



UNIVERSAL TASK LIST: Version 2.1

U.S. Department of Homeland Security

**OFFICE OF STATE AND LOCAL GOVERNMENT
COORDINATION AND PREPAREDNESS**

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Introduction

Homeland Security Presidential Directive 8 (HSPD-8): “National Preparedness” issued December 17, 2003, tasked the Secretary of Homeland Security, in coordination with the heads of other appropriate Federal departments and agencies and in consultation with State and local governments, to strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters and other emergencies. It requires: 1) a national domestic preparedness goal; 2) mechanisms for improved delivery of Federal preparedness assistance to State and local governments; and 3) actions to strengthen preparedness capabilities of Federal, State, and local entities.

The Interim National Preparedness Goal was released on March 31, 2005. The vision for the goal is:

To engage Federal, State, local, and tribal entities, their private and non-governmental partners, and the general public to achieve and sustain risk-based target levels of capability to prevent, protect against, respond to, and recover from major events in order to minimize the impact on lives, property, and the economy.

To support the achievement of the national preparedness goal, the Department of Homeland Security’s Office of State and Local Government Coordination and Preparedness (DHS/SLGCP) has established a Universal Task List (UTL) of tasks required to prevent, protect against, respond to, and recover from major events. The UTL serves as the basis for defining target capabilities required by the goal.

This document presents version 2.1 of the UTL. It has been developed in close consultation with Federal, State, local, and tribal entities and National associations, and is one tool developed to help the homeland security community implement the capabilities-based planning process established under HSPD-8. The UTL is a “living” document that will continue to be refined and expanded as it is put into practice. Additional guidance on use of the UTL is provided in the Interim National Preparedness Goal and the National Preparedness Guidance.

Capabilities-Based Planning

National preparedness requires a national effort among Federal, State, local, and tribal jurisdictions and the private sector to strengthen capabilities to prevent, protect against, respond to, and recover from domestic terrorist attacks, major disasters, and other emergencies. Capabilities-based planning is planning, under uncertainty, to provide capabilities suitable for a wide range of modern-day challenges while working within an economic framework that necessitates prioritization and choice. The key capabilities-based planning tools are summarized below.

National Planning Scenarios

The National Planning Scenarios, developed under the leadership of the Homeland Security Council (HSC), define the diverse range of events for which the nation must prepare. The 15 scenarios address a range of probable threats from terrorist attacks, natural disasters, and other

emergencies. Although they do not address every potential threat or hazard, they provide a strategic framework about the range and scope of events for which the Nation must prepare. Jurisdictions and agencies that develop the capabilities needed to prevent, protect against, respond to, and recover from the planning scenarios will also be developing the skills and flexibility to respond to any emergency.

Universal Task List

The Universal Task List (UTL) defines what tasks need to be performed by Federal, State, local, and tribal jurisdictions and the private sector to prevent, protect against, respond to, and recover from events defined in the National Planning Scenarios. Version 2.1 identifies approximately 1,600 unique tasks.

Target Capabilities List

The UTL is the basis for defining the capabilities found in the Target Capabilities List (TCL) that are needed to perform the full range of tasks required to prevent, protect against, respond to, and recover from incidents of national significance. The fully developed UTL and TCL will provide officials at all levels with a framework for assessing their overall level of preparedness, while targeting resources to address their greatest needs.

The TCL has been developed following an analysis of *critical tasks* in the UTL. Critical tasks are defined as those that must be performed during a major event to prevent occurrence, reduce loss of life or serious injuries, mitigate significant property damage, or are essential to the success of a homeland security mission. Approximately 300 tasks found in version 2.1 of the UTL have been identified as critical. Version 1.1 of TCL identifies 36 target capabilities.

Purpose

The purpose of the UTL is to list “what” tasks need to be performed, while reserving the flexibility to determine “who” should perform them and “how.” **No single jurisdiction or agency is expected to perform every task.** Rather, individual jurisdictions will need to assess and select the tasks based on their own specific roles, missions, and functions.

The UTL provides a common language and reference for homeland security professionals at all levels of government and the private sector and is consistent with the National Response Plan (NRP) and the National Incident Management System (NIMS). Tasks in the UTL have been written from a variety of perspectives, for a variety of different purposes. Duplicate tasks found in previous UTL versions have been removed or refined for version 2.1.

When fully developed, the UTL will contain common language on conditions (physical, environmental, political) that may affect task performance as well as measures to assess performance.

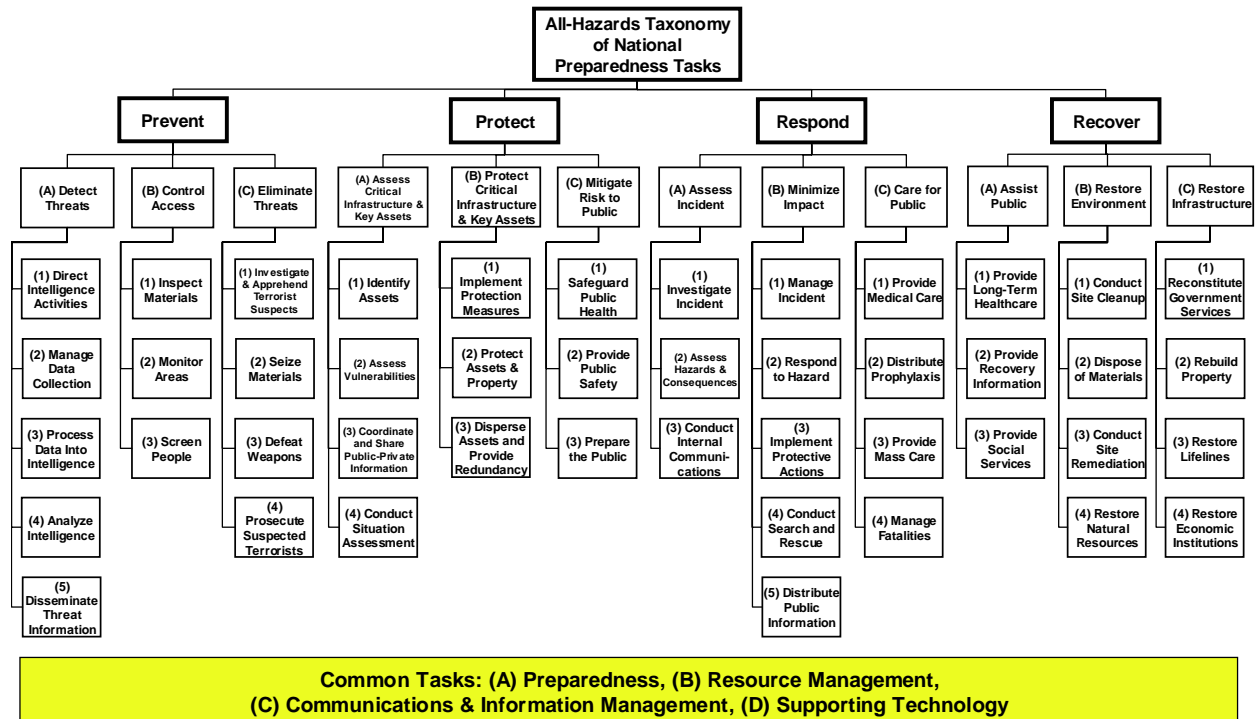
UTL Taxonomy

The UTL taxonomy organizes tasks according to the four homeland security missions: Prevent, Protect, Respond, Recover. Tasks that cut across the mission areas, such as planning and communication are presented as Common Tasks. Following the mission level, the next level of grouping is by objective, which describes how the missions will be achieved. Following the objective level is the function level which describes the types of activities that will be implemented to support the objectives and missions. The function level is where the 1,600 tasks and subtasks have been mapped.

The 2.1 taxonomy is an improvement over previous UTL versions as it allows the end-user to quickly find the relevant tasks for their own homeland security roles and responsibilities, which are always tied to the mission. Tasks have been organized under broad “parent” tasks, followed by “child” tasks or subtasks.

The mission areas, objectives and function are generally derived from strategic national homeland security documents (e.g., the Homeland Security Presidential Directives, National Security Presidential Directives, The National Strategy for Homeland Security, The Department of Homeland Security Strategic Plan, the National Response Plan (NRP), and the National Incident Management System (NIMS) including both their titles and definitions. The tasks were developed with extensive input from stakeholders at all levels.

Figure 1: UTL All-Hazards Taxonomy of National Preparedness Tasks



Using the UTL

The UTL identifies the tasks that must be performed by someone, under various circumstances the four homeland security mission areas. The UTL provides a common language and reference system for users from jurisdictions across the country, from multiple disciplines, different levels of government, and the private sector. It provides a foundation for developing training and exercise programs that enhance preparedness by building and assessing the capacity to perform critical homeland security tasks. The mission to task analysis approach provides a means to define training and exercise systems that support task performance and mission success. This approach also supports doctrine development, personnel identification, logistics support analysis, interagency/inter-jurisdictional coordination, and organizational development. The UTL can be used in the following ways to enhance preparedness:

Requirements Definition: Translate strategy to missions, operations, and tasks

This process answers the question, “what must my agency/jurisdiction/state be able to do?” The purpose is to define mission requirements in terms of tasks that must be performed and the responsible organizations at all levels that play a role in performing those tasks. Large-scale incidents, such as those defined by the National Planning Scenarios, will require a multi-agency, multi-jurisdictional, and inter-governmental response. Therefore, **no agency or jurisdiction is expected to perform all of the tasks identified in the UTL.** Many tasks will be performed initially and throughout an incident by local agencies with support from Federal and State agencies and/or the private sector as the incident progresses. Homeland security planners should identify the tasks essential to their assigned or anticipated role in support of the prevent, protect, respond, and recover missions.

Planning: Develop training plans and exercise schedules

This step asks the questions, “what training is needed to enable my agency, jurisdiction, or State to perform the essential tasks?” “who must be trained?” and “what are my priorities?” The answers to these questions provide the basis for building a training plan, which leads to training and exercise schedules. Training is designed to provide the participants with the knowledge, skills, and abilities to perform the homeland security tasks defined by the UTL and essential to the mission. Exercises are designed to test the performance of those tasks required to achieve the jurisdiction's/agency's mission outcomes. Evaluation/analysis identifies issues that need to be addressed and provides input to guide development of the next training cycle.

Evaluation: Assess mission capabilities

By defining the tasks that need to be performed to effectively prevent, protect against, respond to, and recover from major events, the UTL provides a valuable tool for assessing and enhancing preparedness. It has been used to define the target capabilities that jurisdictions/agencies should develop, while also providing the basis for self assessment of preparedness. The UTL, with associated metrics, are used to evaluate performance during exercises and real world events.

Share Lessons Learned and Best Practices

After-action reports (AARs) and exercise experience can be indexed to the task list. This information can provide a body of knowledge useful for identifying the most effective practices and procedures.

Stakeholder Involvement

The development of the UTL has been an unprecedented effort on the part of DHS/SLGCP to solicit input from all levels of government and the private sector, across many disciplines. In developing the UTL, DHS/SLGCP initiated and utilized stakeholder involvement through three primary avenues: 1) small working groups made up of Federal, State, local, and tribal representatives; 2) national stakeholder workshops; and 3) broad national reviews. Additionally, the UTL was broadly distributed through the ODP Secure Portal and Lessons Learned Information Sharing (LLIS.gov) multiple times to solicit input and feedback.

Future Development

UTL Refinement and Maintenance

The UTL is a “living” document. The document will continue to be strengthened and modified based on stakeholder input and feedback. The next version of the UTL will be released on October 1, 2005.

Conditions

Conditions are variables of the environment that affect the performance of a task. Some conditions describe the environment in which a response occurs (e.g., weather or austere conditions). Others describe the scope of the response (e.g., the number of casualties or describe the type of agent). When linked to specific tasks, conditions help frame the differences or similarities between assigned missions. The conditions are generally defined by the National Planning Scenarios and will be reviewed by stakeholders and other subject matter experts.

Measures and Criteria of Performance

Measures of performance will be developed to describe how well a task must be performed (the performance standard) under a specific set of conditions. Attention will first be placed on determining the performance measures for critical tasks that have been identified for the Target Capabilities List (TCL). Measures and criteria, when linked to conditions, provide the basis for evaluating the capability of jurisdictions to achieve the desired outcome. Performance measures will be developed by stakeholders consistent with existing standards, guidelines, and community best practices.

UTL Database

A web-based database that hosts both the UTL and TCL is currently being developed. Once complete, end-users will be able to search for tasks according to scenario, discipline, ESF function, etc. Over time, the database will be linked to training, exercises, and lessons learned.

Conclusion

National preparedness is a shared mission between all levels of government. Once fully implemented, the capabilities-based planning process will enable all jurisdictions to strengthen their capacity to prevent, protect against, respond to, and recover from a major event. Development of the Universal Task List (UTL) is a crucial step in the capabilities-based planning process.

Future versions and refinement of the UTL will be based upon the continual feedback and guidance given by Federal, State, local, and tribal jurisdictions and national associations. DHS/SLGCP looks forward to working with its Federal, State, and local partners as the Nation moves forward in preparing to meet the challenging homeland security threats of the 21st century.

COMMON TASKS

Definition of Common Tasks: Common tasks are those tasks that cut across the mission areas. They must be performed to achieve more than one or all of the missions. For example, the common tasks include broad planning, coordination, training, and communication tasks. However, tasks related to planning or training related to a specific function will be found within a mission and function area. For example the task “*Develop plans describing how personnel, equipment, and other governmental and nongovernmental resources will support incident management requirements*” whereas, “*Develop plans, protocols, and systems for implementation of protective actions*” is found in Implement Protective Actions under the Response Mission.

The common tasks have been grouped into the following functions:

- A) Preparedness
- B) Resource Management
- C) Communications and Information Management
- D) Supporting technology

The definitions of the functions are provided in the following pages with the identified tasks. An asterisk next to a task indicates that it is a critical task identified in the Target Capabilities List.

Preparedness

Definition: Build, sustain and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness includes:

- Planning, training, and exercises.
- Personnel qualification and certification standards.
- Equipment acquisition and certification standards.
- Publication management processes and activities.

Mutual aid agreements and Emergency Management Assistance Compacts (EMACs).
(*National Response Plan p. 71*)

Tasks

Function ID	Sequence #	Task
		Planning
Com.A	1	Develop national plans and systems to define and support incident management requirements
* Com.A	1.1	Develop and update the National Response Plan
* Com.A	1.2	Facilitate implementation of the National Response Plan
Com.A	1.3	Develop and update the National Incident Management System
Com.A	1.4	Facilitate implementation of the National Incident Management System
Com.A	1.5	Develop emergency operations plan in accordance with the National Incident Management System
Com.A	1.6	Establish and maintain a national preparedness assessment and reporting system
Com.A	1.7	Develop and promulgate national preparedness security guidance and/or best practices, policies and monitor conformance
* Com.A	2	Develop plans describing how personnel, equipment, and other governmental and nongovernmental resources will support incident management requirements
Com.A	2.1	Conduct hazard vulnerability analysis to identify hazards, threats, vulnerabilities and risks
Com.A	2.2	Coordinate and integrate all response and recovery organizations in the planning process
Com.A	2.2.1	Determine the responsibilities for standardized emergency management system planning
Com.A	2.2.2	Coordinate and integrate nongovernmental organizations and the private-sector entities into emergency management planning and decision making processes
Com.A	2.2.3	Define responsibilities of agencies and departments
Com.A	2.3	Develop comprehensive emergency management plans

- Com.A 2.3.1 Development and maintain emergency operations plans
- Com.A 2.3.2 Establish readiness and response levels
- Com.A 2.3.3 Identify and prioritize response capabilities
- Com.A 2.3.4 Develop Standard Operating Procedures and Standard Operating Guides in support of Emergency Operations Plans
 - Com.A 2.3.4.1 Establish procedures for implementing emergency operations plans
 - Com.A 2.3.4.2 Identify resources required
 - Com.A 2.3.4.3 Develop lists of required personal protective equipment and the training required to operate it
 - Com.A 2.3.4.4 Develop procedures that translates tasking to an organization into specific action-oriented checklists for incident management operations
 - * Com.A 2.3.4.5 Establish plans, procedures and protocols for special needs populations
- Com.A 2.3.5 Develop “All-Hazards” hazard specific annexes
 - Com.A 2.3.5.1 Develop and maintain emergency plan annexes for hazard specific response to include terrorism, natural, technological, and other hazards
- Com.A 2.3.6 Develop supporting plans
 - Com.A 2.3.6.1 Develop plans for military support to civil authority
 - Com.A 2.3.6.2 Develop preparedness plans for identifying and meeting training needs
- Com.A 2.4 Update and maintain plans
 - Com.A 2.4.1 Develop procedures to maintain related emergency operations plans
- * Com.A **3** **Coordinate jurisdictional preparedness programs**
 - Com.A 3.1 Develop local preparedness planning organization
 - Com.A 3.1.1 Develop a preparedness planning and review cycle
 - Com.A 3.1.2 Coordinate with unions and private-sector groups concerning employee/employer issues
 - Com.A 3.1.3 Assess industry and community response capabilities
 - Com.A 3.1.4 Apply Federal guidelines and laws
 - Com.A 3.1.5 Prepare contracts for support of emergency support functions
 - Com.A 3.1.6 Develop a multi jurisdictional decision matrix
 - * Com.A 3.1.7 Develop continuity of government plan
 - * Com.A 3.1.7.1 Establish and implement an order of command succession or continuity
 - Com.A 3.1.8 Develop Continuity of Operations (COOP) planning
 - Com.A 3.1.8.1 Identify alternate work sites and essential tasks/functions
 - Com.A 3.1.9 Coordinate scientific and technical expertise
 - Com.A Com.A Develop emergency response protocols with private-sector partners
 - Com.A Com.A Develop cooperative plans and means to respond across international borders
 - Com.A Com.A Maintain current estimates of responder availability
 - Com.A Com.A Develop credential policy for access to key facilities

Com.A	Com.A	Coordinate required qualifications of responders
Com.A	Com.A	Establish criteria for local disaster or emergency declarations
Com.A	Com.A	Develop protocols for joint investigation
Com.A	Com.A	Coordinate required qualifications of responders
Com.A	Com.A	Develop organizational structure of regional and State EOC
Com.A	Com.A	Establish roles and responsibilities of regional and State EOC
Com.A	Com.A	Coordinate the maintenance and safeguarding of key records, building plans and documents
Com.A	Com.A	Develop and build critical infrastructure protection requirements in contract processes and procedures
* Com.A	Com.A	Coordinate legal and regulatory issues
Com.A	Com.A	Identify resource shortfalls and means of procurement
Com.A	Com.A	Facilitate implementation of the national authentication security certification system for use at all levels of jurisdictions and agencies
Com.A	Com.A	Develop long-term recovery plans that consider issues facing recovery workers including worker safety and health, training, personal protective equipment and sufficient numbers of properly trained disaster workers
Com.A	4	Identify and define liaison staff responsibilities and responsibilities to support incident prevention and response activities
Com.A	4.1	Organize liaison structure for supporting organizations
Com.A	4.2	Designate liaison representatives to incident response management structure
Com.A	5	Coordinate transportation resources
Com.A	5.1	Ensure mass transportation representatives participate with Federal, State and local planners
Com.A	5.2	Ensure development of contingency plans for the use of transportation assets in support functions
Com.A	5.3	Develop transportation emergency plans
Com.A	5.4	Develop and maintain current notification procedures to all affected agencies
Com.A	5.5	Develop intermodal agreements for the transport of food, agricultural products, medical supplies, etc.
Com.A	5.6	Facilitate implementation of transportation company/agency/authority company security plans
Com.A	5.7	Ensure development of security awareness training of all employees
Com.A	5.8	Facilitate the development of a Federal grant program directed at transportation critical assets
Com.A	5.8.1	Develop an outreach program that educates users about the five life cycle domains that comprise the transportation security spectrum and related transportation security issues
Com.A	5.9	Develop uniform national security awareness training for surface transportation employees

Com.A 6 **Develop community recovery, mitigation and economic stabilization plans, programs and procedures**

- Com.A 6.1 Develop recovery assistance management plan
- Com.A 6.2 Establish and implement recovery and hazard mitigation plan
- Com.A 6.3 Establish reconstruction and restoration plans
- Com.A 6.4 Develop plans, procedures and protocols to protect the public from communicable diseases and contamination of food
 - Com.A 6.4.1 Develop plans, procedures and protocols to protect the public from communicable diseases and contamination of water
 - Com.A 6.4.2 Develop plans, procedures and protocols to protect the public from communicable diseases and contamination of drug supplies
 - Com.A 6.4.3 Develop long-term mental health plan as needed
- Com.A 6.5 Develop community relations program
- Com.A 6.6 Develop business recovery programs

Com.A 7 **Provide public health and medical services support including mental health services**

- Com.A 7.1 Establish procedures to maintain emergency communications between public health services, hospitals, and blood collection agencies

* Com.A 8 **Maintain available/ready external back-up response capabilities (e.g. CBRNE-trained military units/personnel)**

Training

* Com.A 9 **Develop and conduct training to improve all-hazard incident management capability**

- Com.A 9.1 Conduct gap analysis to identify training needs
- Com.A 9.2 Develop standardized training courses
 - Com.A 9.2.1 Develop standardized training courses on incident command and management, structure, coordination, processes and procedures
 - Com.A 9.2.1.1 Facilitate the development and dissemination of national standards, guidelines and protocols, for incident management training and exercises
 - Com.A 9.2.1.2 Review and approve discipline-specific requirements and courses
 - Com.A 9.2.1.3 Provide information through training on how to access Federal subject matter experts and necessary Federal assets
 - Com.A 9.2.2 Develop standardized training courses focused on discipline-specific and agency-specific subject-matter expertise applicable to all jurisdictions and sectors for all incident management
 - Com.A 9.2.3 Develop and conduct training courses for the incident command safety officer emphasizing all-hazards approach to responder health and safety
 - Com.A 9.2.4 Develop training for non-responder personnel
- Com.A 9.3 Implement standardized training courses
 - Com.A 9.3.1 Coordinate training of responders, emergency staffs, health care providers and trainees

- Com.A 9.3.2 Coordinate training of emergency operations center staff
- Com.A 9.3.3 Coordinate training with mutual aid and volunteer organizations and volunteers to assist with response service needs
- Com.A 9.3.4 Train elected officials on incident command structure and emergency management responsibilities
- Com.A 9.3.5 Develop and conduct refresher training course in a condensed form that emphasizes any changes or additions
- Com.A 9.4 Evaluate standardized training courses
- Com.A 9.4.1 Develop readiness assessments of responders and emergency staffs
- Com.A 9.4.2 Evaluate training through multiple methods including drills and exercises
- Com.A 9.4.3 Identify existing training courses that can be incorporated into a master list that addresses the new critical aspects of incident management including the interaction of skilled support workers and traditional first responders including building officials
- Com.A 9.5 Facilitate the definition of general training requirements and approved training courses for all NIMS users

- Com.A **10** **Provide personnel qualifications and certifications**
- Com.A 10.1 Facilitate the development and leveraging of existing qualifications and certifications and dissemination of regional or State standards, guidelines and protocols for qualifications and certification
- Com.A 10.2 Review and approve requirements submitted by functionally oriented incident management organizations and associations regional and State governments
- Com.A 10.3 Facilitate the development of a regional and State data system to provide incident managers with detailed qualification, experience, and training information needed to credential personnel
- Com.A 10.3.1 Develop a system that allows for the advanced registration and credentialing of clinicians needed to augment a hospital or other medical facility to meet patient/victim care increased surge capacity needs
- Com.A 10.3.2 Develop a system that allows for the advanced registration and credentialing of engineering professionals that may be needed to provide technical support to State and local building officials' resources
- * Com.A 10.4 Develop personnel qualifications and certifications for NIMS specified roles

Equipment

- Com.A **11** **Provide equipment acquisition and certification standards**
- Com.A 11.1 Facilitate the dissemination of national standards, guidelines, and protocols for equipment certification region and statewide
- Com.A 11.2 Develop and publish national standards, guidelines and protocols for equipment certification
- Com.A 11.3 Review and approve lists of emergency responder equipment that meet

- national certification standards
- Com.A 11.4 Identify and integrate agencies and organizations currently involved in certifying equipment to ensure that changes to protocols to meet new standards can be instituted efficiently

Exercises and Lessons Learned

- Com.A 12 **Conduct exercises/drills of sufficient intensity to challenge management and response operations and test acquired knowledge, skills and abilities of individual responders**
- Com.A 12.1 Develop and conduct exercise programs to test critical infrastructure security plans
- Com.A 12.2 Participate in jurisdictional, regional, interstate and cross border exercises
- Com.A 13 **Develop lessons learned and after-action reporting system and procedures**
- Com.A 13.1 Develop lessons learned reports and procedures
- Com.A 13.1.1 Review incident after-action reports and update preparedness plan
- Com.A 13.2 Develop and review after-action reports (AAR) to identify problems and lessons learned
- Com.A 13.3 Develop plan to correct problems and evaluate AAR improvement/corrective actions
- Com.A 13.4 Track implementation of lessons learned and AAR improvement/corrective actions
- Com.A 13.5 Collect and compile best practices from industry and government to enhance existing security practices
- Com.A 13.6 Develop improvement/corrective action and mitigation plans

Mutual Aid

- * Com.A 14 **Promote the development of mutual aid agreements among Federal, regional, State, tribal, and local jurisdictions**
- Com.A 14.1 Facilitate the development of regional and inter- and intra-State mutual aid agreements
- Com.A 15 **Coordinate mutual aid agreements with public and private organizations**
- Com.A 16 **Establish mutual aid plans**

Resource Management

Definition: Coordination and oversight of tools, processes, and systems that provide incident managers with timely and appropriate resources during an incident. Historically, resource management has been an issue at incidents, both large and small. (*National Incident Management System*) Resources are defined as personnel and major items of equipment supplies, and facilities available for assignments to incident operations and for which status is maintained. (*National Response Plan*)

Tasks

Function ID	Sequence #	Task
Com.B	1	Develop resource management plans, protocols and procedures
Com.B	1.1	Develop systems for resource recovery and rehabilitation, replenishment, disposition and retrograding
Com.B	1.2	Develop reimbursement programs and processes to maintain readiness of resources
* Com.B	2	Develop plans, policies, and protocols to coordinate non-governmental support and resources
Com.B	2.1	Develop plans, policies, and protocols for coordination and deployment of private industry
* Com.B	2.2	Develop plans, policies, and protocols for managing donated supplies, services, money and equipment
* Com.B	2.3	Develop plans, policies, and protocols for managing volunteers
* Com.B	2.3.1	Coordinate use of assigned Volunteer Organizations Active in Disasters (VOAD)
Com.B	2.3.2	Manage large numbers of unaffiliated government and nongovernmental volunteers in disasters
Com.B	3	Establish and maintain financial management support
Com.B	3.1	Maintain financial records of management response operations
Com.B	3.2	Ensure adherence to standardized financial management controls, guidance and organization
Com.B	3.3	Process and manage reimbursement and funding requests
Com.B	3.3.1	Develop State and local commitment documents for reimbursement of response costs and activate support agreements for supplemental staffing
Com.B	3.3.2	Issue secretary's request to transfer additional funds within the department, if needed
Com.B	3.4	Identify liaisons and personnel responsible for financial management response operations
Com.B	3.5	Maintain records of agencies engaged in financial management response operations

Communications and Information Management

Definition: Identify the requirements for a standardized framework for communications, information management, and information-sharing support at all levels of incident management.

- Incident management organizations must ensure that effective, interoperable communications processes, procedures, and systems exist across all agencies and jurisdictions.
- Information management systems help ensure that information flows efficiently through a commonly accepted architecture. Effective information management enhances incident management and response by helping to ensure that decision making is better informed.

Tasks

Function ID	Sequence #	Task
Com.C	1	Develop communication plans, policies, and procedures that support all Federal, regional, State, local and tribal governments and agencies
Com.C	1.1	Develop procedures to facilitate the exchange of information and data among Federal, regional, State, local and tribal agencies
Com.C	1.2	Establish policies and procedures for communications and warnings
Com.C	1.3	Develop common communication and data standards to facilitate the exchange of information in support of response management
Com.C	1.3.1	Develop a standard set of data elements for sharing information (e.g., status and pollution) across regional, State and local agencies
Com.C	1.3.2	Facilitate the development of sampling and data collection information exchange standards
Com.C	1.3.3	Facilitate the development of geospatial information exchange standards
Com.C	1.3.4	Facilitate the development of wireless communication and computer procedures and protocols to permit interoperability between government and local public safety organizations
Com.C	1.4	Develop backup communications and information technology plans and procedures
Com.C	1.4.1	Promote and facilitate development of redundant communications networks
Com.C	1.4.2	Identify emergency communications and data requirements
Com.C	1.4.3	Identify emergency communications staff roles and responsibilities
Com.C	1.4.4	Identify available operational telecommunication assets needs for use on and off-incident site
* Com.C	2	Coordinate and provide telecommunication and information technology support to Federal, regional, State, local and tribal officials and private sector
Com.C	2.1	Implement the national telecommunication support plan

- Com.C 2.2 Implement plans and measures necessary to identify damaged critical infrastructure assets; repair, reconstitute, and secure the telecommunications networks; and take actions to protect these assets from secondary damage
- Com.C 2.3 Coordinate placement of the latest technology that is available to agencies participating in response
- Com.C 2.4 Identify priority telecommunications programs and services
- Com.C 2.5 Develop interoperable telecommunication and Information Technology systems across governmental departments and agencies
- Com.C 2.5.1 Establish a secure and redundant communications system that ensures connectivity between health care facilities and health departments, emergency medical services, emergency management agencies, public safety agencies, blood collection agencies, building departments, neighboring jurisdictions and Federal health officials
- Com.C 2.6 Coordinate and open State communications support/channels to local and tribal government and the private-sector to assist in awareness, prevention, response and recovery communication activities
- Com.C 2.7 Coordinate with telecommunications service providers to ensure all telecommunications service requirements are satisfied
- Com.C 2.8 Assist in deactivation of telecommunication resources and assets
- Com.C 2.9 Maintain audit and reports on all telecommunications support provided
- Com.C 2.10 Deactivate telecommunication resources and assets
- Com.C
- Com.C **3 Establish and maintain information systems across response entities**
- Com.C 3.1 Implement information systems protection procedures
- Com.C 3.2 Establish and maintain interoperable information systems network
- Com.C 3.2.1 Develop and maintain geographic information systems (GIS)
- Com.C 3.2.2 Develop and maintain automated credential verification systems to ensure proper credentialing for controlled access areas
- * Com.C 3.2.3 Develop and maintain surveillance and detection systems
- Com.C 3.2.4 Develop and maintain the health alert network
- Com.C
- Com.C **4 Establish role of operation area satellite system (OASIS) at the EOC**
- Com.C 4.1 Establish a national database of incident reports to support response management efforts and analysis
- Com.C 4.2 Establish a national authentication and security identification certification system for emergency responders, Federal, State, local and tribal personnel and other nongovernmental personnel requiring access to affected areas
- * Com.C **5 Establish and maintain response communications systems**
- * Com.C 5.1 Implement response communications interoperability plans and protocols
- * Com.C 5.2 Coordinate communications policy and procedures across response entities
- Com.C 5.3 Establish common response communications language

Supporting Technology

Definition: Provide supporting technology and technological systems essential to implement incident response actions. Examples include:

- Voice and data communication systems.
- Information management systems, such as recordkeeping and resource tracking.
- Data display systems.

Supporting technologies also include specialized technologies that facilitate ongoing operations and incident management activities in situations that call for unique technology-based capabilities.

Tasks

Function ID	Sequence #	Task
Com.D	1	Develop a science and technology strategy
Com.D	1.1	Conduct knowledge exchange with industry and education institution
Com.D	1.2	Establish strategic research and development policies and procedures
Com.D	1.3	Establish collaboration forum for incident management among national incident management system partners
Com.D	1.4	Develop technology standards for government and private sector
Com.D	2	Develop science and technology concepts and principles
Com.D	2.1	Develop interoperability and compatibility criteria
Com.D	2.2	Identify technology support to enhance all aspects of incident management and emergency response including data exchange of as-built building plan, evacuation plans and other technical data
Com.D	2.3	Participate in development of national standards by preparedness organization, building and fire code organizations and national voluntary standards bodies
Com.D	2.4	Provide means for aggregating and prioritizing new technology from the local to the national-level
Com.D	2.5	Coordinate basic, applied, developmental, and demonstration research, testing, and evaluation activities across the incident life cycle
Com.D	2.5.1	Coordinate basic, applied, developmental, and demonstration research to support technologies that harden structures including such things as preventing progressive collapse of buildings, reduce vulnerability of building electrical, mechanical and plumbing systems
Com.D	3	Provide science and technology support to incident management
Com.D	3.1	Gather operational scientific support from Federal, State and local agencies and incident management preparedness organizations
Com.D	3.2	Requisition and provide operational scientific support via national

- incident management system
- Com.D 3.3 Identify, prioritize, and execute R&D in technologies with demonstrated promise for explosive devices, chemical, biological and radiological agents and other terrorist devices
- Com.D 3.4 Validate analytical methods to detect biological, chemical, radiological and nuclear threat agents and capabilities of technical equipment as installed in building or outside environments
- Com.D 3.4.1 Develop analytical methods
- Com.D 3.4.2 Validate methods
- Com.D 3.4.3 Deploy detection systems
- Com.D 3.4.4 Exercise/validate deployed systems
- Com.D 3.4.5 Develop and promulgate associated consequence management procedures
- Com.D 3.4.6 Develop, analyze and determine effectiveness of consequence management procedures
- Com.D 3.5 Conduct incident management research and development
- Com.D 3.6 Develop and provide high tech equipment to support building officials to locate and assess buildings following a disaster
- Com.D **4** **Coordinate the establishment of technical standards for national incident management system users**
- Com.D 4.1 Establish a performance measurements infrastructure
- Com.D 4.2 Develop consensus-based performance standards among standards development organizations
- Com.D 4.3 Establish working relationships among incident management organizations
- Com.D **5** **Evaluate communications and response equipment against national incident management system technical standards**
- Com.D 5.1 Establish private and public sector testing laboratories
- Com.D 5.2 Issue guidelines to ensure testing organizations are technically proficient and objective
- Com.D **6** **Conduct R&D planning for national incident management system users**
- Com.D 6.1 Determine operational needs of national incident management system users
- Com.D 6.2 Validate, integrate, and prioritize user needs
- Com.D 6.3 Submit user needs in development of incident management R&D agenda
- Com.D 6.4 Coordinate R&D with preparedness organizations at all levels
- Com.D 6.5 Integrate incident management into the national R&D agenda
- Com.D **7** **Develop scientifically-based technical guidelines for use of emergency response equipment**
- Com.D 7.1 Gather inputs from vulnerability analysis, equipment developers and

- standards experts
- Com.D 7.2 Account for threat and vulnerability, and equipment and system capabilities, under varying conditions in developing training guidelines
- Com.D **8** **Enhance laboratory capabilities and capacities to enable protection from a wide spectrum of traditional and non-traditional agents**
- Com.D 8.1 Establish local awareness regarding a requirement to use the laboratory response network (LRN) to confirm biological agents
- Com.D **9** **Facilitate the improvement of analytical and technical capabilities in screening, surveillance, monitoring, detection and testing**

PREVENT MISSION

Definition of Prevent: Deter all potential terrorists from attacking America, detect terrorists before they strike, prevent them and their instruments of terror from entering our country, and take decisive action to eliminate the threat they pose. (*National Strategy for Homeland Security, p. 2*)

The National Incident Management System (NIMS) defines prevention as actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions taken to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice. (*National Incident Management System, March 2004*).

There are three objectives identified for the Prevent mission:

A) Detect Threats

Identify, assess, investigate and communicate terrorist activities, intentions and capabilities in order to preempt and prevent attacks.

“We also strive to detect terrorists before they strike, to prevent them and their instruments of terror from entering our country, and to take decisive action to eliminate the threat they pose.” (*National Strategy for Homeland Security, p. 2*)

- Example: For example, law enforcement or intelligence agencies use forensics or MASINT or HUMINT to collect intelligence, which is analyzed using new technologies like data mining to detect terrorists or hostile intent. Warning methods and detection systems are used to share information among appropriate organizations and/or the public.

B) Control Access

Conduct security functions to prevent entry to the United States and/or access to targets and natural resources of the United States from terrorists and the instruments of terrorism.

“A single entity in the Department of Homeland Security will manage who and what enters our homeland in order to prevent the entry of terrorists and the instruments of terror while facilitating the legal flow of people, goods, and services on which our economy depends.” (*National Strategy for Homeland Security, p. 22*)

- Example: Verify and process the entry of people, home and abroad, as allowed by technology and international agreements in order to prevent the entrance of contraband, unauthorized aliens, illegal drugs, other illegal activity and potential

terrorists. Facilitate the exchange of information among such agencies relating to immigration and visa matters and shipments of cargo.

C) Eliminate Threats

Eradicate terrorist threats using all the tools in our Nation’s arsenal to stop those who wish to do us harm.

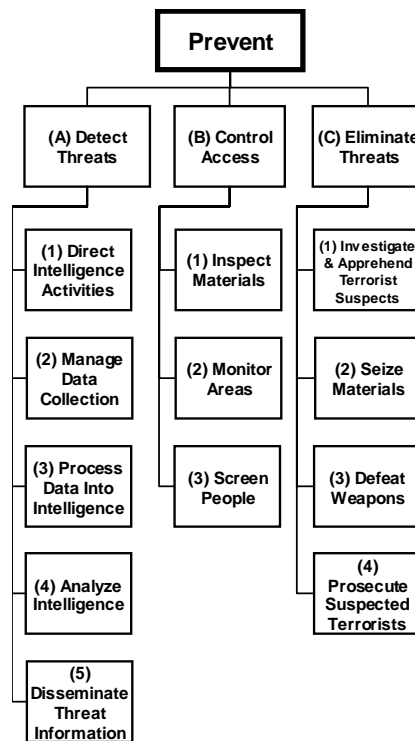
“When we have identified any suspected terrorist activities, we will then use all the tools in our Nation’s legal arsenal, including investigative, criminal, civil, immigration, and regulatory powers to stop those who wish to do us harm”

(National Strategy for Homeland Security, p. 26)

- Example: This objective includes such functions as apprehending and prosecuting terrorists, seizing materials, defeating terrorist weapons, and disrupting their sources of support.

The definitions of the functions under each of the three objectives are provided in the following pages along with the identified tasks. An asterisk next to a task indicates a critical task.

Figure 2. Prevent Mission Taxonomy



Direct Intelligence Activities

Definition: Conduct strategic planning and direct intelligence activities.

Tasks

Function ID	Sequence #	Task
* Pre.A.1	1	Plan and direct intelligence and surveillance activities
Pre.A.1	1.1	Determine intelligence and surveillance issues
Pre.A.1	1.2	Determine and prioritize intelligence and surveillance requirements
Pre.A.1	1.3	Develop intelligence and surveillance policy
* Pre.A.1	1.4	Develop policies and processes to enhance sharing of intelligence and surveillance information within and between regions and States and with Federal and local agencies
Pre.A.1	1.5	Prepare an intelligence and surveillance collection plan
Pre.A.1	1.6	Allocate intelligence and surveillance resources
Pre.A.1	1.7	Encourage Federal, State, and local and transit agency coordination with the FBI Joint Terrorism Task Force
* Pre.A.1	2	Establish all-source intelligence fusion center
Pre.A.1	3	Provide intelligence training and facilities support to state and local, international, and federal law enforcement personnel
Pre.A.1	3.1	Provide training for homeland security intelligence analysts

Manage Data Collection

Definition: Gather raw data from which information and intelligence will be generated.

“In addition, our intelligence community must identify, collect, and analyze the new observables that will enable us to better understand emerging unconventional threats.” (*National Strategy for Homeland Security, p. 16*)

- Example: Gather data and intelligence from various sources to look for: terrorist activities; possible terrorist activities; interactions between known or suspected terrorist groups or individuals; interactions between known or suspected terrorist groups or individuals and other actors (such as representatives of state entities, diplomats, scientists, researchers, academicians, clergy, business people, etc); terrorist group/individual intentions, behaviors, training, and capabilities.

Tasks

Function ID	Sequence #	Task
Pre.A.2	1	Coordinate intelligence and surveillance gathering operations
Pre.A.2	1.1	Conduct intelligence gathering operations
*Pre.A.2	2	Establish capability to collect Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) threat information
*Pre.A.2	2.1	Establish intelligence gathering capabilities and trend analysis capabilities from information sharing systems and fusion centers across the country
*Pre.A.2	2.2	Establish intelligence gathering capabilities and trend analysis capabilities from the Terrorist Early Warning (TEW) systems across the country
*Pre.A.2	3	Collect strategic information
Pre.A.2	3.1	Collect information on strategic situations worldwide
Pre.A.2	3.2	Collect terrorist related information from international, national, regional, State, tribal and local jurisdictions and agencies
Pre.A.2	3.3	Collect regional and State terrorist-related information
*Pre.A.2	3.4	Support Federal intelligence and surveillance information collection
Pre.A.2	4	Promote intelligence and surveillance development at State, local and tribal levels
Pre.A.2	5	Collect information about threats to the nation’s food supply
Pre.A.2	5.1	Collect information about threats to agriculture

Process Data into Intelligence

Definition: Pass gathered data and information through various systems designed to turn raw data into intelligence.

“Receiving and analyzing law enforcement information, intelligence, and other information in order to understand the nature and scope of the terrorist threat to the American homeland and to detect and identify potential threats of terrorism within the United States.” (*Homeland Security Act of 2002, p. 7*)

- Example: Collect large amount of raw data, distill that portion deemed relevant, and subject to further analysis.

Tasks

Function ID	Sequence #	Task
* Pre.A.3	1	Process and exploit collected strategic information
Pre.A.3	1.1	Conduct technical processing and exploitation of strategic information
Pre.A.3	1.2	Collate strategic information
Pre.A.3	1.3	Correlate strategic information
Pre.A.3	1.4	Identify POC as a national collection manager for assets
* Pre.A.3	2	Evaluate intelligence and surveillance activities
Pre.A.3	2.1	Establish multiple agency evaluation teams to visit and assist intelligence and surveillance agencies at all levels

Analyze Intelligence

Definition: Use intelligence and data to assess, characterize and anticipate terrorist threats.

“Receiving and analyzing law enforcement information, intelligence, and other information in order to understand the nature and scope of the terrorist threat to the American homeland and to detect and identify potential threats of terrorism within the United States.” (*Homeland Security Act of 2002, p. 7*)

- Example: Analysis includes such functions as attributing threats, identifying trends, and assessing the validity, potential target and likelihood of attacks with any methods such as data-mining, strategic and tactical analysis, vulnerability assessments, and behavior modeling and simulation.

Tasks

Function ID	Sequence #	Task
*Pre.A.4	1	Conduct surveillance and information collection and produce intelligence
Pre.A.4	1.1	Evaluate, integrate, analyze and interpret information
*Pre.A.4	1.1.1	Identify intelligence concerns and threats at all levels
Pre.A.4	1.1.2	Determine potential terrorist capabilities and strategic courses of action
Pre.A.4	1.1.3	Determine terrorist's center of gravity
Pre.A.4	1.1.4	Determine terrorist's capability to immobilize and halt transportation systems
Pre.A.4	1.1.5	Predict transportation asset weaponization
Pre.A.4	1.1.6	Trend transportation threat data
Pre.A.4	1.1.7	Trend transportation resource data
Pre.A.4	1.1.8	Establish reporting procedures to identify their threats/hazards at all levels
Pre.A.4	1.2	Prepare intelligence and surveillance products
Pre.A.4	1.2.1	Develop indicators and warnings
Pre.A.4	1.2.2	Develop current intelligence planners and decision makers at all levels
Pre.A.4	1.2.2.1	Provide guidance for planners to develop their own current intelligence products, indications and warnings at all levels
*Pre.A.4	1.2.2.2	Develop means to share regional and State indications and warnings
Pre.A.4	1.2.3	Develop general intelligence for Federal, State, tribal, regional and local planners and decision makers
Pre.A.4	1.2.4	Develop scientific and technical intelligence for R&D and counter-terrorism planning
Pre.A.4	1.2.5	Develop data warehousing system to facilitate data mining abilities
Pre.A.4	1.2.6	Develop data integration system for specific security sectors

Pre.A.4 1.2.7 Develop system to assess readiness of transportation modes

***Pre.A.4 2 Investigate the nature and source of threats**

Pre.A.4 3 Prioritize threats

*Pre.A.4 3.1 Conduct threat analysis and site surveys

Pre.A.4 3.2 Conduct risk assessment

Pre.A.4 3.3 Conduct countermeasures assessment

Pre.A.4 3.4 Prioritize investigation based on risk assessment

*Pre.A.4 3.6 Coordinate intelligence operations, analysis and dissemination

Pre.A.4 3.7 Establish responsibility for management of intelligence and surveillance assets

Pre.A.4 3.8 Coordinate information gathering and sharing across emergency support functions

Pre.A.4 3.9 Use models, guides and other sources to determine potential hazard areas

Disseminate Threat Information

Defintion: Ensure the timely transmission and availability of information pertaining to threats and current and potential activities of terrorists.

“New technologies for analysis, information sharing, detection of attacks, and countering chemical, biological, radiological, and nuclear weapons will help prevent and minimize the damage from future terrorist attacks.” (*National Strategy for Homeland Security, p. xi*)

- Example: Intelligence and specific warning information is communicated to Federal, State and local government personnel, agencies and authorities, the private sector, other entities, the public and international entities from homeland security intelligence and law enforcement agencies through warning and advisory systems and other channels of communication.

Tasks

Function ID	Sequence #	Task
Pre.A.5	1	Develop processes and procedures for sharing security related information with State, local and tribal government, the private-sector and the public, as appropriate
* Pre.A.5	2	Disseminate timely and accurate national strategic and threat intelligence consistent with security clearances as appropriate
Pre.A.5	2.1	Provide finished intelligence products to planners and decision makers to all levels as appropriate
Pre.A.5	2.2	Provide follow-on intelligence support to planners and decision makers to all levels as appropriate
Pre.A.5	2.3	Provide public advisories and warnings (at national-level) allow State, tribal, regional, and local to manage own public advisories and warnings
Pre.A.5	2.4	Provide intelligence to key stakeholders (i.e. via ISAC), private sector and government
* Pre.A.5	3	Disseminate indications and warnings
Pre.A.5	3.1	Provide current and strategic warnings regarding threats specific to transportation modes
Pre.A.5	3.2	Analyze transportation threat intelligence data and disseminate information through liaison with intelligence community agencies

Inspect Materials

Definition: Screen, examine and, as appropriate, prevent the movement of potentially hazardous materials and technologies that may be used for terrorist activities.

“It (DHS) would develop and deploy non-intrusive inspection technologies to ensure rapid and more thorough screening of goods and conveyances.” (*National Strategy for Homeland Security*, p. 22)

- Example: Identify high-risk containers, pre-screen containers before they arrive at U.S. ports, use technology to inspect high-risk containers, develop and use smart and secure containers and analyze and report purchases of dual-use equipment and materials to prevent materials from entering critical assets and/or the country using non-intrusive inspection technologies

Tasks

Function ID	Sequence #	Tasks
Pre.B.1	1	Facilitate the development of processes to improved security at key points and access to critical infrastructure
Pre.B.1	1.1	Conduct background checks
Pre.B.1	1.2	Notify proper authorities of suspicious activity when required
Pre.B.1	1.3	Grant access to conveyances/facilities
Pre.B.1	1.4	Maintain post inspection integrity of materials
Pre.B.1	2	Facilitate the development of processes to improved cargo security and screening capabilities
Pre.B.1	2.1	Enforce laws at Port of Entry to ensure goods entering the U.S. are compliant with applicable trade, immigration and agricultural rules and regulations
Pre.B.1	3	Facilitate the development of processes to improve chemical, biological, radiological, nuclear, and explosive detection capabilities
Pre.B.1	3.1	Develop technologies for surveillance and detection for CBRNE
* Pre.B.1	4	Inspect materials for potential Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) weapons or precursors
Pre.B.1	4.1	Identify material requiring further inspection
* Pre.B.1	4.2	Work collectively with foreign governments through the Container Security Initiative (CSI) to target, pre-screen, and inspect shipments in foreign ports before departure to the U.S.
* Pre.B.1	4.3	Provide technology including radiation portal monitors and non-intrusive inspection equipment, and automated tools with appropriate training at and between ports of entry to ensure the identification of

- high-risk travel and trade
- * Pre.B.1 4.4 Use state-of-the art non-intrusive inspection technology to screen international cargo and conveyances for weapons of mass effect and other contraband at Ports of Entry
 - * Pre.B.1 4.5 Collaborate with the World Customs Organization and other international organizations to develop and implement global standards for cargo screening for terrorists and their weapons
 - * Pre.B.1 4.6 Purchase and install explosives detection systems and explosives trace detection equipment to comply with the Aviation and Transportation Security Act's (ATSA) 100% electronic screening requirement for checked baggage while achieving staffing efficiencies
 - * Pre.B.1 4.7 Develop and implement additional layers for defense/detection, including training and procedures for border control agencies, local and regional law enforcement in CBRNE preventive measures such as inspections, surveillance, security, counterintelligence and infrastructure protection; including the provision of technology (including radiation portal monitors and non-intrusive inspection equipment) and automated tools with appropriate training
 - * Pre.B.1 4.8 Develop security standards for international supply chains and promote partnerships with industry and foreign government to extend the security standards of the Customs-Trade Partnership Against Terrorism (C-TPAT)

Monitor Areas

Definition: Observe borders, points of entry into the country, and potential terrorist targets within the United States to prevent the entry of potentially threatening individuals and materials.

“It will create a “border of the future” that will be a continuum framed by land, sea, and air dimensions, where a layered management system enables greater visibility of vehicles, people, and goods coming to and departing from our country.” (*National Strategy for Homeland Security, p. 22*)

- Example: Observe using a “border of the future” to enable greater visibility of vehicles, people, and goods coming to and departing from our country. Borders and points of entry include land, sea, air and cyber dimensions.

Tasks

Function ID	Sequence #	Task
Pre.B.2	1	Conduct border control operations
Pre.B.2	1.1	Monitor border
Pre.B.2	1.2	Track movement
Pre.B.2	1.3	Report observations
Pre.B.2	2	Conduct investigative air, maritime, ground and electronic surveillance and monitoring
Pre.B.2	2.1	Deploy detection systems
Pre.B.2	2.2	Conduct inspections of vessels and facilities to ensure compliance with domestic and international laws and conventions
Pre.B.2	2.2.1	Patrol, conduct surveillance, detect, intercept, board, and if necessary apprehend fishing vessels to ensure compliance with regulations protecting the health of the biomass
Pre.B.2	3	Interdict, preempt or disrupt, and neutralize the weaponization of transportation assets
Pre.B.2	3.1	Provide WMD awareness training to motor coach industry as a mitigation strategy
* Pre.B.2	4	Use advance information, targeting and technology on the ground, on the water, and in the air to prevent the entry of terrorists, terrorist weapons, and other high risk people and goods into the U.S. at or between the Ports of Entry
* Pre.B.2	4.1	Conduct patrols to detect, surveil, intercept and if necessary apprehend persons involved in illegal activities, such as drug smuggling, illegal migration and terrorist activity
* Pre.B.2	4.2	Conduct patrols to detect, surveil, intercept, board and if necessary

- Pre.B.2 4.3 seize vessels involved in illegal activities, such as drug smuggling, illegal migration and terrorist activity
- Pre.B.2 4.3 Obtain operational control of borders through the balanced deployment of personnel, tactical infrastructure, and technology
- Pre.B.2 **5** **Manage monitoring activities**
- Pre.B.2 5.1 Monitor key assets

Screen People

Definition: Inspect, examine and verify individuals and their identities, and as appropriate prevent individuals from entering the country and/or gaining access to potential targets within the United States.

“...would allow security officials at points of interest such as airports and borders to examine more closely individuals who exhibit such characteristics and also have other indications of potentially hostile intent in their background.” (*National Strategy for Homeland Security, p. 52*)

- Example: Law enforcement and security officials at points of interest such as airports and borders closely scrutinize individuals while ensuring safe and secure borders, welcoming lawful immigrants and visitors and informing as appropriate to apprehend.

Function ID	Sequence #	Task
*Pre.B.3	1	Use and continually improve screening technologies and practices to detect terrorists and terrorist weapons
Pre.B.3	2	Conduct entry control operations
Pre.B.3	2.1	Coordinate development/implementation of visa policy and regulations
Pre.B.3	3	Screen individuals
Pre.B.3	3.1	Conduct background checks
Pre.B.3	3.1.1	Manage workforce with an appropriate mix of full-time and part-time screeners
Pre.B.3	3.1.2	Design, develop, deliver, administer, and coordinate a robust screener training program
Pre.B.3	3.2	Notify proper authorities of suspicious activity
Pre.B.3	3.3	Restrict movement of suspicious individuals
Pre.B.3	3.4	Expand and develop screening programs and technologies
Pre.B.3	3.4.1	Provide biometric and biographic screening information
Pre.B.3	3.4.1.1	Develop screening programs for high-risk groups (hazardous material drivers, alien flight school students, etc.)
Pre.B.3	3.4.1.2	Create an integrated screening environment to ensure common information is available to decision makers across the immigration and border management enterprise
Pre.B.3	3.4.1.3	Expand the international registered traveler program to develop a low-risk, known population
Pre.B.3	3.4.1.4	Use biometric identifiers to establish one identify across immigration and border management functions
Pre.B.3	3.4.1.5	Expand the deployment of US VISIT
Pre.B.3	3.4.1.6	Manage and maintain the Student and Exchange Visitor Information System

Investigate and Apprehend Terrorist Suspects

Definition: Seize and detain terrorists within the United States. This involves all levels of law enforcement authorities and may rely on international cooperation to apprehend terrorists in foreign countries who are believed to be targeting the United States.

“The policy also calls for aggressive law enforcement efforts to apprehend, prosecute, and punish terrorists...” (*National Strategy for Combating Terrorism*, p. 27)

- Example: apprehend a suspected terrorist upon receiving information from border inspectors that the terrorist has been located/stopped trying to enter the country.

Tasks

Function ID	Sequence #	Task
Pre.C.1	1	Establish an infrastructure by which States and local governments can exchange terrorism and crime information
Pre.C.1	2	Coordinate and provide public safety and security support
Pre.C.1	2.1	Conduct counter-terrorism operations
Pre.C.1	2.2	Conduct law enforcement investigations of terrorist activities
Pre.C.1	2.3	Implementation tactical operations to interdict, preempt, or disrupt terrorist activities
Pre.C.1	2.3.1	Dismantle criminal organizations and the systems they use to earn, move, and store funds illegally generated by smuggling, human trafficking, trade fraud, export violations, and other criminal activity
Pre.C.1	2.3.2	Deploy fugitive operations teams to apprehend aliens who have defied an immigration judge’s order of removal
Pre.C.1	2.3.2.1	Activate the institutional removal program to identify incarcerated aliens and process them for removal from the US prior to their release into the community
Pre.C.1	2.4	Conduct surveillance of suspects
Pre.C.1	2.5	Identify suspects
Pre.C.1	2.6	Locate suspects
Pre.C.1	2.7	Interview suspects
Pre.C.1	2.7.1	Interview witnesses and victims
Pre.C.1	2.7.2	Seek appropriate court authorities
Pre.C.1	2.7.3	Employ appropriate investigative methods
Pre.C.1	2.8	Apprehend suspects
Pre.C.1	2.9	Preserve evidence
Pre.C.1	2.10	Transport suspects
Pre.C.1	2.10.1	Transport aliens throughout their immigration proceedings and escort them out of the US when ordered removed

- Pre.C.1 **3** **Protect nation’s financial infrastructure against crimes, to include currency and financial payment systems**
- Pre.C.1 3.1 Enforce counterfeit statutes
- Pre.C.1 3.2 Investigate crimes that involve identify theft, credit card fraud, false identification documents, computer fraud, and financial institution fraud
- Pre.C.1 3.3 Investigate violations of laws relating to counterfeiting of obligations and securities of the United States
- Pre.C.1 3.4 Train special agents to detect network intrusions and conduct examinations on all types of electronic evidence
- Pre.C.1 **4** **Conduct public affairs operations**

Seize Materials

Definition: Intercept and seize information, substances, components, technologies, and weapons potentially used for terrorist activities.

“...we will...be prepared to interdict terrorist ground, air, maritime, and cyber traffic by positioning forces and assets to deny terrorists access to...equipment, arms, and information”
(*National Strategy for Combating Terrorism, p. 21*)

- Example: Seizing bomb-making materials at the border after being alerted of their presence by a border inspector.

Tasks

Function ID	Sequence #	Task
Pre.C.2	1	Identify suspect conveyances
Pre.C.2	1.1	Intercept/board conveyance
Pre.C.2	1.2	Identify materials
Pre.C.2	1.3	Divert convergence
Pre.C.2	1.4	Track conveyance and/or materials
Pre.C.2	2	Search for materials
Pre.C.2	2.1	Inspect materials
Pre.C.2	2.2	Render materials safe
Pre.C.2	2.3	Maintain custody of materials
Pre.C.2	3	Safely store materials
Pre.C.2	4	Safely transport materials
Pre.C.2	5	Dispose of suspected/known materials
Pre.C.2	6	Conduct public affairs operations

Defeat Weapons

Definition: Neutralize, by disabling or destroying, terrorist weapons. A weapon can be defeated once it is in the possession of a terrorist and/or is deployed by a terrorist.

“The United States has a critical need for cutting-edge technology that can quickly and effectively ...defeat...WMD” (*National Strategy for Combating WMD, p. 6*)

- Example: Neutralize an aircraft hijacked by terrorists, CBRNE weapon acquired by terrorists, IED planted by terrorists, etc.

Tasks

Function ID	Sequence #	Task
Pre.C.3	1	Identify weapon
Pre.C.3	1.1	Conduct threat modeling and simulation
Pre.C.3	1.2	Track weapon/delivery system
Pre.C.3	1.2.1	Study the effects and implementation of weaponizing transportation assets
Pre.C.3	1.3	Neutralize weapon delivery system
Pre.C.3	2	Secure weapon
Pre.C.3	2.1	Safely transport weapon
Pre.C.3	2.2	Divert weapon/delivery system
Pre.C.3	3	Render weapon safe
Pre.C.3	3.1	Dispose of suspected/known material
Pre.C.3	4	Conduct public affairs operations

Prosecute Suspected Terrorists

Definition: Apply the full range of legal measures against terrorists and their supporters.

“We will use all legal means—both traditional and non-traditional—to...prosecute terrorists in the United States. We will prosecute or bring immigration or other civil charges against such individuals where appropriate and will utilize the full range of our legal authorities” (*National Strategy for Homeland Security, p. 26*)

- Example: This function includes seeking, commencing, and carrying out legal actions against terrorists and their supporters.

Tasks

Function ID	Sequence #	Task
Pre.C.4	1	Detain suspects
Pre.C.4	1.1	Review formal investigation
Pre.C.4	1.2	Charge suspects with crime
Pre.C.4	2	Conduct pretrial hearings
Pre.C.4	2.1	Conduct extradition hearing where appropriate
Pre.C.4	2.2	Conduct deportation proceedings where appropriate
Pre.C.4	3	Adjudicate case
Pre.C.4		Impose sentence for convicted terrorists
Pre.C.4		Provide for appeals process
Pre.C.4	4	Initiate asset forfeiture
Pre.C.4	5	Conduct public affairs operations

PROTECT MISSION

Definition of Protect: Reduce the likelihood of attack on assets or systems and limit the impact should an attack occur.

“Reduce America’s vulnerability. Homeland security involves a systematic, comprehensive, and strategic effort to reduce America’s vulnerability to terrorist attack. . . . The National Strategy for Homeland Security, therefore, outlines a way for the government to work with the private sector to identify and protect our critical infrastructure and key assets, detect terrorist threats, and augment our defenses.” (*National Strategy for Homeland Security*, p. 2)

The terms “protect and secure,” as defined in HSPD-7, mean reducing the vulnerability of CI/KR in order to deter, mitigate, or neutralize terrorist attacks. Thus, as described in this Interim NIPP, critical infrastructure protection includes the activities that identify CI/KR, assess vulnerabilities, prioritize CI/KR, and develop protective programs and measures, because these activities ultimately lead to the implementation of protective strategies to reduce vulnerability. (*Interim National Infrastructure Protection Plan*, p. 3)

- Example: Reducing vulnerabilities consists of changing characteristics of potential targets of terrorist attack in order to reduce likelihood of attack or limit impact. Main objectives are identifying and protecting critical infrastructure and key assets and augmenting defenses. Activities under this mission range from collecting information on the universe of assets, assessing vulnerability and consequences to determine risk, prioritizing assets based on risk, and developing protective or defensive actions such as guarding, monitoring, or fortifying assets or safeguarding public health.

There are three objectives identified for the Protect mission:

A) Assess Critical Infrastructure and Key Assets

Identify critical infrastructure, key resources, and other assets, assess potential consequence if they were destroyed or disrupted, assess potential vulnerabilities, prioritizing assets, and develop information sharing mechanisms to ensure flow of information between the public and private sector stakeholders.

“The term “critical infrastructure” means systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.”

USA PATRIOT Act, Sec. 1016 (e); Homeland Security Presidential Directive 7

“Key Resources” (KR) are “publicly or privately controlled resources essential to the minimal operations of the economy and government.” “Key assets” (a subset of key resources) are “individual targets whose destruction could cause large-scale injury, death, or destruction of property, and/or profoundly damage our national prestige and confidence.”

(National Strategy for the Physical Protection of Critical Infrastructures and Key Assets p, 7)

B) Protect Critical Infrastructure and Key Assets

Protect critical infrastructures and key assets that face a specific, imminent threat. Use protective measures to reduce vulnerability of CI/KR that pose significant risk, in the context of more general threat assumptions.

“. . . continuously evaluate threat information against our current vulnerabilities, inform the President, issue warnings, and effect action accordingly.”

(National Strategy for Homeland Security, p. 33)

“. . . assure the protection of infrastructures and assets that face a specific, imminent threat.” *(National Strategy for the Physical Protection of Critical Infrastructure and Key Assets, p. 2)*

A protective program is a coordinated plan of action to prevent, deter, and mitigate terrorist attacks on critical assets, as well as to respond to, and recover from, such attacks in a manner that limits the consequences and value of such attacks.

(Interim National Infrastructure Protection Plan, p. 20)

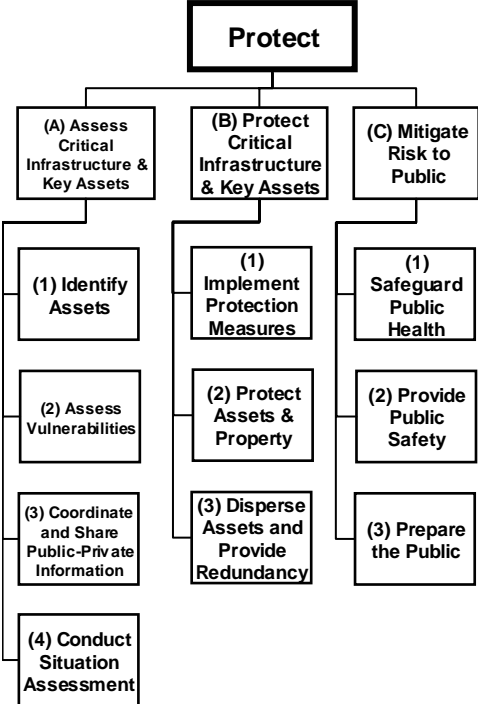
- Example: Proactive measures that are taken to reduce vulnerabilities in critical infrastructure or key assets. Specific protective actions to protect an assets fall into categories of deter, defend, detect and devalue

C) Mitigate Risk to Public

Implement measures to protect the public and mitigate the potential consequences of threats.

The definitions of the functions under each of the three objectives are provided in the following pages along with the identified tasks. An asterisk next to a task indicates a critical task.

Figure 3. Protect Mission Taxonomy



Identify Assets

Definition: “identify and assure the protection of those assets, systems, and functions that we deem most “critical” in terms of national-level public health and safety, governance, economic and national security, and public confidence.” (*National Strategy for Homeland Security, p. 2*)

The first step is identification of CI/KR assets across the 17 sectors. This identification is an ongoing process carried out by both the SSAs and DHS. The information collected is used as the basis for further decisions, which may include conducting vulnerability assessments and taking immediate protective actions depending on the threat environment and the need.

- Example: Apply a consistent methodology to identify critical assets, systems, and functions. Assess potential criticality based on inherent characteristics that could result in catastrophic consequences if the assets were destroyed, disrupted, or exploited. .

Tasks

Function ID	Sequence #	Task
Pro.A.1	1	Identify critical infrastructure and key assets within the nation, region, State or local area
Pro.A.1	1.1	Define sector-specific universe of infrastructure assets and systems
Pro.A.1	1.2	Develop processes for collecting and maintaining sector-specific data
Pro.A.1	1.2.1	Identify data to be collected and sources of data
Pro.A.1	1.2.2	Identify mechanisms for protecting sensitive and confidential data
Pro.A.1	1.3	Implement data collection processes
Pro.A.1	1.3.1	Develop sector-specific inventories of assets
* Pro.A.1	1.3.1.1	Identify potential transportation targets
Pro.A.1	1.3.2	Coordinate cross-sector inventory sharing
Pro.A.1	2	Map threat analysis against critical infrastructure to identify and analyze infrastructure asset vulnerabilities and critical risk
Pro.A.1	2.1	Prioritize critical infrastructure and key assets for more immediate protection based on vulnerability assessment and threat relationships
Pro.A.1	2.2	Identify, define, evaluate vulnerabilities to recommend protective measures for assets and systems with vital control systems
Pro.A.1	2.3	Build and maintain the National Asset Database
Pro.A.1	2.4	Assist local communities with verification of critical assets and validation of protective measures

Assess Vulnerabilities

Definition: Determine the exposure, weaknesses, and/or susceptibility to attack of assets and systems. A vulnerability assessment is a systematic process to measure the susceptibility of a sector, segment, region, or individual site to attack. Through a vulnerability assessment, areas of weakness and potential actions that would exploit those weaknesses are identified, and the effectiveness of additional security measures is assessed. (*Interim National Infrastructure Protection Plan, p. 17*)

The analysis and prioritization process consists of several steps: (1) normalization of data, to allow for analysis across sectors, including interdependencies; (2) risk analysis, in which vulnerabilities for high-consequence assets are compared against the general threat assessment; and (3) identification of priorities, based on overall reduction in risk relative to overall costs. (*Interim National Infrastructure Protection Plan, p. 19*)

- Example: Analyze infrastructure and assets using modeling, simulation and analytic tools to determine weak points or avenues of attack, including vulnerabilities from interdependencies. Combine vulnerability, consequence, and threat assumptions to determine overall risk of assets. Use risk data to prioritize assets within and across sectors.

Tasks

Function ID	Sequence #	Task
Pro.A.2	1	Conduct vulnerability assessments of critical assets and key resources
*Pro.A.2	1.1	Assess sector-specific vulnerabilities
Pro.A.2	1.2	Assess vulnerabilities of government and private-sector information systems
*Pro.A.2	1.3	Identify potential infrastructure protection incentives for infrastructure owners in the private sector
*Pro.A.2	2	Conduct consequence analysis of critical assets and key resources
*Pro.A.2	3	Determine risk profiles of critical assets and key resources
Pro.A.2	3.1	Determine risk profiles within sectors
Pro.A.2	3.2	Determine national risk profile (across sectors)
*Pro.A.2	4	Prioritize assets for consideration of protective measures
Pro.A.2	4.1	Prioritize assets within sectors
Pro.A.2	4.2	Prioritize assets nationally (across sectors)
*Pro.A.2	5	Share the assessment of sector-specific infrastructure vulnerabilities with interdependent entities within the appropriate sector

Coordinate and Share Public-Private Information

Definition: Enable effective partnership with Federal, State, local, and Tribal governments and the private sector and nongovernmental organizations to provide data necessary to accurately identify, assess, and protect infrastructure and assets.

“The Nation’s CIP program must prioritize protection across sectors, so that resources are applied where they offer the most benefit for reducing vulnerability, deterring threats, and minimizing consequences of attacks. This is an effort that requires the integrated, coordinated support of Federal departments and agencies; State, local, and tribal entities; and public and private sector assets owners and operators.”(*Interim National Infrastructure Protection Plan, p. 1*)

“Because private industry owns and operates the vast majority of the Nation’s CI/KR, its involvement is crucial for successful implementation of the NIPP and the national CIP program. Through various means, the private sector obtains and shares security-related information with Federal, State, and local agencies.” (*Interim National Infrastructure Protection Plan, p. 4*)

“Acquisition from State and local governments and the private sector of data necessary to create and maintain models of such systems and of critical infrastructures generally.” (*USA PATRIOT Act Sec. 1016(e)*)

- Example: Activities include setting up structures and processes to share data with and among state and local governments and the private sector. This also includes developing mechanisms to protect sensitive data.

Function ID	Sequence #	Task
* Pro.A.3	1	Establish and operate sector-specific Government Coordinating Councils (GCCs)
Pro.A.3	1.1	Facilitate the development of GCCs
Pro.A.3	1.2	Determine mechanisms for coordinating with Sector Coordinating Councils (SCC)
* Pro.A.3	2	Establish and operate sector-specific Sector Coordinating Councils
Pro.A.3	2.1	Facilitate the development of SCCs
Pro.A.3	2.2	Determine information exchange mechanism that protect data
Pro.A.3	2.3	Determine mechanisms for coordinating with GCCs
Pro.A.3	3	Develop public-private partnerships for implementation
Pro.A.3	3.1	Identify potential infrastructure protection incentives
Pro.A.3	3.2	Coordinate processes for voluntary participation in the development of national public-private infrastructure continuity and contingency plans
Pro.A.3	3.3	Promote public-private information sharing involving cyber attacks, threats and vulnerabilities

Conduct Situation Assessment

Definition: Manage, monitor, evaluate, and anticipate specific threat information in a dynamic incident environment, and communicate contingencies so that appropriate protective operations can be conducted.

In the context of specific threat information, DHS reviews existing information on CI/KR, their vulnerabilities, and established protective action programs. Based on this analysis, DHS, in consultation with relevant SSAs, issues threat warnings and recommends or undertakes certain protective actions. (*Interim National Infrastructure Protection Plan, p. 10*)

“Federal operations and/or resources, establishes reporting requirements, and conducts ongoing communications with Federal, State, local, tribal, private sector, and nongovernmental organizations to maintain situational awareness...” (*National Response Plan, p. 4*)

Tasks

Function ID	Sequence #	Task
Pro.A.4	1	Monitor threat information
Pro.A.4	2	Respond to specific threat information
Pro.A.4	2.1	Review data on CI/KR and vulnerabilities in context of threat
Pro.A.4	2.2	Undertake protective actions as necessary

Implement Protection Measures

Definition: Create and put in place measures to mitigate the impact of a threat and/or action against an asset.

“... we can help deter or deflect attacks, or mitigate their effects, by making strategic improvements in protection and security.”

- Example: Guidelines and strategies for protection of buildings, for cyber systems, or to protect against insider trading should be developed and implemented. (*National Strategy for Homeland Security*, p. 29)
- Examples of measures that reduce the impact of the attack include expanding defensive perimeters, installing blast proofing in certain areas, or physically transferring certain assets and/or its parts or functions to another geographic location in response to a threat.

Tasks

Function ID	Sequence #	Task
* Pro.B.1	1	Develop guidelines for physical protection of infrastructure
* Pro.B.1	1.1	Develop standardized guidelines for physical security programs
Pro.B.1	1.1.1	Coordinate development of standard guidelines for physical security programs
Pro.B.1	1.1.2	Conduct or support national research to develop designs, construction materials and methods that increase disaster resistance of buildings and other infrastructure
Pro.B.1	1.2	Develop other facility guidelines to reduce vulnerability
* Pro.B.1	1.2.1	Conduct fire code inspections and coordinate with appropriate personnel for building inspections
* Pro.B.1	1.2.2	Provide engineering and structural measure guidelines (HVAC, plumbing, electrical, mechanical, and structural measures) to reduce or eliminate vulnerability
Pro.B.1	1.2.3	Develop a national system to discourage building in flood-prone zones and in “wildland” areas that are significant wildfire risks
Pro.B.1	1.3	Develop partnerships for physical infrastructure protection and contingency planning
Pro.B.1	1.3.1	Facilitate plans for regional, State and local mutual aid agreements to share building code enforcement personnel during disasters and provide training for such personnel
Pro.B.1	1.3.2	Facilitate the adoption by State and local jurisdictions of model building code requirements to enhance building safety
Pro.B.1	1.3.3	Solicit motor coach industry participation in development of contingency plans

- Pro.B.1 2 **Develop strategies and guidelines for cyber infrastructure protection**
- Pro.B.1 2.1 Promote a comprehensive national cyberspace defensive awareness program
- Pro.B.1 2.2 Promote the development of law enforcement's capabilities for preventing and prosecuting cyberspace attacks
- Pro.B.1 2.3 Foster cooperation with foreign countries regarding cyber attacks
- Pro.B.1
- Pro.B.1 3 **Develop strategies and guidelines for protection of infrastructure personnel**
- Pro.B.1 3.1 Establish procedures to ensure all personnel have required personal protective equipment and are trained in its use
- Pro.B.1 3.2 Develop methods to assess personnel safety and security following an incident
- Pro.B.1
- Pro.B.1 4 **Develop strategies and plans for infrastructure response and recovery**
- Pro.B.1 4.1 Develop a system for locating and distributing critical components in support of response and recovery activities
- Pro.B.1 4.2 Develop and implement strategy and policies to secure cyberspace
- Pro.B.1 4.3 Facilitate development of standard measures to reconstitute capabilities, if infrastructure facilities and systems are damaged

Protect Assets and Property

Definition: Create and put in place measures to detect, deter, defend, or devalue to prevent an attack or mitigate the impact; harden assets to reduce the impact of potential threats.

“The new Department would use its capabilities and analysis . . . in order to set priorities for long-term protective action and ‘target hardening.’” (*National Strategy for Homeland Security*, p. 19)

- Examples: Detect potential attacks through surveillance and monitoring; mitigate impacts by hardening assets or creating fencing or other barriers; deter terrorists through enhance security presence, devalue the asset through redundancy; mitigate the impact of a threat and/or action against an asset; harden assets to reduce the impact of potential threats.

Tasks

Function ID	Sequence #	Task
* Pro.B.2	1	Implement detection measures such as inspections surveillance, employee monitoring, and security counterintelligence
Pro.B.2	1.1	Monitor commercial activities that may be exploited
Pro.B.2	1.1.1	Coordinate and inspect commercial entities involved in the production and/or distribution of hazardous materials
Pro.B.2	1.1.2	Manage surveillance activities for agriculture and natural resources
Pro.B.2	1.1.3	Develop methods for emergency assessment of firms that manufacture, prepare and hold FDA regulated commodities
Pro.B.2	1.1.4	Develop and implement strategy and policies for secure international and domestic only supply chain
Pro.B.2	1.2	Deploy and Exercise detection systems
	1.3	Develop employee monitoring systems
* Pro.B.2	2	Implement deterrence and defense protection measures
Pro.B.2	2.1	Direct and conduct actions necessary to deny access or entry into designated regions, areas, installations, and critical infrastructure sites
Pro.B.2	2.2	Secure critical infrastructure sites through use of forces
* Pro.B.2	3	Develop Transportation protection strategies
Pro.B.2	3.1	Develop and implement automatic-identification system for transportation assets
Pro.B.2	3.2	Develop and implement transportation worker identification credentialing (TWIC) system

- Pro.B.2 3.3 Develop and implement strategy and policies for secure transportation supply chain
- * Pro.B.2 3.4 Develop and deploy processes and systems to ensure the secure transport of property in air and intrastate transportation through a combination of public-private partnerships and regulatory actions
- Pro.B.2 3.5 Implement appropriate protective/preventive and surveillance physical security measures around and inside transportation infrastructure/facilities
- Pro.B.2 3.6 Provide appropriate training for transportation personnel in order that they can effectively observe and report suspicious activity or items
- Pro.B.2 3.7 Develop and implement joint plans/procedures with law enforcement agencies to provide surveillance and protection of transportation infrastructure
- Pro.B.2 3.8 Establish credentialing procedures for licensing and training of transportation workers
- Pro.B.2 3.9 Establish security checks for licensing and training of pilots of private and commercial aircraft
- Pro.B.2 3.9.1 Establish security requirements for licensing and training of commercial drivers license (CDL) holders
- Pro.B.2 3.10 Strategically deploy Federal Air Marshals aboard US air carriers to defeat hostile acts targeting US air carriers, airports, passengers, and crew
- Pro.B.2 3.11 Provide specialized support, particularly radar, air, and marine surveillance, to assist federal government efforts to monitor National Security Special Events and respond to potential terrorist attacks

Disperse Assets and Provide Redundancy

Definition: Distribute or change the physical location of assets to minimize the overall potential damage. This includes making the infrastructure more robust by incorporating deliberate duplicative functionality.

“By making our infrastructures and key assets more robust through such measures as deliberate redundancies, hardening, and dispersal, we increase their capacity to withstand attack without sustaining significant damage.” (*National Strategy for the Physical Protection of Critical Infrastructure and Key Assets, p.12*)

- Example: Examples include ensuring that there is more than one potential power source for a region should the main power plant sustain damage and ensuring that data and process information is stored in more than one location.
- Example: Examples include investing in a distributed system of grain storage sites rather than large central facilities.

Tasks

To Be Developed For Future Versions

Safeguard Public Health

Definition: Implement protective measures to limit the vulnerability of human beings and/or animals potentially at risk to specific threats.

Tasks

Function ID	Sequence #	Task
Pro.C.1	1	Plan and Prepared to Safeguard Public Health
Pro.C.1	1.1	Develop Plans and Programs to Safeguard Public Health
Pro.C.1	1.1.1	Develop SNS program
Pro.C.1	1.1.1.1	Develop or maintain, as appropriate, a Strategic National Stockpile (SNS) preparedness program within the overall terrorism preparedness component, including full-time personnel, dedicated to effective management and use of the SNS statewide
Pro.C.1	1.1.1.2	Develop plans, procedures, and protocols to implement national pharmaceutical stockpile operations
Pro.C.1	1.1.2	Develop Laboratory Plans, Procedures, and Protocols
Pro.C.1	1.1.2.1	Develop projections for laboratory requirements
Pro.C.1	1.1.2.2	Develop protocols/guidelines for prioritization of laboratory services
Pro.C.1	1.1.2.3	Develop protocols for forwarding samples to national laboratories
Pro.C.1	1.1.2.4	Implement a hospital laboratory program that provides rapid and effective hospital laboratory services
Pro.C.1	1.1.2.5	Complete and implement an integrated response plan that directs how public health, hospital-based, environmental, food, veterinary and agricultural laboratories will respond to a bioterrorism incident
Pro.C.1	1.1.3	Develop plans and procedures for disease outbreak
Pro.C.1	1.1.3.1	Develop policies and procedures to respond appropriately to positive notifications of medical hazards
Pro.C.1	1.1.3.2	Plan and prepare for pandemic influenza, particularly for the stage when vaccine either is non-existent or in severely short supply
Pro.C.1	1.1.3.3	Develop procedures for identification of disease, vector and epidemic control
Pro.C.1	1.1.3.4	Develop guidelines/procedures for properly conducting a coordinated outbreak investigation
Pro.C.1	1.1.3.5	Review and evaluate infection control guidelines
Pro.C.1	1.1.3.6	Determine applicable isolation/quarantine laws, policies and implementation procedures
Pro.C.1	1.1.3.7	Develop plans, procedures, and protocols to monitor long-term health effects across community interests
Pro.C.1	1.1.4	Develop plans and procedures for animal-based diseases
Pro.C.1	1.1.4.1	Develop plans, policies and protocols for managing and monitoring animal control and health issues

- Pro.C.1 1.1.4.2 Develop emergency domestic animal care plan
- Pro.C.1 1.1.5 Develop plans and procedures for blood and organ donations
- Pro.C.1 1.1.5.1 Maintain information on blood products and supplies
- Pro.C.1 1.1.5.2 Develop an awareness campaign to promote blood and organ donations
- Pro.C.1 1.1.5.3 Develop plans, policies and procedures to provide blood products, and manage surges in blood donations
- * Pro.C.1 1.1.6 Develop plans and procedures for worker health and safety
- Pro.C.1 1.1.6.1 Manage responders and individual baseline fit test levels
- Pro.C.1 1.1.6.2 Ensure coordination of State and local assets assigned to perform worker safety and health risk management
- Pro.C.1 1.2 Develop Notification and Information Exchange Systems
- Pro.C.1 1.2.1 Develop Notification System and Plans, Procedures, and Protocols
- Pro.C.1 1.2.1.1 Establish a secure, web-based reporting and notification system that provides for rapid and accurate receipt of reports of disease outbreaks and other acute health events that might suggest bioterrorism
- Pro.C.1 1.2.1.2 Develop templates for public health directives and other legal documents
- Pro.C.1 1.2.1.3 Complete a plan for crisis and emergency risk communication (CERC) and information dissemination to educate the media, public, partners and stakeholders regarding risks associated with the real or apparent threat and an effective public response
- Pro.C.1 1.2.1.4 Implement a plan for connectivity of key stakeholders involved in a public health detection and response including a 24/7 flow of critical health information, such as clinical data, alerts, and critical event data, among hospital emergency departments, State and local public health officials, law enforcement and other participants (e.g. physicians, pharmacies, fire departments, 911 centers)
- Pro.C.1 1.2.1.5 Develop a process for communicating to public health officials the threats or concerns of the intelligence and law enforcement communities
- Pro.C.1 1.2.2 Develop Data Exchange Standards
- Pro.C.1 1.2.2.1 Adopt the logical observation identifiers names and codes (LOINC), SNOMED, and other emerging health informatics standards, where applicable, as the standard codes for electronic exchange of laboratory results and associated clinical observations between and among clinical laboratories of public health departments, hospitals, and other entities including academic health centers, that have a role in responding to bioterrorism and other public health emergencies
- Pro.C.1 1.2.3 Develop Information Exchange System
- Pro.C.1 1.2.3.1 Complete development and maintain a system to receive and evaluate urgent disease reports and to communicate with and respond to the clinical or laboratory reporter regarding the report from all States and local public health jurisdictions on a 24/7 basis

- Pro.C.1 1.2.3.2 Enhance the capability of rural and urban hospitals, clinics, emergency medical services systems and poison control centers to report syndromic and diagnostic data that is suggestive of terrorism on a 24/7 basis
- Pro.C.1 1.2.3.3 Ensure immediate dissemination of information regarding impact of administered prophylaxis on blood donations
- Pro.C.1 1.3 Develop a symptom surveillance system
- Pro.C.1 1.4 Develop plans, procedures and protocols for the provision of medical personnel, equipment, laboratories, and pharmaceuticals and supplies
- Pro.C.1 1.4.1 Develop plans, procedures and protocols to inventory medical supplies, equipment, ambulance services, hospitals, clinics and first aid units
- Pro.C.1 1.4.1.1 With local public health agencies, identify and maintain a current list of physicians and other providers with experience and/or skills in the diagnosis and treatment of infectious, chemical, or radiological diseases or conditions possibly resulting from a terrorism-associated event (for example, those who have seen and treated smallpox) who may serve as consultants during a public health emergency
- Pro.C.1 1.4.2 Conduct an inventory of all analytical laboratories
- Pro.C.1 1.4.2.1 Establish operational relationships among the various types of analytical laboratories within the jurisdiction (and other jurisdictions as appropriate) that are relevant to preparedness for and response to bioterrorism and other public health emergencies
- Pro.C.1 1.5 Develop and Implement Public Health Training Programs
- Pro.C.1 1.5.1 Develop Training Program
- Pro.C.1 1.5.1.1 Develop and initiate a training plan which ensures priority preparedness training is provided across all areas to the State and local public health workforce, health care professionals and laboratorians
- Pro.C.1 1.5.2 Deliver Training Program
- Pro.C.1 1.5.2.1 Train a chemical terrorism laboratory coordinator (chemist or medical technologist) and assistant coordinator to advise the laboratory director, the State terrorism coordinator and other public health and environmental health officials about chemical terrorism incidents and preparedness and ensure the proper collection, labeling, and shipment of blood, urine, and other chemical specimens required in response to known or suspected chemical terrorism incidents and for ensuring associated data and communication requirements are met
- Pro.C.1 1.5.2.2 Implement a training plan, which ensures priority preparedness training, is provided across all focus areas to the State and local public health workforce, health care professionals and laboratorians

Pro.C.1

Pro.C.1	1.6	Develop and Implement Public Health Exercise Program
Pro.C.1	1.6.1	Develop Exercise Program
Pro.C.1	1.6.2	Implement Exercise Program
Pro.C.1	1.6.2.1	At least annually, assess through exercises or after-action reports to actual events, the 24/7 capacity for response to reports of urgent cases, outbreaks, or other public health emergencies, including any events that suggest intentional release of a biological, chemical or radiological agent
Pro.C.1	1.6.2.2	Conduct training, drills, and exercises involving communication systems to ensure channels of communication to inform the public, partners, and stakeholders about recommendations during public health emergencies work in a timely and effective manner
Pro.C.1	1.6.2.3	Conduct at least one simulation exercise per year, involving at least one threat agent in category A, that specifically tests laboratory readiness and capability to perform from specimen threat assessment, intake prioritization, testing, confirmation, and results reporting using the laboratory response network (LRN) website
Pro.C.1	1.6.2.4	Participate in at least one exercise per year that specifically tests chemical terrorism laboratory readiness and capability to detect and identify at least three chemical-threat agents
Pro.C.1	1.7	Assess Public Health Response System Capability
Pro.C.1	1.7.1	At least annually, assess adequacy of State and local public health response to catastrophic infectious disease such as pandemic influenza, other outbreaks of disease and other public health emergencies
Pro.C.1	1.7.2	Ensure capacity exists for laboratory response network (LRN) validated testing for all category A agents and other level B/C protocols as they are approved
Pro.C.1	1.7.3	Ensure, by testing and documentation, at least 90 percent of the key stakeholders involved in a public health response can receive and send critical health information including alerts and critical event data
Pro.C.1	1.7.4	Routinely assess the timeliness and completeness of the redundant method of alerting, as it exists to reach participants in public health response
Pro.C.1	1.7.5	Ensure the technical infrastructure exists to exchange a variety of data types, including possible cases, possible contacts, specimen information, environmental sample information, lab results, facilities and possible threat information
Pro.C.1	1.7.6	Ensure all participating hospitals have the capacity to maintain, in negative pressure isolation, at least one suspect case of a highly infectious disease or for any febrile patient with a suspect rash
Pro.C.1	1.7.6.1	Identify at least one intrastate regional health care facility that is able to support the initial evaluation and treatment of at least 10

		adult and pediatric patients at a time in negative pressure isolation
Pro.C.1		
Pro.C.1	1.8	Enhance 911 call center and poison control center capabilities
Pro.C.1	2	Implement Programs to Safeguard Public Health
Pro.C.1	2.1	Assess resource needs
Pro.C.1	2.1.1	Assess blood products and supplies resource needs
Pro.C.1	2.1.2	Provide accurate victim figures to blood collection agencies for the provision of blood product
* Pro.C.1	2.2	Coordinate and provide efficient surveillance and information systems to facilitate early detection and mitigation of disease
Pro.C.1	2.2.1	Conduct disease risk assessment
Pro.C.1	2.2.1.1	Develop procedures for environmental testing, quarantine and remediation
* Pro.C.1	2.2.1.	Coordinate forensic epidemiology - work with other partner agencies such as police and medical examiner
* Pro.C.1	2.2.1.3	Direct joint law enforcement-public health investigations to determine source of disease
* Pro.C.1	2.2.1.4	Conduct product tracing to determine source, destination, and disposition of adulterated/contaminated products
Pro.C.1		
* Pro.C.1	2.2.1.5	Conduct epidemiological investigations as surveillance reports warrant, and coordinate disaster medical assistance team (DMAT) assets/services
Pro.C.1	2.2.1.6	Provide viral and infectious condition investigative reports
Pro.C.1	2.2.2	Conduct surveillance
Pro.C.1	2.2.2.1	Maintain surveillance for terrorist weapons
Pro.C.1	2.2.2.2	Evaluate active intelligence and surveillance operations
Pro.C.1	2.2.2.3	Integrate surveillance findings related to human health, animal health, food, agriculture and environment
Pro.C.1	2.2.3	Conduct Laboratory Analysis
Pro.C.1	2.2.3.1	Coordinate laboratory testing of human and environmental samples
* Pro.C.1	2.2.3.2	Disseminate laboratory testing results
* Pro.C.1	2.2.3.3	Provide laboratory and diagnostic support, subject-matter expertise, and technical assistance
Pro.C.1	2.3	Implement plans for disease outbreak
Pro.C.1	2.3.1	Coordinate emergency management plans at the local, State and national-levels
Pro.C.1	2.3.3	Implement infection control procedures
* Pro.C.1	2.3.3	Provide vector control
Pro.C.1	2.4	Conduct Recovery
Pro.C.1		Request subject matter expertise from supporting agencies to assist in response recovery effort
Pro.C.1	2.5	Activate an animal care plan
Pro.C.1	2.6	Implement Worker Protection Plans

- * Pro.C.1 2.6.1 Provide an incident health and safety plan
- Pro.C.1 2.6.2 Perform task specific worker exposure monitoring for hazardous substances and inform workers of relevant risks

- Pro.C.1 3 **Develop and Implement Public Notification and Dissemination Programs**
- Pro.C.1 3.1 Develop and disseminate fact sheets/lists on biological/chemical agents. Notify local officials of confirmatory positive results of public health hazard and vulnerability analysis

- * Pro.C.1 4 **Coordinate and provide food and agricultural support**
- * Pro.C.1 4.1 Ensure close coordination and cooperation between regional, State, National and International community with the private sector and nongovernmental associations to facilitate response efforts
- Pro.C.1 4.2 Identify short-term and long-term needs in provision of nutrition assistance, animal health and food safety and security
- Pro.C.1 4.3 Coordinate technical assistance for water, waste-water, sewer and food safety

- Pro.C.1 4.4 Facilitate all-hazard consultation, technical assistance and support including field investigations
- * Pro.C.1 4.5 Provide relevant laboratory support for identification of biological, chemical, radiological and nuclear agents in clinical (human and animal), environmental and food specimens and samples

- Pro.C.1 5 **Conduct response related activities for agricultural support**
- * Pro.C.1 5.1 Monitor Animal Health
- Pro.C.1 5.2 Coordinate agricultural surveillance and testing processes, and isolation or quarantine for agricultural threats
 - Pro.C.1 5.2.1 Identify wildlife species and habitats
 - Pro.C.1 5.2.2 Coordinate alternative animal transport routes
- Pro.C.1 5.3 Direct agricultural processes for surveillance and testing, isolation or quarantine for threats to agricultural assets and food supply
 - Pro.C.1 5.3.1 Ensure safety, efficacy and security of regulated foods, blood supply, drugs, medical devices and other HHS regulated products
- Pro.C.1 5.4 Develop, establish, and maintain a tracking system of all emergencies related to HHS regulated products
- * Pro.C.1 5.5 Implement and activate Animal and Plant Health Inspection Services (APHIS) Emergency Operations Center
- Pro.C.1 5.6 Notify Veterinary Services field officers and State veterinarians
- * Pro.C.1 5.7 Supply APHIS assets to augment Veterinary Services assets in the State where the disease exists, as needed by the Area Veterinarian in Charge
- * Pro.C.1 5.8 Activate the regional and State animal emergency response plan for foot and mouth disease (FMD) and other highly contagious diseases
- * Pro.C.1 5.9 Stop all interstate movement of regulated animals and plant articles,

- and means of conveyance as needed
- * Pro.C.1 5.10 Assist in disease control, quarantine, containment and eradication
 - * Pro.C.1 5.10.1 Assure legal authority to isolate and/or quarantine individuals, groups, facilities, animals and food products
 - * Pro.C.1 5.11 Coordinate and provide regional and state resources and procedures for the response to an outbreak of highly contagious animal and plant diseases
 - * Pro.C.1 5.11.1 Inspect safety and security of agricultural infrastructure in the affected area
 - Pro.C.1 5.12 Conduct increased border surveillance with bordering nations to prevent introduction of a highly contagious foreign animal disease into North America
 - Pro.C.1 5.13 Evaluate adequacy of available resources
- * Pro.C.1 6 Provide food safety and security response support**
- * Pro.C.1 6.1 Ensure the nation's commercial supply of food is safe and secure following an incident of national significance
 - Pro.C.1 6.2 Conduct activities to ensure the Nation's commercial supply of food is safe and secure following an incident of national significance
 - Pro.C.1 6.3 Inspect and monitor meat, poultry, and egg establishments that can continue to operate in the affected area
 - Pro.C.1 6.4 Inspect FDA regulated food facilities that can continue to operate in the affected area
 - Pro.C.1 6.5 Use laboratory testing and field investigations to identify products that are safe and fit for human consumption
 - Pro.C.1 6.6 Conduct product tracing to determine source, destination, and disposition of contaminated products
 - Pro.C.1 6.7 Control all identified Food Safety and Inspection Service-inspected products at inspected establishments suspected to be contaminated through product recall, administrative detention and plant closures
 - Pro.C.1 6.8 Control any foodstuffs or other HHS regulated product suspected to be contaminated following an establishments inspections through product recall, administrative detention, and plant closures
 - Pro.C.1 6.9 Control all identified FDA regulated products at inspected facilities suspected to be contaminated through product recall and administrative detention
 - Pro.C.1 6.10 Coordinate with Federal, State, and local agencies to ensure safety and security of meat, poultry, and egg products in retail groceries and food service establishments and institutions
 - Pro.C.1 6.11 Coordinate with Federal, State, and local agencies to ensure safety and security of FDA-regulated products in retail and food service establishments and institutions
 - Pro.C.1 6.12 Coordinate the safe, verified disposal/destruction of contaminated or damaged food products
- Pro.C.1 7 **Coordinate food response and recovery**

Pro.C.1	7.1	Compile information about threats to food
Pro.C.1	7.2	Coordinate threat assessment
Pro.C.1	7.3	Request subject matter expertise from supporting agencies to assist in response and recovery effort
Pro.C.1	7.4	Inspect safety and security of food infrastructure in the affected area
Pro.C.1	7.5	Determine need for food embargo/detention
Pro.C.1	7.6	Develop procedures for environmental testing, product hold and remediation
Pro.C.1	7.7	Coordinate food facility decontamination
Pro.C.1	7.7.1	Coordinate cleaning and decontamination of affected food facilities
Pro.C.1	7.8	Coordinate disposal of contaminated food
Pro.C.1	7.9	Manage surveillance activities
Pro.C.1	7.10	Assess industry capabilities
Pro.C.1	7.11	Establish on-site training of responders and emergency staff
Pro.C.1	7.12	Coordinate food recovery programs
Pro.C.1	7.13	Coordinate communication with international food regulatory agencies
Pro.C.1	7.14	Coordinate communication to international food trading partners
Pro.C.1	7.15	Develop standardized training courses for food related incidents
Pro.C.1	7.16	Provide technical assistance for water, waste-water, sewer and food safety
Pro.C.1	7.17	Conduct inspection and monitoring of food establishments in affected areas
Pro.C.1	7.18	Conduct product tracing to determine source, destination, and disposition of adulterated/contaminated products
Pro.C.1	7.19	Provide laboratory and diagnostic support, subject-matter expertise and technical assistance

Provide Public Safety

Definition: Provide force and critical infrastructure protection, security planning and technical assistance, technology support, and public safety in pre-incident situations.

Tasks

Function ID	Sequence #	Task
Pro.C.2	1	Develop public safety and security plans, programs and agreements
Pro.C.2	1.1	Develop community outreach initiatives, strategies and tactics
Pro.C.2	1.2	Develop and maintain security clearance process
Pro.C.2	1.3	Develop public protective action guidelines
Pro.C.2	1.4	Define criteria for public access to information regarding criminal investigations
Pro.C.2	1.5	Develop and maintain protocols to investigate criminal activities
Pro.C.2	1.6	Develop training programs for public safety and security
Pro.C.2	1.7	Provide crime prevention training and technical assistance
Pro.C.2	1.8	Manage public safety and security mutual aid agreements
Pro.C.2	1.9	Develop protection plans for special needs populations
Pro.C.2	2	Implement public safety and security plans, programs and agreements
*Pro.C.2	3	Develop and implement training and procedures to enable local first responders, including fire rescue and emergency medical services (EMS), to recognize the presence of CBRNE materials, including tools and equipment to detect the presence of CBRNE materials during emergency responses
*Pro.C.2	4	Develop and implement training and procedures to enable local medical communities to recognize exposure to CBRNE materials, including tools and equipment to detect the presence of CBRNE exposures
Pro.C.2	5	Implement public safety and security prevention activities
Pro.C.2	5.1	Direct crime prevention activities
Pro.C.2	5.2	Maintain security awareness programs
Pro.C.2	5.3	Direct public safety and security education programs
Pro.C.2	5.4	Conduct public safety and security training and education programs
Pro.C.2	6	Develop and implement building code program
*Pro.C.2	6.1	Adopt and enforce building codes/standards that address safety, structural integrity and physical security
*Pro.C.2	6.1.1	Maintain plans and records of critical infrastructure, high profile

- building and other potential physical and cyber targets in secure environment
- Pro.C.2 6.2 Develop and implement damage assessment program for both public and privately owned buildings and other forms of infrastructure
- Pro.C.2 6.2.1 Identify authorities, where no building department exists, to conduct damage assessments and building inspections to ensure compliance
- Pro.C.2 6.3 Identify and train personnel to assess damage and develop and implement uniform procedures for evaluating the safety of damaged buildings/infrastructure including the risk of both the structure and the utility systems inside and outside the facility
- Pro.C.2 6.4 Adopt and implement uniform standards for condemning and prohibiting occupancy or use of buildings/infrastructure and notifying building owners, users, and public of same
- Pro.C.2 6.5 Develop procedures for making damaged buildings/infrastructure safe for temporary emergency use
- Pro.C.2 6.6 Develop procedures for demolishing dangerous buildings/infrastructure and removing and disposal of debris
- Pro.C.2 7 **Develop structural integrity adherence training programs**
- Pro.C.2 7.1 Develop standardized training courses for building inspection
- Pro.C.2 7.2 Develop standardized training courses for damage assessment, and other damage and demolition related situations during an emergency
- *Pro.C.2 8 **Operate a meteorological warning system to provide warning of impending destructive storms and track their movement**
- Pro.C.2 8.1 Monitor early warning weather sources
- Pro.C.2 9 **Conduct seismic monitoring activities to provide warning of geological disasters**
- Pro.C.2 9.1 Assess regional and State infrastructure related vulnerabilities
- Pro.C.2 9.2 Participate in and facilitate prevention activities related to regional and State public works and engineering
- Pro.C.2 9.3 Participate and facilitate regional and State preparedness activities related to building department, public works and engineering
- Pro.C.2 9.4 Integrate appropriate private-sector entities into regional and State planning and decision-making process
- Pro.C.2 10 **Implement transportation workers' background investigations and credentialing program**

Prepare the Public

Definition: Inform public about potential threats and vulnerabilities and ways to protect themselves against these risks using a variety of media and educational outlets.

Tasks

Function ID	Sequence #	Task
Pro.C.3	1	Maintain and expand national programs to prepare volunteers for terrorism incident support
Pro.C.3	1.1	Maintain and expand training and exercise programs to prepare volunteers for terrorism incident support
Pro.C.3	2	Develop public education programs and materials in multiple languages
Pro.C.3	2.1	Design public service announcements
Pro.C.3	2.1.1	Develop and disseminate public service announcements for non-English speaking communities and special needs populations
Pro.C.3	2.2	Encourage development of disaster plans and kits
Pro.C.3	2.3	Develop K-12 hazard awareness educational curricula
Pro.C.3	2.4	Review and update public education programs and materials
Pro.C.3	2.5	Develop and provide public education programs and materials for at risk population
Pro.C.3	2.6	Provide crime prevention, counter-terrorism and public education program materials in multiple languages
* Pro.C.3	3	Develop and conduct training courses for citizen participation in incident management
* Pro.C.3	3.1	Plan, conduct and evaluate public education programs for prevention, preparedness, response and recovery
Pro.C.3	4	Distribute public education materials identifying hazards and threats
Pro.C.3	4.1	Address additional public education needs
Pro.C.3	5	Train the public to be aware and report suspicious items and behavior

RESPOND MISSION

Definition of Respond: Implement immediate actions to save lives, protect property, and meet basic human needs.

“Activities that address the short-term, direct effects of an incident.”

[I]mmediate actions to save lives, protect property, and meet basic human needs.” (*National Response Plan, p. 72*)

- Example: These activities include immediate actions to preserve life, property, and the environment; meet basic human needs; immediate law enforcement, fire, ambulance, and emergency medical service actions; emergency flood fighting; evacuations; transportation system detours; emergency public information; actions taken to minimize additional damage; urban search and rescue; the establishment of facilities for mass care; the provision of public health and medical services, food, ice, water, and other emergency essentials; debris clearance; the emergency restoration of critical infrastructure; control, containment, and removal of environmental contamination; and protection of responder health and safety.

There are three objectives identified for the Respond mission:

A) Assess Incident

Determine the nature of the incident, investigate the cause of the incident, assess the situation, identify critical and unmet needs provide recommendations for protective actions, and identify and coordinate acquisition and delivery of required assets and/or resources. (*National Response Plan Dec. 2004, p. 51*)

- Example: Conduct activities in order to evaluate the cause, nature and source of an incident, as necessary. Identify immediate needs in order to protect first responders and the public from ongoing effects of the incident.

B) Minimize Impact

Implement and coordinate immediate actions to contain the direct effects of an incident. (*National Response Plan, p. 4; National Incident Management System, p. 136*)

- Example: Immediate actions could include evacuations, sheltering-in-place, isolation and quarantine, roadway and airport closures, and any other activities necessary to control the effects of an incident.

C) Care for Public

Implement immediate actions to save lives and meet basic human needs to minimize the impact of an incident and prevent further injury.

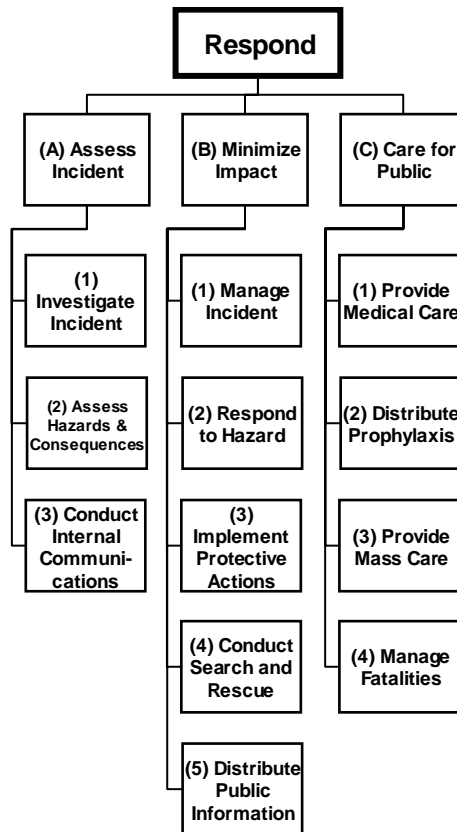
“The United States will prepare to manage the consequences of any future terrorist attacks that may occur despite our best efforts at prevention.”

(National Strategy for Homeland Security, p. 3; Definition taken from National Incident Management System definition of Response, p. 136)

- Example: Lessen the overall impact of an incident by treating injured persons, mitigating the impact, and taking any other proactive steps to containing the consequences of an incident.

The definitions of the functions under each of the three objectives are provided in the following pages along with the identified tasks. An asterisk next to a task indicates a critical task.

Figure 3. Respond Mission Taxonomy



Investigate Incident

Definition: Probe all possible sources and/or causes of an incident. (*National Response Plan, p. 54*)

- Example: Work with all necessary agencies (Federal, State and local, as needed) to conduct investigation into the cause of the incident.

Tasks

Function ID	Sequence #	Task
* Res.A.1	1	Coordinate investigation activities
Res.A.1	1.1	Maintain chain of custody procedures
Res.A.1	1.2	Coordinate evidence preservation procedures
Res.A.1	1.3	Coordinate evidence collection and forensic analyses
Res.A.1	1.4	Coordinate the arrest, detention and adjudication process
* Res.A.1	2	Conduct investigations
Res.A.1	2.1	Collect and manage evidence
Res.A.1	2.2	Conduct forensic analyses
Res.A.1	2.3	Interview victims and witnesses
Res.A.1	2.4	Identify suspect(s)
Res.A.1	2.5	Apprehend suspect(s)
Res.A.1	2.6	Interrogate suspect(s)
* Res.A.1	2.7	Report results of investigation through appropriate channels
* Res.A.1	Res.A.1	Provide technical assistance and laboratory support to State, local and tribal jurisdictions
Res.A.1	Res.A.1	Conduct evidence recovery operations
Res.A.1	Res.A.1	Provide assistance in the identification of victims
Res.A.1	Res.A.1	Provide forensic examination of computer evidence and provide technical support for criminal investigations
Res.A.1	Res.A.1	Conduct DNA analysis
Res.A.1	Res.A.1	Conduct fingerprinting checks and analysis
Res.A.1	Res.A.1	Cross check with local, State, Federal and international databases
* Res.A.1	4	Conduct fire investigations
Res.A.1	4.1	Secure assets needed for investigative operations on emergency basis (buildings plans, cranes and other heavy equipment)

Assess Hazards and Consequences

Definition: Recognize, identify, analyze, confirm, and evaluate the immediate consequences of an incident.

- Example: Utilizing all necessary agencies, work to determine the instant effects of an incident.

Tasks

Function ID	Sequence #	Task
* Res.A.2	1	Establish procedures for the immediate incident scene
Res.A.2	1.1	Develop procedures for immediate incident scene reports
Res.A.2	1.2	Create incident scene reports
Res.A.2	1.3	Employ surveillance equipment
Res.A.2	1.3.1	Monitor for primary and secondary threats
Res.A.2	1.3.2	Report current monitoring activities and results
Res.A.2	1.4	Conduct ongoing risk/damage assessment
Res.A.2	1.4.1	Coordinate with EOC/responders for situational awareness and public safety concerns
Res.A.2	1.5	Classify incident scene areas
Res.A.2	2	Identify damaged critical infrastructure assets and take immediate actions to protect these assets from secondary damage.
Res.A.2	2.1	Ensure that uniform definitions and criteria are used at and between each level of government for damage assessment

Conduct Internal Communications

Definition: Conduct internal communications and disseminate information during an emergency to provide situational information to all necessary organizations.

- Example: Utilize internal communications structure to maintain contact with all necessary agencies.

Tasks

Function ID	Sequence #	Task
Res.A.3	1	Conduct emergency dispatch and notification
Res.A.3	1.1	Dispatch first responders and secondary response agencies
Res.A.3	1.2	Implement government and NGO agency notification protocols and procedures
* Res.A.3	2	Coordinate incident site communications
Res.A.3	2.1	Coordinate with the response organization and other responders to share information
Res.A.3	2.1.1	Develop NIMS compliant incident site communications plan
Res.A.3	2.2	Coordination information transfer from the incident scene to the MACS (e.g. Emergency Operations Center (EOC))
Res.A.3	2.3	Monitor communications and information systems
* Res.A.3	3	Communicate internal incident response information
Res.A.3	3.1	Utilize established common terminology
Res.A.3	3.2	Record response actions
Res.A.3	3.3	Establish communications resource requirements
Res.A.3	3.4	Disseminate information to emergency managers and responders
Res.A.3	3.5	Provide response information across jurisdictional boundaries
Res.A.3	3.6	Implement communication security procedures and systems
Res.A.3	3.7	Update responder information
Res.A.3	3.8	Share information with government levels and public/private organizations
Res.A.3	4	Activate back-up information systems as needed

Manage Incident

Definition: Control access to impacted site(s) and manage and command all activities in that area.

Tasks

Function ID	Sequence #	Task
Emergency Management		
* Res.B.1	1	Provide direction, information, and/or support as appropriate to incident command (IC) or unified command (UC) and/or joint field office(s)
Res.B.1	1.1	Coordinate emergency/disaster relief efforts
Res.B.1	1.2	Collect, evaluate, and disseminate incident specific situation information
Res.B.1	1.3	Prepare status reports, display situation information, and maintain status of resources assigned to an incident
Res.B.1	1.4	Develop, adapt, or implement plans to support the IC, UC, or other agencies as needed
Res.B.1	1.5	Provide hazard zone warning prediction service to Federal, State, local and tribal jurisdictions and agencies
* Res.B.1	2	Activate the Incident Command System
Res.B.1	2.1	Activate incident command system and/or unified command system
Res.B.1	2.1.1	Deploy incident response teams
* Res.B.1	2.2	Implement Unified Command for incidents involving multiple jurisdictions, a single jurisdiction with multi-agency involvement, or multiple jurisdictions with multi-agency involvement
Res.B.1	2.2.1	Implement personnel accountability procedures
Res.B.1	2.3	Implement planning function
Res.B.1	2.3.1	Develop and Execute incident action plan
Res.B.1	2.3.2	Track accomplishments of tasks to resolution
Res.B.1	2.4	Implement logistics function
* Res.B.1	2.4.1	Execute mutual aid agreements
Res.B.1	2.4.2	Coordinate incident sites and Emergency Operations Centers (EOC)
Res.B.1	2.5	Implement finance function
Res.B.1	2.5.1	Establish documentation measures/financial tracking
Res.B.1	2.6	Implement operations function
Res.B.1	2.6.1	Conduct and support emergency operations
Res.B.1	2.6.2	Identify resource requirements
Res.B.1	3	Activate MACS (e.g., EOC)
Res.B.1	3.1	Identify the MACS location
Res.B.1	3.1.1	Identify the location of the primary facility for center/team

- Res.B.1 3.1.2 Identify the location of the alternate facility for center/team
- Res.B.1 3.1.3 Assess response level/emergency conditions
- Res.B.1 3.2 Make Notifications
- * Res.B.1 3.2.1 Activate, alert, and notify MACS personnel
- * Res.B.1 3.2.2 Issue direction to all support organizations to participate in MACS
- Res.B.1 3.2.3 Notify and deploy liaison officers to MACS
- Res.B.1 3.2.4 Activate appropriate sections, branches, divisions and groups within MACS
- Res.B.1 3.2.5 Ensure appropriate notifications are made
- Res.B.1 3.2.6 Alert appropriate national-level organizations of incident of national significance

- Res.B.1 **4** **Conduct emergency management at MACS**
- Res.B.1 4.1 Implement emergency management policies and procedures
- Res.B.1 4.1.1 Implement operations, planning, logistics, finance and administrative support functions
- Res.B.1 4.1.2 Send request to State and Federal authorities to declare a state of emergency
- Res.B.1 4.2 Support hazard and consequence assessment
- * Res.B.1 4.2.1 Support identification and determination of potential hazards and threats, including mapping, modeling, and forecasting
- Res.B.1 4.3 Implement coordination plans and procedures
- * Res.B.1 4.3.1 Coordinate with organizations outside the MACS
- Res.B.1 4.3.2 Coordinate with nongovernmental organization or private business/association
- Res.B.1 4.3.3 Coordinate with other governmental agencies
- Res.B.1 4.4 Implement demobilization and deactivation plans
- Res.B.1 4.4.1 Coordinate and direct the disestablishment and redeployment of centers/teams/offices activated or deployed in response to an incident
- Res.B.1 4.4.2 Manage the transition from response to recovery and implementation of long-term management plans
- Res.B.1 4.4.3 Facilitate demobilization plans and procedures for preparation of after-action reports
- Res.B.1 4.5 Provide for liaison support
- Res.B.1 4.5.1 Organize liaison structure for supporting organizations
- Res.B.1 4.5.2 Designate liaison representatives to incident response management structure
- Res.B.1 4.5.3 Identify staff liaisons and points of contact to provide technical and subject matter expertise, data, advice and staff support operations
- * Res.B.1 4.6 Coordinate jurisdictional emergency management operations
- Res.B.1 4.7 Coordinate transition of incident site to appropriate authority

Resource Support

- * Res.B.1 **5** **Develop plans, procedures, and protocols for resource management in accordance with NIMS**

- Res.B.1 5.1 Establish plans and systems for resource identification, typing, and inventorying
- Res.B.1 5.1.1 Establish plans to address medical supplies
- Res.B.1 5.1.1.1 Develop plans, procedures and protocols for delivery of emergency medical supplies, equipment and blood products
- Res.B.1 5.1.1.2 Develop plans, procedures and protocols for the provision of medical personnel, equipment, pharmaceuticals and supplies
- Res.B.1 5.1.1.3 Develop plans, procedures and protocols to inventory medical supplies, equipment, ambulance services, hospitals, clinics and first aid units
- Res.B.1 5.1.1.4 Develop plans, procedures and protocols to implement national pharmaceutical stockpile operations
- Res.B.1 5.1.1.5 Establish regional plans that ensure a sufficient supply of pharmaceuticals to provide prophylaxis for 3 days to hospitals personnel, emergency first responders and their families and the general public
- Res.B.1 5.1.2 Establish plans and systems to address food supplies
- Res.B.1 5.1.2.1 Develop, establish and maintain a food firm registration database
- Res.B.1 5.1.2.2 Develop, establish and maintain an inventory system of all firms regulated by the FDA
- Res.B.1 5.1.3 Establish equipment interoperability requirements for resource typing
- Res.B.1 5.2 Establish plans and systems for acquiring and ordering resources
- Res.B.1 5.3 Establish plans and systems for mobilizing and allocating
- Res.B.1 5.3.1 Establish planning for precautionary pre-positioning of resources
- Res.B.1 5.4 Establish systems for tracking and reporting on resources
- Res.B.1 5.5 Establish plans and systems for recovery and reimbursement
- Res.B.1 5.5.1 Develop processes for reimbursement programs
- Res.B.1 5.5.2 Develop processes for resource recovery, rehabilitation, replenishment, disposition and retrograding
- Res.B.1 5.6 Establish plans and procedures for coordinating with other organizations
- Res.B.1 5.6.1 Establish mutual aid agreements
- Res.B.1 5.6.2 Establish plans and procedures for managing other public and private organizations
- Res.B.1 5.7 Establish plans and procedures for coordinating with volunteer organizations
- Res.B.1 5.7.1 Establish early contact with coordinators of voluntary organizations
- Res.B.1 5.7.2 Develop donations program guidance, designate a donations coordinator, and provide other assistance as required
- Res.B.1 5.7.3 Provide direction to field offices
- Res.B.1 5.7.4 Coordinate international offers of assistance
- Res.B.1 5.7.4.1 Coordinate with Federal agencies for the entry of approved donated items into the United States
- Res.B.1 5.7.4.2 Coordinate with Federal agencies for the entry of approved individuals into the United States

- * Res.B.1 **6** **Identify, Type, and Inventory Resources**
- Res.B.1 6.1 Confirm available space for resource management activities
- Res.B.1 6.2 Identify resource needs to conduct response operations
- Res.B.1 6.2.1 Identify personnel, equipment and supplies needs
- Res.B.1 6.2.2 Assess public-health related resource needs for responders
- Res.B.1 6.2.2.1 Ensure adequate personal protective equipment is available to protect health care personnel
- Res.B.1 6.2.2.2 Ensure adequate portable or fixed decontamination systems exist for health care personnel
- Res.B.1 6.2.2.3 Ensure all responders have access to necessary vaccinations prior to delivery of services, if possible, to include nongovernmental response personnel
- Res.B.1 6.3 Categorize and type the resources incident managers commonly request, deploy and employ
- * Res.B.1 6.4 Inventory facilities, equipment, personnel, and systems available to support emergency operations
- Res.B.1 6.4.1 Assess the availability of resources/assets provided by public, private and volunteer organizations
- Res.B.1 6.4.2 Identify and activate support agencies required to provide immediate support and those agencies to remain available on stand-by
- * Res.B.1 6.4.2.1 Determine the availability of and provide supplies stocked in distribution facilities, national stockpiles, and customer supply centers
- Res.B.1 6.4.2.2 Identify clean-up/disposal contractors and service providers
- Res.B.1 6.4.3 Identify resources that can be procured quickly in response to an incident as compared to resources that must be procured and stored prior to an incident
- Res.B.1 6.4.4 Identify private vendors and suppliers to fill resource gaps
- Res.B.1 **7** **Order and Acquire Resources**
- Res.B.1 7.1 Request Resources needed for response to field operations
- * Res.B.1 7.1.1 Activate mutual aid to obtain resources
- Res.B.1 7.1.2 Acquire needed resources from private sector
- Res.B.1 7.2 Coordinate and obtain external resources for sustained operations
- * Res.B.1 **8** **Allocate, Mobilize, and Manage Resources**
- Res.B.1 8.1 Allocate and mobilize resources in support of response operations
- Res.B.1 8.1.1 Manage pre-staged response resources
- Res.B.1 8.1.2 Activate supply, facilities, ground support, communications, food and medical units
- * Res.B.1 8.1.3 Prioritize use of supplies
- Res.B.1 8.1.4 Deploy and transport resources
- Res.B.1 8.1.4.1 Coordinate logistics related to locations and schedules for movement of emergency supplies into and within less affected areas

- Res.B.1 8.1.4.2 Coordinate the movement of resources prior to and during an incident
- Res.B.1 8.1.4.3 Implement strategy for re-routing cargo to areas where infrastructure is intact and functioning properly
- Res.B.1 8.1.5 Provide operational assistance/support and resources to affected areas
- * Res.B.1 8.1.5.1 Coordinate distribution of stockpile assets
- Res.B.1 8.1.5.2 Activate memoranda of understanding (MOUs) and stockpiles
- Res.B.1 8.2 Manage donated goods and services
- * Res.B.1 8.3 Provide logistics support
 - Res.B.1 8.3.1 Establish and manage staging site
 - Res.B.1 8.3.1.1 Store response resources
 - Res.B.1 8.3.1.2 Provide property, facility, and materials management operations for logistics support
 - Res.B.1 8.3.1.3 Provide management and support of mobilization center
 - Res.B.1 8.3.2 Provide transportation management for logistics support
 - Res.B.1 8.3.3 Process and manage requests for additional personnel or equipment
 - Res.B.1 8.3.4 Designate additional personnel or equipment as needed
- Res.B.1 8.4 Transport rescue, medical and security personnel to the scene/treatment areas

- Res.B.1 **9** **Track and Report Resources**
 - Res.B.1 9.1 Implement resource tracking systems and capabilities
 - Res.B.1 9.1.1 Document resources committed to incident response
 - Res.B.1 9.1.2 Maintain records of equipment and materials
 - Res.B.1 9.1.3 Track personnel, equipment, and supplies
 - Res.B.1 9.2 Maintain inventories of supplies for access and distribution to responders

- Res.B.1 **10** **Recover Resources**
 - Res.B.1 10.1 Deactivate or recall resources during or after an incident
 - Res.B.1 10.2 Demobilize resources
 - Res.B.1 10.2.1 Identify demobilization support services
 - Res.B.1 10.3 Rehabilitate and replenish resources
 - Res.B.1 10.3.1 Restock laboratory supplies and resume routine laboratory services
 - Res.B.1 10.4 Dispose of resources

- Res.B.1 **11** **Provide for financial management and reimbursement**
 - Res.B.1 11.1 Activate reimbursement process
 - Res.B.1 11.2 Maintain accountability of expenditures
 - Res.B.1 11.2.1 Maintain records of expenditures
 - Res.B.1 11.3 Receive and process reimbursement requests
 - Res.B.1 11.4 Process compensation claims and related administrative activities

Public Safety and Security

- Res.B.1 **12** **Coordinate public safety and security response**
- Res.B.1 12.1 Develop security and access control plans
- Res.B.1 12.2 Coordinate traffic control
- Res.B.1 12.3 Coordinate physical security
- Res.B.1 12.3.1 Coordinate security for facilities and resources
- * Res.B.1 12.3.2 Identify and establish incident perimeter and zones
- * Res.B.1 12.3.3 Identify force protection requirements
- * Res.B.1 12.3.4 Establish force protection
- Res.B.1 12.3.5 Implement buffer zone protection plan
- Res.B.1 12.4 Establish public safety and security monitoring and surveillance programs
- * Res.B.1 12.5 Coordinate quarantine activation and enforcement with public safety and law enforcement

- * Res.B.1 **13** **Conduct public safety and security response**
- * Res.B.1 13.1 Conduct traffic control
- Res.B.1 13.2 Conduct tactical deployment
- Res.B.1 13.3 Prohibit movement of animals
- Res.B.1 13.4 Maintain security operations
- Res.B.1 13.4.1 Request assets required to provide security
- Res.B.1 13.4.2 Provide security for public officials and investigation teams
- Res.B.1 13.4.3 Establish secure prisoner holding area
- Res.B.1 13.4.4 Institute and conduct security operations controlling personnel who are allowed to enter damaged and condemned buildings and the contents that they are allowed to remove

Transportation

- Res.B.1 **14** **Coordinate and provide transportation support**
- Res.B.1 14.1 Manage financial aspects of transportation response activities
- Res.B.1 14.2 Coordinate technical assistance in evacuation planning, and in determining most viable and alternate transportation routes and modes of transport
- Res.B.1 14.3 Provide appropriate representation to interagency incident management group during incident
- Res.B.1 14.3.1 Gather and process damage assessments of transportation infrastructure
- Res.B.1 14.3.2 Facilitate evacuation from affected areas
- Res.B.1 14.3.3 Process and coordinate requests for, and offers of, Federal and civil transportation support, both domestic and international
- Res.B.1 14.3.3.1 Activate intermodal liaison to interface with transportation modes offering assistance
- Res.B.1 14.3.4 Coordinate alternate means and routes of transportation

- Res.B.1 14.3.5 Coordinate the recovery, restoration, and safety/security of transportation infrastructure
- Res.B.1 14.3.6 Prioritize reconstruction needs and restoration of critical and strategic transportation infrastructure

- * Res.B.1 **15** **Coordinate transportation response**
- Res.B.1 15.1 Determine incident effects on transportation infrastructure
- Res.B.1 15.2 Establish automatic-identification system for transportation assets
- Res.B.1 15.3 Mobilize and coordinate Federal, State and local transportation assets
- Res.B.1 15.4 Identify emergency transportation resources
- Res.B.1 15.5 Coordinate preparations for mass movement of citizens to distribution nodes and shelter facilities for assistance
- Res.B.1 15.6 Coordinate all transportation assets
- Res.B.1 15.7 Coordinate traffic control around health care facilities and prophylaxis dispensing centers
- Res.B.1 15.8 Implement transportation protocols to transport biological, chemical, nuclear and radiological specimens and samples for testing
- Res.B.1 15.9 Implement a traffic management plan
- Res.B.1 15.10 Develop staging areas plan
- Res.B.1 15.11 Develop plans for establishment of staging areas for medical personnel, equipment and supplies
- Res.B.1 15.12 Develop and implement strategy for re-routing cargo to areas where infrastructure is intact and functioning properly
- Res.B.1 15.13 Monitor and share real-time traffic status
- * Res.B.1 15.14 Coordinate the handling and transporting of affected persons
- Res.B.1 15.15 Develop plans for transportation support of shelter-in-place, isolation, quarantine, and other mobility-limiting situations
- Res.B.1 15.16 Coordinate the handling and transporting of waste and spills

Worker Health and Safety

- * Res.B.1 **16** **Provide for worker health and safety**
- Res.B.1 16.1 Ensure coordination of assets assigned to perform worker safety and health risk assessment and risk management
- Res.B.1 16.2 Create and implement a site specific safety and health plan for site stabilization, rescue and recovery operations
- Res.B.1 16.3 Perform ambient and task specific worker exposure monitoring for hazardous substances and inform workers of relevant risks
- Res.B.1 16.4 Provide review of OSHA requirements to assure that they allow operations during a disaster
- Res.B.1 16.5 Monitor and perform activities related to worker health and safety issues

Respond to Hazard

Definition: Reduce or eliminate risks to persons or to lessen the actual or potential effects or consequences of an incident, including removing contamination to acceptable levels from individuals, animals, equipment, and facilities.

“Activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident.” (*National Response Plan, p. 55*)

- Example: Mitigation activities can take place at any time, before, during or after an incident.
- Example: To make people, animals, equipment and facilities safe by eliminating harmful or hazardous substances. WMD incidents “may require the decontamination of casualties, evacuees, animals, equipment, buildings, critical infrastructure, and other areas.” (*National Response Plan*)

Tasks

	Function ID	Scenario #	Task
*	Res.B.2	1	Develop Plans, Procedures, and Equipment Guidelines to support response operations
*	Res.B.2	1.1	Develop Plans, Procedures, and Equipment Guidelines to Support Firefighting Response Operations
	Res.B.2	1.1.1	Develop plans and SOPS to respond to a major fire
	Res.B.2	1.1.2	Develop hazard mitigation programs
	Res.B.2	1.1.3	Develop firefighting coordination mechanisms
	Res.B.2	1.1.3.1	Coordinate plans with commercial/private fire response organizations
	Res.B.2	1.1.3.2	Develop plans to coordinate structural and safety assessments of damaged buildings with building department inspectors
	Res.B.2	1.1.3.3	In coordination with building department and building owners, develop and maintain a secure database of building plans – wherever possible use most current as-built plans. Plans also should be available to first responders from mutual aid communities
	Res.B.2	1.1.3.4	Develop and manage firefighting mutual aid agreements
	Res.B.2	1.2	Develop Plans, Procedures, and Equipment Guidelines to Support Hazardous Materials Response Operations
	Res.B.2	1.2.1	Develop plans, programs, agreements and requirements for responding to hazardous material incidents
	Res.B.2	1.2.1.1	Develop a bio-security plan
	Res.B.2	1.2.1.2	Develop hazard recognition and tracking systems
	Res.B.2	1.2.2	Develop plans, programs, criteria, and protocols for conducting

- decontamination
- * Res.B.2 1.2.2.1 Establish criteria for patient decontamination that fully considers the safety of EMS personnel and hospital-based first responders, knowing up to 80% of all victims will self refer to the nearest hospital
- Res.B.2 1.2.2.2 Establish criteria for proper decontamination of health workers and for the population at large
- Res.B.2 1.2.2.3 Develop plans, procedures, and protocols to ensure individual/gross decontamination of persons prior to admittance to shelters and other mass care facilities, medical and alternate care facilities, reception centers, and other places as needed
- Res.B.2 1.2.3 Install and maintain monitoring and detection equipment
- Res.B.2 1.2.4 Manage hazardous materials mutual aid agreements
- Res.B.2 1.3 Develop plans, procedures, and protocols for public safety and security support activities
- Res.B.2 1.4 Develop Incident Management Teams for managing major incidents

- Res.B.2 **2** **Develop and implement training and exercise program to support response operations**
- Res.B.2 2.1 Develop and implement firefighting training and exercise program
- Res.B.2 2.1.1 Develop and implement fire suppression training
- Res.B.2 2.1.1.1 Develop and implement all-hazard, inter-agency/inter-departmental NIMS response training exercises
- Res.B.2 2.1.1.2 Develop and implement training related to self-protection equipment
- Res.B.2 2.1.1.3 Integrate the use of modeling and simulation capabilities for training
- Res.B.2 2.1.2 Exercise firefighting plans and procedures
- Res.B.2 2.2 Develop and implement hazardous materials response training and exercise program
- Res.B.2 2.2.1 Develop and implement training related to detection and reporting of hazardous material
- Res.B.2 2.3 Develop and implement public safety and security training and exercise program

- Res.B.2 **3** **Coordinate emergency response operations**
- Res.B.2 3.1 Coordinate and provide firefighter support
- Res.B.2 3.1.1 Implement national interagency fire prevention plan
- Res.B.2 3.1.1.1 Manage implementation of regional and State policies, processes, and procedures in the national interagency mobilization guide, the national interagency fire prevention plan and the interagency incident business management handbook
- Res.B.2 3.1.2 Coordinate firefighting resources
- Res.B.2 3.1.2.1 Process and respond to requests for firefighting assistance, resources and respond to resource shortfalls across jurisdictions

- Res.B.2 3.1.2.2 Mobilize firefighting resources in support of urban, rural and wildland firefighting agencies
- Res.B.2 3.1.2.3 Implement national interagency mobilization guide
- Res.B.2 3.1.2.4 Implement contracts to mobilize private-sector resources for firefighting
- Res.B.2 3.1.3 Provide technical assistance in support of firefighting operations
- Res.B.2 3.1.3.1 Provide fire/weather forecasting and support
- Res.B.2 3.1.3.2 Establish and maintain communication with State and local fire coordinators
- Res.B.2 3.1.3.3 Ensure interdepartmental, interdisciplinary, and inter-jurisdictional communication and coordination in support of firefighting operations.
- Res.B.2 3.1.3.4 Establish and maintain communication and coordination between fire service and State and/or local building officials
- Res.B.2 3.2 Coordinate Hazardous Materials Response
- Res.B.2 3.2.1 Coordinate and direct hazardous materials detection and assessment activities
 - Res.B.2 3.2.1.1 Coordinate ongoing hazard assessments and predictions
 - Res.B.2 3.2.1.2 Coordinate, integrate, and manage efforts to detect or identify releases of hazardous substances including those from underground storage tanks
- Res.B.2 3.2.2 Coordinate, integrate, and manage efforts to prevent, or mitigate, or minimize threat of potential releases
 - Res.B.2 3.2.2.1 Manage State and local implementation of the National Oil and Hazardous Substances Pollution contingency plan
 - Res.B.2 3.2.2.2 Coordinate actions to prevent spread of contaminants
- * Res.B.2 3.2.3 Coordinate and support containment activities
 - Res.B.2 3.2.3.1 Monitor and track compliance with containment requirements
 - Res.B.2 3.2.4 Coordinate and support clean up and disposal activities
 - Res.B.2 3.2.4.1 Coordinate, integrate, and manage efforts to contain, clean up, or dispose of or minimize releases of hazardous substances including those from underground storage tanks
- Res.B.2 3.2.5 Coordinate and support hazmat logistics and administration
 - Res.B.2 3.2.5.1 Coordinate technical, coordination, and administrative support and personnel, facilities, communications and information
 - Res.B.2 3.2.5.2 Coordinate resource management of hazardous materials equipment, supplies and personnel.
 - Res.B.2 3.2.5.3 Manage resources to support special needs populations to include non-English speaking persons, migrant workers, as well as those with medical conditions requiring attention
- Res.B.2 3.2.6 Coordinate technical expertise on environmental consequences of, and security measures related to hazardous materials releases
 - Res.B.2 3.2.6.1 Track, monitor, and secure all production, use, and transfer of nuclear material
- * Res.B.2 3.2.7 Coordinate and support decontamination activities
 - Res.B.2 3.2.7.1 Coordinate movement of portable decontamination facilities

- Res.B.2 3.2.7.2 Provide support for decontamination efforts of persons affected by the disaster
- Res.B.2 3.2.7.3 Define jurisdiction-specific and/or animal-specific decontamination requirements
- Res.B.2 3.3 Coordinate and provide public safety and security support
- Res.B.2 3.3.1 Coordinate security for vulnerable, threatened, and contaminated sites and materials
- Res.B.2 3.3.1.1 Coordinate security for contaminated areas
- Res.B.2 3.3.1.2 Provide security for infectious/hazardous materials
- Res.B.2 3.3.2 Coordinate IED response

* Res.B.2 **4 Conduct Firefighting Operations**

- Res.B.2 4.1 Assess situation and plan firefighting response
- Res.B.2 4.1.1 Obtain, maintain and provide initial and ongoing fire situation and damage assessment reports
- Res.B.2 4.1.2 Conduct hazard vulnerability analysis
- Res.B.2 4.1.3 Provide urban and industrial hazard analysis
- Res.B.2 4.1.4 Assess resource requirements
- Res.B.2 Coordinate with other agencies to secure utilities for incident site
- Res.B.2 4.2 Establish and implement on-scene management for firefighting (utilizing ICS)
- Res.B.2 4.2.1 Establish and maintain communication with fire coordinators
- Res.B.2 4.2.2 Direct the use of personal protective equipment (PPE)
- Res.B.2 4.2.3 Implement Logistics operations on the firefighting scene.
- Res.B.2 4.2.3.1 Maintain complete log of actions taken, resource orders, records and reports
- Res.B.2 4.3 Conduct Fire Suppression
- Res.B.2 4.3.1 Conduct fire overhaul operations
- Res.B.2 4.3.2 Implement protocols for fire containment
- Res.B.2 4.3.3 Mitigate Fire Hazards
- Res.B.2 4.3.4 Conduct controlled burn operations

Res.B.2 **5 Conduct Hazardous Materials Response**

- * Res.B.2 5.1 Assess Hazmat Situation and Plan Response
- * Res.B.2 5.1.1 Identify hazardous materials and extent/scope of the incident
- Res.B.2 5.1.1.1 Develop a monitoring and sampling plan, including laboratory support
- Res.B.2 5.1.1.2 Require utilization of the laboratory response network (LRN) to test suspected biological threats
- Res.B.2 5.1.1.3 Require utilization of the other laboratory response networks to test for biological, chemical and radiological threats and product contamination
- Res.B.2 5.1.1.4 Conduct contamination surveys
- Res.B.2 5.1.1.5 Assess hazardous materials release situation

Res.B.2	5.1.1.6	Conduct oil or hazardous materials assessment	
Res.B.2	5.1.1.6	Use environmental/agricultural samples to define contaminated zones	
Res.B.2	5.1.2	Characterize consequences and risks	
Res.B.2	5.1.2.1	Collect data for hazard analysis	
Res.B.2	5.1.2.2	Monitor movement of releases and formulate predictions on dispersion and characteristics over time	
Res.B.2	5.1.2.3	Analyze weather forecast to conduct hazard zone prediction	
Res.B.2	5.1.2.3	Develop and disseminate weather data, forecasts, and emergency information related to land, air, and maritime resources and conditions	
Res.B.2	5.1.3	Prepare and distribute protective action guidelines	
Res.B.2	5.1.3.1	Update protective action guidelines based on updated hazard assessments	
Res.B.2	5.1.3.2	Revise hazard assessments based on environmental/agricultural sampling and empirical data collection	
Res.B.2	5.1.4	Develop site-specific plans	
Res.B.2	5.1.4.1	Develop and implement a site specific safety and health plan that includes worker risk assessment and risk management	
Res.B.2	5.1.4.2	Develop on-site hazardous materials response plans	
*	Res.B.2	5.1.2.3	Develop a contamination site safety plan
*	Res.B.2	5.2	Establish and implement on-scene management for hazmat response (utilizing ICS)
Res.B.2	5.2.1	Manage on-scene hazardous materials response utilizing ICS system	
Res.B.2	5.2.2	Maintain coordination and communication between agencies and departments	
Res.B.2	5.2.3	Identify and determine liaisons and agency representatives	
*	Res.B.2	5.3	Conduct Hazmat Response (Implement Plans, Programs, Agreements, and Requirements)
Res.B.2	5.3.1	Implement and follow national oil and hazardous substances pollution contingency plan	
*	Res.B.2	5.3.2	Identify and establish perimeter and hazardous materials zones (hot, warm, cold)
*	Res.B.2	5.3.3	Extricate and rescue victims from within hot zone
*	Res.B.2	5.3.4	Conduct containment activities
*	Res.B.2	5.3.4.1	Secure contamination source and affected areas
Res.B.2	5.3.5	Monitor status of leaks, spills and releases	
*	Res.B.2	5.3.5.1	Monitor clean areas within the contamination control line
Res.B.2	5.3.5.2	Conduct inspection and monitoring of establishments in affected areas	
Res.B.2	5.3.5.3	Monitor exit points for hazardous material leakage	
Res.B.2	5.4	Ensure the safety of all on-scene responders	
*	Res.B.2	5.4.1	Provide required personal protective equipment (PPE)
*	Res.B.2	5.4.2	Monitor all responders for exposure to hazardous materials
Res.B.2	5.4.3	Notify affected recovery workers of exposure assessment results to hazardous substances and recommend follow-up action as necessary	

- * Res.B.2 5.4.4 Coordinate rescue efforts with law enforcement to ensure safety of rescuers while law enforcement secures incident site
- * Res.B.2 5.4.5 Monitor and control operating time of rescuers assigned to hot zone to minimize rescuer exposure
- Res.B.2 5.4.6 Alert crisis management staff
- * Res.B.2 5.5 Conduct decontamination
- * Res.B.2 5.5.1 Identify assets required for decontamination activities
- Res.B.2 5.5.2 Determine decontamination procedures
- * Res.B.2 5.5.2.1 Establish decontamination sites
- Res.B.2 5.5.2.2 Determine decontamination process end-point
- Res.B.2 5.5.2.3 Define safe parameters for entry, work, and living in previously contaminated areas
- * Res.B.2 5.5.3 Decontaminate affected facilities and equipment
- Res.B.2 5.5.3.1 Utilize chemical detectors and devices
- Res.B.2 5.5.3.2 Develop procedures for post-decontamination vehicle and equipment restoration
- Res.B.2 5.5.4 Decontaminate people
- * Res.B.2 5.5.4.1 Conduct screening of affected persons
- * Res.B.2 5.5.4.2 Decontaminate affected persons, including injured victims, exposed to CBRNE materials
- Res.B.2 5.5.4.3 Isolate and decontaminate affected transportation workers and conveyances
- Res.B.2 5.5.4.4 Report decontamination results to appropriate health authorities
- * Res.B.2 5.5.5 Coordinate livestock decontamination
- Res.B.2 5.5.6 Perform area decontamination
- Res.B.2 Conduct Hazmat cleanup and disposal
- * Res.B.2 5.6.1 Perform clean-up operations
- * Res.B.2 5.6.2 Implement hazardous material disposal plan
- Res.B.2 5.6.3 Remove and dispose of hazardous materials
- Res.B.2 5.6.3.1 Coordinate and conduct marine salvage efforts to contain, clean up, dispose of or minimize releases of oil or hazardous substances

- Res.B.2 **6 Conduct public safety and security response operations**
- Res.B.2 6.1 Assess situation
- Res.B.2 6.1.1 Implement emergency assessment procedures
- Res.B.2 6.1.2 Conduct an initial reconnaissance of the area
- Res.B.2 6.1.3 Coordinate with appropriate unit and develop a plan of action
- * Res.B.2 6.2 Detect, Identify, Render Safe, and Dispose of IED
- Res.B.2 6.2.1 Provide positive ordnance identification and safety guidance
- Res.B.2 6.2.2 Perform render safe and/or disposal procedures
- Res.B.2 6.2.3 Provide overall supervision of a consolidated unexploded ordnance demolition area that can be moved
- Res.B.2 6.2.4 Implement Radiological Assistance Program plan (RAP), Federal Radiological Emergency Response Plan (FRERP) and National

Response Plan

- * Res.B.2 6.3 Detect, defuse and dispose of IED terrorist weapons
- Res.B.2 6.3.1 Coordinate air reconnaissance and surveillance
- Res.B.2 6.4 Respond to terrorist activities, such as hostage takings

* Res.B.2 7 **Transition from response to recovery**

Implement Protective Actions

Definition: Guard the public from potentially hazardous effects of an emergency, including evacuation, shelter-in-place and isolation. (*National Response Plan, p. 54*)

Tasks

Function ID	Sequence #	Task
Res.B.3	1	Develop plans, protocols, and systems for implementation of protective actions
Res.B.3	1.1	Develop guidance for the isolation and/or quarantine of suspect and confirmed exposed, infectious and contaminated individuals, and establish triage protocols
*Res.B.3	1.2	Develop evacuation and emergency operations procedures for at-risk populations and locations
Res.B.3	1.2.1	Develop contingency plans to use rail, mass transit, motor coaches and school buses
Res.B.3	12.1.1	Coordinate the development of contingency plans with motor coach associations and owners/operators and school bus industry
Res.B.3	1.2.2	Develop guidelines for usage of highway variable message sign security alerts
*Res.B.3	1.3	Develop plans, procedures, and protocols to manage evacuations, shelters-in-place and quarantine/isolation
Res.B.3	2	Develop training and exercise programs for implementation of protective actions
Res.B.3	3	Coordinate and support implementation of protective actions
*Res.B.3	3.1	Assist evacuation of special populations
*Res.B.3	3.1.1	Manage resources to support special needs populations to include non-English speaking persons, migrant workers, as well as those with medical conditions requiring attention
Res.B.3	3.2	Ensure additional medical assistance is provided in timely manner
Res.B.3	3.3	Coordinate information sharing with other jurisdictions
*Res.B.3	4	Implement Evacuation/Shelter-in-Place Decisions
*Res.B.3	4.1	Identify course of action to resolve the incident/make decisions
Res.B.3	4.1.1	Assess situation and needs
*Res.B.3	4.1.1.1	Identify evacuation site(s)
*Res.B.3	4.1.1.2	Identify populations and locations at risk
Res.B.3	4.1.1.3	Define potentially exposed animal population
*Res.B.3	4.1.2	Request the evacuation and/or shelter-in-place of affected populations
Res.B.3	4.1.3	Develop traffic plans
Res.B.3	4.1.3.1	Develop evacuation traffic management plan

- Res.B.3 4.1.3.2 Develop an evacuation and invacuation traffic management plan consistent with regional/jurisdictional planning councils
- *Res.B.3 4.1.3.3 Identify emergency evacuation routes to avoid contaminated area and downwind plume
- Res.B.3 4.2 Implement shelter-in-place procedures
- Res.B.3 4.2.1 Order shelter-in-place warnings
- *Res.B.3 4.3 Evacuate affected population
- Res.B.3 4.3.1 Address evacuation of special needs population
- Res.B.3 4.3.2 Implement special needs sheltering plan
- *Res.B.3 4.4 Activate approved traffic control plan
- Res.B.3 4.4.1 Provide and optimize flow potential on evacuation routes from affected area
- Res.B.3 4.4.2 Identify and/or create detours and other alternate routes
- Res.B.3 4.4.3 Identify priority access/egress routes for emergency response units and mass transit vehicles moving evacuees
- Res.B.3 4.4.4 Manage congested traffic flow routes to identify and eliminate situational bottlenecks
- *Res.B.3 4.5 Provide transportation/personnel support and resources
- Res.B.3 4.5.1 Provide transportation to and between shelters
- Res.B.3 4.5.2 Implement transportation security guidelines
- Res.B.3 4.5.3 Notify alternative transportation systems of surge potential
- Res.B.3 4.5.4 Determine need to establish other modes of mass transit
- Res.B.3 4.6 Monitor evacuation traffic flow/demand and adjust evacuation traffic management plan and measures as appropriate
- Res.B.3 4.7 Develop, coordinate, and deliver evacuation traveler information directly to the public and through the media
- Res.B.3 4.8 Coordinate evacuee routing and route openings/closures with law enforcement
- Res.B.3 4.9 Analyze, decide upon, and implement/revise extraordinary evacuation measures such as contraflow, in coordination with law enforcement

Conduct Search and Rescue

Definition: Locate, and extricate victims.

“locating, extricating, and providing onsite medical treatment to victims trapped in collapsed structures.” (*National Response Plan, p. 173*)

Tasks

Function ID	Sequence #	Task
Res.B.4	1	Develop plans, procedures, and protocols to Prepare for urban search and rescue operations
Res.B.4	1.1	Develop policies and procedures for urban search and rescue
Res.B.4	1.2	Establish, maintain, and manage the national urban search and rescue response system
Res.B.4	1.3	Ensure appropriate legal issues pertaining to liability claims, including the application of the good Samaritan laws, are understood and resolved
Res.B.4	1.4	Establish plans, procedures and protocols for logistical support for urban search and rescue assets
Res.B.4	2	Develop and conduct exercises and training for search and rescue
Res.B.4	2.1	Develop urban search and rescue training programs
Res.B.4	2.2	Provide training for urban search and rescue augmenting organizations
* Res.B.4	3	Coordinate urban search and rescue response
Res.B.4	3.1	Provide resource & technical support
Res.B.4	3.1.1	Manage urban search and rescue mutual aid agreements
Res.B.4	3.1.2	Provide technical assistance, training, and operational support to urban search and rescue teams and assets
Res.B.4	3.1.2.1	Provide portable shelters for use by urban search and rescue task force
Res.B.4	3.1.2.2	Provide mobile feeding units for urban search and rescue task force
Res.B.4	3.1.3	Identify need for additional assistance
Res.B.4	4	Conduct Search and Rescue
Res.B.4	4.1	Assess situation and needs
Res.B.4	4.2	Assess incident site to determine search and rescue course of action
Res.B.4	4.2.1	Collect assessment information from damage assessment teams for inclusion in situation reports and for decision-making regarding US&R resources
* Res.B.4	4.2.2	Issue additional advisories and alert and activation orders as required
Res.B.4	4.2.3	Determine need for deployment of additional US&R assets

- * Res.B.4 4.3 **Conduct urban search and rescue operations**
- Res.B.4 4.3.1 Activate urban search and rescue support (US&R)
- Res.B.4 4.3.1.1 Activate the national urban search and rescue response system
for any incident of national significance
- * Res.B.4 4.3.2 Deploy urban search and rescue task forces or teams
- Res.B.4 4.3.3 Evaluate the disaster site for hazardous materials
- Res.B.4 4.3.3.1 Identify heavy machinery support requirements
- Res.B.4 4.3.4 Direct search and rescue teams and collapse-site teams
- Res.B.4 4.3.5 Search and extract victims from site
- Res.B.4 4.3.5.1 Direct the use of heavy machinery in recovery effort
- Res.B.4 4.3.5.2 Stabilize and support entry and exit points for urban search and
rescue operations
- Res.B.4 4.3.6 Provide status reports on urban search and rescue operations
- Res.B.4 4.3.6.1 Provide timely situational awareness and response information
and establish and maintain chronological log of events in the
field
- Res.B.4 4.3.7 Formulate redeployment plans for urban search and rescue assets
and personnel
- Res.B.4 4.3.7.1 Formulate decisions on the demobilization of regional and
State first responder assets and personnel
- Res.B.4 4.3.8 Provide care for rescuers, including the K-9 first responders

- Res.B.4 **5** **Conduct water search and rescue operations¹**
- Res.B.4 5.1 Deploy to hurricane location
- Res.B.4 5.2 Assess incident sites
- Res.B.4 5.3 Prioritize incident response

¹ FEMA's US & R Tasks Forces do not conduct water rescue operations

Distribute Public Information

Definition: Disseminate situational information to the public. (*National Response Plan, p. 54*)

- Example: Utilizing a variety of media (radio, television, etc.) notify public about an emergency situation, possibly including actions or precautions that should be taken.

Tasks

Function ID	Sequence #	Task
* Res.B.5	1	Develop plans, procedures and policies for coordinating, managing and disseminating public information
Res.B.5	1.1	Prepare emergency public information plans
Res.B.5	1.2	Develop crisis communications plan
Res.B.5	1.3	Plan and provide for external media support and operations
Res.B.5	1.4	Provide for rumor control within information network
Res.B.5	1.5	Develop and maintain emergency declaration protocols and templates
Res.B.5	1.6	Establish regional and State plans and protocols and requests for assistance
Res.B.5	1.7	Develop a communication network with State Homeland Security Departments /Offices to expedite information sharing
Res.B.5	1.8	Develop procedures for notifying residents and general public related to entering, repairing, and reoccupying condemned and damaged buildings
Res.B.5	1.9	Develop procedures for notifying building owners about standards and permitting requirements for repairing and reoccupying condemned or damaged buildings or having utilities reconnected
Res.B.5	1.10	Develop procedures and disseminate information regarding the requirements of various regulatory authorities so that building owners receive complete and accurate information about requirements for repairing and reoccupying condemned and damaged buildings
Res.B.5	2	Develop and implement exercise and training for distribution of public information
Res.B.5	3	Coordinate emergency public information through the Joint Information System (JIS)
Res.B.5	3.1	Coordinate the provision of timely and accurate information
Res.B.5	3.2	Establish communications with domestic and international public
Res.B.5	3.3	Coordinate internal information programs
Res.B.5	3.4	Coordinate with States, tribal and local officials to determine

		required assistance
Res.B.5	3.5	Coordinate external information programs
* Res.B.5	3.6	Plan and coordinate public warnings, instructions, and information updates
* Res.B.5	3.7	Coordinate and integrate the resources and operations of external affairs organizations to provide accurate, consistent and timely information to the public
* Res.B.5	3.8	Develop and implement community relations plan and operations
Res.B.5	3.9	Conduct Congressional and legislative affairs operations
Res.B.5	3.10	Develop and implement international affairs operations
* Res.B.5	4	Direct and control emergency public information activities
Res.B.5	4.1	Assess situation and activate the Joint Information Center (JIC)
Res.B.5	4.1.1	Identify public information needs of the affected area
* Res.B.5	4.1.1.1	Determine critical health-related information required to inform the public
Res.B.5	4.1.2	Activate JIC to include nongovernmental and private-sector partners as appropriate
Res.B.5	4.1.2.1	Ensure appropriate representation of all relevant public affairs entities, to include nongovernmental organizations and the private sector, in any Joint Information Center (JIC) that is established by government
Res.B.5	4.1.2.2	Assign Public Information Officer (PIO)
Res.B.5	4.1.2.3	Identify appropriate spokesperson(s)
Res.B.5	4.1.2.4	Utilize appropriate spokesperson based on subject matter expertise
Res.B.5	4.1.2.5	Utilize recognized national public health professionals (e.g., U.S. Surgeon General) to provide public health information to the American people
Res.B.5	4.1.3	Implement VIP/distinguished visitor procedures
* Res.B.5	4.1.4	Determine domestic and international travel advisories
* Res.B.5	4.2	Provide emergency information to the public
* Res.B.5	4.2.1	Activate critical information and warning systems
* Res.B.5	4.2.2	Disseminate health and safety information to the public
Res.B.5	4.2.2.1	Coordinate release of emergency public information in common language and terminology
Res.B.5	4.2.2.2	Implement principles of risk communication to the affected populace
Res.B.5	4.2.3	Provide for public information warnings and instructions for mass evacuations
Res.B.5	4.2.4	Provide for public information warnings and instructions for shelter-in-place
* Res.B.5	4.2.5	Direct and control public information releases about those who have been isolated or quarantined
* Res.B.5	4.2.5.1	Advise public to be alert for clinical symptoms consistent with attack agent

* Res.B.5	4.2.5.2	Decrease time needed to disseminate health and safety information to the public regarding risk and protective actions
Res.B.5	4.2.6	Provide guidance regarding affected areas and appropriate protective actions
* Res.B.5	4.2.7	Provide emergency public information to special needs populations
Res.B.5	4.2.8	Disseminate information to private-sector organizations
Res.B.5	4.2.9	Provide mass notification to urban and rural populations
Res.B.5	4.2.10	Ensure accurate and timely dissemination of reactive and protective action messages to general public and emergency personnel
* Res.B.5	4.3	Provide emergency information to media
Res.B.5	4.3.1	Schedule periodic media updates
Res.B.5	4.3.2	Direct media inquiries to PIO
Res.B.5	4.3.3	Establish relationship with non-English speaking media
Res.B.5	4.4	Provide general information
Res.B.5	4.4.1	Provide public information regarding the incident
Res.B.5	4.4.2	Provide for public information regarding event cancellations
* Res.B.5	4.5	Develop and update public information sources
Res.B.5	4.5.1	Establish frequently updated emergency information hotline
Res.B.5	4.5.2	Develop and maintain accessible online disaster recovery site
Res.B.5	4.5.3	Develop process for fielding disaster welfare inquiries
Res.B.5	4.6	Provide recovery & re-entry information
Res.B.5	4.6.1	Update the public on recovery efforts
Res.B.5	4.6.2	Notify residents and general public about entering, repairing, and reoccupying condemned and damaged buildings
Res.B.5	4.6.3	Notify building owners about standards and permitting requirements for repairing and reoccupying condemned or damaged buildings or having utilities reconnected

Provide Medical Care

Definition: Provide immediate medical support to individuals and/or animals affected by an incident.

National Strategy for Homeland Security, p. 38 (“treat those who are harmed”)

National Response Plan, p. 54 (Response actions include “emergency medical service actions,” “the provision of public health and medical services”)

- Example: Includes on scene triage, emergency medical services and the provision of continued treatment.

Tasks

Function ID	Sequence #	Task
* Res.C.1	1	Develop plans describing how personnel, equipment, and other governmental and nongovernmental resources will support incident management requirements
Res.C.1	1.1	Build medical surge capacity
Res.C.1	1.1.1.	Establish a system that allows the triage, treatment and initial stabilization of 500 adult and pediatric patients per 1,000,000 people, above the current daily staffed bed capacity, with acute illness or trauma requiring hospitalization
Res.C.1	1.1.1.1	Develop a description of the roles and responsibilities of public health departments, hospitals, and other health care entities in the statewide incident management system and, where applicable, in regional incident management systems
Res.C.1	1.1.1.2	Identify and plan for alternate emergency care sites/over-flow emergency medical care facilities
Res.C.1	1.1.2	Establish policies and procedures to activate surge capacity
Res.C.1	1.1.2.1	Develop and disseminate policies for the modification of health and medical service requirements in response to an emergency creating high patient demand
Res.C.1	1.1.2.3	Develop triage and treatment policy and guidelines with attention to special populations and behavioral health needs
Res.C.1	1.1.2.4	Establish procedures and guidelines for providing essential nursing care and allowing for the degradation of care as necessary
Res.C.1	1.1.2.5	Review and revise clinical management guidelines
* Res.C.1	1.1.2.6	Create plans and systems for mass movement of patients
* Res.C.1	1.1.2.7	Provide pre- and post-hospitalization regulating of patients, in order to integrate patients with transportation assets and definitive care facilities
Res.C.1	1.1.2.8	Develop protocols/guidelines for processing of samples from collection to delivery to the appropriate laboratory

- Res.C.1 1.2 Develop mutual aid plans and support relationships for medical surge
- Res.C.1 1.2.1 Enhance mutual aid plans for upgrading and deploying EMS triage and transportation for at least 500 adult and pediatric patients per million of population
- Res.C.1 1.2.2 Develop support relationships with government agencies, professional associations, private services, and volunteer organizations to provide mental health assistance during disasters
- * Res.C.1 1.2.2.1 Execute emergency contracting support for life-saving and life-sustaining services
- Res.C.1 1.2.2.2 Establish Memorandums of Understanding for personnel and equipment surge needs
- Res.C.1 1.2.2.3 Establish mutual aid agreements among hospitals and other health care facilities
- Res.C.1 1.3 Identify trauma and burn care facilities and capacity
- Res.C.1 1.3.1 Enhance statewide trauma and burn care capacity to ensure the capability of providing trauma care to at least 50 severely injured adult and pediatric patients per million of population
- * Res.C.1 1.3.2 Identify facilities to deal with burns and other specialized medical injuries
- Res.C.1 1.4 Conduct planning and organization to support public health, medical and mental health
- Res.C.1 1.4.1 Establish a response system that allows the immediate deployment of additional health care personnel to accommodate a surge of 500 adult and pediatric patients per 1,000,000 people
- Res.C.1 1.4.1.1 Plan for requesting Federal medical assistance teams and coordinating for their support during operations
- Res.C.1 1.4.1.2 Establish advance registration system to coordinate surge for health care workers and volunteers
- Res.C.1 1.4.1.2.1 Register volunteer health care workers
- Res.C.1 1.4.1.3 Develop guidelines for obtaining medical reserve corps assets
- Res.C.1 1.4.2 Develop strict guidelines for health professionals to perform outside their normal area of specialization during an emergency
- Res.C.1 1.4.3 Maintain a description of the roles and responsibilities of public health departments, hospitals, and other health care entities in the statewide incident management system and, where applicable, in regional incident management systems
- Res.C.1 1.4.4 Perform a failure analysis of the potential public health impact of the event in the absence of an adequate public health intervention
- Res.C.1 1.4.5 Develop transportation plans for establishment of staging areas for medical personnel, equipment and supplies
- Res.C.1 1.4.6 Maintain situational awareness and assessment tools for all mental health, behavioral health, substance abuse, public health and medical threats and emergencies
- Res.C.1 1.5 Develop procedures for handling patients, health care receivers, and property
- Res.C.1 1.5.1 Establish criteria for patient decontamination

Res.C.1	1.5.1.1	Develop facilities and procedures for patient decontamination
Res.C.1	1.5.1.2	Develop criteria, policies and procedures for providing patient isolation
* Res.C.1	1.5.1.3	Enhance emergency system patient transport system
Res.C.1	1.5.1.4	Coordinate quarantine/isolation of victims waiting for decontamination
Res.C.1	1.5.1.5	Establish property handling procedures
Res.C.1	1.5.2	Develop plans to ensure the safety and health of hospital based first receivers including appropriate and adequate personal protective equipment, training and medical surveillance
Res.C.1	1.5.3	Develop patient reduction, evacuation and relocation procedures (i.e., hospitals, nursing homes, youth and adult medical care facilities)
Res.C.1	1.5.4	Develop mortuary plan for mass casualties
Res.C.1	1.5.4.1	Maintain a description of capabilities and procedures for alert, assembly and deployment of State mortuary assistance assets
Res.C.1	1.6	Develop communications systems and protocols for Medical Care
Res.C.1	1.6.1	Establish redundant communication systems between hospitals and local, State and Federal authorities and EOCs
Res.C.1	1.6.2	Maintain a system for 24/7 notification or activation of the public health emergency response system
Res.C.1	2	Develop and conduct training and exercise programs for providing Medical Care
Res.C.1	2.1	Develop training programs
Res.C.1	2.1.1	Develop and conduct competency based education and training programs for adult and pediatric pre-hospital, hospital and outpatient health care personnel
Res.C.1	2.1.1.1	Develop program to train medical and non-medical personnel
Res.C.1	2.1.1.2	Develop programs to train health professions students
Res.C.1	2.1.1.3	Organize and train crisis counseling teams
Res.C.1	2.1.2	Develop training for the public sector
Res.C.1	2.1.3	Develop training programs for the private-sector
Res.C.1	2.2	Evaluate emergency management plans and training
Res.C.1	2.2.1	Evaluate emergency management plans and training through multiple methods including drills and exercises at tribal, local, State and national-levels
Res.C.1	2.2.2	Exercise all plans on an annual basis to demonstrate proficiency in responding to bioterrorism, other infectious disease outbreaks and other public health threats and emergencies
Res.C.1	3	Provide coordination and support through the Hospital Emergency Incident Command System (HEICS) for providing Medical Care
Res.C.1	3.1	Provide situation assessment support for Medical Care
Res.C.1	3.1.1	Provide risk analysis, assessment and evaluation and support
Res.C.1	3.1.1.1	Provide all-hazards consultation, technical assistance and

- Res.C.1 3.1.1.2 support including site monitoring and field investigations
Provide assistance in monitoring and performing risk assessment and risk management related to worker health and safety issues
- Res.C.1 3.1.1.2.1 Ensure coordination of assets assigned to perform worker safety and health risk assessment
- Res.C.1 3.1.1.2.2 Ensure comprehensive stress management strategies and programs are in place and operational for all emergency responders and workers
- Res.C.1 3.1.1.3 Collect and evaluate epidemiological health data related to an event
- Res.C.1 3.1.2 Assist in assessing environmental health issues and related activities
- Res.C.1 3.1.2.1 Assist in assessing the threat of vector-borne diseases and conduct related activities
- Res.C.1 3.1.2.2 Disseminate guidance for the isolation of infectious individuals and establish triage protocols
- * Res.C.1 3.1.2.3 Provide relevant laboratory support for identification of biological, chemical, radiological and nuclear agents in clinical (human and animal), environmental and food specimens, including maintaining a chain of evidence
- Res.C.1 3.1.3 Support resource needs assessment
- * Res.C.1 3.1.3.1 Coordinate with State, local, and tribal medical, mental health, substance abuse, public health officials and private-sector to determine current assistance requirements
- Res.C.1 3.2 Provide communication support for Medical Care
- Res.C.1 3.2.1 Provide liaison and communications support to tribal and local governments to facilitate direct communications and to establish and maintain effective coordination within the impacted area
- Res.C.1 3.3 Support provision of public health, medical and mental health services
- Res.C.1 3.3.1 Activate emergency management compacts
- Res.C.1 3.3.1.1 Request activation of national medical disaster management system
- * Res.C.1 3.3.1.2 Activate procedures for essential nursing and medical care
- Res.C.1 3.3.1.2.1 Monitor bed census and activate management procedures
- Res.C.1 3.3.1.3 Identify agencies, organizations, and individuals capable of providing support services or assistance including hospital and medical associations
- Res.C.1 3.3.1.2 Direct and coordinate international support for public health and medical services in response to State and local requests and needs
- * Res.C.1 3.3.2 Coordinate provision of emergency medical and dental care
- Res.C.1 3.3.2.1 Identify and coordinate deployment of doctors, nurses, technicians and other medical personnel to disaster areas
- Res.C.1 3.3.2.1.1 Estimate workers and volunteers for treatment facilities and vaccination clinics
- * Res.C.1 3.3.2.1.2 Support medical surge capability using volunteer resources

Res.C.1	3.3.2.2	Coordinate for provision of blood products
Res.C.1	3.3.3	Support medical facility needs
Res.C.1	3.3.3.1	Conduct building safety inspections of damaged medical facilities to determine if facility can remain open or must move operations to another predetermined and undamaged site
Res.C.1	3.3.3.2	Coordinate with local emergency management and law enforcement to ensure security is provided for medical facilities
Res.C.1	3.3.3.3	Establish alternate emergency care sites/over-flow emergency medical care facilities to manage hospital surge capacity concerns
Res.C.1	3.3.4	Support patient transportation
Res.C.1	3.3.4.1	Provide support for patient movement and evacuation, and regulate and track these patients, to appropriate facilities
Res.C.1	3.3.4.2	Coordinate requests for medical transportation
Res.C.1	3.3.4.3	Provide assistance for delivering health care to victims
Res.C.1	3.3.5	Support special needs patients
Res.C.1	3.3.5.1	Provide medical care in shelters as needed
Res.C.1	3.3.5.2	Customize, when necessary, all public health and medical service for special needs populations
Res.C.1	3.3.5.3	Coordinate special needs sheltering requirements for those needing medical care
Res.C.1	3.3.5.4	Ensure timely provision of medical care support personnel, equipment and materials to shelters, mass care and medical facilities
Res.C.1	3.3.5.5	Establish a health/disease registry of victims and/or responders at risk
Res.C.1	3.3.6	Assist in providing victim identification
Res.C.1	3.3.7	Assist in planning and delivering health care to injured or abandoned animals and performing preventive medicine activities
* Res.C.1	3.3.8	Provide medical equipment and supplies in support of immediate medical response operations and for restocking health care as requested
Res.C.1	3.3.9	Assist in providing mortuary services, and the processing, preparation, and disposition of remains
Res.C.1	4	Implement Plans and Procedures for Providing Medical Care
Res.C.1	4.1	Conduct situation assessment and develop site-specific plans for providing Medical Care
Res.C.1	4.1.1	Assess the situation and forecast response needs for victims and response/recovery workers
Res.C.1	4.1.1.1	Create and implement a site specific safety and health plan for stabilization, rescue and recovery operations
Res.C.1	4.1.2	Provide ongoing situational assessment in pre-identified functional areas
Res.C.1	4.1.3	Develop plans for the decontamination, storage and disposal of

- deceased animals
- Res.C.1 4.1.4 Conduct laboratory assessment
- Res.C.1 4.1.4.1 Implement protocols/guidelines for processing of samples from collection to delivery to the appropriate laboratory
- Res.C.1 4.1.4.2 Coordinate/implement procedures to properly collect, package, store and transport biological/chemical samples to national laboratories
- Res.C.1 4.2 Establish Hospital Emergency Incident Command System (HEICS) as a means to provide direction
- Res.C.1 4.2.1 Activate the HEICS
- * Res.C.1 4.2.2 Activate health care workers and volunteers call systems
- Res.C.1 4.2.3 Alert and identify appropriate regional, State, tribal and local level partner organizations and liaisons
- * Res.C.1 4.2.4 Mobilize burn/trauma/pediatric health care specialists
- Res.C.1 4.2.5 Allocate licensed medical volunteers
- Res.C.1 4.2.6 Conduct operations of continuity, such as activation of response teams as needed, and coordination of identification and delivery of medical equipment and supplies in response to State and local requests and needs
- * Res.C.1 4.3 Implement casualty management plan
- Res.C.1 4.3.1 Triage and treat patients
- * Res.C.1 4.3.1.1 Triage and treat patients at the screening site
- * Res.C.1 4.3.1.2 Triage and treat patients at the decontamination site
- * Res.C.1 4.3.1.3 Triage and treat patients at the incident site
- * Res.C.1 4.3.1.4 Triage and treat patients at the medical facilities
- * Res.C.1 4.3.2 Track patient status and location
- Res.C.1 4.3.3 Move stable patients to free up trauma beds
- Res.C.1 4.3.4 Identify programs for long-term medical recovery at alternate care sites
- Res.C.1 4.3.5 Monitor responders for environmental stress
- Res.C.1 4.3.6 Provide blood products
- * Res.C.1 4.3.7 Provide accurate and relevant public health and medical information to clinicians, other responders and the public in a timely manner
- * Res.C.1 **5.0** **Coordinate public health and medical services among those who have been isolated or quarantined**
- * Res.C.1 5.1 Improve monitoring of adverse treatment reactions among those who have received medical countermeasures and have been isolated or quarantined

Distribute Prophylaxis

Definition: Provide preventative medical measures to affected and/or potentially affected individuals. (*National Response Plan, p. 53*)

- Example: Preventative measures could include vaccinations, antibiotics, protective clothing or masks designed to decrease the spread of harm.

Tasks

Function ID	Sequence #	Task
Res.C.2	1	Develop plans, procedures, protocols, and systems for distribution of prophylaxis
Res.C.2	1.1	Develop a long-term vaccination and prophylaxis system
Res.C.2	1.1.1	Review and revise guidelines and protocols for vaccinations
Res.C.2	1.1.2	Develop emergency immunization procedures
Res.C.2	1.1.3	Develop and disseminate policies for the safe administration of medications
Res.C.2	1.2	Develop list of currently trained and immunized potential vaccinators
Res.C.2	1.2.1	Develop or enhance scalable plans that support local, statewide, and regional response to incidents of bioterrorism, catastrophic infectious disease, such as pandemic influenza, other infectious disease outbreaks and other public health threats and emergencies
Res.C.2	1.3	Direct the establishment of a local, regional, or national distribution system for mass therapeutics and vaccination program
Res.C.2	2	Develop and conduct training and exercise programs for distribution of prophylaxis
Res.C.2	3	Provide coordination and support for distribution of prophylaxis
Res.C.2	3.1.1	Determine prophylaxis treatment selection plans/MOUs for points of distribution
Res.C.2	3.1.2	Prioritize therapeutic and/or vaccination efforts
* Res.C.2	3.2	Coordinate dispensing of mass therapeutics and/or vaccines
Res.C.2	3.2.1	Coordinate the utilization and deployment of the national nurse response teams and national pharmacist response teams
Res.C.2	3.2.2	Identify and control access/egress transportation routes needed to accommodate mass prophylaxis campaigns
Res.C.2	3.3.2.1	Direct the implementation of a local, regional, or national distribution system for mass therapeutics and vaccination program
* Res.C.2	4	Implement local, regional and State prophylaxis protocols for

distribution of prophylaxis

- Res.C.2 4.1 Initiate request for access to strategic national stockpile
- Res.C.2 4.2 Provide Prophylaxis
- Res.C.2 4.2.1 Provide prophylaxis to public health and health care workers and other personnel mobilized to conduct mass prophylaxis campaigns
- Res.C.2 4.2.2 Provide prophylaxis for health care providers and responders
- * Res.C.2 4.2.3 Provide prophylactic protection and/or immunizations to all responders and their families, including nongovernmental personnel supporting relief efforts
- Res.C.2 4.2.4 Provide prophylaxis for worker family members
- Res.C.2 4.2.5 Provide prophylaxis to general public

Provide Mass Care

Definition: Provide for basic needs to individuals and/or animals affected by an incident, including sheltering of victims, organizing feeding operations, collecting and providing information on victims to family members, and coordinating bulk distribution of emergency relief items.

Response actions include “establishment of mass care; the provision of ... food, ice, water and other emergency essentials.” (*National Response Plan, p. 54*)

- Example: Often includes establishment of mass care facilities that provide shelter, food, ice, clean water and other emergency essentials. Mass care includes overall coordination, shelter, feeding, emergency first aid, disaster welfare information and bulk distribution. (*National Response Plan ESF # 6-2*)

Coordinating and identifying individuals with special needs within the impacted area, to include the elderly, persons with disabilities and persons communications in languages other than English. (*National Response Plan ESF # 6-3*)

Tasks

Function ID	Sequence #	Task
Res.C.3	1	Develop plans, procedures, protocols, and systems for Providing Mass Care
Res.C.3	1.1	Develop plans, procedures and protocols for the immediate provision of mass care services to shelters for disaster victims to include shelter, feeding, basic first aid, bulk distribution of needed items and other related services
Res.C.3	1.1.1	Develop plans, procedures, and protocols to identify all available emergency shelters/housing locations within and outside local boundaries
* Res.C.3	1.1.1.1	Conduct building inspections in advance to identify the stability of structures identified as mass housing, shelters and care facilities
Res.C.3	1.1.2	Develop plans, procedures, and protocols with appropriate partners for managing family reunification issues
Res.C.3	1.1.3	Develop interim housing strategy plans, policies and procedures to include transportation of persons out of shelters
Res.C.3	1.2	Coordinate preparedness in qualifications, recruitment, and training of appropriate personnel
Res.C.3	1.2.1	Coordinate preparedness efforts for recruitment and training of personnel to provide mass care services
Res.C.3	1.3	Develop livestock feed program

- Res.C.3 2 **Develop and conduct training and exercise programs for Providing Mass Care**

- * Res.C.3 3 **Coordinate mass care, housing, shelter, and human services support for response to incidents of national, regional and State significance for Providing Mass Care**
- Res.C.3 3.1 Coordinate and provide the delivery of mass care services to disaster victims to include sheltering, feeding, basic first aid, bulk distribution of needed items and other related services
- Res.C.3 3.1.1 Coordinate and provide recovery and mitigation assistance to reduce duplication of efforts and benefits
- Res.C.3 3.1.2 Provide logistical support for mass care activities, short-term and long term housing
- Res.C.3 3.1.2.1 Provide preventative health information to mass housing residents (hydration, insect repellent, hand-washing, etc.)
- Res.C.3 3.1.2.2 Coordinate with local emergency management and law enforcement to ensure security is provided for shelters, mass care and medical facilities
- Res.C.3 3.1.3 Coordinate voluntary agency activities in support of immediate personal needs
- Res.C.3 3.2 Transition shelter operations to interim housing
- Res.C.3 3.2.1 Provide technical assistance and coordinate resource requests for interim housing to include transportation plan for movement of persons out of shelters
- Res.C.3 3.2.2 Monitor geographic distribution of affected population
- Res.C.3 3.3 Ensure comprehensive stress management strategies and programs are in place and operational for all emergency responders and workers
- Res.C.3 3.4 Provide assistance for delivering health care to injured or abandoned animals and performing preventive medicine activities

- 4 **Implement Plans and Protocols for Providing Mass Care**
- 4.1 Assess the situation and forecast response needs for victims
- * 4.1.1 Assess need for emergency feeding and sheltering activities
- 4.1.2 Assess need and implement interim housing plans to include a system to track relocated persons who are in housing situations
- Res.C.3 4.2 Activate mass care plans to include sheltering, feeding, basic first aid, bulk distribution of needed items and other related services
- * Res.C.3 4.2.1 Activate emergency shelters
- * Res.C.3 4.2.1.1 Provide shelter for special needs populations
- Res.C.3 4.2.1.2 Activate family reunification plans as needed
- Res.C.3 4.2.1.3 Ensure logistical support train in place quickly
- Res.C.3 4.2.1.4 Provide regular updates on shelter needs and capacity
- Res.C.3 4.2.2 Activate additional shelters
- Res.C.3 4.2.2.1 Assess need and implement interim housing plans to include a system to track relocated persons who are in housing situations
- Res.C.3 4.2.3 Activate temporary housing plan

- Res.C.3 4.2.3.1 Provide temporary housing
- Res.C.3 4.2.3.2 Transition shelter operations to interim housing
- Res.C.3 4.3 Care for animals
- Res.C.3 4.3.1 Mobilize veterinary and animal shelter services
- Res.C.3 4.3.1.1 Provide veterinary services for livestock and companion animals
- * Res.C.3 4.3.1.2 Arrange for animal care/handling services
- Res.C.3 4.3.1.3 Provide veterinary epidemiology and entomology
- Res.C.3 4.3.2 Operate animal shelter facilities
- * Res.C.3 4.3.2.1 Operate animal care/handling facilities
- Res.C.3 4.3.3 Implement livestock feed program

Manage Fatalities

Definition: Identify, decontaminate and dispose of remains.

Tasks

Function ID	Sequence #	Task
	1	Develop plans, procedures, protocols, and systems for Managing Fatalities
	1.1	Develop protocols for handling infected and contaminated remains
	1.2	Develop procedure for the notification of next-of-kin
	2	Develop and conduct training and exercise programs for Managing Fatalities
*	3	Coordinate Disaster Mortuary Operations Response Team (DMORT) assets/services for Managing Fatalities
	3.1	Coordinate disposition of human remains
*	3.1.1	Coordinate mortuary/morgue services
	3.1.2	Coordinate commissioned corps assets
	3.1.3	Coordinate medical reserve corps assets
	3.1.4	Coordinate Emergency Support Function #8 partner assets
	3.2	Coordinate State assistance for next-of-kin notification
	3.3	Coordinate with government agencies, professional associations, private services and volunteer organizations for assistance with mental health concerns during disasters
	3.4	Provide regional and State assistance for victim identification and mortuary services, and the processing, preparation, and disposition of remains
	4	Manage Fatalities
*	4.1	Collect and isolate human remains
	4.1.1	Decontaminate and store human remains
	4.1.2	Identify and tag human remains
*	4.1.3	Dispose of diseased human remains
	4.2	Perform autopsies
	4.3	Release remains to mortuary services

RECOVER MISSION

Definition of Recover: Develop, coordinate, and execute service- and site-restoration plans and reconstitute government operations and services through individual, private-sector, nongovernmental, and public assistance programs.

“The development, coordination, and execution of service- and site-restoration plans and the reconstitution of government operations and services through individual, private-sector, nongovernmental, and public assistance programs.” (*National Response Plan*, p. 54)

- Example: “The development, coordination, and execution of service- and site-restoration plans for impacted communities and the reconstitution of government operations through individual, private-sector, nongovernmental, and public assistance programs that: identify needs and define resources; provide housing and promote restoration; address long-term care and treatment of affected persons; implement additional measures for community restoration; incorporate mitigation measures and techniques, as feasible; evaluate the incident to identify lessons learned; and develop initiatives to mitigate the effects of future incidents.” (*National Response Plan*, p. 71-72)

There are three objectives identified for the Recover mission:

A) Assist Public

Help individuals directly impacted by an incident to return to pre-incident levels, where feasible.

“We must, therefore, be prepared to protect and restore institutions needed to sustain economic growth and confidence, rebuild destroyed property, assist victims and their families, heal psychological wounds, and demonstrate compassion, recognizing that we cannot automatically return to the pre-attack norm.”

(*National Strategy for Homeland Security*, p. 3)

- Example: Victim assistance would include physical, mental health and social services designed to help individuals cope with impacts of an incident.

B) Restore Environment

Reestablish or bring back to a state of environmental or ecological health the water, air, and land and the interrelationship, which exists among and between water, air, and land and all living things.

C) Restore Infrastructure

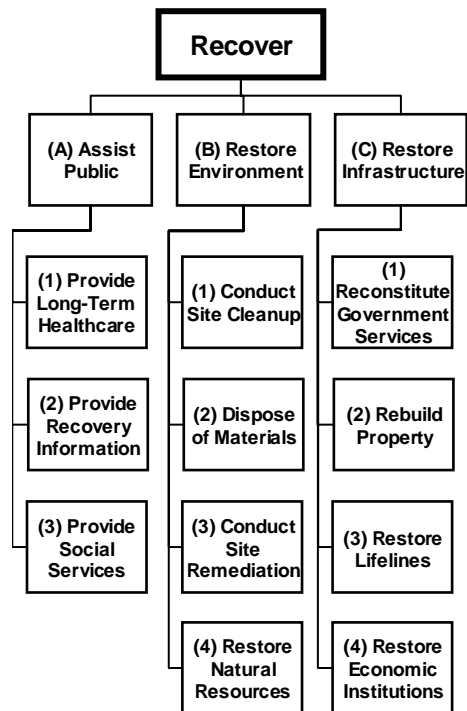
Restore infrastructure in affected communities in order to return to pre-incident levels, where feasible. (*National Response Plan*, p. 55)

- Example: Infrastructure is defined as “manmade physical systems, assets, projects, and structures, publicly and/or privately owned, that are used by or provide benefit to

the public.” Including “utilities, bridges, levees, drinking water systems, electrical systems, communications systems, dams, sewage systems, and roads.” (*National Response Plan*, p. 67)

The definitions of the functions under each of the three objectives are provided in the following pages along with the identified tasks. An asterisk next to a task indicates a critical task.

Figure 5. Recover Mission Taxonomy



Provide Long Term Healthcare

Definition: Provide for the long-term mental and psychological healthcare of affected individuals. (*National Response Plan, p. 54*)

- Example: Includes ongoing medical care, counseling, rehabilitation and support services.

Tasks

Function ID	Sequence #	Task
Rec.A.1	1	Develop plans, procedures, and protocols for long-term health care
Rec.A.1	1.1	Plan and manage programs for medical recovery
Rec.A.1	1.1.1	Identify programs for long-term medical recovery
Rec.A.1	1.1.2	Identify and review long-term care facilities
Rec.A.1	1.2	Develop programs for stress management
Rec.A.1	1.2.1	Prepare prevention treatment for psychological impact on victims and health care professionals
Rec.A.1	1.3	Prepare plans for long- and short-term mental health and substance abuse services
Rec.A.1	1.3.1	Identify programs for long-term mental health and substance abuse service counseling
Rec.A.1	1.3.2	Establish substance abuse mental health plan for workers and public
Rec.A.1	1.4	Identify health care resources
Rec.A.1	1.4.1	Identify agencies, organizations, and individuals capable of providing support services or assistance including hospital and medical associations
Rec.A.1	1.4.2	Ensure health care facilities (i.e., hospitals, nursing homes, youth and adult medical care facilities) develop patient reduction, evacuation and relocation procedures
Rec.A.1	1.4.3	Coordinate regional and State support for community recovery and rehabilitation services
* Rec.A.1	1.4.4	Execute medical mutual aid agreements
Rec.A.1	1.5	Assess program effectiveness
Rec.A.1	1.5.1	Develop public health, medical and veterinary intelligence reports
Rec.A.1	1.5.2	Evaluate effectiveness of vaccines
Rec.A.1	1.5.3	Evaluate long-term health cost issues
Rec.A.1	2	Develop training program of long-term healthcare
Rec.A.1	2.1	Enhance the training of health care professionals to be able to recognize, treat and coordinate care related to the behavioral health consequences of disasters
Rec.A.1	3	Provide long-term health care
Rec.A.1	3.1	Provide behavioral, mental health, substance abuse and counseling

- services
- Rec.A.1 3.1.1 Provide long-term mental health and substance abuse behavioral health services to the community
 - Rec.A.1 3.1.1.1 Provide incident site counseling support services
 - * Rec.A.1 3.1.1.2 Provide counseling support
 - * Rec.A.1 3.1.1.3 Provide family support services
 - * Rec.A.1 3.1.1.4 Provide for worker crisis counseling and mental health and substance abuse behavioral health support
 - * Rec.A.1 3.2 Provide comprehensive stress management strategies, programs and crisis response teams
 - Rec.A.1 3.2.1 Monitor psychological and medical status of exposed persons
 - * Rec.A.1 3.3.2 Improve comprehensive stress management strategies, programs, and crisis response teams among those who have been isolated or quarantined
 - Rec.A.1 3.3 Provide long-term health monitoring and treatment
 - Rec.A.1 3.3.1 Establish a health/disease registry of victims and/or responders at risk
 - Rec.A.1 3.3.2 Conduct blood drives
 - * Rec.A.1 3.3.3 Monitor adverse treatment reactions
 - Rec.A.1 3.4 Restore critical medical services

Educate Public

Definition: Inform the public as to how to go about receiving aid throughout the recovery process. (*National Response Plan*)(*National Incident Management System*)

- Example: Education programs should be targeted to all segments of society and should be made available across a variety of media (print and visual).

Tasks

Function ID	Sequence #	Task
Rec.A.2	1	Prepare post-incident containment informational program
Rec.A.2	1.2	Establish procedures to provide building owners and occupants information on the extent of damage to their building, procedures for entering and removing personal possessions from damaged buildings, standards for repairing the damage to their buildings and standards for re-occupancy or demolition of structure
Rec.A.2	2	Collect, process, and disseminate disaster welfare and family reunification information
Rec.A.2	2.1	Notify affected public of various sites for health and claims information
Rec.A.2	2.2	Provide medical claims assistance

Provide Social Services

Definition: Supply victims with social assistance. (*National Response Plan*)(*National Incident Management System*)

- Example: Social assistance can take such forms as legal services, tax and other financial services, expedited processing of benefits claims, etc.

Tasks

Function ID	Sequence #	Task
Rec.A.3	1	Develop plans, procedures, and protocols for Long-term Social Services
Rec.A.3	1.1	Develop plans, procedures and protocols to implement plans for family assistance center operations and family reunification
Rec.A.3	1.2	Identify resource needs
Rec.A.3	1.2.1	Identify long-term housing needs
Rec.A.3	2	Manage community assistance programs
* Rec.A.3	2.1	Implement and manage Federal Emergency Management Agency (FEMA) public assistance program
* Rec.A.3	2.1.1	Establish public assistance centers
* Rec.A.3	2.1.2	Consider special needs populations
Rec.A.3	2.1.2.1	Manage resources to support special needs populations to include non-English speaking persons, migrant workers, as well as those with medical conditions requiring attention
Rec.A.3	2.2	Establish reception centers
Rec.A.3	2.2.1	Coordinate reception center activities with appropriate governmental and nongovernmental agencies as needed
Rec.A.3	2.2.2	Coordinate the establishment of reimbursement agreements
* Rec.A.3	2.3	Provide community services
Rec.A.3	2.3.1	Provide a liaison to interact with nongovernmental organizations
Rec.A.3	2.3.2	Provide legal counsel
Rec.A.3	2.3.3	Provide financial counseling
* Rec.A.3	2.4	Provide volunteer services
Rec.A.3	2.4.1	Activate plan for placement of unaffiliated, spontaneous volunteers
Rec.A.3	2.5	Conduct response related activities for nutritional assistance
Rec.A.3	2.5.1	Determine critical needs of affected population: number of people, their location, and usable food preparation facilities for congregate feeding
Rec.A.3	2.5.2	Locate and catalog available resources of food, transportation, equipment, storage and distribution facilities
Rec.A.3	2.5.3	Coordinate to ensure quality of USDA food and the shipment of such to staging areas within the disaster area

- Rec.A.3 2.5.4 Establish the need for and effect replacement of food products transferred from existing Federal Nutrition Assistance program inventories and effect replacement, if necessary
- Rec.A.3 2.5.5 Identify and arrange for transportation of food and/or food stamp benefits to affected areas following response
- Rec.A.3 2.5.6 Establish logistical links with organizations involved in long-term congregate meal services
- Rec.A.3 2.5.7 Identify and mobilize resource requirements such as transportation and storage, Federal, State, and local food stockpiles, and staging areas for distribution in response to State and local requests and needs

Conduct Site Cleanup

Definition: Short-term immediate actions taken to address and remove releases of hazardous substances that require expedited response.

Tasks

Function ID	Sequence #	Task
Rec.B.1	1	Coordinate and conduct environmental decontamination
Rec.B.1	1.1	Institute mass bio-security measures
Rec.B.1	1.2	Coordinate cleaning and disinfection of agriculture facilities
Rec.B.1	1.3	Coordinate the removal and decontamination of agricultural waste (manure) and excess feed
Rec.B.1	1.4	Coordinate the removal and decontamination of foodstuffs and other FDA regulated commodities

Dispose of Materials

Definition: Remove and/or eliminate animal remains and/or agricultural materials; as well as materials, equipment, and facilities affected by an incident. (*National Response Plan, p. 54*)

- Example: Includes the management of the transportation and storage of deceased animals, and/or agricultural materials; as well as materials, equipment, and facilities affected by an incident.

Tasks

Function ID	Sequence #	Task
Rec.B.2	1	Develop protocols for disposing of hazardous waste
Rec.B.2	1.1	Establish processes for safe, verified disposal/destruction of contaminated or damaged food products
Rec.B.2	2	Collect and dispose of materials
Rec.B.2	2.1	Coordinate transportation of HAZMAT and debris from incident scenes to disposal sites
* Rec.B.2	2.2	Coordinate disposal of contaminated agricultural products to include animals
Rec.B.2	2.3	Coordinate trash and hazardous materials removal/destruction
Rec.B.2	2.4	Collect and isolate animal remains
Rec.B.2	2.4.1	Decontaminate and store animal remains
Rec.B.2	2.4.2	Identify and tag animal remains
Rec.B.2	2.4.3	Dispose of diseased and/or contaminated animal remains

Conduct Site Remediation

Definition: Investigate and cleanup any known or suspected discharge or threatened discharge of contaminants, including, preliminary assessment, site investigations, remedial investigations, remedial alternative analyses, and remedial actions.

Tasks

Function ID	Sequence	Task
Rec.B.3	1	Conduct long-term environmental impact assessments
Rec.B.3	2	Coordinate establishment of long-term monitoring of the environment

Restore Natural Resources

Definition: Return ecosystem to a close approximation of its condition prior to disturbance.

Tasks

Function ID	Sequence #	Task
Rec.B.4	1	Determine wildlife exposure and disposition

Reconstitute Government Services

Definition: Reinstate government services and operations interrupted by, or in response to, an incident. (*National Response Plan, p. 71*)

- Example: Re-establish governments’ activities as services (including internal services and public services) that were affected by an incident, such as postal services, social services and transportation services. Government activities can include local, state and federal government services.

Tasks

Function ID	Sequence #	Task
Rec.C.1	1	Develop plans and goals for reconstituting government services
Rec.C.1	1.1	Establish long-term recovery goals
Rec.C.1	1.2	Develop and use database of local “experts” with technical and scientific expertise to support recovery operations
Rec.C.1	2	Coordinate recovery operation
Rec.C.1	2.1	Coordinate infrastructure assessments
Rec.C.1	2.2	Develop re-entry plan to contaminated areas
Rec.C.1	2.3	Prioritize recovery sequence
Rec.C.1	2.4	Coordinate phased demobilization
Rec.C.1	3	Conduct recovery operations
Rec.C.1	3.1	Determine residual effects
* Rec.C.1	3.2	Declare incident site hazard free
Rec.C.1	4	Coordinate community recovery and mitigation
Rec.C.1	4.1	Coordinate damage assessment
Rec.C.1	4.2	Manage community response during recovery

Rebuild Property

Definition: Rebuilding physical structures so individuals, businesses, and governments can function on their own, return to normal life, and protect against future hazards. (*National Response Plan, p. 55*)

- Example: Definition would include both public and private property.

Tasks

Function ID	Sequence #	Task
Rec.C.2	1	Develop plans, protocols and procedures for building department, public works and engineering
Rec.C.2	1.1	Identify critical infrastructure elements and interdependencies
Rec.C.2	1.2	Assist in the identification of incident response coordination centers
Rec.C.2	1.3	Manage public works mutual aid agreements
Rec.C.2	1.3.1	Manage building department mutual aid agreements including plan reviews, damage assessment and inspection services
Rec.C.2	1.4	Develop/maintain database of critical infrastructure and key public and private facility building plans
Rec.C.2	2	Coordinate building department, public works and engineering support
Rec.C.2	2.1	Participate in and facilitate response activities related to building departments, public works and engineering
Rec.C.2	2.2	Integrate appropriate private-sector entities into incident response activities
Rec.C.2	2.3	Coordinate compliance with Federal environmental and historic preservation statutes
Rec.C.2	2.4	Identify representatives to participate in interagency incident management group and other operation centers
Rec.C.2	2.4.1	Develop organizational structure of the EOC
Rec.C.2	2.4.2	Establish roles and responsibilities of EOCs
Rec.C.2	2.6	Participate in and facilitate recovery activities related to public works and engineering
Rec.C.2	2.7	Develop guidelines for measures to reconstitute capabilities if infrastructure facilities and systems are damaged
Rec.C.2	3	Provide engineering and other support for structures, public works, and infrastructure systems
* Rec.C.2	3.1	Participate in post-incident assessments of structures, public works and infrastructure to help determine critical needs and workloads
* Rec.C.2	3.2	Manage, monitor, and/or provide technical advice in debris management and reestablishment of ground and water routes into affected area

- Rec.C.2 3.3 Execute contaminant control measures for in-place debris
- Rec.C.2 3.4 Provide monitoring and stabilization assistance for damaged structures deemed as immediate hazards to public health and safety
- * Rec.C.2 3.5 Execute emergency contracting support for life-saving and life-sustaining services
- Rec.C.2 3.6 Provide engineering expertise, construction management, contracting and real estate services to assess the infrastructure/facility for reuse
- Rec.C.2 3.6.1 Provide engineering expertise to assess the electrical, mechanical, plumbing, and other systems within the infrastructure/facility for reuse
- * Rec.C.2 3.7 Provide emergency flood protection and/or emergency erosion control
- Rec.C.2 3.9 Coordinate implementation and management of efforts to repair, replace, or relocate damaged or destroyed public facilities and infrastructure
- Rec.C.2 3.10 Support restoration of critical navigation, flood control and other water infrastructure systems
- Rec.C.2 3.11 Integrate appropriate private-sector entities into incident response activities
- Rec.C.2 3.12 Coordinate and/or provide personnel (engineering, contracting, procurement, recovery worker, site safety, environmental health, technical) resources, assessments, data, monitoring and other support for all phases of activity
- Rec.C.2 3.13 Coordinate and/or provide engineering and contracting, procurement personnel and equipment, environmental health personnel, technical personnel, resources, assessments, data, monitoring and other support for all phases of activity
- Rec.C.2 3.14 Implement temporary infrastructure/facilities during restoration or replacement; remove temporary facilities and reopen restored facilities once restoration is completed
- Rec.C.2 3.15 Provide emergency repair to priority alternate facilities during restoration of primary facilities
- Rec.C.2 3.16 Clear maintenance/construction and otherwise modify/improve existing alternate facilities during restoration of primary facilities

- * Rec.C.2 **4** **Provide public works, building regulation and engineering support**
- Rec.C.2 4.1 Coordinate resources to conduct building inspections and damage assessment
- Rec.C.2 4.2 Provide technical advice, evaluation and engineering support
- Rec.C.2 4.3 Coordinate the supply of emergency utility services
- Rec.C.2 4.4 Develop procedures and protocols for inspection of individual water supplies

- * Rec.C.2 **5** **Manage recovery and restoration activities**
- Rec.C.2 5.1 Recommend prioritization schedule of critical infrastructure services, facilities and assets restoration
- Rec.C.2 5.2 Coordinate and implement contracts for construction management and inspection

- * Rec.C.2 5.3 Coordinate and implement contracts for emergency repair of utilities and other services
- * Rec.C.2 5.4 Develop standards and procedures to identify qualified contractors offering recovery/restoration services
- Rec.C.2 5.5 Develop procedures for coordinating with utility service providers to reauthorize and reconnect services to repaired buildings

- Rec.C.2 **6** **Conduct inspections and assessments**
- * Rec.C.2 6.1 Conduct building department, public works and engineering assessment
- Rec.C.2 6.2 Conduct building inspections and damage assessments of public and private structures
- Rec.C.2 6.3 Conduct structural assessment and safety assessment of utility systems in all affected buildings

- * Rec.C.2 **7** **Support incident response operations**
- Rec.C.2 7.1 Conduct clean-up and debris management
- Rec.C.2 7.2 Implement repair requirements based on damage assessments and inspections
- Rec.C.2 7.3 Relocate affected essential services to backup locations
- Rec.C.2 7.4 Conduct decontamination or safe demolition, removal, and disposition of contaminated debris
- Rec.C.2 7.4.1 Manage transportation decontamination procedures

- Rec.C.2 **8** **Take necessary actions to secure the facility including demolition, and provide public information regarding facility's status and alternative arrangements where necessary**

Restore Lifelines

Definition: Ensure the restoration of service for any public utility interrupted by, or in response to an incident. (*National Response Plan, p. 55*)

- Example: Public utilities infrastructure generally includes; water, electricity, gas, telephone, and cable.

Tasks

Function ID	Sequence #	Task
Rec.C.3	1	Provide energy-related support
Rec.C.3	1.1	Identify and provide protection support for critical regional and State energy infrastructure and key assets
Rec.C.3	1.1	Process reports on damage to energy supply and distribution systems and requirements for system restoration. Include inspection and evaluation of electrical, gas and generator systems
Rec.C.3	1.2	Coordinate with Federal, State, and local authorities on priorities for energy restoration, assistance and supply requirements
Rec.C.3	1.3	Locate fuel for transportation, communications, emergency operations and national defense
Rec.C.3	1.4	Provide and disseminate recommendations for energy conservation and energy supply information to Federal, State, local, and tribal entities, as well as the public and the private-sector
Rec.C.3	1.5	Ensure integration of private-sector in planning and operations related to response and recovery/restoration of infrastructure-related services
Rec.C.3	1.6	Coordinate international assistance/restoration efforts regarding energy supply and system damage
Rec.C.3	1.7	Coordinate national, regional and State assistance/restoration efforts regarding energy supply and system damage including safety inspections prior to restoration of power
Rec.C.3	2	Assess incident impact on production, distribution, and use of energy
Rec.C.3	2.1	Survey energy producers to determine production capacity
Rec.C.3	2.2	Survey energy distributors to determine distribution capacity
Rec.C.3	2.3	Identify communities, public sectors, and economic entities affected by loss of energy infrastructure
Rec.C.3	2.4	Identify interdependencies between energy production/distribution infrastructure and other critical infrastructures
Rec.C.3	3	Conduct energy recovery and restoration operations
Rec.C.3	3.1	Assess damage to energy production and distribution infrastructure
Rec.C.3	3.2	Conduct survey to determine degradation of key public services due to degradation in energy infrastructure
Rec.C.3	3.3	Coordinate inspections to determine that the electrical or energy system

- inside a building is safe before emergency energy is provided
- Rec.C.3 3.4 Identify requirements for alternative delivery of energy resources
- * Rec.C.3 3.5 Provide and coordinate the use of emergency power generation services at critical facilities
- Rec.C.3 3.6 Prioritize energy infrastructure restoration efforts
- Rec.C.3 3.7 Identify public and private resources able to provide immediate restoration of key facilities
- Rec.C.3 3.7.1 Establish procedures to determine that the electrical or energy system is safe before emergency energy is provided to the system
- Rec.C.3 3.8 Provide support to conduct restoration of energy infrastructure
- Rec.C.3 3.9 Develop energy conservation guidelines
- Rec.C.3 3.10 Implement energy conservation guidelines

- Rec.C.3 **4** **Ensure that transportation workers can enter secure areas to restore mass transportation**

- * Rec.C.3 **5** **Conduct recovery and restoration operations**
- Rec.C.3 5.1 Repair or replace public systems and facilities
- Rec.C.3 5.2 Restore public utilities
- Rec.C.3 5.3 Re-open public facilities

Restore Economic Institutions

Definition: Restore institutions needed to sustain economic growth and confidence.

“We must, therefore, be prepared to protect and restore institutions needed to sustain economic growth and confidence, rebuild destroyed property, assist victims and their families, heal psychological wounds, and demonstrate compassion, recognizing that we cannot automatically return to the pre-attack norm.” (*National Strategy for Homeland Security, p. 3*)

- Example: Economic institutions can be defined as public and private financial organizations including banks, stock markets, financial management firms, world markets, and trading organizations.

Tasks

Function ID	Sequence #	Task
Rec.C.4	1	Implement community recovery, mitigation and economic stabilization plans
* Rec.C.4	2	Provide economic stabilization, community recovery, and mitigation support and financial restitution to health care delivery system
* Rec.C.4	2.1	Assess economic consequences at the national, regional, State, local, and Tribal level and determine justification of federal involvement in long-term economic recovery efforts
Rec.C.4	2.2	Develop market-based comprehensive long-term economic recovery plan
Rec.C.4	2.3	Identify representatives and Federal support programs and agencies to engage in support efforts
* Rec.C.4	2.4	Conduct post-event planning and operations
Rec.C.4	2.4.1	Gather reports from Federal departments and agencies, and impacted State, local, and tribal governments and assess the scope and magnitude of the economic impacts on the geographic region
Rec.C.4	2.4.2	Coordinate resolution of issues and delivery of Federal assistance
Rec.C.4	2.4.3	Identify appropriate Federal programs to support implementation of long-term recovery plans and gaps under current authorities and funding
Rec.C.4	2.4.4	Assign responsibilities to assure follow through with recovery and hazard mitigation efforts
* Rec.C.4	2.5	Identify and provide protection support for critical economic infrastructure and key assets
Rec.C.4	2.6	Develop and coordinate assessment techniques to reinstitute manufacturing operations, product holding and transport as part of a recovery operation
Rec.C.4	3	Coordinate agricultural recovery programs

- Rec.C.4 **4** **Coordinate economic stabilization**
- Rec.C.4 4.1 Coordinate risk reduction projects
- Rec.C.4 4.2 Coordinate the request for State/Federal aid
- Rec.C.4 4.3 Establish public assistance and claims centers

- Rec.C.4 **5** **Provide economic stabilization**
- Rec.C.4 5.1 Provide disaster unemployment assistance
- Rec.C.4 5.2 Operate individual and family grant programs
- Rec.C.4 5.3 Provide unemployment claims assistance
- Rec.C.4 5.4 Provide disaster loans for individuals and business
- Rec.C.4 5.5 Process entity restitution/reimbursement claims
- Rec.C.4 5.6 Process requests for recovery assistance

- Rec.C.4 **6** **Support food recovery**
- Rec.C.4 6.1 Use results of food sample analysis to determine breadth of contamination
- Rec.C.4 6.2 Revise assessments based on food sampling and empirical data collection
- Rec.C.4 6.3 Provide for embargoed food storage
- Rec.C.4 6.4 Decontaminate food facilities
- Rec.C.4 6.4.1 Coordinate cleaning and decontamination of affected food facilities
- Rec.C.4 6.5 Conduct disposal of contaminated food

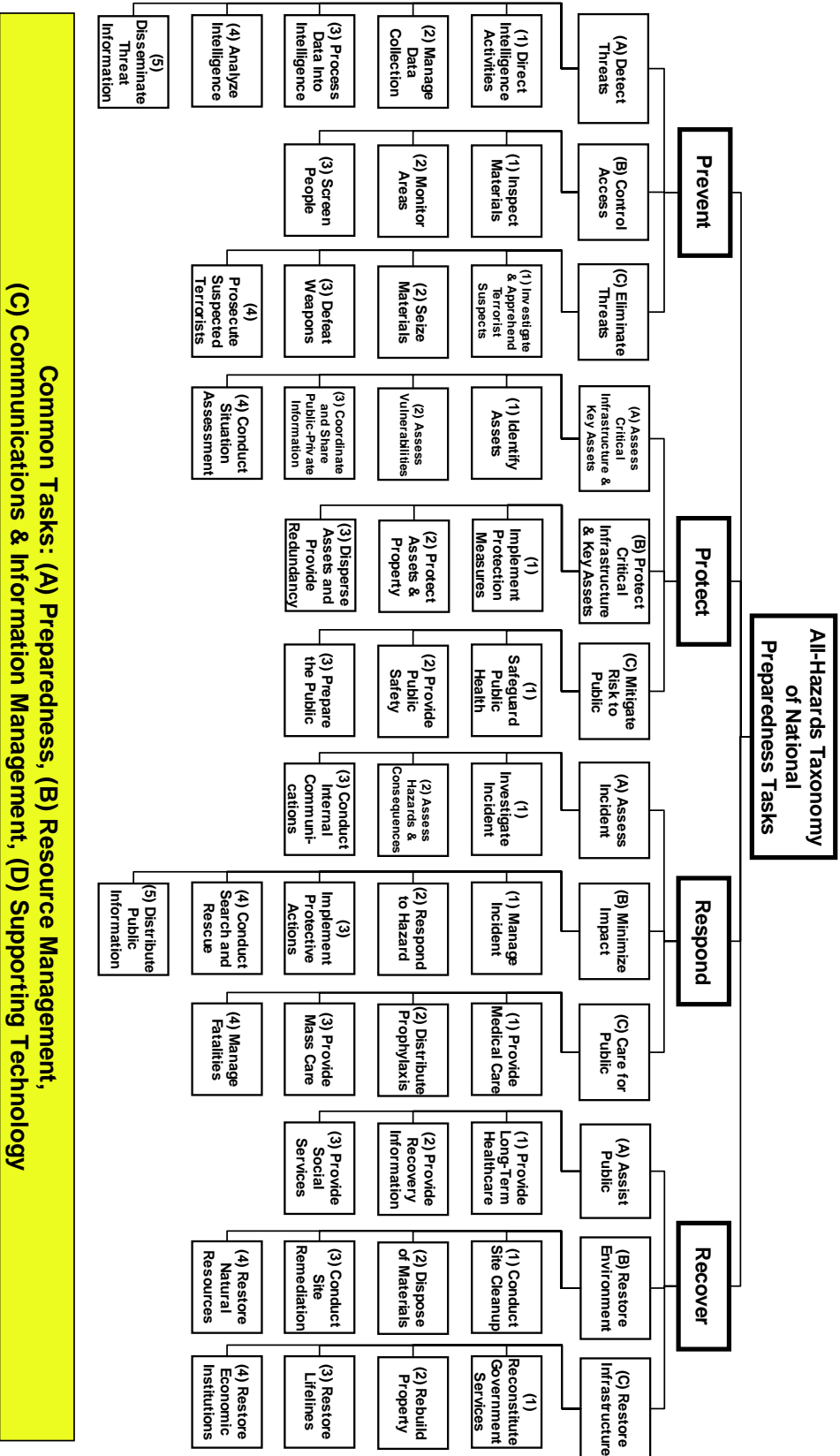
- Rec.C.4 **7** **Implement cost benefit analysis**

APPENDIX A -- Universal Task List TAXONOMY MAP AND DEFINITIONS

OVERVIEW

This appendix lists the definitions used in UTL 2.1. There are four missions illustrated. Each mission has supporting objectives, which are further decomposed into functions. Identification codes are inserted for each mission and their respective objectives and functions.

Figure 6. UTL Taxonomy

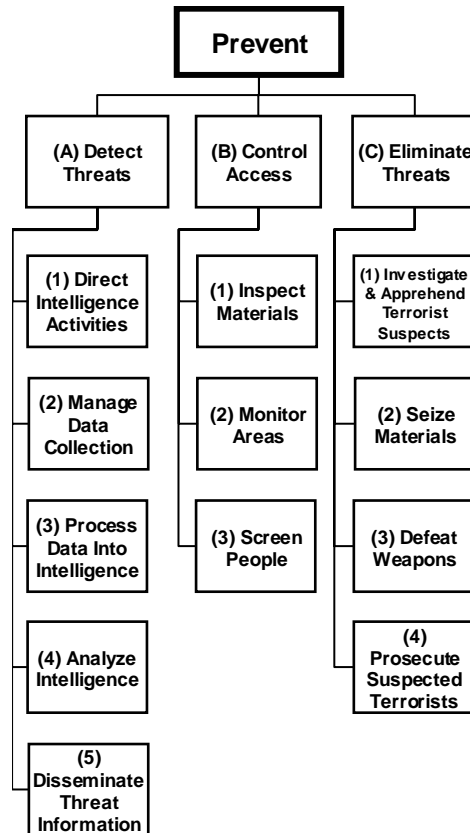


PREVENT MISSION

Deter all potential terrorists from attacking America, detect terrorists before they strike, prevent them and their instruments of terror from entering our country, and take decisive action to eliminate the threat they pose. (*National Strategy for Homeland Security, p. 2*)

The National Incident Management System (NIMS) defines prevention as actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions taken to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice. (*National Incident Management System, March 2004*)

Figure 7. Prevent Mission Taxonomy



Detect Threats Objective

Identify, assess, investigate and communicate terrorist activities, intentions and capabilities in order to preempt and prevent attacks.

“We also strive to detect terrorists before they strike, to prevent them and their instruments of terror from entering our country, and to take decisive action to eliminate the threat they pose.”
(*National Strategy for Homeland Security, p. 2*)

- Example: For example, law enforcement or intelligence agencies use forensics or MASINT or HUMINT to collect intelligence, which is analyzed using new technologies like data mining to detect terrorists or hostile intent. Warning methods and detection systems are used to share information among appropriate organizations and/or the public.

Direct Intelligence Activities

Conduct strategic planning and direct intelligence activities.

Manage Data Collection

Gather raw data from which information and intelligence will be generated.

“In addition, our intelligence community must identify, collect, and analyze the new observables that will enable us to better understand emerging unconventional threats.”
(*National Strategy for Homeland Security, p. 16*)

- Example: Gather data and intelligence from various sources to look for: terrorist activities; possible terrorist activities; interactions between known or suspected terrorist groups or individuals; interactions between known or suspected terrorist groups or individuals and other actors (such as representatives of state entities, diplomats, scientists, researchers, academicians, clergy, business people, etc); terrorist group/individual intentions, behaviors, training, and capabilities.

Process Data into Intelligence

Pass gathered data and information through various systems designed to turn raw data into intelligence.

“Receiving and analyzing law enforcement information, intelligence, and other information in order to understand the nature and scope of the terrorist threat to the American homeland and to detect and identify potential threats of terrorism within the United States.” (*Homeland Security Act of 2002, p. 7*)

- Example: Collect large amount of raw data, distill that portion deemed relevant, and subject to further analysis.

Analyze Intelligence

Use intelligence and data to assess, characterize and anticipate terrorist threats.

“Receiving and analyzing law enforcement information, intelligence, and other information in order to understand the nature and scope of the terrorist threat to the American homeland and to detect and identify potential threats of terrorism within the United States.” (*Homeland Security Act of 2002, p. 7*)

- Example: Analysis includes such functions as attributing threats, identifying trends, and assessing the validity, potential target and likelihood of attacks with any methods such as data-mining, strategic and tactical analysis, vulnerability assessments, and behavior modeling and simulation.

Disseminate Threat Information

Ensure the timely transmission and availability of information pertaining to threats and current and potential activities of terrorists.

“New technologies for analysis, information sharing, detection of attacks, and countering chemical, biological, radiological, and nuclear weapons will help prevent and minimize the damage from future terrorist attacks.” (*National Strategy for Homeland Security, p. xi*)

- Example: Intelligence and specific warning information is communicated to federal, state and local government personnel, agencies and authorities, the private sector, other entities, the public and international entities from homeland security intelligence and law enforcement agencies through warning and advisory systems and other channels of communication.

Control Access Objective

Conduct security functions to prevent entry to the United States and/or access to targets and natural resources of the United States from terrorists and the instruments of terrorism.

“A single entity in the Department of Homeland Security will manage who and what enters our homeland in order to prevent the entry of terrorists and the instruments of terror while facilitating the legal flow of people, goods, and services on which our economy depends.” (*National Strategy for Homeland Security, p. 22*)

- Example: Verify and process the entry of people, home and abroad, as allowed by technology and international agreements in order to prevent the entrance of contraband, unauthorized aliens, illegal drugs, other illegal activity and potential terrorists. Facilitate the exchange of information among such agencies relating to immigration and visa matters and shipments of cargo.

Inspect Materials

Screen, examine and, as appropriate, prevent the movement of potentially hazardous materials and technologies that may be used for terrorist activities.

“It (DHS) would develop and deploy non-intrusive inspection technologies to ensure rapid and more thorough screening of goods and conveyances.” (*National Strategy for Homeland Security, p. 22*)

- Example: Identify high-risk containers, pre-screen containers before they arrive at U.S. ports, use technology to inspect high-risk containers, develop and use smart and secure containers and analyze and report purchases of dual-use equipment and materials to prevent materials from entering critical assets and/or the country using non-intrusive inspection technologies

Monitor Areas

Observe borders, points of entry into the country, and potential terrorist targets within the United States to prevent the entry of potentially threatening individuals and materials.

“It will create a “border of the future” that will be a continuum framed by land, sea, and air dimensions, where a layered management system enables greater visibility of vehicles, people, and goods coming to and departing from our country.”

(National Strategy for Homeland Security, p. 22)

- Example: Observe using a “border of the future” to enable greater visibility of vehicles, people, and goods coming to and departing from our country. Borders and points of entry include land, sea, air and cyber dimensions.

Screen People

Inspect, examine and verify individuals and their identities, and as appropriate prevent individuals from entering the country and/or gaining access to potential targets within the United States.

“...would allow security officials at points of interest such as airports and borders to examine more closely individuals who exhibit such characteristics and also have other indications of potentially hostile intent in their background.”

(National Strategy for Homeland Security, p. 52)

- Example: Law enforcement and security officials at points of interest such as airports and borders closely scrutinize individuals while ensuring safe and secure borders, welcoming lawful immigrants and visitors and informing as appropriate to apprehend.

Eliminate Threats Objective

Eradicate terrorist threats using all the tools in our Nation’s arsenal to stop those who wish to do us harm.

“When we have identified any suspected terrorist activities, we will then use all the tools in our Nation’s legal arsenal, including investigative, criminal, civil, immigration, and regulatory powers to stop those who wish to do us harm” *(National Strategy for Homeland Security, p. 26)*

- Example: This objective includes such functions as apprehending and prosecuting terrorists, seizing materials, defeating terrorist weapons, and disrupting their sources of support.

Investigate and Apprehend Terrorist Suspects

Seize and detain terrorists within the United States. This involves all levels of law enforcement authorities and may rely on international cooperation to apprehend terrorists in foreign countries who are believed to be targeting the United States.

“The policy also calls for aggressive law enforcement efforts to apprehend, prosecute, and punish terrorists...” (*National Strategy for Combating Terrorism, p. 27*)

- Example: apprehend a suspected terrorist upon receiving information from border inspectors that the terrorist has been located/stopped trying to enter the country.

Seize Materials

Intercept and seize information, substances, components, technologies, and weapons potentially used for terrorist activities.

“...we will...be prepared to interdict terrorist ground, air, maritime, and cyber traffic by positioning forces and assets to deny terrorists access to...equipment, arms, and information” (*National Strategy for Combating Terrorism, p. 21*)

- Example: Seizing bomb-making materials at the border after being alerted of their presence by a border inspector.

Defeat Weapons

Neutralize, by disabling or destroying, terrorist weapons. A weapon can be defeated once it is in the possession of a terrorist and/or is deployed by a terrorist.

“The United States has a critical need for cutting-edge technology that can quickly and effectively ...defeat...WMD” (*National Strategy for Combating WMD, p. 6*)

- Example: Neutralize an aircraft hijacked by terrorists, CBRNE weapon acquired by terrorists, IED planted by terrorists, etc.

Prosecute Suspected Terrorists

Apply the full range of legal measures against terrorists and their supporters.

“We will use all legal means—both traditional and non-traditional—to...prosecute terrorists in the United States. We will prosecute or bring immigration or other civil charges against such individuals where appropriate and will utilize the full range of our legal authorities” (*National Strategy for Homeland Security, p. 26*)

- Example: This function includes seeking, commencing, and carrying out legal actions against terrorists and their supporters.

PROTECT MISSION

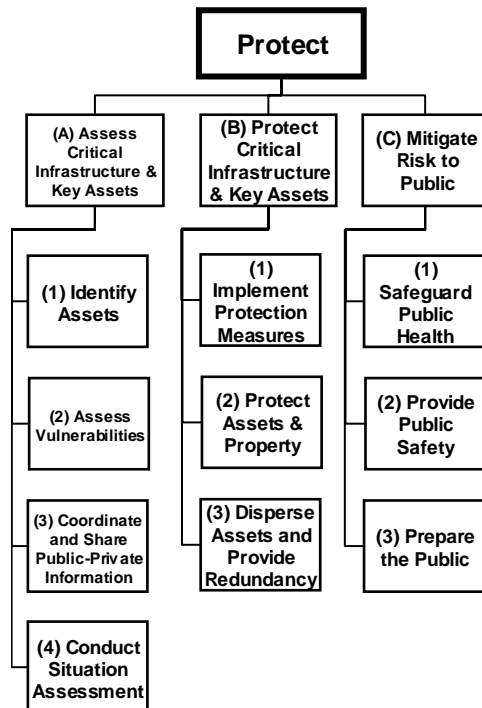
Reduce the likelihood of attack on assets or systems and limit the impact should an attack occur.

“Reduce America’s vulnerability. Homeland security involves a systematic, comprehensive, and strategic effort to reduce America’s vulnerability to terrorist attack. . . . The National Strategy for Homeland Security, therefore, outlines a way for the government to work with the private sector to identify and protect our critical infrastructure and key assets, detect terrorist threats, and augment our defenses.” (*National Strategy for Homeland Security, p. 2*)

The terms “protect and secure,” as defined in HSPD-7, mean reducing the vulnerability of CI/KR in order to deter, mitigate, or neutralize terrorist attacks. Thus, as described in this Interim NIPP, critical infrastructure protection includes the activities that identify CI/KR, assess vulnerabilities, prioritize CI/KR, and develop protective programs and measures, because these activities ultimately lead to the implementation of protective strategies to reduce vulnerability. (*Interim National Infrastructure Protection Plan, p. 3*)

- Example: Reducing vulnerabilities consists of changing characteristics of potential targets of terrorist attack in order to reduce likelihood of attack or limit impact. Main objectives are identifying and protecting critical infrastructure and key assets and augmenting defenses. Activities under this mission range from collecting information on the universe of assets, assessing vulnerability and consequences to determine risk, prioritizing assets based on risk, and developing protective or defensive actions such as guarding, monitoring, or fortifying assets or safeguarding public health.

Figure 8. Protect Mission Taxonomy



Assess Critical Infrastructure and Key Assets Objective

Identify critical infrastructure, key resources, and other assets, assess potential consequence if they were destroyed or disrupted, assess potential vulnerabilities, prioritizing assets, and develop information sharing mechanisms to ensure flow of information between the public and private sector stakeholders.

“The term “critical infrastructure” means systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.” (*USA PATRIOT Act, Sec. 1016 (e); Homeland Security Presidential Directive 7*)

“Key Resources” (KR) are “publicly or privately controlled resources essential to the minimal operations of the economy and government.” “Key assets” (a subset of key resources) are “individual targets whose destruction could cause large-scale injury, death, or destruction of property, and/or profoundly damage our national prestige and confidence.” (*National Strategy for the Physical Protection of Critical Infrastructures and Key Assets* (February 2003), page 7.)

Identify Assets

“identify and assure the protection of those assets, systems, and functions that we deem most “critical” in terms of national-level public health and safety, governance, economic and national security, and public confidence.” (*National Strategy for Homeland Security, p. 2*)

The first step is identification of CI/KR assets across the 17 sectors. This identification is an ongoing process carried out by both the SSAs and DHS. The information collected is used as the basis for further decisions, which may include conducting vulnerability assessments and taking immediate protective actions depending on the threat environment and the need.

- Example: Apply a consistent methodology to identify critical assets, systems, and functions. Assess potential criticality based on inherent characteristics that could result in catastrophic consequences if the assets were destroyed, disrupted, or exploited.

Assess Vulnerabilities

Determine the exposure, weaknesses, and/or susceptibility to attack of assets and systems. A vulnerability assessment is a systematic process to measure the susceptibility of a sector, segment, region, or individual site to attack. Through a vulnerability assessment, areas of weakness and potential actions that would exploit those weaknesses are identified, and the effectiveness of additional security measures is assessed. (*Interim National Infrastructure Protection Plan, page 17*)

The analysis and prioritization process consists of several steps: (1) normalization of data, to allow for analysis across sectors, including interdependencies; (2) risk analysis, in which vulnerabilities for high-consequence assets are compared against the general

threat assessment; and (3) identification of priorities, based on overall reduction in risk relative to overall costs.

(Interim National Infrastructure Protection Plan, page 19)

- Example: Analyze infrastructure and assets using modeling, simulation and analytic tools to determine weak points or avenues of attack, including vulnerabilities from interdependencies. Combine vulnerability, consequence, and threat assumptions to determine overall risk of assets. Use risk data to prioritize assets within and across sectors.

Coordinate and Share Public-Private Information

Enable effective partnership with Federal, state, local, and Tribal governments and the private sector and nongovernmental organizations to provide data necessary to accurately identify, assess, and protect infrastructure and assets.

“The Nation’s CIP program must prioritize protection across sectors, so that resources are applied where they offer the most benefit for reducing vulnerability, deterring threats, and minimizing consequences of attacks. This is an effort that requires the integrated, coordinated support of Federal departments and agencies; State, local, and tribal entities; and public and private sector assets owners and operators.

(Interim National Infrastructure Protection Plan, page 1)

“Because private industry owns and operates the vast majority of the Nation’s CI/KR, its involvement is crucial for successful implementation of the NIPP and the national CIP program. Through various means, the private sector obtains and shares security-related information with Federal, State, and local agencies.”

(Interim National Infrastructure Protection Plan, page 4)

“Acquisition from State and local governments and the private sector of data necessary to create and maintain models of such systems and of critical infrastructures generally.”

(USA PATRIOT Act Sec. 1016(e))

Conduct Situation Assessment

Manage, monitor, evaluate, and anticipate specific threat information in a dynamic incident environment, and communicate contingencies so that appropriate protective operations can be conducted.

In the context of specific threat information, DHS reviews existing information on CI/KR, their vulnerabilities, and established protective action programs. Based on this analysis, DHS, in consultation with relevant SSAs, issues threat warnings and recommends or undertakes certain protective actions. *(Interim National Infrastructure Protection Plan, page 10)*

“Federal operations and/or resources, establishes reporting requirements, and conducts ongoing communications with Federal, State, local, tribal, private sector, and nongovernmental organizations to maintain situational awareness...”

(National Response Plan, p. 4)

Protect Critical Infrastructure and Key Assets Objective

Protect critical infrastructures and key assets that face a specific, imminent threat. Use protective measures to reduce vulnerability of CI/KR that pose significant risk, in the context of more general threat assumptions.

“ . . . continuously evaluate threat information against our current vulnerabilities, inform the President, issue warnings, and effect action accordingly.” (*National Strategy for Homeland Security*, p. 33)

“ . . . assure the protection of infrastructures and assets that face a specific, imminent threat.” (*National Strategy for the Physical Protection of Critical Infrastructure and Key Assets*, p. 2)

A protective program is a coordinated plan of action to prevent, deter, and mitigate terrorist attacks on critical assets, as well as to respond to, and recover from, such attacks in a manner that limits the consequences and value of such attacks.

(*Interim National Infrastructure Protection Plan*, page 20)

- Example: Proactive measures that are taken to reduce vulnerabilities in critical infrastructure or key assets. Specific protective actions to protect an assets fall into categories of deter, defend, detect and devalue

Implement Protection Measures

Create and put in place measures to mitigate the impact of a threat and/or action against an asset.

“ . . . we can help deter or deflect attacks, or mitigate their effects, by making strategic improvements in protection and security.” (*National Strategy for Homeland Security*, p. 29)

- Example: Guidelines and strategies for protection of buildings, for cyber systems, or to protect against insider trading should be developed and implemented.
- Examples of measures that reduce the impact of the attack include expanding defensive perimeters, installing blast proofing in certain areas, or physically transferring certain assets and/or its parts or functions to another geographic location in response to a threat.

Protect Assets and Property

Make the infrastructure more robust by incorporating deliberate duplicative functionality.

“By making our infrastructures and key assets more robust through such measures as deliberate redundancies, hardening, and dispersal, we increase their capacity to withstand attack without sustaining significant damage.”

(National Strategy for the Physical Protection of Critical Infrastructure and Key Assets, p. 12)

- Examples include ensuring that there is more than one potential power source for a region should the main power plant sustain damage and ensuring that data and process information is stored in more than one location.

Disperse Assets and Provide Redundancy

Distribute or change the physical location of assets to minimize the overall potential damage. This includes making the infrastructure more robust by incorporating deliberate duplicative functionality.

“By making our infrastructures and key assets more robust through such measures as deliberate redundancies, hardening, and dispersal, we increase their capacity to withstand attack without sustaining significant damage.”

(National Strategy for the Physical Protection of Critical Infrastructure and Key Assets, p.12)

- Example: Examples include ensuring that there is more than one potential power source for a region should the main power plant sustain damage and ensuring that data and process information is stored in more than one location.
- Example: Examples include investing in a distributed system of grain storage sites rather than large central facilities.

Mitigate Risk to Public Objective

Take strategic actions to raise security levels appropriate to each asset's vulnerability and criticality.

Safeguard Public Health

Implement protective measures to limit the vulnerability of the public and/or animals potentially at risk to specific threats.

Provide Public Safety

Provide force and critical infrastructure protection, security planning and technical assistance, technology support, and public safety in pre-incident situations.

B.c.3 Prepare the Public

Inform public about potential threats and vulnerabilities and ways to protect themselves against these risks using a variety of media and educational outlets.

RESPOND MISSION

Implement immediate actions to save lives, protect property, and meet basic human needs.

“Activities that address the short-term, direct effects of an incident.”

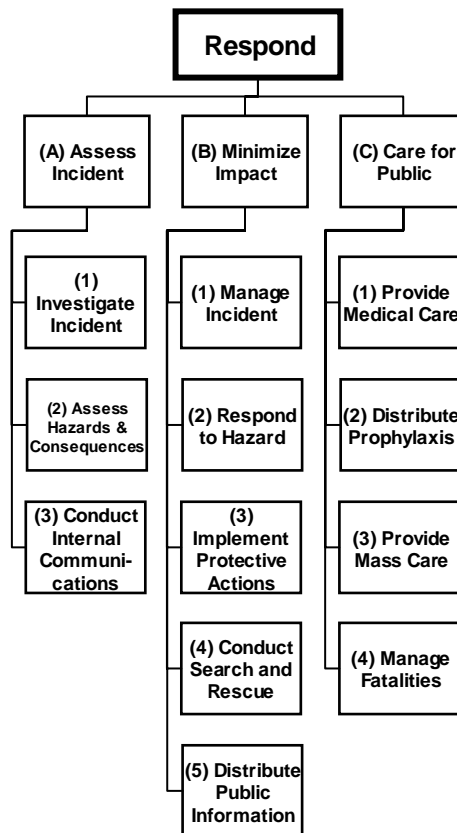
“[I]mmediate actions to save lives, protect property, and meet basic human needs.”

(National Response Plan Dec. 2004, p. 72) (National Preparedness Goal Final, p. A-3)

- Example: These activities include immediate actions to preserve life, property, and the environment; meet basic human needs; immediate law enforcement, fire, ambulance, and emergency medical service actions; emergency flood fighting; evacuations; transportation system detours; emergency public information; actions taken to minimize additional damage; urban search and rescue; the establishment of facilities for mass care; the provision of public health and medical services, food, ice, water, and other emergency essentials; debris clearance; the emergency restoration of critical infrastructure; control, containment, and removal of environmental contamination; and protection of responder health and safety.

Taxonomy for the Respond Mission is shown on the following page:

Figure 9. Respond Mission Taxonomy



Assess Incident Objective

Determine the nature of the incident, investigate the cause of the incident, assess the situation, identify critical and unmet needs provide recommendations for protective actions, and identify and coordinate acquisition and delivery of required assets and/or resources.

(National Response Plan Dec. 2004, p. 51 (part of description of FIRST team activities))

- Example: Conduct activities in order to evaluate the cause, nature and source of an incident, as necessary. Identify immediate needs in order to protect first responders and the public from ongoing effects of the incident.

Investigate Incident

Probe all possible sources and/or causes of an incident. *(National Response Plan, p. 54)*

- Example: Work with all necessary agencies (federal, state and local, as needed) to conduct investigation into the cause of the incident.

Assess Hazards and Consequences

Recognize, identify, analyze, confirm, and evaluate the immediate consequences of an incident.

- Example: Utilizing all necessary agencies, work to determine the instant effects of an incident.

Conduct Internal Communications

Conduct internal communications and disseminate information during an emergency to provide situational information to all necessary organizations.

- Example: Utilize internal communications structure to maintain contact with all necessary agencies.

Minimize Impact Objective

Implement and coordinate immediate actions to contain the direct effects of an incident.

(National Response Plan, p. 4 (discussion of Incident Management Activities)),

(National Incident Management System, p. 136 (definition of Response))

- Example: Immediate actions could include evacuations, sheltering-in-place, isolation and quarantine, roadway and airport closures, and any other activities necessary to control the effects of an incident.

Manage Incident

Control access to impacted site(s) and manage and command all activities in that area.

Respond to Hazard

Reduce or eliminate risks to persons or to lessen the actual or potential effects or consequences of an incident, including removing contamination to acceptable levels from individuals, animals, equipment, and facilities.

“Activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident.” (*National Response Plan*, p. 55)

- Example: Mitigation activities can take place at any time, before, during or after an incident.
- Example: To make people, animals, equipment and facilities safe by eliminating harmful or hazardous substances. WMD incidents “may require the decontamination of casualties, evacuees, animals, equipment, buildings, critical infrastructure, and other areas.” (*National Response Plan CAT-2*)

Implement Protective Actions

Guard the public from potentially hazardous effects of an emergency, including evacuation, shelter-in-place and isolation. (*National Response Plan*, p. 54 (isolation included in definition of response))

Conduct Search and Rescue

Locate, and extricate victims.

“locating, extricating, and providing onsite medical treatment to victims trapped in collapsed structures.” (*National Response Plan*, p. 173)

Distribute Public Information

Disseminate situational information to the public. (*National Response Plan*, p. 54)

- Example: Utilizing a variety of media (radio, television, etc.) notify public about an emergency situation, possibly including actions or precautions that should be taken.

Care for Public Objective

Implement immediate actions to save lives and meet basic human needs to minimize the impact of an incident and prevent further injury.

“The United States will prepare to manage the consequences of any future terrorist attacks that may occur despite our best efforts at prevention.” (*National Strategy for Homeland Security*, p. 3)

- Example: Lessen the overall impact of an incident by treating injured persons, mitigating the impact, and taking any other proactive steps to containing the consequences of an incident.

Provide Medical Care

Provide immediate medical support to individuals and/or animals affected by an incident.

(National Strategy for Homeland Security, p. 38 (“treat those who are harmed”))
(National Response Plan, p. 54 (Response actions include “emergency medical service actions,” “the provision of public health and medical services”))

- Example: Includes on scene triage, emergency medical services and the provision of continued treatment.

Distribute Prophylaxis

Provide preventative medical measures to affected and/or potentially affected individuals.

(National Response Plan, p. 53 (Public Health and Safety actions))

- Example: Preventative measures could include vaccinations, antibiotics, protective clothing or masks designed to decrease the spread of harm.

Provide Mass Care

Provide for basic needs to individuals and/or animals affected by an incident, including sheltering of victims, organizing feeding operations, collecting and providing information on victims to family members, and coordinating bulk distribution of emergency relief items.

Response actions include “establishment of mass care; the provision of ... food, ice, water and other emergency essentials” *(National Response Plan, p. 54)*

- Example: Often includes establishment of mass care facilities that provide shelter, food, ice, clean water and other emergency essentials. Mass care includes overall coordination, shelter, feeding, emergency first aid, disaster welfare information and bulk distribution. *(National Response Plan ESF # 6-2.)*
- Coordinating and identifying individuals with special needs within the impacted area, to include the elderly, persons with disabilities and persons communications in languages other than English. *(National Response Plan ESF # 6-3)*

Manage Fatalities

Identify, decontaminate and dispose of remains.

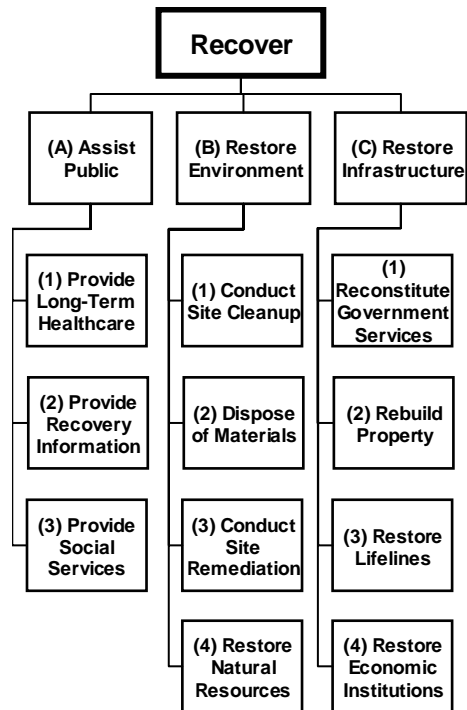
RECOVER MISSION

Develop, coordinate, and execute service- and site-restoration plans and reconstitute government operations and services through individual, private-sector, nongovernmental, and public assistance programs.

“The development, coordination, and execution of service- and site-restoration plans and the reconstitution of government operations and services through individual, private-sector, nongovernmental, and public assistance programs.” (*National Response Plan Dec. 2004, p. 54*)

- Example: “The development, coordination, and execution of service- and site-restoration plans for impacted communities and the reconstitution of government operations through individual, private-sector, nongovernmental, and public assistance programs that: identify needs and define resources; provide housing and promote restoration; address long-term care and treatment of affected persons; implement additional measures for community restoration; incorporate mitigation measures and techniques, as feasible; evaluate the incident to identify lessons learned; and develop initiatives to mitigate the effects of future incidents.” (*National Response Plan Dec. 2004, pp. 71-72*)

Figure 10. Recover Mission Taxonomy



Assist Public Objective

Help individuals directly impacted by an incident to return to pre-incident levels, where feasible.

“We must, therefore, be prepared to protect and restore institutions needed to sustain economic growth and confidence, rebuild destroyed property, assist victims and their families, heal psychological wounds, and demonstrate compassion, recognizing that we cannot automatically return to the pre-attack norm.” (*National Strategy for Homeland Security*, p. 3)

- Example: Victim assistance would include physical, mental health and social services designed to help individuals cope with impacts of an incident.

Provide Long Term Healthcare

Provide for the long-term mental and psychological healthcare of affected individuals. (*National Response Plan*, p. 54)

- Example: Includes ongoing medical care, counseling, rehabilitation and support services.

Provide Recovery Information

Inform the public as to how to go about receiving aid throughout the recovery process. (*National Response Plan*), (*National Incident Management System*)

- Example: Education programs should be targeted to all segments of society and should be made available across a variety of media (print and visual).

Provide Social Services

Supply victims with social assistance. (*National Response Plan*), (*National Incident Management System*)

- Example: Social assistance can take such forms as legal services, tax and other financial services, expedited processing of benefits claims, etc.

Restore Environment Objective

Reestablish or bring back to a state of environmental or ecological health the water, air, and land and the interrelationship, which exists among and between water, air, and land and all living things.

Conduct Site Cleanup

Short-term immediate actions taken to address and remove releases of hazardous substances that require expedited response.

Dispose of Materials

Remove and/or eliminate animal remains and/or agricultural materials; as well as materials, equipment, and facilities affected by an incident. (*National Response Plan, p. 54 (debris clearance as part of Response actions)*)

- Example: Includes the management of the transportation and storage of deceased animals, and/or agricultural materials; as well as materials, equipment, and facilities affected by an incident.

Conduct Site Remediation

Investigate and cleanup any known or suspected discharge or threatened discharge of contaminants, including, preliminary assessment, site investigations, remedial investigations, remedial alternative analyses, and remedial actions.

Restore Natural Resources

Return ecosystem to a close approximation of its condition prior to disturbance.

Restore Infrastructure Objective

Restore infrastructure in affected communities in order to return to pre-incident levels, where feasible. (*National Response Plan, p. 55*)

- Example: Infrastructure is defined as “manmade physical systems, assets, projects, and structures, publicly and/or privately owned, that are used by or provide benefit to the public.” Including “utilities, bridges, levees, drinking water systems, electrical systems, communications systems, dams, sewage systems, and roads.” National Response Plan, p. 67

Reconstitute Government Services

Reinstate government services and operations interrupted by, or in response to, an incident.

(*National Response Plan, p. 71 (“reconstitution of government services” part of definition of recovery)*)

- Example: Re-establish governments’ activities as services (including internal services and public services) that were affected by an incident, such as postal services, social services and transportation services. Government activities can include local, state and federal government services.

Rebuild Property

Rebuilding physical structures so individuals, businesses, and governments can function on their own, return to normal life, and protect against future hazards. (*National Response Plan, p. 55*)

- Example: Definition would include both public and private property.

Restore Lifelines

Ensure the restoration of service for any public utility interrupted by, or in response to an incident. (*National Response Plan, p. 55*)

- Example: Public utilities infrastructure generally includes; water, electricity, gas, telephone, and cable.

Restore Economic Institutions

Restore institutions needed to sustain economic growth and confidence.

“We must, therefore, be prepared to protect and restore institutions needed to sustain economic growth and confidence, rebuild destroyed property, assist victims and their families, heal psychological wounds, and demonstrate compassion, recognizing that we cannot automatically return to the pre-attack norm.” (*National Strategy for Homeland Security, p. 3*)

- Example: Economic institutions can be defined as public and private financial organizations including banks, stock markets, financial management firms, world markets, and trading organizations.

APPENDIX B -- COMMON DHS TERMS

All-Hazards Preparedness. Refers to preparedness for domestic terrorist attacks, major disasters, and other emergencies. (*HSPD-8*)

Capability. A capability provides the means to accomplish one or more tasks under specific conditions and to specific performance standards. A capability may be delivered with any combination of properly planned, organized, equipped, trained, and exercised personnel that achieves the intended outcome.

Critical Task. Critical tasks are defined as those prevention, protection, response, and recovery tasks that require coordination among an appropriate combination of Federal, State, local, tribal, private sector, and non-governmental entities during a major event in order to minimize the impact on lives, property, and the economy.

Emergency. Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the *Robert T. Stafford Disaster Relief and Emergency Assistance Act*, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States. (*NIMS, March 2004*)

Emergency Response Provider. Includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. (See section 2(6), Homeland Security Act of 2002, Public Law 17-296, 116 Stat. 2135 (2002).) Also known as Emergency Responder. (*NIMS, March 2004*)

Federal departments and agencies. Those executive departments enumerated in 5 U.S.C. 11, and the Department of Homeland Security; independent establishments as defined by 5 U.S.C. 14(1); Government corporations as defined by 5 U.S.C. 13(1); and the United States Postal Service. (*HSPD-8*)

First responder. Those individuals who in the early stages of an incident are responsible for the protection and preservation of life, property, evidence, and the environment, including emergency response providers as defined in section 2 of the Homeland Security Act of 2002 (6 U.S.C. 11), as well as emergency management, public health, clinical care, public works, and other skilled support personnel (such as equipment operators) that provide immediate support services during prevention, response, and recovery operations. (*HSPD-8*)

Incident of National Significance. Based on criteria established in HSPD-5 (paragraph 4), an actual or potential high-impact event that requires a coordinated and effective response by an appropriate combination of Federal, State, local, tribal, nongovernmental, and/or private sector entities in order to save lives and minimize damage, and provide the basis for long-term community and economic recovery. (*NRP, January 2005*)

Jurisdiction. A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographic (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health). (*NIMS, March 2004*)

Local Government. Local means “(A) a county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; (B) an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; and (C) a rural community, unincorporated town or village, or other public entity.” (Homeland Security Act of 2002)

Major Disaster. As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is 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 severity and magnitude to warrant major disaster assistance under this act 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. (*NIMS, March 2004*)

Major Event. Refers to domestic terrorist attacks, major disasters, and other emergencies. (HSPD-8)

National. Of a nationwide character, including the Federal, State, local and tribal aspects of governance and polity. (*NIMS, March 2004*)

Performance goal. A statement of the intended result, effect, or consequence to be achieved by carrying out a program or activity.

Performance measure. A quantitative or qualitative characteristic used to gauge the results of an outcome compared to its intended purpose (e.g. percentage, time, or amount).

Performance metric. A particular value or characteristic used to measure the outcome (e.g., “100,” “25,” or “partially”) that is generally expressed in terms of a baseline and a target.

Preparedness. Build, sustain and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. (NRP p. 71) Preparedness includes:

- Planning, training, and exercises.
- Personnel qualification and certification standards.
- Equipment acquisition and certification standards.
- Publication management processes and activities.
- Mutual aid agreements and Emergency Management Assistance Compacts (EMACs).

Prevention. Deter all potential terrorists from attacking America, detect terrorists before they strike, prevent them and their instruments of terror from entering our country, and take decisive action to eliminate the threat they pose.

Recovery. Develop, coordinate, and execute service- and site-restoration plans and reconstitute government operations and services through individual, private-sector, nongovernmental, and public assistance programs.

Region. As used in this document, “region” generally refers to a geographic area consisting of contiguous State, local, and tribal entities located in whole or in part within a designated planning radius of a core high threat urban area. The precise boundaries of a region are self-defined.

Response. Implement immediate actions to save lives, protect property, and meet basic human needs.

Risk. Risk is the product of threat, vulnerability, consequence, and likelihood of occurrence.

State Government. State means “any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States.” (Homeland Security Act of 2002)

System. A combination of facilities, equipment, personnel, procedures, and communications integrated into a common organizational structure to achieve a mission or outcome.

Target Capabilities List. Provides guidance on the specific capabilities and levels of capability that Federal, State, local, and tribal entities will be expected to develop and maintain.

Tier. Groupings of jurisdictions that account for reasonable differences in expected capability levels among entities based on assessments of total population, population density, critical infrastructure, and other significant risk factors.

Universal Task List. A comprehensive menu of tasks from all sources that may be performed in major events illustrated by the National Planning Scenarios. Entities at all levels of government should use the UTL as a reference to help them develop proficiency through training and exercises to perform their assigned missions and tasks in major events.

Volunteer. Any individual accepted to perform services by an agency, which has authority to accept volunteer services when the individual performs services without promise, expectation, or receipt of compensation for services performed (See, for example, 16 U.S.C. 742f(c) and 29 CFR 553.11.) (NIMS, March 2004)

APPENDIX C -- Acronyms and Abbreviations

AAR	After Action Report
APHIS	Animal and Plant Health Inspection Services
ATSA	Aviation and Transportation Security Act
BSIR	Biannual Strategy Implementation Report
BWIC	Biological Warfare and Incident Characterization System
CBP	Capabilities-Based Planning
CBRNE	Chemical Biological Radiological Nuclear Explosive
CCV	Characteristics and Common Vulnerabilities
CDL	Commercial Drivers License
CEO	Chief Executive Officer
CERC	Crisis and Emergency Risk Communications
CIA	Central Intelligence Agency
CII Act	Critical Infrastructure Information Act of 2002
CI/KR	Critical Infrastructure/Key Resources
CIP	Critical Infrastructure Protection
COG	Continuity of Government Plan
COOP	Continuity of Operations Plan
COPS	Office of Community Oriented Policing Services (DOJ)
CSI	Container Security Initiative
C-TPAT	Customs-Trade Partnership Against Terrorism
CWA	Chemical Warfare Agent
DCT	Data Collection Tool
DHS	Department of Homeland Security
DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary Operations Response Team
DOJ	Department of Justice
EMAC	Emergency Management Assistance Compacts
EMS	Emergency Medical Service
EO	Executive Order
EOC	Emergency Operations Center
EOD	Explosive Ordnance Disposal
EOP	Emergency Operations Plans
EP&R	Emergency Preparedness and Response Directorate (DHS)
ESF	Emergency Support Function
FBI	Federal Bureau of Investigation
FDA	U.S. Food and Drug Administration
FEMA	Federal Emergency Management Agency
FICC	Federal Interagency Coordination Council
FMD	Foot and Mouth Disease
FOIA	Freedom of Information Act

FOUO	For Official Use Only
FRERP	Federal Radiological Emergency Response Plan
FS&L	Federal, State, and local
FY	Fiscal Year
GCC	Government Coordinating Council
GIS	Geographic Information Systems
GPRA	Government Performance and Results Act
HAZMAT	Hazardous Material
HEICS	Hospital Emergency Incident Command System
HHS	Department of Health and Human Services
HLS	Homeland Security
HSA	Homeland Security Advisor
HSAC	Homeland Security Advisory Council (DHS)
HSC	Homeland Security Council (White House)
HSEEP	Homeland Security Exercise and Evaluation Program
HSGP	Homeland Security Grant Program
HSIN	Homeland Security Information Network
HSOC	Homeland Security Operations Center
HSPD-5	Homeland Security Presidential Directive 5
HSPD-7	Homeland Security Presidential Directive 7
HSPD-8	Homeland Security Presidential Directive 8
HUMINT	Human Intelligence
HV/HR	High Value/High Risk
HVAC	Heating, Ventilation, and Air Conditioning
IA	Information Analysis Division (DHS)
IAIP	Information Analysis and Infrastructure Protection Directorate (DHS)
ICS	Incident Command System
ICTAP	Interoperable Communications Technical Assistance Program
IED	Improvised Explosive Device
IM	Incident Management Task
IP	Infrastructure Protection Division (DHS)
IPR	Incident Prevention and Response Task
ISAC	Information Sharing and Analysis Center
ISIP	Initial Strategy Implementation Plan
JFO	Joint Field Office
JIC	Joint Information Center
JRIES	Joint Regional Information Exchange Systems
LETPP	Law Enforcement Terrorism Prevention Program
LLIS	Lessons Learned Information Sharing System
LOINC	Logical Observation Identifiers Names and Codes
LRN	Laboratory Response Network
LVA	Low Volatility Agent

LVB	Large Vehicle Bomb
MAA	Mutual Aid Agreement
MACS	Multi-Agency Coordinating System
MASINT	Measurement and Signatures Intelligence
MOU	Memorandum of Understanding
NADB	National Asset Database
NAPA	National Academy of Public Administration
NBSCAB	National Bomb Squad Commanders Advisory Board
NEMA	National Emergency Management Association
NFPA	National Fire Protection Association
NGA	National Governors' Association
NIAC	National Infrastructure Advisory Council
NIC	NIMS Integration Center
NICC	National Infrastructure Coordinating Center
NIMS	National Incident Management System
NIPP	National Infrastructure Protection Plan
NRP	National Response Plan
NS	National Strategic Task
NSA	National Security Agency
NSHS	National Strategy for Homeland Security
NSSE	National Security Special Event
NSTAC	National Security Telecommunications Advisory Council
OASIS	Operation Area Satellite System
ODP	Office for Domestic Preparedness (DHS)
OGC	Office of General Counsel
OJP	Office of Justice Programs (DOJ)
OMB	Office of Management and Budget (White House)
OSHA	Occupational Safety and Health Administration
OSTP	Office of Science and Technology Policy (White House)
PART	Program Assessment and Rating Tool
PCII	Protected Critical Infrastructure Information
PCS	Planning, Coordination and Support Task
PIO	Public Information Officer
P.L.	Public Law
PMTL	Protective Measures Target List
POC	Point of Contact
PPE	Personal Protective Equipment
PRA	Paperwork Reduction Act
RAP	Radiological Assistance Program
SAA	State Administrative Agency
SAFECOM	Safety Interoperable Communications Program

SCADA	Supervisory Control and Data Acquisition
SCC	Sector Coordinating Council
SCIP	Statewide Communications Interoperability Planning
SHSAS	State Homeland Security Assessment and Strategy
SHSS	State Homeland Security Strategy
SLGCP	Office of State and Local Government Coordination and Preparedness (DHS)
SNOMED	Systematized Nomenclature of Medicine
SOP	Standard Operating Procedure
SSA	Sector-Specific Agency
SSP	Sector-Specific Plan
S&T	Science and Technology Directorate (DHS)
TCL	Target Capabilities List
TEW	Terrorist Early Warning
TIC	Toxic Industrial Chemical
TOPOFF	Top Officials (Exercise)
TWIC	Transportation Worker Identification Credentialing
UA	Universal Adversary
UASI	Urban Areas Security Initiative
UAWG	Urban Areas Working Group
UCS	Unified Command System
US-CERT	United States Computer Emergency Readiness Team
USDA	United States Department of Agriculture
US&R	Urban Search and Rescue
UTL	Universal Task List
VOAD	Volunteer Organizations Active in Disasters
WMD	Weapon of Mass Destruction