hazardous substance releases that originate from DOD facilities or vessels; however, the FOSC does not coordinate the response to oil spills.

At the regional level, the Regional Response Teams (RRT) provide regional planning and preparation before a pollution incident as well as coordination and advice after an incident occurs.

The two principal components of the RRT are the Standing RRT and the Incident Specific RRT. The Standing RRT is comprised of all the departments and agencies of the NRT plus the involved states, and is co-chaired by EPA and USCG. The U.S. Army Corps of Engineers (USACE) is the principal agency for the Army's environmental

response and appoints Army representatives to the RRT. There are currently 13 RRT, of which ten are located in CONUS. The Incident Specific RRT is comprised of RRT members who have specific expertise or equipment that could assist the FOSC in combating an incident. Either EPA or USCG chairs the incident-specific RRT, depending on the location of the spill.

Figure 24 depicts the 13 RRTs.

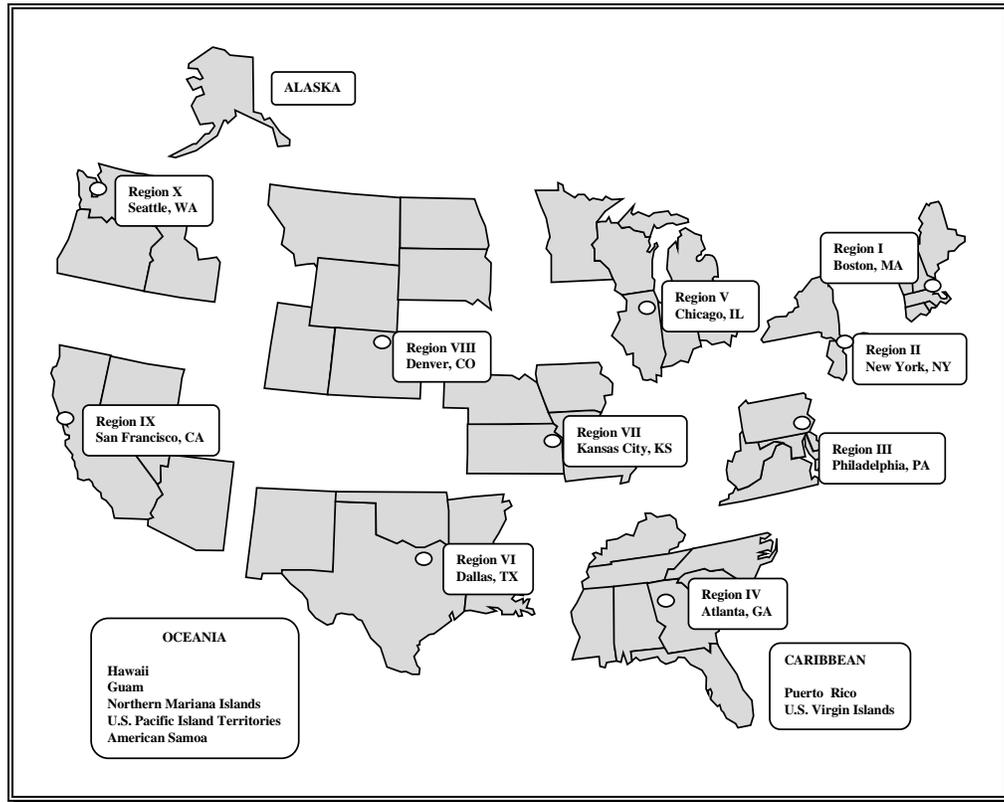


Figure 24. Regional Response Team Boundaries

Federal On-Scene Coordinators (FOSC)

The next level of environmental response management is operational and is performed by the FOSC. The FOSC, EPA for inland areas, and the Coast Guard for coastal areas, are the principal focuses for the federal response actions. DOD and DOE provide the FOSC when there is a hazardous release from their facilities or vessels, and respond to their own authorities. The primary focus for the FOSC is to ensure that a timely, effective response is conducted which minimizes damage to the environment.

The FOSC coordinates all federal containment, removal, and disposal efforts and resources during an incident and is also the point of contact for the coordination of federal efforts with those of the local response community.

The FOSC is empowered to direct response activities. This direction authority can apply to all federal, state, or local government response functions, as well as the actions of the private sector (responsible party).

National Disaster Medical System (NDMS)

General

A major natural disaster can produce casualties far beyond the treatment capability of local medical support. Casualties could range from 12,000 to more than 200,000, depending on the location, duration, and time of the incident. Such a large number of casualties would severely task the state and local medical capabilities. Additionally, medical and health facilities and assets may not escape the effects of a catastrophic natural disaster.

In the face of massive increases in demand, medical supplies and equipment may be in short supply due to disruptions in supply and transportation systems. Damage to chemical and industrial plants, sewer lines, and water distribution systems will result in toxic environmental and public health hazards to the surviving population. The Federal Government will respond to this medical and health crisis by using the NDMS to supplement state and local medical resources.

Organization

NDMS, a joint partnership sponsored by the DOD, the Department of Veterans Affairs (DVA), the Department of Health and Human Services, and FEMA (Figure 25), is a national medical response system to supplement and assist state and local medical resources during disasters. The system also provides backup medical support to the DOD/VA medical care systems during military contingencies. Major components of NDMS include medical response, patient evacuation, and definitive medical care in participating non-federal hospitals throughout CONUS.

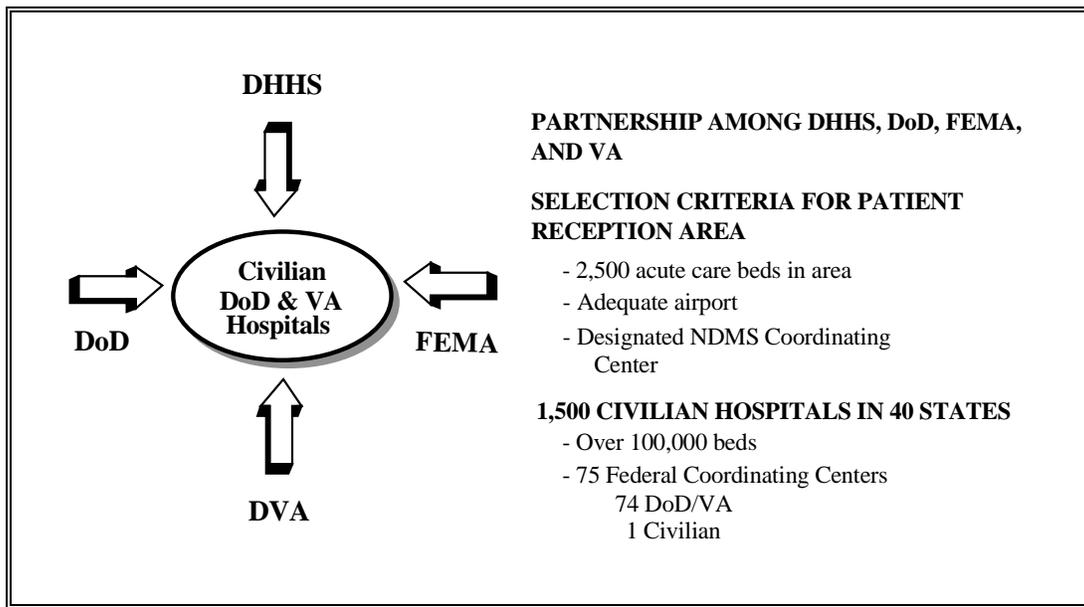


Figure 25 Natural Disaster Medical System

At this time, over 1,500 civilian hospitals in 40 states have signed up to provide over 100,000 beds if needed. The governing board, from the four agencies, administers the system, with each agency or department using its own C3 system to provide policy and implementing guidance. Designated federal hospitals from DOD and DVA coordinate NDMS programs locally. These hospitals, designated as Federal Coordinating Centers (FCC), serve as a planning focus until NDMS is activated. Upon activation, the FCC serves as the focal point within its area. Motivation for a civilian hospital to voluntarily commit to join NDMS includes the positive public relations, opportunity to participate in annual area exercises for hospital accreditation, and the guarantee that the Federal Government will reimburse 100 percent of billed charges for any care actually provided.

NDMS Process

In the event of a peacetime disaster, the Governor of an affected state may request federal assistance under the authority of PL 93-288. In general, the Governor requests a presidentially declared major disaster or emergency through the FEMA Regional Director (Figure 26). Such a presidential declaration triggers a series of federal responses coordinated by FEMA, and may include the activation of NDMS when appropriate. The Assistant Secretary of Health/DHHS may activate NDMS under this condition. NDMS may also be activated by the Assistant Secretary of Defense (Health Affairs) when military casualties exceed, or are expected to exceed, the capability of DOD and DVA medical facilities.

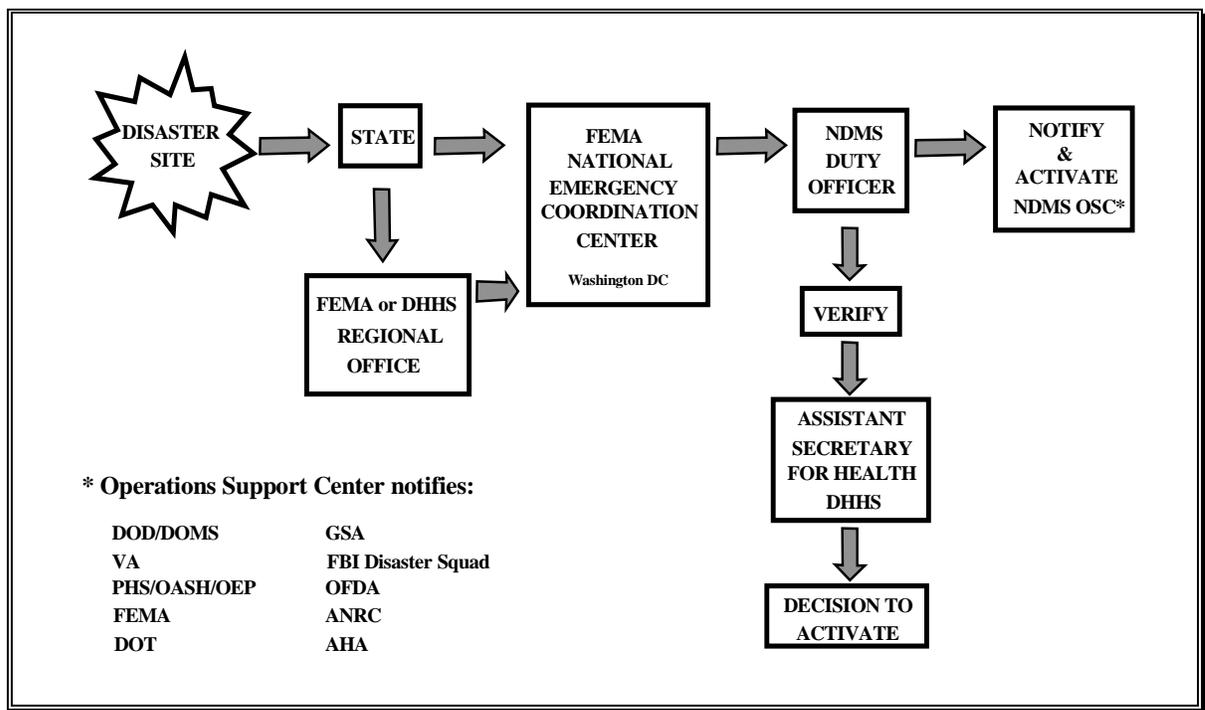


Figure 26. NDMS Activation Process

The NDMS Operations Support Center (OSC), once activated, responds to medical tasks from the FCO at the Disaster Field Office. The DFO includes the CONUSA DCO, along with the regional point of contact from the Public Health Service and the NDMS Liaison Officer. The NDMS OSC assigns Disaster Medical Assistance Teams (DMAT) to the disaster site to help local authorities with medical management of casualties.

Figure 27 provides an overview of NDMS Command and Control.

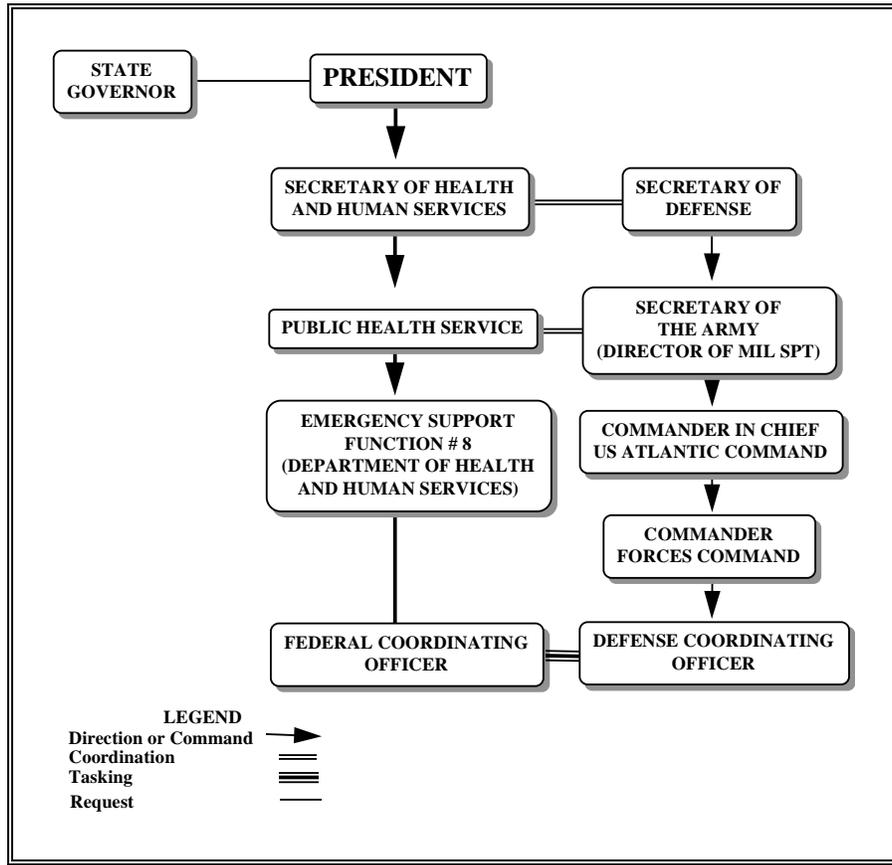


Figure 27. National Disaster Medical System Command and Control

Mass Immigration Emergency

General

The Attorney General of the United States is charged, in addition to other responsibilities, to enforce the laws of the United States dealing with immigration. The greatest part of this responsibility is fulfilled by the routine daily operations of the Immigration and Naturalization Service (INS) of the DOJ. INS receives and processes thousands of applications for U.S. citizenship annually. Concurrent with the legal applicants, a large number of individuals attempt to circumvent the law by entering the United States illegally through a variety of means and avenues. When these persons are apprehended by law enforcement authorities, INS takes action to deport or resettle these immigrants. If, as occurred during the Carter administration with the Cuban boatlift, the numbers of illegal immigrants exceed the capacity and capability of INS, the President may declare a Mass Immigration Emergency and the DOD may be called on to provide support to DOJ/INS.

Authority

In a mass immigration emergency, the DOJ becomes the lead agency and the INS serves as the action agency. Although not addressed in the FRP, the policies and procedures for a mass immigration emergency are very similar to FRP emergencies. The Secretary of the Army is the DOD Executive Agent and works through the DOMS as the DOD action agent to task the combatant commands, the services, and defense agencies to support DOJ/INS until other capabilities can be mobilized. DOD may be tasked to assist in initial reception, transportation, housing, and the full range of support services required.

Primary Responsibilities

The DOJ/INS is responsible for enforcing the immigration laws of the United States and, in this capacity, is the lead agency. Other federal agencies have functional responsibilities and provide support to DOJ/INS within their statutory authorities. DOD provides support that is limited in scope, magnitude, and duration. At no time is DOD expected to engage in law enforcement activities or in the processing of immigrants. After the initial surge of DOD support, DOJ/INS assumes full responsibility for the immigrant population and its support. The mass immigration structure is shown at Figure 29.

Planning

FORSCOM, operating with Lead Operational Authority, is charged by USACOM to develop and coordinate the detailed DOD planning and execution of the DOD support operations in CONUS. The concept of operation envisions use of selected installations for housing, feeding, and caring for immigrants at the direction of DOJ/INS. The maximum use of contracts and minimum use of troops by these installations is encouraged. After a surge of initial support for a few days, DOJ/INS and other federal agencies will begin assuming responsibility for support; and by the end of thirty days, DOJ/INS should be in a host-tenant relationship with the installations.

FORSCOM has two plans for mass immigration emergencies. One is an unclassified "generic" plan with general policy and planning guidance. The second plan is classified and contains very detailed and specific guidance. By specific direction of the Secretary of the Army, FORSCOM may not release the classified plan or its contents outside of DOD, and only to three-star headquarters with specific operational responsibilities within DOD.

Planning, in coordination with DOJ/INS, continues for DOD support for mass immigration emergencies.

Augmentation Operations

The CONUSAs have been given the operational mission with augmentation support from the Corps. The CONUSA is in charge of DOD support operations within its area of responsibility and has OPCON of DOD forces tasked to support mass immigration emergency operations. A separate DOD Task Force will be established at each installation. Combat service and combat service support units and personnel from the Corps, MACOMS, and Defense Agencies will augment the installations, detention centers, and initial reception sites.

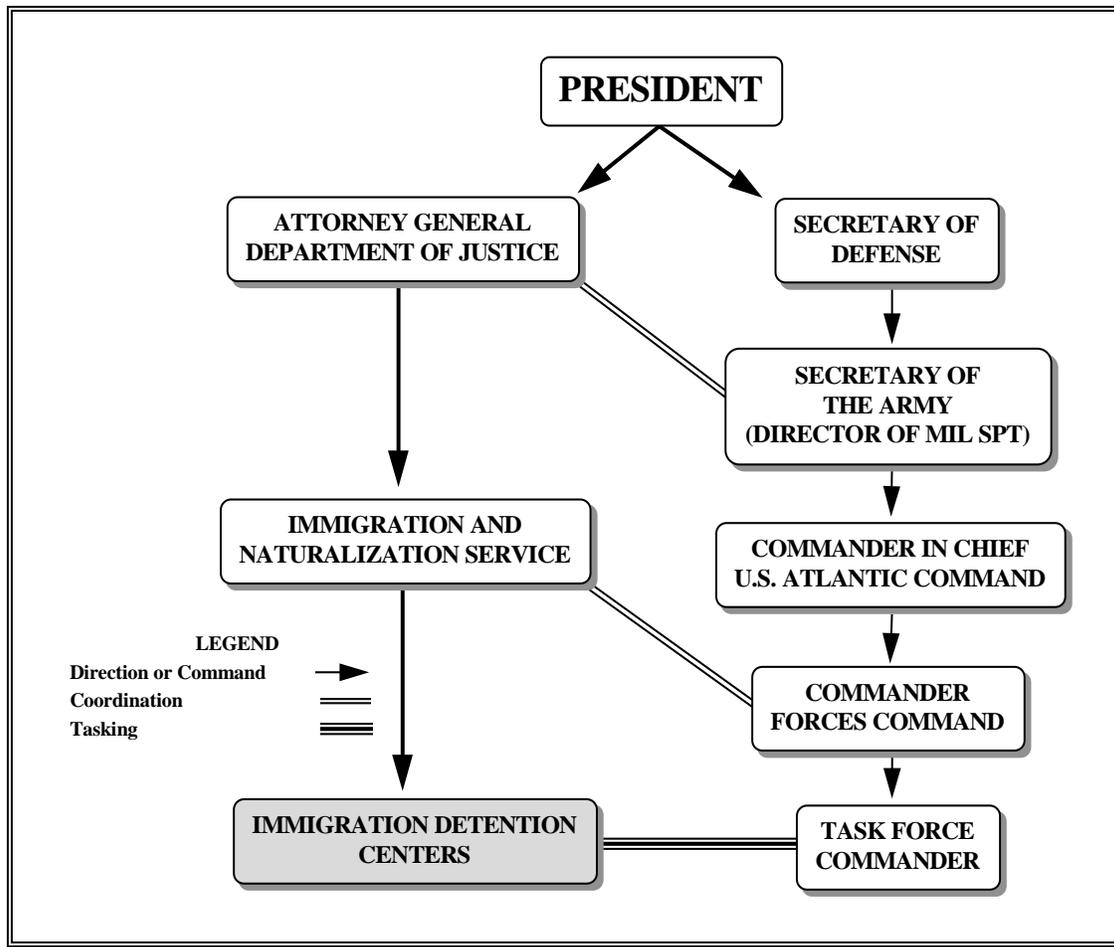


Figure 29. Mass Immigration Response Structure

The New Madrid Seismic Zone Plan

If there is a major earthquake along the New Madrid Seismic zone, the impact on the American way of life will be catastrophic. The majority of all road, rail, natural gas and oil pipelines, and electrical grids that pass from West to East through the United States pass through the New Madrid Seismic Zone. Over twenty-one state could be affected by direct damage, and many more could suffer as a result of interruptions of power, food, and other necessities moved from one side of the country to the other.

In the past, operations have taken place in one state at a time, and rarely have there been two Disaster Field Offices in operation at the same time. This will not be the case when the New Madrid Seismic Zone becomes active at a Richter level above 6.3.

NMSZ AREA OF OPERATIONS



Figure 30. NMSZ Area of Operations

The primary planning assumption is that surface movement across the Mississippi River will be limited if non-existent. The secondary planning assumption is that the levels of damage will be so severe that there will be a requirement for **at least one** Disaster Relief Task Force to be established **on either side of the Mississippi River**.

However, there are many DOD installations in the NMSZ, and some, if not all, may be as damaged as the civilian communities around them. Therefore, until these DOD installations report in with favorable status reports, planning for initial response elements and units should utilize assets from outside the NMSZ. The area of concern for the NMSZ is shown in Figure 30.

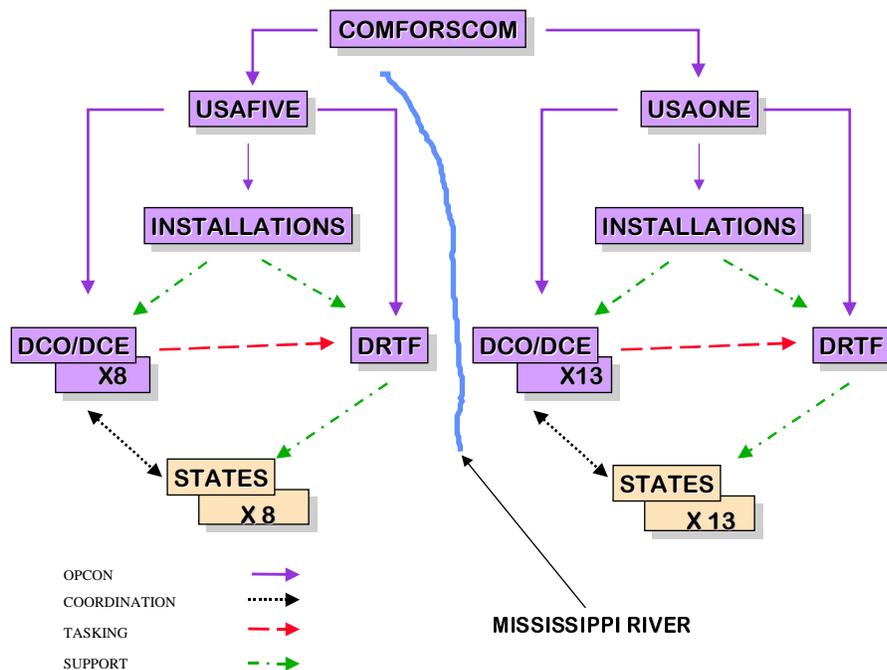


Figure 31. Distribution of Resources

Each damaged state will have a Defense Coordinating Officer, Defense Coordinating Element, an assigned Base Support Installation (which may or may not be in the state), and a capability to communicate with the Disaster Relief Task Force.

In the event that there are multiple requests for scarce resources, the CONUSA commander will resolve distribution of assets as shown in Figure 31.

Disaster Relief Task Force Commanders and CONUSA commanders should allocate activities and resources in accordance with National Priorities established by National Command Authorities or the Federal Emergency Management Agency.

All DRTF personnel and units will remain under military command and control at all times.

When an earthquake of 6.0 or greater occurs within the NMSZ, **all DOD units and installations** within the contiguous United States will immediately **report their status** through normal channels, **immediate priority** going to their **next higher headquarters**. All DOD Major Commands will **forward** status reports to their **Service Emergency**

Operations Centers (EOC). Service EOC will consolidate these reports, and prepare a list of units and installations available for possible MSCA missions.

USCINACOM will further direct COMFORSCOM, as LOA, to execute the DOD response through Commander, First Continental United States Army (USAONE) and Commander, Fifth Continental United States Army (USAFIVE). Commander, USAONE, will be responsible for military operations within the eastern part of the NMSZ, which extends from the Mississippi River to the eastern extreme of the NMSZ. Commander, USAFIVE, will be responsible for military operations within the western part of the NMSZ, which extends from the Mississippi River to the western extreme of the NMSZ. All DOD response elements should be self-sufficient regarding food and shelter for a minimum of ten days.

Commanders, First United States Army and Fifth United States Army will deploy Defense Coordinating Officers (DCO) to each state affected by the earthquake. They (CONUSA Commanders) will also establish at least one Disaster Relief Task Force (DRTF) in their respective areas of operation. Each DRTF will have an assigned Base Support Installation (BSI), or multiple BSI, if required. CONUSA will coordinate the selection of the Commander, DRTF and the composition of the DRTF through COMFORSCOM for USCINACOM approval.

The DRTF will accept mission taskings from CONUSA Commanders. DRTF Commanders will deconflict and prioritize the use of assigned forces. DRTF Commanders, staff and DCO should expect to operate for a minimum of 30 to 90 days. Missions will include light urban search and rescue, debris removal, mass medical care, mass feeding and housing, and restoration of public services. **DRTF forces are specifically prohibited from participating in civilian law enforcement activities.**

DOD forces and resources should attempt to disengage from support activities as soon as possible. Upon arriving in the disaster area, DRTF commanders should determine what conditions must be met to return to normal unit activities and locations.

The details of the New Madrid Seismic Plan are included in Annex C, Appendix 26, COMFORSCOM FUNCTIONAL PLAN 2501-98 (DRAFT).

Key Asset Protection Program and Critical Asset Assurance Program

Critical Asset Assurance Program (CAAP) has replaced the Key Asset Protection Program (KAPP). E.O. 13010, 15 Jul 96, has changed the thrust of the program to protection of key assets **worldwide** from **all hazards**. DOD has published a new Directive 5160.54, which identifies the Secretary of the Army as the DOD Executive agent for the program. Secretary of the Army is tasked to publish and administer DOD 5160.54-R and 5160.54-M. Until the transition is made (FY98-99) from FORSCOM to HQDA we will continue to operate as before using E.O. 12656 as guidance. This E.O. prescribes that every Federal department and agency, operating to the greatest extent possible within their ordinary purview, identify and develop plans to protect facilities and resources essential to the national defense and welfare in order to minimize disruptions of essential services during national security emergencies. Security emergencies may result from natural disasters, military attack, or any other event that seriously degrades the security of the United States. The KAPP is designed to identify, assess, and plan for

the protection of civil facilities--manufacturing, transportation, communications, power distribution that are essential for mobilization, deployment, and sustainment of U.S. forces. KAPP products include classified, facility defense plans, and "on the shelf" construction plans for hardening facilities if required. The Defense Investigative Service (DIS) and the Corps of Engineers provide unclassified security recommendations to the management of selected key facilities.

DCO and commanders involved in MSCA and MACDIS operations must be aware of any Key Assets that have been or may be affected by the disaster or disturbance and be prepared to provide the assets extraordinary protection if warranted. DOD key asset data is maintained in the Key Asset List database at FORSCOM. Defense personnel should also be aware that other federal, state, and local agencies identify and plan for the protection of assets essential to their operations. The responsibility for the protection of DOD key assets rests first with the owner of the asset, then the local, county, state, and federal law enforcement agencies. DOD key assets are provided protection, within the capability of the committed CDTF, only when civil law enforcement resources are exhausted. Actions in relation to the protection of DOD key assets are coordinated with the SCRAG, local and state civil law enforcement officials, and the management of each DOD Key Asset.

ACRONYMS

A

AAA	Army Audit Agency
AADPA	Assistant Associate Director for Public and Intergovernmental Affairs
AAR	After Action Report/Review
AAT	Advance Advisory Team
AC	Active Component
AC&I	Acquisition, Construction, and Improvements
ACADA	Automatic Chemical Agent Detector/Alarm
ACC	Air Combat Command
ACC	Airlift Control Center
ACOM	Atlantic Command
ACS-IM	Assistant Chief of Staff-Installation Management
AD	Associate Director
ADF	Automatic Direction Finder
AE	Aeromedical Evacuation
AEA	Atomic Energy Act (1954)
AEC	Atomic Energy Commission (superseded by ERDA)
AECC	Aeromedical Evacuation Control Center
AECE	Aeromedical Evacuation Control Element
AECM	Aeromedical Evacuation Crew Members
AELT	Aeromedical Evacuation Liaison Teams
AEM	Area Emergency Manager (VA)
AES	Aeromedical Evacuation System
AF	Augmentation Forces
AFB	Air Force Base
AFIP	Armed Forces Institute of Pathology
AFNSEP	Air Force National Security Emergency Preparedness
AFR	Air Force Regulation
AFRAT	Air Force Radiation Assessment Team
AFRCC	Air Force Rescue Coordination Center
AFS	Active Federal Service
AFTAC	Air Force Technical Applications Center
AG	Adjutant General
AG	Attorney General
AHA	American Hospital Association
AID	Agency for International Development
AIMS	Assessment Information Management System
AIREYE	Airborne Surveillance Systems
AIT	Aeromedical Isolation Team (USAMRIID)
AJFP	Adaptive Joint Force Packaging
AL	Albuquerque DOE Operations Office
ALCC	Airlift Control Center
AMC	Air Mobility Command
AMC	Army Material Command
AMS	Atmospheric Monitoring System
AMS	Aerial Measurement System
ANG	Air National Guard
ANGR	Air National Guard Regulation
ANRC	American National Red Cross
ANWC	Alternate National Warning Center
AO	Area of Operations

AOC	Army Operations Center, Pentagon
APHIS	Animal and Plant Health Inspection Service
APOD	Aerial Port of Debarkation
APOE	Aerial Port of Embarkation
ARAC	Atmospheric Release Advisory Capability
ARC	American Red Cross
ARCCC	Accident Response Capability Coordinating Committee
ARCOM	Army Reserve Command
ARES	Amateur Radio Emergency Services
ARG	Accident Response Group (DOE)
ARMAT	Advance Radiological Monitoring and Assessment Team
ARNG	Army National Guard
ARRL	American Radio Relay League
ARRS	Aerospace Rescue and Recovery Service
ARSTAFF	Army Staff
ASA	Assistant Secretary of the Army
ASA (CW)	Assistant Secretary of the Army for Civil Works
ASA (FM)	Assistant Secretary of the Army for Financial Management
ASA (IL&E)	Assistant Secretary of the Army for Installations, Logistics and Environment
ASA (M&RA)	Assistant Secretary of the Army for Manpower and Reserve Affairs
ASAC	Assistant Special Agent in Charge (FBI)
ASH	Assistant Secretary for Health, Department of Health and Human Services
ASRR	Airfield Suitability and Restrictions Report
ATRAP	Air Transportable Radiac Package (USAF)
ATSR	Agency for Toxic Substance Registry
AWACS	Airborne Warning and Control System

B

BAMC	Brooke Army Medical Center
BDRP	Biological Defense Research Program (NMRI)
BIA	Bureau of Indian Affairs
BIDS	Biological Integrated Detection System
BLM	Bureau of Land Management
BOR	Bureau of Reclamation
BRDEC	Belvoir Research, Development, and Engineering Center
BSI	Base Support Installation
BW	Biological Weapons

C

C&ETL	Containment and Effects Team Leader
C&ETM	Containment and Effects Team Member
CA	Civil Affairs
CAAP	Critical Asset Assurance Program
CAI	Chemical Accident/Incident
CAICO	Chemical Accident/Incident Control
CAIRA	Chemical Accident or Incident Response and Assistance
CAMS	Chemical Agent Monitoring System
CANA	Convulsive Antidote, Nerve Agent (Diazepam)
CAP	Civil Air Patrol
CAR	Chief, Army Reserve
CAR	Congressional Affairs Representative
CARDA	Continental US Airborne Reconnaissance for Damage Assessment
CAS	Crisis Action System
CAT	Crisis Action Team
CB	Chemical Biological
C/B-RRT	Chemical Biological Rapid Response Team

CBDCOM	Chemical Biological Defense Command
CBIRF	Chemical Biological Incident Response Force (USMC)
CBRDT	Chemical Biological Rapid Deployment Team
CCA	Comprehensive Cooperative Agreement
CCDTF	Commander, Civil Disturbance Task Force
CCG	Crisis Coordination Group
CCP	Casualty Collection Point
CCS	Contamination Control Station
CCST	Chemical Casualty Site Team
CCT	Combat Control Team
CDC	Center for Disease Control
CDC&P	Center for Disease Control and Prevention
CDCE	Contamination Disposal Coordinating Element
CDRG	Catastrophic Disaster Response Group
CDRG, EST	Catastrophic Disaster Response Group, Emergency Support Team
CDTF	Civil Disturbance Task Force
CEMP	Civil Emergency Management Program
CEPPO	Chemical Emergency Preparedness and Prevention Office
CERCLA	Comprehensive Environmental Response Compensation, and Liability Act
CEWG	Containment and Effects Working Group
CFA	Cognizant Federal Authority
CFR	Code of Federal Regulations
CIDCON	Civil Defense Condition
CIMIC	Civil Military Cooperation
CINC	Commander in Chief
CINCEUR	Commander in Chief, US European Command
CINCLANT	Commander in Chief, US Atlantic Command
CINCPAC	Commander in Chief, US Pacific Command
CINC SOUTH	Commander in Chief, US Southern Command
CINCSPACE	Commander in Chief, US Space Command
CINTRANS	Commander in Chief, US Transportation Command
CIO	Central Imagery Office
CIRG	Critical Incident Response Group
CMCHS	Civil Military Contingency Hospital System
CMRT	Consequence Management Response Team
CMT	Crisis Management Team
CNATRA	Commander Naval Air Training Command
CNWDI	Critical Nuclear Weapons Design Information
COCOM	Combatant Command
COE	Corps of Engineers
COG	Continuity of Government
COM	Committee of Principals
CoM	Consequence Management
COMFORSCOM	Commander U.S. Army Forces Command
CONUSA	Continental United States Army
COOP	Continuity of Operations
COR	Council of Representatives
COSCOM	Corps Support Command
CP	Command Post
CRAF	Civilian Reserve Aircraft Fleet
CRC	Crisis Response Cell
CrM	Crisis Management
CRM	Crisis Resource Manager
CRT	Crisis Response Team
CRTF	Crisis Response Task Force
CS	Combat Support

CSD	Chemical Support Division (CBDCOM)
CSH	Combat Support Hospital
CSM	Chemical Surety Material
CSS	Combat Service Support
CSS	Criticality Safety Specialist
CT	Counterterrorism
CTCA	Communicated Threat Credibility Assessment
CUSEC	Central United States Earthquake Consortium
CVS	Commercial Vendor Services
CW	Civil Works
CWC	Chemical Weapons Convention

D

DAC	Disaster Application Center
DAE	Disaster Assistance Employee
DAF	Department of the Air Force
DALO	Disaster Area Liaison Officer
DART	Disaster Assistance Response Team
DASC	Defense Logistics Agency Administration Support Center
DAST	Disaster Area Survey Team
DC	Detention Center
DCE	Defense Coordinating Element
DCO	Defense Coordinating Officer
DCS	Defense Communications System
DCSOPS	Deputy Chief of Staff for Operations
DDN	Defense Data Network
DE	District Engineer
DEPS	Domestic Emergency Planning System
DEST	Domestic Emergency Support Team (FBI)
DFO	Disaster Field Office
DHHS	Department of Health and Human Services
DHS	Defense Highway System
DIR	Director
DIS	Defense Investigative Service
DISA	Defense Information Systems Agency
DJTAC	Deployable Joint Task Force Augmentation Cell
DLA	Defense Logistics Agency
DMATs	Disaster Medical Assistance Teams
DMORT	Disaster Mortuary Team
DNA	Defense Nuclear Agency
DOC	Department of Commerce
DOD	Department of Defense
DODD	Department of Defense Directive
DODRDB	Department of Defense Resources Data Base
DOE	Department of Education
DOE	Department of Energy
DOI	Department of the Interior
DOJ	Department of Justice
DOL	Department of Labor
DOMS	Director of Military Support
DOS	Department of State
DOT	Department of Transportation
DRC	Disaster Recovery Center
DRM	Disaster Recovery Manager
DRTF	Disaster Relief Task Force
DS/GS	Direct Support/General Support

DSA	Disaster Support and Assistance
DSR	Damage Survey Report
DSR	Defense Senior Representative
DSWA	Defense Special Weapons Agency
DV	Distinguished Visitor
DVA	Department of Veterans Affairs
DVLO	Defense Veterinary Liaison Officer (AFIP)
DWI	Disaster Welfare Inquiry

E

E+	Earthquake Event Hour Plus/Days Plus
EA	Executive Agent
EAO	Emergency Area Office
EAP	Emergency Action Procedures
EBS	Emergency Broadcast System
EC	Emergency Coordinator
ECC	Emergency Command Center
EFO	Emergency Field Office
EHTR	Emergency Highway Traffic Regulation
EICC	Emergency Information and Coordination Center
EIS	Emergency Information System
ELISA	Enzyme-Linked Immuno Sorbent Assay
ELT	Enforcement of Laws and Treaties
EMP	Electromagnetic pulse
EMPO	Emergency Medical Preparedness Office
EMS	Emergency Medical Services
EO	Executive Order
EOC	Emergency Operations Center
EOD	Explosive Ordnance Disposal
EOT	Emergency Operations Team
EP	Emergency Preparedness
EPA	Environmental Protection Agency
EPCRA	Emergency Planning and Community Right to Know Act
EPLO	Emergency Preparedness Liaison Officer
EPSP	Emergency Pharmaceutical Support Plan
EQ	Earthquake
ER	Engineer Regulation
ERAMS	Environmental Radiation Ambient Monitoring System
ERB	Economic Resources Board
ERCG	Emergency Response Coordination Group, Public Health Service, Centers for Disease Control and Agency for Toxic Substances and Disease Registry
ERDEC	Edgewood Research, Development, and Engineering Center
ERT	Emergency Response Team
ERT	Environmental Response Team
ERT-A	Emergency Response Team - Advance Element
ERT-N	National Emergency Response Team
ERT-S	Emergency Response Team - Support
ESF	Emergency Support Function
ESO	Emergency Support Office
ESSO	Executive Support Staff Officer
EST	Emergency Support Team
ETA	Estimated Time of Arrival
EXORD	Execute Order

F

FAA	Federal Aviation Administration
FAsT	Field Assessment Team
FBI	Federal Bureau of Investigation
FCC	Federal Coordinating Center (NDMS)
FCCE	Flood Control and Coastal Emergencies
FCO	Federal Coordinating Officer
FDA	Foreign Disaster Assistance
FECC	Federal Emergency Communications Coordinator
FEMA	Federal Emergency Management Agency
FESC	Federal Emergency Support Capability
FHA	Federal Highway Administration
FLAR	Forward Looking Airborne Radar
FNARS	FEMA National Radio System
FNAVS	FEMA National Auxiliary Voice System
FNETS	FEMA National Teletype System
FNS	Food and Nutrition Service
FOA	Field Operating Agency
FORSCOM	U.S. Army Forces Command
FPD	Flame Photometric Detector
FRC	Federal Response Center
FRCM	FEMA Regional Communications Manager
FRERP	Federal Radiological Emergency Response Plan
FRMAC	Federal Radiological Monitoring and Assessment Center
FRP	Federal Response Plan
FS	Forest Service
FWPCA	Federal Water Pollution Control Act
FWS	U.S. Fish and Wildlife Service

G

GC	Gas Chromatograph
GETS	Government Emergency Telecommunications System
GIS	Geographic Information System
GPMRC	Global Patient Movement Requirements Center
GPS	Global Positioning System
GSA	General Services Administration

H

HA	Hazards Assessment
HAZCHEM	Hazardous Chemicals
HAZMAT	Hazardous Materials
HET-ESF	Headquarters Emergency Transportation, - Emergency Support Function
HHS	Department of Health and Humans Services
HICA/MYDP	Hazard Identification Capability Assessment/Multi-Year Development Plan
HIT	Hazardous Incident Team
HMT	Hazard Mitigation Team
HUD	Housing and Urban Development

I

IAG	Interagency Group
IBD	Improvised Biological Device
IC	Incident Commander
ICAD	Individual Chemical Agent Detector
ICAM	Improved Chemical Agent Detector/Alarm
ICC	Interstate Commerce Commission
ICD	Improvised Chemical Device

ICMMP	Integrated CONUS Medical Mobilization Plan
ICPAE	Interagency Committee on Public Affairs in Emergencies
ICS	Incident Command System
IDS	Information Display System
IDT	Inactive Duty Training
IED	Improvised Explosive Device
IEFCO	Immigration Emergency Federal Coordinating Officer
IMA	Individual Mobilization Augmentee
IND	Improvised Nuclear Device
INS	Immigration and Naturalization Service
IOC	Initial Operational Capability
IPDS	Improved Point Detection System
IRR	Initial Response Resources
IRT	Incident Response Team
ITRAP	Interagency Terrorism Response Awareness Program

J

JA	Judge Advocate
JCSE	Joint Communications Support Element
JIC	Joint Intelligence Center
JIC	Joint Information Center
JNACC	Joint Nuclear Accident Coordination Center
JOC	Joint Operations Center
JRMPO	Joint Regional Medical Planning Office
JSCP	Joint Strategic Capabilities Plan
JSOTF	Joint Special Operations Task Force
JTF	Joint Task Force
JULLS	Joint Unit Lessons Learned System

K

KAL	Key Asset List
KALIBER	Key Asset Board of Evaluation and Review
KAPP	Key Asset Protection Program
KAPPCO	KAPP Construction Option

L

LANTFLT	Atlantic Fleet
LDC	Land Defense of CONUS
LEPC	Local Emergency Preparedness Committee
LFA	Lead Federal Agency
LNG	Liquid Nitrogen Gas
LNO	Liaison Officer
LO	Liaison Officer
LOA	Lead Operational Authority
LPG	Liquid Propane Gas
LSC	Life Support Center

M

MAC	Mission Assignment Coordinator
MACA	Military Assistance to Civil Authorities
MACC	Multi Agency Coordination Center
MACDIS	Military Assistance for Civil Disturbance
MACOM	Major Command/Major Army Command
MAFFS	Mobile Air Firefighting System
MAJCOM	Major Command (USAF)

MARDEZ	Maritime Defense Zone
MARFORLANT	Marine Forces Atlantic
MARPOL	International Convention for Prevention of Pollution from Ships
MARS	Mobile Analytical Response System
MASF	Mobile Air Staging Facility (USAF)
MAST	Military Assistance to Safety and Traffic
MATTS	Mobile Air Transportable Telecommunications System
MDW	Military District of Washington
MDZ	Maritime Defense Zone
MEAP	Mobile Environmental Analytical Platform (Chem Analysis Trailer)
MEDLOG	Medical Logistics
MEP	Maritime Environmental Protection
MER	Maritime Environmental Response
MERRT	Medical Emergency Radiological Response Team
MERS	Mobile Emergency Response Support
MERT	Mobile Emergency Response Team
METL	Mission Essential Task List
MHC	Mobile Health Clinics
MIEP	Mass Immigration Emergency Plan
MILSPEC	Military Specification
MKT	Mobile Kitchen Trailer
MMST	Metropolitan Medical Strike Team
MOB Center	Mobilization Center
MOU	Memorandum of Understanding
MRE	Meals Ready to Eat
MRMC	Medical Research and Materiel Command
MRV	Multi Radio Van
MSA	Mutual Support Agreement
MSC	Major Subordinate Command
MSC	Military Sealift Command
MSCA	Military Support to Civil Authorities
MSCLEA	Military Support to Civil Law Enforcement Agencies
MSU	Management Support Unit
MTF	Medical Treatment Facility
MTMC	Military Traffic Management Command
MUSARC	Major United States Army Reserve Command

N

NAAK	Nerve Agent Antidote Kit (Atropine/2PAM Chloride)
NAOC	National Airborne Operations Center
NASA	National Aeronautics and Space Administration
NASAR	National Association for Search & Rescue
NBC	Nuclear, Biological, or Chemical
NBCRS	NBC Reconnaissance System
NCA	National Command Authority
NCC	National Coordination Center (NCS)
NCP	National Oil and Hazardous Substances Pollution Contingency Plan
NCR	National Capital Region
NCS	National Communications System
NCSP	National Communications Support Plan
NDER	National Defense Executive Reserve
NDISS	National Defense Infrastructure Survivability Study
NDMOC	National Disaster Medical Operations Center
NDMS	National Disaster Medical System
NECC	National Emergency Coordination Center
NEHRP	National Earthquake Hazards Reduction Program

NEIC	National Earthquake Information Center
NEMT	National Emergency Management Team
NERS	National Emergency Response Structure
NEST	Nuclear Emergency Search Team (DOE)
NG	National Guard
NGA	National Governors' Association
NGB	National Guard Bureau
NGR	National Guard Regulation
NICI	National Interagency Counterdrug Institute
NIFC	National Interagency Fire Center
NMRI	Naval Medical Research Institute
NOAA	National Oceanic and Atmospheric Administration
NOK	Next of Kin
NOMA	Nominating Agency
NPS	National Park Service
NRC	Nuclear Regulatory Commission
NRC	National Response Center
NRS	Nuclear Response System
NRT	National Response Team
NSC	National Security Council
NSDD	National Security Decision Directive
NSEP	National Security Emergency Preparedness
NSF	National Strike Force
NSWC	Naval Service Warfare Center
NTMS	National Telecommunications Management Structure
NTSP	National Telecommunications Support Plan
NWS	National Warning System
NWS	National Weather Service

O

OASH	Office of Assistant Secretary for Health (DHHS)
OCE	Office of the Chief of Engineers
OCR	Operations Construction and Readiness
OEMP	Office of Emergency Medical Preparedness (DVA)
OEP	Office of Emergency Preparedness (DHHS)
OES	Office of Emergency Services
OFDA	Office of Foreign Disaster Assistance
OPCOM	Operational Command
OPCON	Operational Control
OPM	Office of Personnel Management
OPR	Office of Primary Responsibility
OSA	Office of the Secretary of the Army
OSC	On-Scene Coordinator - Coast Guard/EPA
OSD	Office of the Secretary of Defense
OSTP	Office of Science Technology and Patents
OTSG	Office of the Surgeon General

P

P.L.	Public Law
PABX	Private Automated Branch Exchange
PAC	Patient Airlift Center (USAF)
PAO	Public Affairs Office(r)
PBS	Public Building Service (GSA)
PCR	Polymerase Chain Reaction
PD	Presidential Declaration

PDA	Preliminary Damage Assessment
PDD	Presidential Decision Directive
PDD-39	Presidential Decision Directive 39
PHS	Public Health Service
PIAT	Public Information Assistance Team
PIN	Personal Identification Number
PIO	Public Information Officer
POC	Point of Contact
POMSO	Plans, Operations, and Military Support Officer
POTO	Plans, Operations, and Training Officer
PPA	Principal Planning Agent
PPE	Personal Protective Equipment
PSA	Port Support Activity
PSN	Public Switched Network
PSP	Physical Security Plan
PX	Nuclear Explosive Packaging Expert

Q

QRF	Quick Reaction Force
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R

RAFC	Regional Area Firefighting Coordinator
RAMT	Radiological Advisory Medical Team (Army)
RAP	Radiological Assistance Program
RC	Reserve Component
RCC	Rescue Coordination Center
RCO	Resource Coordinating Offices
RCP	Regional Oil and Hazardous Substances Pollution Contingency Plan
RD	Regional Director
RDB	Resource Data Base
RDD	Radiation Dispersal Device
RDD	Radiological Dispersion Device
REAC/TS	Radiological Emergency Assistance Center/Training Site
READO	Regional Emergency Animal Disease Eradication Organization
REC	Regional Emergency Coordinator
RECC	Regional Emergency Communications Coordinator
RECDOE	Regional Emergency Coordinator for Department of Energy
RECP	Regional Emergency Communications Plan
REM	Roentgen Equivalent Man
REMC	Regional Emergency Management Coordinator
REMT	Regional Emergency Management Team
REOC	Regional Emergency Operations Center
REPLO	Regional Emergency Preparedness Liaison Officer
RERT	Radiological Emergency Response Team
RESEM	Rescue, Evacuation, and Selection of Executive Mansion
RETCO	Regional Emergency Transportation Coordinator
RFA	Request for Assistance
RG	Readiness Group
RHA	Regional Health Administrator
RICT	Regional Incident Coordination Team
RISC	Regional Interagency Steering Committee
RMEC	Regional Military Emergency Coordinator
ROC	Regional Operations Center
RODS	Remotely Operated Disablement System

ROWPU	Reverse Osmosis Water Purification Unit
RPA	Regional Planning Agent
RPG	Rocket Propelled Grenade
RPM	Radiological Program Managers
RRC	Regional Response Center
RRF	Rapid Response Force (CBIRF)
RRT	Regional Response Team
RSC	Regional Support Command
RSG	Regional Support Group
RTAP	Real Time Analytical Platform (Chemical Analysis Vehicle)
RTF	Regional Task Force
RTF	Response Task Force

S

S/CT	Department of State Office of the Coordinator for Counterterrorism
SAC	Special Agent in Charge (FBI)
SAD	State Active Duty
SAR	Search and Rescue
SASO	Stability and Support Operations
SBA	Small Business Administration
SCO	State Coordinating Officer
SCRAG	Senior Civilian Representative of the Attorney General
SEPLO	State Emergency Preparedness Liaison Officer
SERC	State Emergency Response Commissions
SFO	Special Field Office
SG	Surgeon General
SIED	Sophisticated Improvised Explosive Device (Non-Nuclear)
SIOC	Strategic Information and Operations Center (FBI HQ)
SITREP	Situation Report
SLPS	State and Local Programs and Support Directorate (FEMA)
SMA	Staff Medical Advisor
SMC	SAR Mission Coordinator
SMSO	State Military Support Office
SMU	Special Mission Unit
SOG	Special Operations Group (FBI)
SOLIC	Special Operations, Low Intensity Conflict
SRAAG	Senior Army Advisor to the Adjutant General
SRCC	Search and Rescue Coordination Center
SRF	Service Response Force
SRU	Search and Rescue Unit
SSC	Special Shaped Charge
SSC	Scientific Support Coordinator
STARC	State Area Command

T

TAES	Tactical Aeromedical Evacuation System
TAG	The Adjutant General (State)
TERMM	Transportable Emergency Response Monitoring Module
TEU	Technical Escort Unit (Army)
TPFDD	Time Phased Force Deployment Data
TPFDL	Time Phased Force Deployment List
TREAS	Department of the Treasury
TRF	Temporary Reception Facility
TSG	The Surgeon General
TSP	Telecommunications Service Priority

TSP Temporary Staging Point
TSWG Technical Support Working Group

U

UNHCR United Nations High Command for Refugees
US&R Urban Search and Rescue
USACE United States Army Corps of Engineers
USACOM United States Atlantic Command
USAMMA United States Army Medical Materiel Agency
USAMRICD US Army Medical Institute for Chemical Defense
USAMRIID US Army Medical Research Institute of Infectious Diseases
USANCA US Army Nuclear Chemical Agency
USAR United States Army Reserve
USAR Urban Search and Rescue
USARC United States Army Reserve Command
USC United States Code
USCG United States Coast Guard
USDA United States Department of Agriculture
USFS United States Forest Service
USFWS United States Fish and Wildlife Service
USGS United States Geologic Survey
USNPS United States National Park Service
USPACOM United States Pacific Command
USPHS United States Public Health Service
USPS United States Postal Service
USSOUTHCOM United States Southern Command

V

VA Department of Veterans Affairs
VA Vulnerability Assessment
VAH Veterans Administration Hospital
VAMC Veterans Administration Medical Center
VANTS Veterans Affairs National Telecommunications System
VOLAG Volunteer Agency
VS Vulnerability Survey

W

WMD Weapon(s) of Mass Destruction
WSNSO Weather Service Nuclear Support Office

GLOSSARY OF TERMS

Accident Response Group. A group of technical and scientific experts composed of Department of Energy (DOE) and DOE-contractor personnel assigned responsibility for providing DOE response to peacetime accidents and significant incidents involving nuclear weapons anywhere in the world.

Adaptive Joint Force Packaging. A concept and process which complements the Joint Strategic Capabilities Plan (JSCP) by identifying the functional requirements and the mission essential tasks of potential mission assignments, nominating appropriate type units to a menu of capabilities-based packages, and selecting from the menu to tailor to specific Adaptive Joint Force Packages upon crisis development or plan execution.

Advance Alert. Highest federal civil readiness level. At this level, primary emergency operating centers of the Federal Government at headquarters, regions, and other major field offices will be staffed.

Aerial Measuring System. An integrated remote sensing capability for rapidly determining radiological and ecological conditions of large areas of the environment. In conjunction with modern laboratories and assessment techniques, state-of-the-art airborne equipment is used for extremely low-level gamma radiation detection, high-altitude photography, airborne gas and particulate sampling, and multi-spectral photography and scanning.

Affected Structure. A structure that received damage but is usable for its intended purpose.

Air Sampling. The collection and analysis of samples of air to detect and measure the presence of radioactive substances, particulate matter, or chemical pollutants.

Alert (Nuclear Power Facility). An accident notification category for commercial nuclear power plants. The term means events are in process or have occurred which involve an actual or potential substantial degradation of the level of safety of a nuclear reactor.

Allocation (Specific) - Resource Management. The authorization and action whereby a facility or all or some of the total anticipated supply of a scarce and critical material, commodity, product, service, or item is assigned or reserved for use by a specified activity or activities during a stated time period. This allocation permits the claimant activity to procure a specified quantity of the particular controlled goods or services during a stated time period.

American Red Cross (ARC). A quasi-governmental agency largely for relief of suffering and welfare activities during war and disaster. The ARC operates under a congressional charter and is supported by the public. Internationally, it operates in accordance with the Treaty of Geneva.

Applicant (Relating to a Major Disaster or Emergency). (a) For public assistance, means the state, local government, or eligible private nonprofit facility submitting a project application or request for direct federal assistance under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (P.L. 93-288, as amended) or on whose behalf the Governor's authorized representative takes such action; and (b) for individual assistance, means an individual or family who submits an application or request for assistance under the Act.

Area Warning Circuit. That portion of the National Warning System (NAWAS) which lies within a FEMA region and connects the Warning Points in that area with the Region.

Assistance Phases. The four phases of planning and response related to a catastrophic earthquake are as follows:

(a) Prediction Response. The phase that would occur 48 to 96 hours before the earthquake. This phase would consist of a series of preparatory actions taken by federal, state, and local governments to protect life and minimize effects of the potential event on response personnel and equipment. These actions facilitate the deployment of resources necessary for immediate response and initial recovery operations.

(b) Immediate Response. The phase from the onset of the earthquake to approximately 30 days afterward, or those periods caused by aftershocks. The functions performed during this phase are critical to saving lives, protecting property, and meeting basic human needs.

(c) Initial Recovery. The phase traditionally associated with providing federal supplemental disaster recovery assistance upon presidential declaration. This phase probably will overlap the immediate response phase, beginning several days or weeks after the earthquake and lasting up to 2 years. Typical functions to be performed are associated with the establishment of the federal mechanism for delivery of disaster assistance.

(d) Long-Term Restoration and Recovery. The phase after onset of the event, during which time the designated areas would be restored to their normal or an improved state. The federal role in the process would be to coordinate policy development through the authorities associated with provision of federal funds and assistance.

Associate Director. The head of a directorate of the Federal Emergency Management Agency who has responsibility for a particular activity/function.

Atmospheric Release Advisory Capability. A Department of Energy asset capable of providing a computer-generated model of the most probable path of the radioactive contamination released at an accident site.

Attention (or Alert) Signal. A steady tone of 3 to 5 minutes sounded strictly at the option and on the authority of local government officials. The signal may be activated for natural or man-made disasters as local authorities may determine and may also be used to call attention to essential emergency information.

Augmentation Force Plan. The defense plan for protection of CONUS chemical, biological, and nuclear munitions manufacturing and storage sites.

Authorized Program. Pursuant to Title I of the Defense Production Act, military, atomic energy, other energy, space, foreign assistance, civil defense, and other defense, energy, and related programs eligible for production assistance for defense purposes through the application of priorities and allocations.

Casualty. A person injured and needing medical treatment or killed because of man-made or natural disasters.

Casualty Services. Professional medical help, hospital, and ambulance for collecting and treating casualties.

Catastrophic Disaster Response Group (CDRG). A group of representatives at the national level from the federal departments and agencies which have Federal Response Plan support responsibilities. The CDRG's primary role is that of a centralized, liaison coordinating group available at the call of the chairperson. Its members have timely access to the appropriate policy makers in their respective parent organizations to facilitate decisions on problems and policy issues, should they arise. The CDRG oversees the national-level response support effort and

coordinates the efforts of the ESF primary and support agencies in supporting federal regional requirements. The CDRG serves as a mechanism to bring to bear all federal authorities, resources, capabilities, and expertise that can contribute to an enhanced federal response capability.

Catastrophic Earthquake. There is no commonly accepted definition of a "catastrophic" earthquake. Whether a given earthquake qualifies as catastrophic depends on the combined effect of geologic parameters (e.g., magnitude, duration, type of earth movement, etc.), environmental parameters (e.g., location, time of occurrence, existing weather conditions, etc.), sociological parameters (e.g., preparedness of the population, warning, enhanced building construction, etc.), and destructive parameters (e.g., building damage and collapse, damage to infrastructure and systems, etc.). For the purpose of the federal earthquake response, a catastrophic earthquake is defined as a seismic event or series of seismic events that result in large numbers of deaths and injuries; extensive damage or destruction of facilities that provide and sustain human needs; an overwhelming demand on state and local response resources and mechanisms; a severe impact on national security facilities and infrastructures that sustain them; a severe long-term effect on general economic activity; and severe effect on state, local, and private sector initiatives to begin and sustain initial response activities.

Census Tract. A nonpolitical, geographical subdivision of no standard size but within a city, town, county, or other political jurisdiction. The census tract is used by the U.S. Bureau of the Census as a convenient and flexible unit for surveying and aggregating population, housing, and other demographic or economic statistics. In most instances, a tract corresponds to a Standard Location Area.

Chain Reaction. Any chemical or nuclear process in which some of the products of the process or energy released by the process are instrumental in the continuation or magnification of the process.

Chemical Emergency Preparedness Program. A program developed by the Environmental Protection Agency to address accidental releases of acutely toxic chemicals.

Chemnet. A mutual aid network of chemical shippers and contractors.

Civil Disorder. A terrorist attack, riot, violent protest, demonstration, or illegal assembly.

Civil Emergency. Any accidental, natural, man-related, wartime emergency, or threat thereof which causes or may cause substantial injury or harm to the population or substantial damage to or loss of property.

Civil Government Resources. Civil resources that are owned by, controlled by, or under the jurisdiction of civilian agencies of the U.S. Government.

Civil Preparedness Circular Guides. The medium through which FEMA policies, program objectives, guidance, and procedures necessary for the administration of emergency management functions are transmitted to state and local officials, and to others with assigned emergency management responsibilities.

Civil Resources. Resources that normally are not controlled by the Government. These resources include manpower, food and water, health resources, industrial production, housing and construction, telecommunications, energy, transportation, minerals, materials, other essential resources, and services.

Civil Security. The protection of national systems (facilities, processes, personnel, and information) from detrimental disruption by deliberate violent acts of individuals or groups of individuals.

Clearance Time. The time period required to clear from the roadways all vehicles evacuating in response to a hurricane situation.

Coastal High Hazard Area. Special flood hazard areas along the coasts that have additional hazards due to wind and wave action.

Communications Watch. Lowest federal civil readiness level. At this level plans are reviewed and 24-hour communications capability is established at national offices.

Community Awareness and Emergency Response. A program developed by the Chemical Manufacturers Association, providing guidance for chemical plant managers to assist them in taking the initiative in cooperating with local communities to develop integrated (community/industry) hazardous materials emergency plans.

Comprehensive Cooperative Agreement. Provides for each state a single vehicle for applying for and receiving financial assistance for several discrete FEMA programs and for organizing and reporting on emergency management objectives and accomplishments, particularly under the funded programs.

Continuity of Government. All measures that may be taken to ensure the continuity of essential functions of governments.

Core Melt Accident. A reactor accident in which the fuel melts because of overheating.

Crisis Coordination Group. An element of the Crisis Management System established within the Office of the Secretary of Defense (OSD). The group provides a central point of contact, information, and coordination within OSD for crisis matters. FEMA liaison officers are assigned to the group during national security emergencies.

Critical Action (Flooding). An action for which even a slight chance of flooding is too great. The minimum flood plain of concern for critical actions is the 500-year flood plain; i.e., critical action flood plain. Critical actions include, but are not limited to, those which create or extend the useful life of such structures or facilities as:

- (a) Those which produce, use, or store highly volatile, flammable, explosive, toxic or water-reactive materials;
- (b) Hospitals, nursing homes, and housing for the elderly which are likely to contain occupants who may not be sufficiently mobile to avoid the loss of life or injury during flood and storm events;
- (c) Emergency operations centers or data storage centers which contain records or services that may become lost or inoperative during flood and storm events; and
- (d) Generating plants and other principal points of utility lines.

Dam. A barrier built across a watercourse for the purpose of impounding, controlling, or diverting the flow of water. Most federal and state dam safety programs deal with dams which are 25 feet high or higher and which impound 50-acre feet or more.

Dam Failure. The uncontrolled release of impounded water resulting in downstream flooding.

Damage Assessment. The appraisal or determination of the actual effects on human, economic, and natural resources resulting from man-made or natural disasters.

Date Time Group. The date and time expressed in digits and zone suffix at which a message was prepared for transmission. Expressed in six digits followed by zone suffix, the first pair of digits denoting the date, the second pair of digits denoting the hour, and the third pair denoting the minutes.

Defense Logistics Agency (DLA). An agency of the DOD that has the responsibility for purchasing common-use logistical support items for the military Services.

Designated Area. Any emergency or disaster-affected portion of a state that the Associate Director has determined is eligible for federal assistance.

Destroyed. A facility or structure that received severe damage and is no longer technically or economically feasible to repair.

Disaster. An occurrence that has resulted in property damage, deaths, and/or injuries to a community.

Disaster Area Survey Team. A small, specially tailored and equipped team that deploys rapidly to a disaster area to report disaster relief requirements to US Atlantic Command and remains in the disaster area to arrange for facilities and services for deploying relief forces and supplies.

Disaster Control. Measures taken before, during, or after natural or man-made disasters to reduce the probability of damage, minimize its effects, and initiate recovery.

Disaster Field Office. The temporary office established in or near the designated area from which the Federal Coordinating Officer (FCO), his/her staff, the Emergency Response Team (ERT), and, where possible, the State Coordinating Office, his/her staff, and the regional response organizations coordinate response activities.

DOD Resources DataBase. A computer-based data base management system which supports emergency planning and operations by providing an easily accessible compendium of essential emergency management information to include directories to key military and civilian installations, commands and agencies; pertinent reference Documents, inventories of selected equipment, supplies, units, and capabilities; and map displays which are directly applicable to lifesaving, survival, response, and recovery operations.

Domestic Emergency. Any natural disaster or other emergency that does not seriously endanger national security, but which is of such a catastrophic nature that it cannot be managed effectively without substantial federal presence, or which arises within spheres of activity in which there is an established federal role.

Drought. A prolonged period without rain.

Earthquake. The sudden motion or trembling of the ground produced by abrupt displacement of rock masses, usually within the upper 10 to 20 miles of the earth.

Earthquake Intensity. A measure of the effects of an earthquake at a particular place. Intensity is determined from observations of an earthquake's effect on people, structures, and the earth's surface.

Earthquake Magnitude. A measure of the strength of an earthquake, or the strain of energy released by it, calculated from the instrumental record made by the event on a calibrated seismograph.

Emergency. Any occasion or instance for which, in the determination of the President, federal assistance is needed to supplement state and local efforts to save lives and to protect property

and public health and safety, or lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Action Plan. A plan of action to be taken to reduce the potential for loss of life and property damage in an area affected by disaster.

Emergency Broadcast System. A voice radio communications system consisting of broadcast stations and interconnecting facilities authorized by the Federal Communications Commission. The Emergency Broadcast System is designed for use by the President and other national, state, and local officials to broadcast emergency information to the public in time of war, state of public peril, disaster, or other national emergencies as provided by plans.

Emergency Coordination Team. The Nuclear Regulatory Commission (NRC) team, directed by the director of site operations, who manages the on-scene NRC response to a nuclear emergency.

Emergency Information and Coordination Center (EICC). A FEMA national emergency center supporting Emergency Support Teams and other disaster activities. EICC communications link the Senior FEMA Official, FEMA regional and headquarters staffs, and other federal agencies at the national level.

Emergency Management. The organized analysis, planning, decision-making, assignment, and coordination of available resources to the mitigation of, preparedness for, response to, or recovery from emergencies of any kind, whether from attack, man-made, or natural sources.

Emergency Management Institute. One of two schools located on FEMA's National Emergency Training Center (NETC) campus, EMI conducts resident and nonresident training activities for federal, state, and local government officials, managers in the private economic sector, and members of professional and volunteer organizations on subjects that range from civil nuclear preparedness systems to domestic emergencies caused by natural and technological hazards. Nonresident training activities are also conducted by state Emergency Management Training Officers under cooperative agreements that offer financial and technical assistance to establish annual training programs that fulfill emergency management training requirements in communities throughout the nation.

Emergency Medical Services. A system that provides personnel, facilities, and equipment for the delivery of medical care services under emergency conditions.

Emergency Operations Center (EOC). The protected site from which civil government officials (municipal, county, state, and federal) exercise direction and control in an emergency.

Emergency Operations Plan (EOP). A state or local document that describes actions to be taken in the event of natural disasters, technological accidents, or nuclear attack. The EOP identifies authorities, relationships, and the actions to be taken by whom, what, when, and where, based on predetermined assumptions, objectives, and existing capabilities.

Emergency Operations Systems Training. Training and exercises for emergency operations preparedness for Emergency Operations Center (EOC) personnel.

Emergency Preparedness Canada. The Canadian counterpart of FEMA.

Emergency Preparedness Liaison Officer (EPLO). An EPLO is a senior Reserve officer who represents his/her service at the appropriate military headquarters and civilian agencies which have plans, coordination, and execution responsibilities in support of the National Security Emergency Preparedness (NSEP) program. Reserve officers serving as EPLOs can be called to duty only on a voluntary basis in a peacetime disaster. Primary responsibilities for peacetime

disasters will include planning and coordinating Service roles in the various disaster plans and contingencies. Each State has one Navy, Air Force, and Army EPLO assigned.

Emergency Public Information. Information that is disseminated primarily in anticipation of an emergency or at the actual time of an emergency and, in addition to providing information, frequently directs actions, instructs, and transmits direct orders.

Emergency Response Team (ERT). The FEMA group, composed of a headquarters element and a regional element, that is deployed by the Director, FEMA, to the scene of an extraordinary situation to coordinate the overall federal response.

Emergency Response Team-Advance (ERT-A). An element of a regional ERT team deployed at an early stage of a potential or developing extraordinary situation to monitor and assess the situation in order to make recommendations on the potential need for an ERT deployment.

Emergency Shelter. A shelter provided for the communal care of individuals or families forced from their homes by a major disaster or an emergency.

Emergency Support Function (ESF). A functional area of response activity established to facilitate coordinated federal delivery of assistance required during the immediate response phase after a major disaster to save lives, protect property and public health, and maintain public safety. ESFs represent those types of federal assistance which the state likely will need most because of the overwhelming impact of disasters on a state's own resources. The following discussion provides a brief overview of each ESF:

ESF #1 (Transportation). To provide for the coordination of federal transportation support to state and local governmental entities, voluntary organizations, and federal agencies requiring transportation capacity to perform disaster assistance following a catastrophic earthquake or other significant natural disaster. Support agencies include: Interstate Commerce Commission; Departments of Agriculture, Defense, Interior, Energy, State and Justice; U.S. Army Corps of Engineers; and the U.S. Postal Service.

ESF #2 (Communications). To assure the provision of federal telecommunications support to federal, state, and local response efforts following a catastrophic natural disaster. This ESF supplements the provisions of the National Plan for Telecommunications Support in Non-Wartime Emergencies. Support agencies include the Departments of Agriculture, Defense, Interior and Transportation; Federal Emergency Management Agency; General Services Administration; and the Federal Communications Commission.

ESF #3 (Public Works and Engineering). To provide the full range of engineering, design, and construction contract support to federal, state, and local agencies in the restoration of public works and essential public facilities following a major or catastrophic natural disaster. Support agencies include: the Departments of Agriculture, Defense, Energy, Interior, Labor, and Transportation; the Environmental Protection Agency; General Services Administration; and the Tennessee Valley Authority.

ESF #4 (Fire Fighting). To detect and suppress wildland, rural, and urban fires resulting from, or occurring coincidentally with, a catastrophic earthquake. Support agencies include: the Departments of Commerce, Defense, Interior and Transportation; the Environmental Protection Agency; Federal Emergency Management Agency; General Services Administration; and the U.S. Army Corps of Engineers.

ESF #5 (Information and Planning). To manage information needed to support disaster operations and to develop response and recovery strategies. Collects, evaluates, and processes information on the disaster situation and on the status of response and recovery operations and resources. Support agencies include: the Departments of Agriculture, Commerce, Defense,

Education, Energy, Health and Human Services, Veterans Affairs, Interior, and Transportation; American Red Cross; Environmental Protection Agency; General Services Administration; National Aeronautics and Space Administration; National Communications System; Nuclear Regulatory Commission; and the U.S. Army Corps of Engineers.

ESF #6 (Mass Care). To coordinate efforts to provide sheltering, feeding, and first aid following a catastrophic natural disaster; to operate a disaster welfare information system to collect and report information about the status of victims and assist with family reunification within the disaster area; and to coordinate bulk distribution of relief supplies to disaster victims following a catastrophic natural disaster. Support agencies include: Departments of Agriculture, Commerce, Defense, Health and Human Services, Housing and Urban Development, Interior, Veterans Affairs, and Transportation; Federal Emergency Management Agency; General Services Administration; U.S. Army Corps of Engineers; and the U.S. Postal Service.

ESF #7 (Resource Support). To provide logistical and resource support following a catastrophic earthquake or other significant natural disaster. Support agencies include: the Departments of Defense, Energy, Health and Human Services, Labor, Justice, and Transportation; Federal Emergency Management Agency; National Communications System; Office of Personnel Management; and the Veterans Administration.

ESF #8 (Health and Medical Services). To provide U.S. Government coordinated assistance to supplement state and local resources in response to public health and medical care needs following a catastrophic natural disaster. Support agencies include: the Departments of Defense, Agriculture, Transportation, Interior, Justice and Veterans Affairs; American Red Cross; Federal Emergency Management Agency; the U.S. Army Corps of Engineers; National Communications System; Agency for International Development, Office of U.S. Foreign Disaster Assistance; the Environmental Protection Agency; General Services Administration; the U.S. Postal Service; and the National Funeral Directors Association.

ESF #9 (Urban Search and Rescue). To provide for the application of federal response capabilities and resources for US&R assistance following a major disaster. Support agencies include: the Departments of Agriculture, Health and Human Services, Interior, Labor, Transportation, and Veterans Affairs; Environmental Protection Agency; General Services Administration; and U.S. Army Corps of Engineers.

ESF #10 (Hazardous Materials). 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 natural disaster requiring federal response actions. Support agencies include: Departments of Agriculture, Commerce, Defense, Energy, Health and Human Services, Interior, Justice, Labor, Transportation, and State; National Oceanic and Atmospheric Administration; U.S. Coast Guard; Federal Emergency Management Agency; and the Nuclear Regulatory Commission.

ESF #11 (Food). To identify, secure, and arrange for the transportation of food supplies to affected areas following a catastrophic earthquake. Support agencies include: Departments of Defense, Health and Human Services, and Transportation; American Red Cross; Federal Emergency Management Agency; and the Environmental Protection Agency.

ESF #12 (Energy). To facilitate restoration of the nation's energy systems following a catastrophic natural disaster. Power and fuel are critical to save lives and protect health, safety, and property as well as carry out other emergency response functions. Support agencies include: the Nuclear Regulatory Commission; Departments of Defense, State, Agriculture, Interior and Transportation; National Communications System; General Services Administration; U.S. Army Corps of Engineers; and the Tennessee Valley Authority.

Emergency Support Team. A team of FEMA specialists, capable of rapid activation at FEMA headquarters, that will assume national-level coordination of emergency operations and provide support to the response structure in the field. To accomplish its mission, the team must be responsive to field requirements, foster and support interagency coordination, and develop an accurate situation assessment of the emergency.

Emergency Work. Work essential to save lives and protect property, public health and safety performed under Sections 305 and 306 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (PL 92-288).

Encroachment. Any fill, structure, building, use, accessory use, or development in the floodway or flood plain.

Environmental Hazard. Any hazardous condition that might give rise to loss under an insurance contract, but which is beyond the control of the property owner or tenant.

Epicenter. The point on the earth's surface located vertically above the point of origin of an earthquake.

Evacuation. Organized, phased, and supervised dispersal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Evacuation Area. The total area encompassed by the reception area necessary to receive evacuees from a risk area or group of closely related risk areas.

Evacuation Order Time. Represents the minimum amount of time before projected landfall of the hurricane eye that decision-makers must allow to safely complete the evacuation under approaching hurricane conditions. The evacuation order time consists of the evacuation clearance time and prelandfall hazards time when hurricane storm surge will inundate roads and/or gale-force winds will arrive.

Evacuees. Persons removed or moving from areas threatened or struck by a disaster.

Executive Team. The U.S. Nuclear Regulatory Commission (NRC) team in charge of the initial NRC response to a nuclear power plant emergency. The Executive Team is composed of the Chairman and four senior managers.

Extent of Damage. The visible plan area of damage to a target element, usually expressed in units of 1,000 square feet in detailed damage analysis and in approximate percentages in immediate-type damage assessment reports.

Extraordinary Situation. Any situation which has unique national significance and requires coordination of the federal presence. The term includes a radiological incident, catastrophic hazardous material situation, catastrophic man-made disaster, energy emergency, large-scale repatriation operation, resource emergency, domestic mobilization emergency, consequences of a major civil disturbance having national significance, or response to an incident associated with a special political, sports, or entertainment extravaganza.

Faded Giant. A term used to identify and report a nuclear incident or accident involving a DOD nuclear reactor.

Federal Coordinating Officer (FCO). The senior federal official appointed to act for the President in accordance with the provisions of the Stafford Act. The FCO represents the President for the purpose of coordinating the administration of federal relief activities in the designated area. Additionally, the FCO is delegated and performs those responsibilities of the FEMA Director outlined in Executive Order 12148 and those responsibilities delegated to the

FEMA Regional Director in Title 44 Code of Federal Regulations, Part 205. These responsibilities include authority for tasking of federal agencies usually delegated to the Disaster Recovery Manager for typical disaster recovery assistance.

Federal Disaster Assistance. Aid to disaster victims or state and local governments by federal agencies under provisions of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (formerly Disaster Relief Act of 1974).

FEMA National Auxiliary Voice System. A wireline voice communications system using dedicated circuits between FEMA regions and their respective states. National headquarters to region and interregional voice communications are achieved through AUTOVON, FTS, commercial telephone, and FNARS.

FEMA National Radio System. A high frequency radio system designed to provide emergency communications between federal and state agencies. The system currently has nine networks: one national network serving FEMA headquarters and eight of the ten FEMA regions (FEMA Regions II and VII are patched into the system by Regions III and VI, respectively), and eight regional networks serving the states and territories of the ten regions.

FEMA National Teletype System. A leased, dedicated, full period, full duplex, store-and-forward, 100-word-per-minute Teletype system. The system extends from FEMA headquarters to the 10 regions and from the regions to the states and territories (state terminals are multiplexed at their respective region).

Federal Preparedness Circular (FPC). Broad policy guidance for emergency mobilization preparedness to federal departments and agencies.

Federal Preparedness Guidance Documents. A system of documents used for dissemination of emergency mobilization preparedness guidance to federal departments and agencies and, as appropriate to the given topic, state and local governments and other interested parties.

Federal Preparedness Guide. Instructions, information, and procedures that supplement the broad policy guidance in the FPC.

Federal Resource Agencies. Federal departments and agencies with emergency preparedness responsibility for evaluating specific resources and for regulating, or providing direction on, incentives to specified sectors of the economy to achieve national objectives in emergency production, distribution, and use of resources.

Fire Suppression Assistance. Assistance authorized to respond to the occurrence of a forest or grassland fire on private or public property that threatens such destruction as would constitute a major disaster. Assistance is requested by the Governor, processed by the appropriate FEMA region, and forwarded to the Director, FEMA, for further action and decision.

Firestorm. Stationary mass fire, generally in built-up urban areas, generating strong, in-rushing winds from all sides; the winds keep the fires from spreading while adding fresh oxygen to increase their intensity.

Five Hundred Year Flood Plain (or 0.2 percent chance flood plain). That area which includes the base flood plain which is subject to inundation from a flood having a 0.2 percent chance of being equaled or exceeded in any given year.

Flash Flood. Follows a situation in which rainfall is so intense and severe and runoff so rapid that it precludes recording and relating it to stream stages and other information in time to forecast a flood condition.

Flood. A general and temporary condition of partial or complete inundation of normally dry land areas from:

- (a) Overflow of inland or tidal waters;
- (b) Unusual or rapid accumulation or runoff of surface waters; and
- (c) Mud slides/mud flows caused by accumulation of water.

Flood Hazard Management. Encompasses all local, state, and federal activities taken before, during, and after a flood to reduce flood losses or in response to a flood disaster.

Flood Plain/Flood-Prone Area. Any land area susceptible to being inundated by water from any source (see the definition of flood).

Foreign Disaster Relief. DOD disaster relief operations conducted outside the United States at the direction of the Secretary of Defense in response to a request and allocation of funds by the Agency for International Development/Office of Foreign Disaster Relief Assistance (AID/OFDA).

Government Mobilization. The process of marshaling resources of federal, state, and local governments to carry out the tasks required to manage emergencies. This process involves bringing to the appropriate state of readiness the leadership, policy making groups, legislative bodies, courts, and supporting communications, facilities, procedures, and authorities to manage the emergency. Government mobilization activates and controls other aspects of mobilization.

Governor's Authorized Representative. The person named by the Governor in the federal-state agreement to execute on behalf of the state all necessary documents for disaster assistance and evaluate and transmit local government, eligible private/non-private facility, and state agency requests for assistance to the Regional Director following a major disaster or emergency declaration.

Hazard Classification. The rating for a dam based on the potential for loss of life and damages to property that failure of that dam could cause.

Hazard Identification. Hazard Identification is part of the Hazard Identification, Capability Assessment and Multi-Year Development Plan (HICA/MYDP) information system, which is completed or updated on an annual basis by state and local emergency management organizations. Hazard Identification provides an approach for indicating those hazards judged by local officials to pose a significant threat to their jurisdiction.

Hazardous Material. Any substance or material in a particular form or quantity that the Secretary of Transportation finds may pose an unreasonable risk to health, safety, and property. Substances so designated may include explosives, radioactive materials, etiologic agents, flammable liquids/solids, combustible liquids/solids, poisons, oxidizing or corrosive materials, and compressed agents.

Hazardous Materials Incident (Stationary). The uncontrolled release of hazardous materials from a fixed site.

Hazardous Materials Transportation Incident. The uncontrolled release of hazardous materials during transport.

High-Risk, High-Population Areas. Heavily populated areas of the United States particularly susceptible to high-intensity earthquakes for which federal emergency response may be necessary. FEMA is currently supporting state and local emergency response and preparedness projects in these areas: Honolulu, HI; San Diego, Los Angeles, and San Francisco, CA; Puget

Sound, WA; Anchorage, AK; Salt Lake City, UT; the seven-state area of the central United States (MO, KY, TN, MS, AR, IN, IL); Charleston, SC; Boston, MA; the State of New York; Puerto Rico; and the U.S. Virgin Islands.

Hurricane. A tropical cyclone, formed in the atmosphere over warm ocean areas, in which wind speeds reach 74 miles per hour or more, and winds blow in a large spiral around a relatively calm center or "eye." Circulation is counterclockwise in the Northern Hemisphere and clockwise in the Southern Hemisphere.

Hypocenter. The point of focus within the earth which is the center of an earthquake and the origin of its elastic waves.

Imminent Peril to the Public. Emergency condition where immediate and possible serious danger threatens the public and time does not permit fully coordinated response actions. Under these conditions, a federal agency may act unilaterally, in conjunction with a state or local government, to take immediate life-protecting actions and coordinate later with other agencies.

Incident (Catastrophe). Any hurricane, tornado, storm, flood, high water, wind driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, fire, explosion, or other catastrophe which causes damage or hardship that may result in a presidential declaration of a major disaster or an emergency.

Incident Command System. The combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure with responsibility for management of assigned resources to effectively direct and control the response to an incident.

Increased Readiness Reporting System. A standardized method of reporting increased readiness actions taken by state and local governments.

Industrial Mobilization. The process of marshaling the industrial sector to produce goods and services, including construction, required to support military operations and the needs of the civil sector during domestic or national security emergencies. Industrial mobilization may involve a short lead-time surge of production, longer-term expansion of production capacity, or both.

Inundation Area. The area that would be covered by water in the event of a dam failure.

Isoseismal. Lines on a map representing points of equal intensity of an experienced or anticipated earthquake event.

Joint Damage Assessment. Conducting a damage assessment by a team of federal and state or local inspectors and/or engineers viewing the impact simultaneously.

Joint Emergency Evacuation Plan. Plan to provide emergency helicopter transportation for designated personnel to emergency sites during national emergency situations.

Joint Information Center (JIC). A central point of contact for all news media at the scene of an extraordinary situation. News media representatives are kept informed of activities and events via public information officials from all participating federal, state, and local agencies whom are co-located at the JIC.

Joint Intelligence System (JIS). Standard operating procedures, plans, facilities, and personnel linked together with the common goal of providing, during or following an emergency, coordinated, accurate, timely, and appropriate instruction and information to the public, media, and other interested parties. The system also includes measures designed to monitor feedback from the media, public, and other groups to ensure the system participants are aware of required actions in response to detected problems.

Landslide. A class of phenomena associated with instability of slopes that result in the downward and outward movement of slope-forming materials: rock, soils, artificial fills, or combinations of these materials.

Landslide Hazard Area. An area susceptible to mud flows and other landslides that is generally identified on the basis of geological field studies and professional judgment.

Lead Agency Official. The designated on-scene official from each participating agency authorized to direct that agency's response to an extraordinary situation.

Lethal Agent. A substance that can cause death to anyone sufficiently exposed to it.

Liaison Officer. A federal agency official sent to another agency to facilitate interagency communications and coordination.

Limited Response. Response of a federal agency to a request for assistance by a state or local government, or another federal agency that involves limited agency resources or specialized technical assistance and does not require a formal field management/coordination structure.

Liquefaction. A condition whereby soil undergoes continued deformation at a constant low residual stress or with low residual resistance, due to the buildup and maintenance of high pore water pressures, which reduces the effective confining pressure to a very low value. Pore pressure buildup leading to liquefaction may be due either to static or cyclic stress applications and the possibility of its occurrence will depend on the void ratio or relative density of a cohesionless soil and the confining pressure.

Local Government. (a) Any county, city, town, district, or political subdivision of any state; any Indian tribe or authorized tribal organization; or any Alaska native village or organization; and (b) other public entity for which a request for assistance is made by its state or political subdivision.

Major Disaster. Any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient magnitude to warrant major disaster assistance to supplement the efforts and available resources of states, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Mass Fire. A single, massive fire covering a large area, usually occurring in built-up districts, and generally resulting from the union of many small fires.

Modified Mercalli Intensity Scale. A scale for the ranking of the effects produced by an earthquake on people, structures, and the ground. The Modified Mercalli Intensity Scale's values are denoted by a Roman numeral and range from I (not felt or, except rarely under especially favorable circumstances) to XII (panic general; cracked ground conspicuous; damage considerable and substantial to all but the most seismically resistant engineered structures).

Mudslide (Mudflow). Describes a condition where there is a river, flow, or inundation of liquid mud down a hillside, usually as a result of a dual condition of loss of brush cover and the subsequent accumulation of water on or under the ground preceded by a period of unusually heavy or sustained rain.

National Contingency Plan (NCP). The term referring to the National Oil and Pollution Contingency Plan prepared by the Environmental Protection Agency to put into effect the response powers and responsibilities created by the Comprehensive Environmental Response, Compensation, and Liability Act and the Clean Water Act.

National Defense Area (NDA). An area established by a DOD official on non-federal lands located within the United States, its possessions, or its territories for the purpose of safeguarding classified defense information or protecting DOD equipment or material. Establishment of an NDA temporarily places such non-federal lands under the effective control of DOD and results only from an emergency event. The senior DOD representative at the scene will define the boundary, mark it with a physical barrier, and post warning signs. The landowner's consent and cooperation will be obtained whenever possible, however, military necessity will dictate the final decision regarding location, shape, and size of the NDA.

National Defense Emergency Authorization. An authorization issued by the Federal Communications Commission permitting a broadcast station to operate during an emergency in accordance with procedures provided in the Emergency Broadcast Plan.

National Emergency Management System. A FEMA mechanism for gathering, processing, and exchanging information (voice and data communications) in support of the emergency management community at the federal, regional, state, and local levels of government. This information is used for decision making and its execution at all levels of government, in all types of emergencies, and throughout the entire range of mitigation, preparedness, recovery, and response functions.

National Emergency Training Center. The National Emergency Training Center for FEMA. The NETC is the home for two institutions that conduct the agency's nationwide training program, the Emergency Management Institute and the National Fire Academy. The two schools are responsible for planning, developing, and conducting instructional courses in a variety of emergency management and fire related subject areas.

National Warning System. The nonmilitary actions taken by federal agencies, by the private sector, and by 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.

Off-Site Federal Support. Federal assistance in mitigating the off-site consequences of an emergency and protecting the public health and safety, including assistance with determining and implementing public protective action measures.

Off-Site Technical Director. A Department of Energy or Environmental Protection Agency official responsible for coordinating the federal radiological monitoring and assessment activities under the Federal Radiological Monitoring and Assessment Plan (FRMAP).

On-Scene. The total area that may be impacted by the effects of an extraordinary situation. The on-scene area is divided into mutually exclusive on-site and off-site areas. Area boundaries may be circular or irregular in shape and will be established by the state, depending on the situation.

On-Scene Commander. The military officer or senior DOE official who commands DOD and DOE forces and supervises all DOD/DOE operations at the scene of all DOD/DOE nuclear weapon accidents or significant incidents.

On-Scene Coordinator. The federal official pre-designated by the Environmental Protection Agency and U.S. Coast Guard to coordinate and direct federal response and removals under the National Oil and Hazardous Substances Pollution Contingency Plan.

On-Site. The area within (1) the boundary established by the owner or operator of a fixed nuclear facility; or (2) the boundary established at the time of the emergency by a state or local government with jurisdiction for a transportation or other type of accident not occurring at a fixed

nuclear facility and not involving nuclear weapons; or (3) the area established by the CFA as defined by a National Defense Area or National Security Area in a nuclear weapon accident or significant incident.

On-Site Federal Support. Federal assistance that is the primary responsibility of the federal agency that owns, authorizes, regulates, or is otherwise deemed responsible for the radiological facility or material being transported. This response supports state and local efforts by supporting the owner or operator's efforts to bring the incident under control and thereby prevent or minimize off-site consequences.

Operations Center Nuclear Regulatory Commission (NRC). An operations facility located in Bethesda, Maryland, from which officials of the NRC manage their initial agency response to a nuclear incident or accident. In an emergency, the NRC Executive Team is activated and advice and assistance is provided to the licensee, state, and other off-site authorities.

Pre-disaster Response. Based on potential or known threat of a natural disaster, i.e. hurricane, typhoon and volcanic eruption, or other event, preparatory actions taken by federal, state, and local governments to protect life and property and to minimize the effects of the event on response personnel and equipment. These actions facilitate the deployment of resources as necessary for immediate response and initial recovery operations, as required.

Preparation Phase. Involves taking preparedness actions to implement plans, procedures, and programs. The preparation phase begins with a decision by appropriate authorities to increase the readiness of the nation in one or more areas for a major domestic emergency or during periods of escalating international tensions. During this phase, actions could be taken, such as increased stockpiling, surge of industrial production, imposition of added taxes, call-up of the Civil Reserve Air Fleet and the National Defense Executive Reserve, the ordering to active duty of selected reservists, institution of military stop-loss actions, and resumption of conscription. Existing authorities could be implemented, and Congress and the President would consider the need for additional emergency legislation. During this phase, those parts of the Federal Government involved with preparedness activities could increase in size.

Preparedness. Those activities, programs, and systems that exist prior to an emergency that are used to support and enhance response to an emergency or disaster.

Primary Agency. The federal department or agency assigned primary responsibility to manage and coordinate a specific Emergency Support Function (ESF) under the Federal Response Plan. Primary agencies are designated on the basis of their having the most authorities, resources, capabilities, or expertise relative to accomplishment of the specific ESF support. Primary agencies are responsible for overall planning and coordination of, in conjunction with their support agencies, the delivery of ESF-related federal assistance to their state counterparts. Designated officials of the primary agencies serve as federal executive agents, subject to overall coordination and management of the FCO, and have the authority to commit funds and task support agencies under the authority of P.L. 93-288, as amended, to carry out the response activities as appropriate within the parameters of this Plan.

Public Affairs Officer. A federal agency headquarters official responsible for preparing and coordinating the dissemination of public information in cooperation with other responding federal, state, and local government agencies.

Recovery. Activities traditionally associated with providing federal supplemental disaster recovery assistance under a presidential major disaster declaration. These activities usually begin within days after the event and continue after the response activities cease. Recovery includes individual and public assistance programs that provide temporary housing assistance, grants, and loans to eligible individuals and government entities to recover from the effects of a disaster.

Recovery Phase. Involves restoring systems to normal. During this phase, short-term recovery actions are taken to assess damage and return vital life-support systems to minimum operating standards; long-term recovery actions may continue for many years.

Recovery Plan. A plan developed by the state, with possible federal assistance, to restore the affected area to its pre-emergency condition wherever practical. A recovery plan will include a description of the cleanup standards, the tasks and actions required for cleanup and who is responsible for each, a timetable for the cleanup process, who will oversee the entire process, and how the costs for cleanup will be paid (including any division of costs among responsible parties).

Reentry Recommendation. Advice provided to the state by the Cognizant Federal Agency (CFA) in conjunction with the Senior Federal Official and appropriate federal agencies concerning state or local government guidance or recommendations that may be issued to the public for returning to an area affected by an extraordinary situation.

Regional Director. The Director of one of FEMA's ten Regional Offices and principal representative for working with other federal regions, state and local governments, and the private sector in that jurisdiction.

Regional Military Emergency Coordinators (RMEC). Designated by FORSCOM to coordinate DOD participation in FEMA regional organizations. Principal RMECs are concerned with requirements for military participation in civil preparedness for national security emergencies. RMECs have no operational role in peacetime civil emergencies unless directed by appropriate military authority. The RMEC roles do not include authority to allocate resources unless expressly delegated by a DOD component.

Regional Response Force (RRF). A force identified in the Nuclear Accident Response Capabilities Listing belonging to DOD or DOE installations, facilities, or activities within the United States and its territories. The RRF may be tasked with taking emergency response actions necessary to maintain command and control on-site pending arrival of the Service or Agency Response Force. Functions which the RRF may be tasked with, within its capabilities, are: (1) rescue operations; (2) accident site security; (3) fire fighting; (4) initial weapon emergency staffing; (5) radiation monitoring; (6) establishing command, control, and communications; and (7) public affairs activities.

Regional Response Team (RRT). A mechanism in each of the ten standard federal regions, Alaska, and the Caribbean for planning, preparedness, and response activities related to oil discharges and hazardous substance releases. RRTs receive direction from the National Response Team; RRT membership parallels National Response Team membership.

Response. Activities to address the immediate and short-term effects of an emergency or disaster. Response includes immediate actions to save lives, protect property, and meet basic human needs. Based on the requirements of the situation, response assistance will be provided to an affected state under the Federal Response Plan using a partial activation of selected ESFs or the full activation of all ESFs to meet the needs of the situation.

Richter Scale. Measures the magnitude of an earthquake; i.e., the amount of energy it released--an amount developed from seismograph records. The scale is logarithmic--a recording of 7 signifies a disturbance with ground motion 10 times greater than a recording of 6. An earthquake of Richter Scale magnitude 2 is the smallest normally felt by humans. Those with a scale value of 6 or higher are considered "large" in magnitude.

Risk Assessment. The process of identifying the likelihood and consequences of an event to provide the basis for informed decisions on a course of action.

Standard Metropolitan Area. A standard metropolitan area must include one city of 50,000 or more; the area as a whole must have a total population of at least 100,000. Areas may cross state lines.

State Coordinating Officer. The person appointed by the Governor of the affected state to coordinate state and local response efforts with those of the Federal Government.

State Emergency Operations Plan. A state plan which is designated specifically for state-level response to emergencies or major disasters and which sets forth actions to be taken by the state and local governments, including those for implementing federal disaster assistance.

Storm Surge. A dome of seawater created by the strong winds and low barometric pressure in a hurricane that causes severe coastal flooding as the hurricane strikes land.

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

Technological Hazards. (1) Hazards emanating from the manufacture, transportation, and use of such substances as radioactive materials, chemicals, explosives, flammables to include LPG and LNG, agricultural pesticides, herbicides, and disease agents; (2) oil spills on land, coastal waters, or inland water systems, and (3) debris from space.

Tornado. A local atmospheric storm, generally of short duration, formed by winds rotating at very high speeds usually in a counterclockwise direction. The vortex, up to several hundred yards wide, is visible to the observer as a whirlpool-like column of winds rotating about a hollow cavity or funnel. Winds have been estimated to be in excess of 300 miles per hour.

Tropical Depression. A tropical cyclone with rotary circulation at the water surface. Its maximum sustained wind speeds are above 38 miles per hour, but less than 74 miles per hour. A tropical depression is the third phase in the development of a hurricane.

Tropical Disturbance. A tropical cyclone, which maintains its identity for at least 24 hours and is marked by moving thunderstorms and with slight or no rotary circulation at the water surface. Winds are not strong. A tropical disturbance is a common phenomenon in the tropics, and is the first discernible stage in the development of a hurricane.

Tsunami. A great sea wave produced by submarine earth movement or volcanic eruption.

Typhoon. The name given a hurricane in the area of the western Pacific Ocean (west of 180 degrees longitude).

Volcano. An eruption from the earth's interior producing lava flows, or violent explosions issuing rock, gasses, and debris.

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